

A Typology of Strategic Stakeholder Orientation

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Introdução

The literature on competitive strategy proposed several positioning typologies. But there is no typology of the firm's positioning of multiple stakeholders value creation. Most competitive strategies positioning typologies describe how a firm sets itself toward product-market and customer value contexts. A few embrace the existence of multiple stakeholders. However, scholars agree that multiple stakeholders may create and destroy value and are vital to the firm's existence. So, they have strategic importance and we argue there is a need to describe a strategy stakeholder typology.

Problema de Pesquisa e Objetivo

Even though stakeholder theory has been widely discussed, and empirical works have focused on the operationalization of stakeholder orientation, there is still a broad definition of what a stakeholder orientation is (Bridoux & Stoelhorst, 2022). This paper aims to identify a strategic stakeholder orientation typology to help managers implement a stakeholder-oriented strategy effectively. Our research question is: What are the typologies of a strategic stakeholder orientation?

Fundamentação Teórica

The paper theoretical foundation lies in the stakeholder theory premises. Strategic stakeholder orientation is the firm's positioning embracing stakeholders' alignment considering their threats and cooperative potential (Bridoux & Stoelhorst, 2022), joint value creation processes (McGahan, 2023; Freeman et al., 2020), and stakeholder's interdependence (McGahan, 2023).

Metodologia

We designed a quantitative approach study and collected primary sources through a survey reaching 275 answers. We employed a cluster analysis to create the typology.

Análise dos Resultados

The main results are: a typology of stakeholder strategy orientation is described into three classes. Stakeholder commitment leadership possesses a high level of stakeholders alignment, joint value creation, and interdependence. Stuck-in-the-middle possesses an average level of stakeholders alignment and joint value creation and a low level of interdependence. Focus on competitiveness possesses low level of the three attributes.

Conclusão

Our results present limitations since they may not be generalized, and adding or excluding any variable may vary the results. In this sense, we suggest further investigating a strategic stakeholder orientation through qualitative research using an in-depth interview.

Referências Bibliográficas

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