Analyzing The Dynamics of Stakeholder Engagement in Social Enterprise; Values Divergence & The Salience Framework

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Abstract: Social Entrepreneurship has emerged as an innovative concept over the last two decades eliciting critical attention from academics and professionals. This article aims to benefit the extant knowledge of Social Entrepreneurship by providing a comprehensive understanding regarding the role of values divergence in stakeholder engagement. The article explores the possibility of a 'values orientated' framework to supplement the conventional stakeholder salience framework as an instrument for assessing stakeholder engagement in the context of Social Enterprise management. This empirical case explains the stakeholder relationship through the salience attributes namely Power, Urgency and Legitimacy to discern the Definitive stakeholders and to analyze the dynamic aspect of salience over different stages of the organizational growth. But when it comes to Social Enterprises, the intended social value creation involves wider stakeholder engagement, and thus a more intimate awareness of stakeholder relationships is warranted. This study identifies four characteristics of stakeholder engagement where convergence/divergence of stakeholder values becomes crucial for the success of the enterprise.

Index Terms - **Stakeholder engagement; Salience framework; Social Enterprise; India; Values convergence; Values divergence.**

1. Introduction

1.1. Social Entrepreneurship

Contemporary business landscape anticipates business ventures to be more cognizant of the contemporary social and ecological issues and strives to integrate financial profitability with wider stakeholders' wellbeing (Cooper and Owen, 2007). Thus the concept of Social Entrepreneurship that consciously incorporates social mission into their business model (Dees, 2001) has stridently emerged in this milieu (Murphy and Coombes, 2009; Austin et al., 2006). An expanding number of publications in academia reflect this accelerative importance of Social Entrepreneurship (Rey-Marti et al., 2016; Newbert 2014). Social Entrepreneurship presents a spectrum of objectives in differing degrees of social and financial motives (Anderson, 2003; Bacq and Janssen, 2011; Dees and Kerlin, 2006; Battilana et al., 2012; Zahra et al., 2009; Lepoutre et al., 2013). But it also maintains the centrality of its social mission (Dees, 2001; Austin et al., 2006; Mair, 2010) along with ensuring financial and environmental sustainability.

India is uniquely placed when it comes to the need and presence of a favorable context regarding growth of Social Entrepreneurship. With more than 300 million people still living below the poverty line, Social Enterprises have a substantive role while dealing with challenges regarding equitable access to nutrition, education, health and employment (Coale and Hoover 2015). With an estimated 60 percent of the populace in the working age category, Social Enterprises can definitely catalyze entrepreneurship and also create immense potential for employment creation. Interestingly studies on Social Entrepreneurship in the Indian context are mainly focused on social innovation, incubators, impact investment, social impact, institutional support, and rural development (Khanapuri and Khandelwal, 2011; Sonne, 2012; Ghani et al., 2013). This study

uniquely contributes by exploring the dynamics of stakeholder management. Considering the impact of the rising number of Social Enterprises and the desirability of more Social Entrepreneurial activity, exploring the challenges in stakeholder engagement offers key advantages in deciphering drivers to Social Entrepreneurial success.

1.2. Stakeholder Engagement

Stakeholders have a pivotal role in managing a Social Enterprise, for Social Entrepreneurs are generally dependent on social capital (Mair and Marti, 2006; Elfenbein, 2007; Smith and Stevens, 2010; Verstraete and Jouison-Laffitte, 2011). Stakeholders naturally contribute to building a strong resilient social capital for the enterprise. A stakeholder is defined as an individual or group who either is impacted (harmed or benefited) by the enterprise (Crane and Matten, 2010: or/and can impact the performance of the enterprise (Donaldson and Preston, 1995). Freeman (1994) summarizes stakeholder management as taking into account "who or what really counts".

