



# STRATEGY

in the New Age of Capitalism

Collaborative and Inclusive Approaches  
to Value Creation

**NICETO S. POBLADOR**

**PANEL DISCUSSION**

**ALMA R. JIMENEZ**



# Shared points of view...

The strategic goal of profit, or shareholder wealth maximization is best achieved by *creating* value for all stakeholders, rather than by *extracting* value from them.



# Shared points of view...

In our concept of Stakeholder Strategy, the economic value created for stakeholders is treated as *investments* to enhance output over the long haul, and not as *costs* to be minimized in the short run.



# Shared points of view...

**There have been increasing calls from the business community itself for a more inclusive and a more compassionate form of capitalism.**

**All the sound and fury about Stakeholder - or Inclusive - Capitalism is cloaked with the empty promise of Corporate Social Responsibility or CSR, interpreted by most as a form largess or altruism, and a moral obligation of business to society.**



# Shared points of view...

**The ever-widening gap in the economic fortunes of the very few, very rich individuals in society, and the great majority of the people suffering in abject poverty is *unsustainable*.**



And some points of divergence...

As a form of social institutions,  
business organizations have no moral  
obligation to serve the interest of others,  
only the *strategic* responsibility to serve  
the material interests of their owners.



# And some points of divergence...

The social benefits arising from the commercial activities of business firms are the unintended *external* effects of their strategic and operational decisions on the material wellbeing of society, and not, as popularly construed, their intended purpose.



And some points of divergence...

**Corporate initiatives that pass for “corporate social responsibility” have an underlying strategic agenda.**



# CAPITALISM

Inclusiveness Sustainability Moral Compass



**“The business of business can no longer just be business. Everything is now personal; the business of business is therefore society.**

**....businesses are going to compete on trust, on responsibility, and on creating and maintaining deep relationships with their stakeholders rooted in shared truths and values.”**

**DOV SEIDMAN**

Founder, chairman and former CEO of LRN

Foreword by  
PRESIDENT BILL CLINTON

*how*

Why HOW We Do Anything  
Means Everything

EXPANDED EDITION

DOV SEIDMAN





**“We believe, as many business leaders do, that a company is more than a balance sheet. It is an expression of human bonds, a living entity that is sown and grown and whose harvest is lives and livelihoods.”**

**THE CASE FOR STAKEHOLDER CAPITALISM – MCKINSEY AND CO.**

**THANK YOU!**