

STAKEHOLDER	THE STAKEHOLDER'S CONTRIBUTION TO THE ORGANIZATION	THE ORGANIZATION'S CONTRIBUTION TO THE STAKEHOLDER
External stakeholders		
Customers	Pay for goods and services Loyalty.	Goods and services that satisfy the customer's needs, at a competitive price and quality. The further development of goods and services that the customer needs.
The local community (municipality and region)	Orderly conditions with roads and other infrastructure, social safety nets, kindergartens, schools, etc.	Taxes, employment of citizens, training of apprentices and pupils, etc.
Suppliers	Goods and services that provide value to the organization. Further development of goods and services that the organization can use.	Payment for goods and services. Loyalty.
State	Laws and regulations that support sound business conduct, as well as their enforcement.	Taxes, national pride, International reputation, etc.
Internal stakeholders		
Shareholders	Capital.	Dividends and any increase in stock prices.
Board of Directors	Skills and expertise.	Fees. Prestige.
Employees and managers	Skills and expertise. Initiative, etc. (See Gary Hamel's Pyramid in Chapter 9.)	Wages, bonuses, security, professional and personal development, prestige, promotion, etc. (See Maslow's Hierarchy of Needs in Chapter 4).

FIGURE 10.13
The contributions from and inducements to different types of stakeholders.