The stakeholder salience method (underlined in this analysis) is conceptualized on the basis of stakeholder theory. Stakeholder theory deals with enterprise management and ethical considerations (Phillips et al., 2003); it involves identifying the stakeholders and characterizing their relations with the enterprise through a set of operations. These activities consciously driven by the enterprise's philosophy and the entrepreneurs' value system may lead to the desired end results. This process is intrinsically driven by moral values (Phillips et al., 2003). Stakeholder theory asserts that an enterprise's existence is characterized by its continuous engagement with its stakeholders and the value it creates essentially is shared and shaped by all the stakeholders (Na¨si, 1995; Freeman 1984). An enterprise will constrict its potential for value creation by serving only one (i.e. the entrepreneurs) or a limited set of stakeholders (Freeman et al., 2007). Mutual partnerships, engagement, and reciprocity illustrate the correlation between the enterprise and its stakeholders that goes beyond the restricted transaction bound exchange (Freeman and Liedtka 1997). The growth and continuation of a constructive and fruitful stakeholder relationship is considered indispensable for entrepreneurial success (Barringer and Harrison, 2000; Post et al., 2002; Svendsen et al., 2002; Barringer and Harrison, 2000). The enterprise's ability to create longstanding partnerships with its stakeholders is also reflected in its value creation (Goyder, 1999; Wheeler and Davies, 2004; Dyer and Singh, 1998; Hillman and Keim, 2001; Freeman et al., 2004).

The stakeholder salience model was conceived by Mitchell et al. (1997) to fathom the interplay between the enterprise and its stakeholders. This model determines stakeholders' significance through three dimensions; Legitimacy, Power, And Urgency. Legitimacy can be defined as the systemic conceptualization or expectation that the activities of a stakeholder are desired, appropriate, or suitable in a contextualized social arrangement of perceptions. Legitimacy offers an insight into socially acceptable actions of the enterprise/stakeholder. Mitchell articulates power as "power *over*", i.e. the ability of one stakeholder to make another act in a way he/she would not normally have acted. Urgency is the third dimension of the method   alluding to the extent in which the stakeholder asserts the enterprise's prompt attention. Urgency is based upon responsiveness to time and criticality. Stakeholder salience is shaped by the dimensions of power, urgency, and legitimacy, and stakeholders are classified as definitive, expectant, and latent stakeholders. The stakeholder salience model has been utilized to examine stakeholder priorities (Boesso and Kumar, 2009; Harvey and Schaefer, 2001; Parent and Deephouse, 2007), stakeholder engagement measures (Magness, 2008; Co and Barro, 2009), variations in stakeholder dimensions (Jawahar and Mclaughlin, 2001; Magness, 2008) and CSR (Neill and Stovall, 2005), and to evaluate and appraise stakeholder impact (Eesley and Lenox, 2006; Neville and Menguc, 2006; Aaltonen et al., 2008; de Vries 2009). But Stakeholder salience model has also been critiqued for not accommodating evolving aspects of stakeholder relations (Friedman and Miles, 2002).

This article seeks to investigate stakeholder engagement in Social Enterprise management with relation to values convergence/divergence between the entrepreneurs and the stakeholders. In the context of this case, the authors clarify that the term 'value' has been used in two associated but definitely dissimilar situation. 'Value' usually implies the economic conception or trade of worth or service (Abreu and Camarinha-Matos, 2008). For Social Enterprise social and economic value creation is of existential prerequisite (Santos, 2012; Austin et al., 2006). In this study the authors have focused on 'values'

divergence/convergence in the normative or moral implications of the approved or preferred behavior of the subjects. Here 'values' constitute the "moral compass" (Hitlin and Piliavin, 2004) of a person or a group. While studying a Social Enterprise it is necessary to differentiate the economic/social 'value' from the moral 'values'. This study while discussing the differing values between the entrepreneurs and the stakeholders use the term 'values' as the "standards that guide ongoing activities" (Rokeach, 1973) encompassing beliefs, norms, and moral absolutes as a social construct (Hitlin and Piliavin, 2004). It should be highlighted here that for this case study the salience attribute 'legitimacy' indicates socially acceptable actions (of the stakeholders), whereas Values refer to more fundamental notion of beliefs which even though 'acceptable' for the society as a whole may or may not actively benefit the Social Enterprise specifically.

This research contributes to the body of Social Entrepreneurship literature by providing a detailed study of the evolving stakeholder relationships and its relation to values convergence and divergence. Based on the case study, the authors believe that supplementing the stakeholder salience framework, additional features of stakeholder engagement too have emerged when these relations are conceived in values convergence/divergence context.

