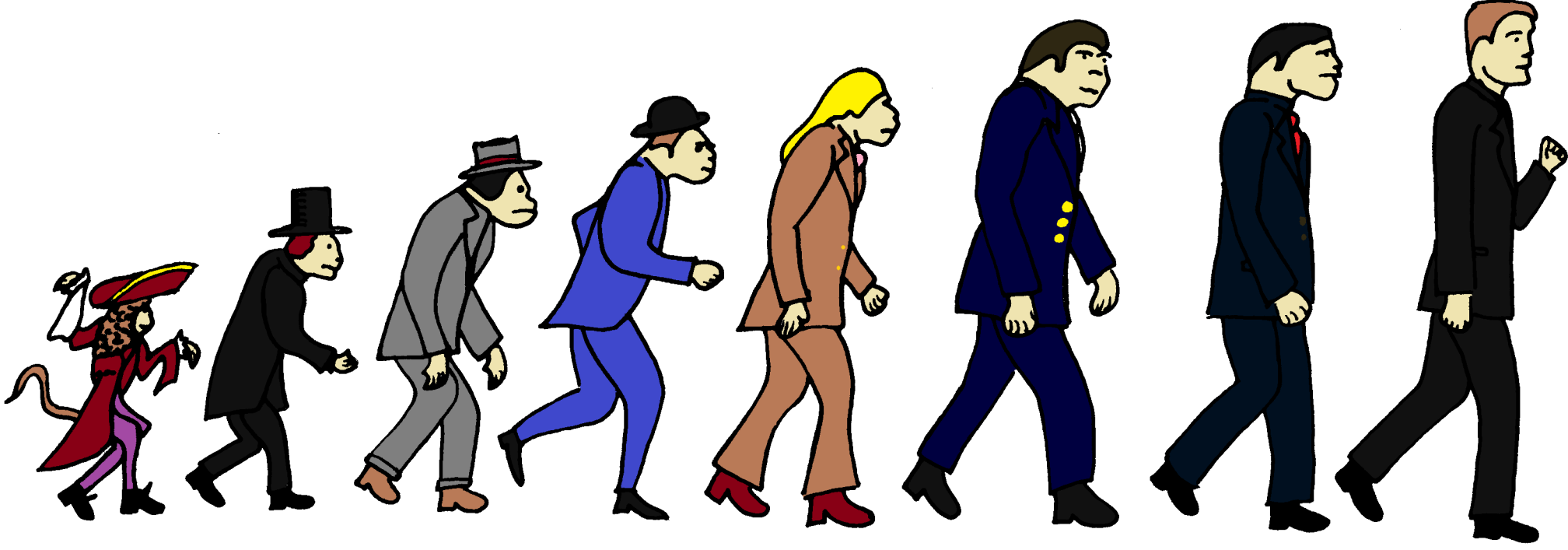


# The Origin of Stakeholders



**Early 18<sup>th</sup> Century**  
Stakeholding exclusively part of gambling culture

**Late 19<sup>th</sup> Century**  
Primacy of the shareholder

**1940s**  
Managers as trustees, balancing multiple communities

**Early 1960s**  
'Stakeholder' identified as a concept

**Late 1960s**  
Ansoff incorporates stakeholding into corporate strategy

**Early 1980s**  
Freeman writes 'Strategic Management: A Stakeholder Approach'

**Mid 1990s**  
Tony Blair describes a Stakeholder Economy

**2010s**  
Stakeholder Engagement starts to emerge as a managerial and professional discipline