

Stakeholder Perception: Risk or Untapped Asset

Comment

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Two basic ideas

- Stakeholders can be both benefit providers/receivers or risk providers/bearers
- Management can use a special class of stakeholders – an „agent provocateur“ – to shape stakeholder's perceptions in order to increase wealth-creation and to minimize risks



The agent provocateur

- Agent provocateur (AP) is a strategic stakeholder of the firm
- An AP uses its position in the firm's stakeholder network to either destroy or create wealth for achieving its own goals
- An AP's influence depends on its interrelatedness with other strategic stakeholders



Shell's Stakeholder-Network during the Brent Spar Issue