Following Yin (2003) the research comprises an individual case study; the case enterprise is a social start-up that evolved from an information provider to a manufacturing business. The article sets about introducing the case enterprise, explains the methodology and presents the analysis. The stakeholder salience framework is used to identify important stakeholders and analyze stakeholder relationships. The evolving stakeholder relationship is explained from the values convergence/divergence perspective. Four attributes of stakeholder engagement regarding values divergence are discerned.

2. Methodology
2.1. The Case Background

The case enterprise was earmarked based on the frame of reference structured around stakeholder engagement (Freeman, 1984) and definition of Social Entrepreneurship (Mair and Marti, 2006; Doherty et al., 2014). The selected enterprise had entered its growth phase; in the decision making process the stakeholders had started demanding dominant attention. The entrepreneurs (co-founders) detected extensive diversity in stakeholder beliefs and values and they had to focus only on a limited set of stakeholders. Thus the case was selected with the objective of affording inputs regarding stakeholder engagement. Anonymity regarding the identity of the enterprise was ensured while analyzing and reporting the data.

The case subject is an agro-based Social Enterprise that was launched in the early 2010s, aiming to spearhead the use of super crops (like non-narcotic hemp) through a sustainable market based approach while ensuring large scale economic, environmental, and social impact. It started as a research and development intensive knowledge platform to facilitate research and provide valued information to the farmers in rural India regarding cultivation of variety of super crops through precision farming, optimum seeds, manure, pest control measures, disseminating best practices in cultivation techniques, and helping farmers get fair price for their harvest. In the next few years it underwent strategic transformation by developing production infrastructure and marketing competencies dealing with a wide range of agro products (also food supplements, apparel and textiles, medicine, and handicrafts based on the super crops and its by-products). The transition began when the entrepreneurs identified the latent opportunity in terms of both demand and supply, exploiting which not only could give the enterprise an edge in terms of its value proposition but also could contribute to the socio economic well being of the farmers. Its business operations currently focus on three domains: technological (leveraging technology in the field of agriculture), market development (exploring market niches, creating inclusive business ecosystem by collaborating with existing apparel, food supplement brands), and social value creation (reaching out to the farmers in the backward rural areas in India, through a network of not for profit organizations). The business concept of the case enterprise is built on an innovative eco friendly range of product offering, collaborative networks, and socially conscious customers. The mission of this Social Enterprise is to "integrate the potential of super crops with the existing industries of Agriculture, Technology, and Medicine, to bring communities together, ensuring positive social and environmental Impact, and generate enduring Value."

2.2. Research Methodology

Fourteen semi structured personal interviews (each lasting 30 to 90 minutes) were conducted in the year 2017. The participants included eight co-founders (who also constitute the top management) of the Social Enterprise, and six stakeholders (employees, customers, and farmers). Various relevant documents provided by the enterprise too were analyzed. Aim of the data analysis was to capture the individuals' lived experience that enriches their perception and interpretation of their social world (Denzin and Lincoln, 2000). A systematized content analysis was carried out to augment the validity of the qualitative inquiry (Tuomi, 2006; Kynga¨s, 1999).

The study accompanied three separate but related levels. Firstly different phases of the organizational growth were discerned to capture the Social Entrepreneurs' intention, motivation, the challenges and drivers related to each phase of growth. As per Mintzberg and Waters (1982) the timeline of specific decisions, events and context, becomes significant strategically. Then in accordance with the perceptions of the participants' (Harvey and Schaefer, 2001) harnessing the salience method (Mitchell et al. 1997), the three dimensions of stakeholder engagement (Urgency, Legitimacy, And Power) were examined. The presence or absence of the three dimensions was listed. A detailed stakeholder mapping was arrived at after assessing each stakeholder relationship through salience framework. The second level highlights the changing dynamics of stakeholder relationship through different stages of the organizational growth. It was necessary for the entrepreneurs to know how different stakeholders have changed over time and strategize their response accordingly.

In the third level of the investigation, inductive content analysis explored the relation between stakeholder relationships and values divergence. The individual statements/expressions of the 14 participants were grouped into categories to locate general themes in relation to values divergence. The four themes surfaced embodying a wholesome depiction of the lived experience of the participants regarding stakeholder relationship. Selected examples of participants' "verbatim quotes" are transposed to evoke the articulation and content of the interview transcripts. They are not to be taken as typical but only to voice the varied and personalized comments in the particular themes.

3. Analysis

Table 1 represents different stages of the selected Social Enterprise's growth. Stage 1, is the pre start-up period when the Social Entrepreneurs ascertained numerous prospects for social value creation (i.e. to increase the per capita income of the farmers) with a market based business model. After a series of brainstorming, pilot tests, discussions with stakeholders and domain experts an independent business unit became functional in stage 2. The Social Entrepreneurs had envisaged that they would focus on R&D, helping farmers improve their crop yield and also getting a fair market price. In stage 3 the Social Entrepreneurs recognized the growing market demand and decided to make a foray into the production and marketing of agro based products by building a wide collaborative network involving farmers, nonprofit organizations and industries (apparel, food processing and pharmacy). Stage 4 witnessed extensive reorganization of its business operations, institutionalizing collaborative partnerships, building competencies, developing adequate infrastructure for production and marketing of agro based products.

The dynamics of social value creation can be explored from the four stages shown in Table 1. The enterprise witnessed a key policy transformation from being a passive knowledge sharing platform to that of a production and marketing unit with complex interdependence with other stakeholders. To understand this process better, Mitchell et al. (1997)'s template was used to determine stakeholders' salience in diverse stages. On the basis of entrepreneurs' perception every stakeholder was assessed on the basis of legitimacy, power and urgency. Table 2 illustrates stage wise salience attributes. The process of stakeholder

identification and evaluation was largely based on the entrepreneurs' perception regarding the role and behavior of the respective stakeholders. In stage 1 and stage 3 the salience was about the entrepreneurs' anticipation regarding the nature of stakeholder relations. But in stage 2 and in stage 4, the entrepreneurs assessed the salience based on the actual behavior of the stakeholders.

Table 2 shows how stakeholder salience varies through different stages. Using Mitchell et al. (1997)'s template based on the three dimensions the stakeholders were grouped into four categories— non-stakeholders, latent, expectant, and definitive. This locates the definitive stakeholders which require greater cognizance. In stage 1 the entrepreneurs were the definitive stakeholders, the domain experts, NGOs, farmers and employees were the expectant stakeholders. The government and local Authority were the latent stakeholders, and the customers, industry partners, and competitors were the non stakeholders. The stakeholder salience varied in subsequent stages. Figure 1 elaborates this change in relationship through the arrows highlighting upward and downward movement of the stakeholders. In stage 4 customers and the farmers became definitive stakeholders along with the entrepreneurs, thus demanding extensive focus on their needs. The participants unanimously agreed that the farmers are obviously the most important stakeholder because their wellbeing and development are the raison d'être of the Social Enterprise. But the entrepreneurs depend on the customers who are ultimately responsible to keep the venture sustainable by purchasing and using its products. Even though the customers are socially conscious and open to adapt the latest innovations they don't compromise on quality and utility. The entrepreneurs had swiftly realized this and focused on ensuring quality through their in-house R&D labs and on extensive marketing campaigns to expand the market segment for organic agro based products. As a start up entering into the growth stage the entrepreneurs did not want to excessively rely on professional managers, they were hesitant to delegate and clearly asserted their role as central to the Social Enterprise. The quotes of the Social Entrepreneurs provide further insight in to the issues, hence forth.

"Eight of us have been together since our college days. The venture in a way started as our humble course project. We have excellent coordination and understanding and we have shared all the responsibilities in an equitable manner. Thus currently we don't need to recruit outsiders into our core management team."

"We as co founders have shaped the philosophical premise behind this social venture. In a way this organization is a reflection of our inner conviction and values. We are yet to create a strong organizational framework that safeguards these values. So we do everything ourselves."

Employees whom the entrepreneurs perceived to be have definitive salience in stage 3 fell back to dependent stakeholders' category in stage 4.

"While planning to expand our operations we had envisaged a bigger role for our employees. Sadly it didn't manifest. Most of the employees even though skilled were not in alignment with our value system. They had wrongly anticipated that we are a typical business venture with only a symbolic social mission."

Conversely local authorities and the government ascended from latent stakeholders to dominant ones in subsequent stages.

"We naively assumed that when we have altruistic intentions for society, everyone will reciprocate in a similar way. It was a rude shock for us, that for any business (commercial or social) the local authorities, politicians, even government officials create big hindrances. We had underestimated their power."

The entrepreneurs interestingly viewed the role of competitors (that became prominent at stage 4) as a positive and encouraging sign claiming that it indicates their concept is garnering traction and for new investors and institutions to pitch in competition becomes a catalyst.

"For a Social Enterprise competition is good. Firstly it helps us to rationalize our processes to reduce cost, trim our expenses and brings attention to our work. Mostly from a purely social mission point of view the size of the pie (agro market) is big enough to accommodate more socially orientated ventures."

Investors were raised to dominant salience only in the stage 3 for the enterprise initially was entirely self funded and needed external investment only when the entrepreneurs decided to expand it.

The most recurring theme regarding stakeholder analysis that emerged from the interviews was regarding the challenges due to the contrasting values between the entrepreneurs and the stakeholders. . The entrepreneurs and some of the stakeholders too contended that differing values between (even within) stakeholder groups puts strain on the management. Here the participants have used an umbrella term 'values' to indicate beliefs, convictions, attitudes, and commitment etc. Convergence or divergence indicates how the stakeholders' values match or differ with that of the entrepreneurs respectively. The analysis underscores four prominent factors that drive this values dynamics.

(A) The stakeholder's historical relation with the social issue/problem

Values are deeply embedded in the prevailing social structures. It is not surprising to find that stakeholders' involvement with the social problem usually have a historical context. And it shapes the stakeholders' attitude and behavior towards the Social Enterprise that is trying to address the same problem. Some stakeholders might have helped in perpetuating the problem over time and thus have a dislike or negative attitude towards the venture.

"In a village the farmers had to sell their products only through a middleman, who also happened to be an elected representative involved in the Panchayat (village local governing body). For three long years we could not implement our project in that village, even though we had successfully implemented it in the entire district."

Some stakeholders have remained bystanders despite being in a position to change the unjust situation regarding the farmers' plight. Participants have accused some government officials and local authorities to remain indifferent to various challenges the farmers have been facing for a very long time. There were also few stakeholders (e.g. NGOs, self help groups) who have been trying to address the problem and bring positive change.

Traditional role hierarchies often get disrupted in social entrepreneurship (Etzioni, 1987; Bhide and Stevenson, 1990) opening fissures and aggravating tension in the social arena. This often ossifies stakeholder relations. The social entrepreneur has to be mindful of the existing values the stakeholders adhere to, in order to achieve effective stakeholder engagement. This element could not be captured in the conventional salience framework and needs additional focus. As the Social Enterprise involves working with each of these stakeholders at different stages of its growth, their attitude towards the social problem and their role will have a consequential effect.

(B) Stakeholders' expectations from the Social Enterprise

Diverse stakeholders have diverse expectations from the Social Enterprise. The entrepreneurs opined that unlike a conventional business enterprise, where financial profit as a critical bottom-line may provide serious impetus for synergy, a Social Enterprise focuses on multiple goals (financial and social). It naturally accentuates multiplicity of expectations too.

"Social mission is priority for us, but our industrial partners and customers won't compromise on quality. They may be social conscious and altruistic but will not give any concession as far as value for money is concerned."

"NGOs aren't interested in just increasing the farmers' income. They discourage farmers to spend their income from conspicuous consumption and want them to invest in education, healthcare, hygiene etc. Thus our revenue surplus doesn't excite them much."

"We were plagued by the issue of legitimacy. The stakeholders were used to dealing with conventional NGOs or and always distrusted commercial business. We are a hybrid, it confuses them."

"Many investors showed interest in our work, but they had assumed that the 'social mission' is just a publicity gimmick, they were expecting a market rate of return for their investment. We were in dire need of funds; even then we couldn't accept them."

The participants overwhelmingly claimed that the concept of hybrid social business model is new in India, thus diverse expectations create incessant operational and strategic challenges because of differing values; taking everyone on board always is next to impossible.

(C) Stakeholders' (lack of) proclivity towards behavior alterations

For the social impact of the venture to be fruitful, entrepreneurs ideate that certain stakeholders have to modify their behavior.

"It's not just about buying from farmers and selling in the market. Farmers had to change many of their habitual ways to accommodate a new variety of crop, had to learn new techniques for smart irrigation, use of organic manures and harvesting. With many known brands in the arena, quality and standardization became the norm and we had a tough time convincing farmers to adapt to the strict professional standards."

"For societies that uphold traditional values change is a painfully slow process. People distrust and fear new methods and things. There is also an urge to follow the 'herd' and they hesitate to stand out.

"It may sound condescending but in many cases the poor farmers don't know what is good for them. They were so used to their existence they didn't believe things could become better."

The entrepreneurs and NGOs agreed that mere increase in income does not always translate into wellbeing and prosperity because of prevailing issues like alcoholism and gambling in the rural India. Thus the Social Enterprise in this case is taking help of non profits to try to bring gradual progressive change in the spending behavior of the farmers.

For social enterprises, it becomes imperative to identify and define their intended social impact and how to incentivize it for each stakeholder group to learn and change, in order to effectively benefit from the impact. Apart from non profits and self help groups the entrepreneurs themselves have to go beyond their call of duty to reach out to beneficiary groups to achieve value convergence.

(D) Extent of interaction in stakeholder relationship

The entrepreneurs consented that in a Social Enterprise constant communication, interaction and flow of information in between stakeholders is must for building trust and social capital. Social capital enormously helps in compensating the lack of physical assets and financial resources.

"We started as a small boutique venture. It was impossible for us to interact with every stakeholder and incorporate their feedback. With our early corporate experience we confined our professional interaction with a closed group of domain experts, high ranking officials in the government, and industry partners. Coordination with farmers was only through the on ground employees and NGOs. It turned out to be a mistake."

"Our relation with the beneficiary group (farmers) was rocky in the beginning. Operations were messy. We then shifted our tactic of over reliance on employees to that of active and direct engagement with the farmers. We ourselves visited the farmers and communicated to them about each aspect of our value chain, how we are making money and how they are compensated."

The participants agreed that constant and honest communication allows stakeholders to commit themselves to the complex and hybrid goals of the Social Enterprise. Entrepreneurs have complained that when it comes to employees they have not succeeded in attaining values convergence. Large number of employees gets recruited for their professional expertise but their continuance becomes challenging due to lack of organizational commitment.

"Attrition rate is quite high, but we don't consider it detrimental. In our country we have a large workforce. But yes, we aren't able to sustain a committed set of employees who can help us create a strong work culture."

"But the farmers compensate for it. Their role has become crucial in our operations and with volunteers and non-profit groups participating actively employees' roles have shrunk considerably."

The entrepreneurs largely focused on the last two attributes as the most critical in the context of values divergence; stakeholders' proclivity towards behavior alterations and the extent of interaction in stakeholders relationships.

The authors suggest that understanding the four attributes is critical for effective stakeholder engagement in the context of values divergence. The stakeholder salience map suggests that the relationships with stakeholders alter and unfold over time. Nevertheless the legitimacy-power-urgency framework may not fully encompass the impact of values divergence especially in the case of Social Enterprises, where social value creation is more often a complex and collective endeavor. Mapping the

relational drift alone may not extend to a substantial explanation regarding the fundamental changes in stakeholder behavior in different stages of organizational growth. A values orientated framework may be able to bridge the gap.

4. Conclusion

This investigation implies that for a Social Enterprise social value creation goes through different stages, stakeholder salience framework divulges the critical stakeholders and enables an excellent framework for articulating stakeholder engagement. The stakeholder salience is determined by the number of attributes it possesses. Nevertheless, the salience framework at times does not contribute to our understanding of values divergence and its impact on stakeholder relations. The analysis proposes that in order to accommodate the values divergence phenomena the salience framework requires more auxiliary attributes to describe the stakeholder relations.

Further investigation may bring out subsequent attributes characterizing a more robust stakeholder engagement. The authors believe that by a deeper assessment of the four attributes related to values divergence, a resilient framework for Social Enterprise management can be pursued.

In conclusion, the authors claim that a simple stakeholder analysis is not adequate in Social Enterprise context; a study of stakeholders' engagement in terms of differing or matching values is also needed. The conventional analysis may provide answers regarding 'who' the salient stakeholders are and 'where' they are in the hierarchy, but a detailed study of values may elucidate why certain stakeholders behave in a certain way.

TABLE 1
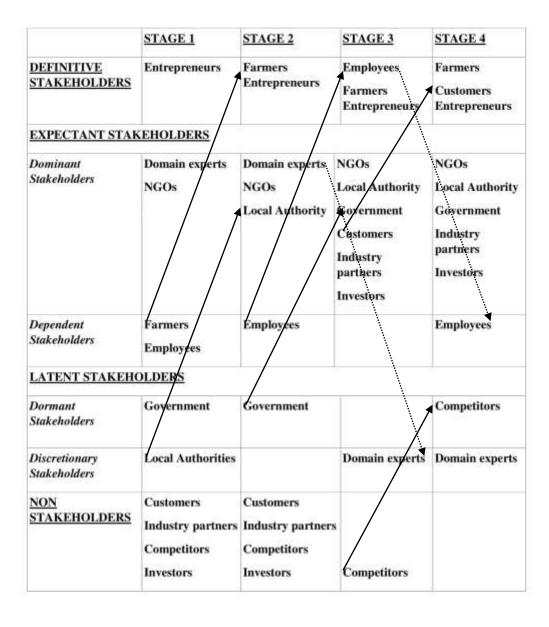### Four stages of organizational growth in relation to stakeholder engagement

Stage 1	Exploring possibilities of social value creation in agricultural sector
Stage 2	Setting up an agro based Social Enterprise
Stage 3	Evaluating possibilities of growth and expansion, strategic shift from information sharing to production and marketing
Stage 4	Setting up a complex organizational structure involving diverse stakeholders

TABLE 2
Stakeholder salience (Power (P), Urgency (U), Legitimacy (L)) in different strategic stages

	Stage 1	Stage 2	Stage 3	Stage 4
Entrepreneurs	P,L,U	P,L	P,L	P,L,U
Farmers	L,U	L,U	P,L,U	P,L,U
Domain experts	P,L	P,L	L	L
NGOs	P,L	P,L	P,L	P,L
Local Authority	L	P,L	P,L	P,L
Government	P	P	P,L	P,L
Employees	L,U	L,U	P, L,U	L,U
Customers	NON STAKE HOLDERS	NON STAKE HOLDERS	P,L	P,L,U
Industry partners	NON STAKE HOLDERS	NON STAKE HOLDERS	P,L	P,L
Investors	NON STAKE HOLDERS	NON STAKE HOLDERS	P,L	P,L
Competitors	NON STAKE HOLDERS	NON STAKE HOLDERS	NON STAKE HOLDERS	P

FIGURE 1

Dynamic change in stakeholder salience

	STAGE 1	STAGE 2	STAGE 3	STAGE 4
DEFINITIVE STAKEHOLDERS	Entrepreneurs	Farmers Entrepreneurs	Employees Farmers Entrepreneurs	Farmers Customers Entrepreneurs
EXPECTANT STAKEHOLDERS				
Dominant Stakeholders	Domain experts NGOs	Domain experts NGOs Local Authority	NGOs Local Authority Government Customers Industry partners Investors	NGOs Local Authority Government Industry partners Investors
Dependent Stakeholders	Farmers Employees	Employees		Employees
LATENT STAKEHOLDERS				
Dormant Stakeholders	Government	Government		Competitors
Discretionary Stakeholders	Local Authorities		Domain experts	Domain experts
NON STAKEHOLDERS	Customers Industry partners Competitors Investors	Customers Industry partners Competitors Investors	Competitors	

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