



# From the Enlightenment to Business Models Season III

## Episode 3 Different Canons of the Enlightenment Part A

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# From the Enlightenment to Business Models

**Season 3**  
Fall-Winter 2023

## Our Outline for Season III

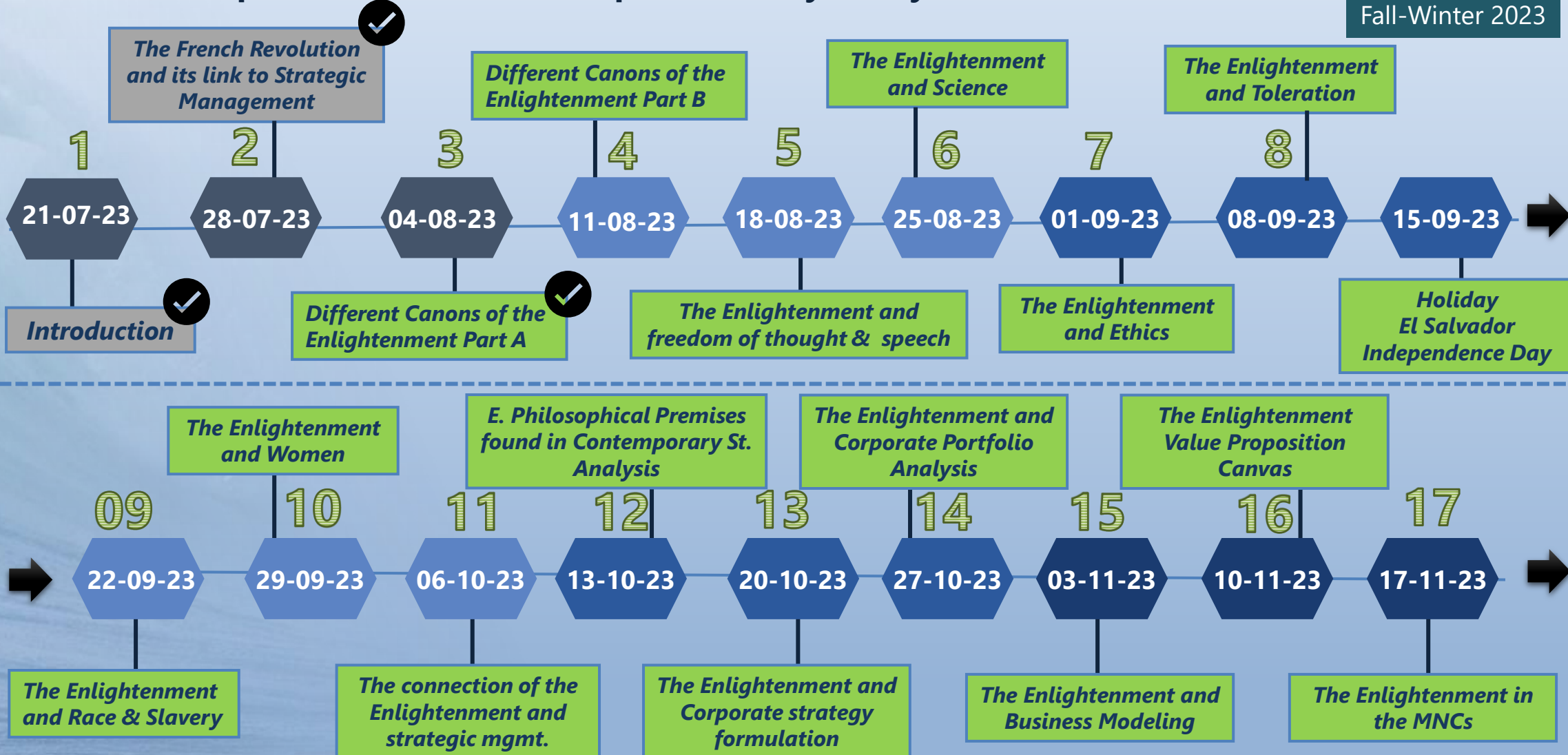
1. *Introduction* 🌱
2. *The French Revolution and its link to Strategic Management* 🌱
3. *Different Canons of the Enlightenment Part A* 🌱 **Today**
4. *Different Canons of the Enlightenment Part B*
5. *The Enlightenment and freedom of thought & speech*
6. *The Enlightenment and Science*
7. *The Enlightenment and Ethics*
8. *The Enlightenment and Toleration*
9. *The Enlightenment and Racial Differences/Slavery*
10. *The Enlightenment and Woman*
11. *The connection of the Enlightenment and Strategic Management*
12. *The Enlightenment philosophical premises found in Contemporary Strategy Analysis*
13. *The Enlightenment unearthed in corporate strategy formulation*
14. *The Enlightenment uncovered in corporate portfolio analysis*
15. *The Enlightenment found in Business Modeling*
16. *The Enlightenment and the Value Proposition Canvas*
17. *The Enlightenment premises in the MNCs value propositions*
18. *The Enlightenment found in the concept of Synergies*
19. *Research agenda for the transformation of Corporate Strategy Syllabus in Business Schools*
20. *Summary and Conclusions.*



# From the Enlightenment to Business Models

Our Proposed Timeline. We will publish every Friday

Season 3  
Fall-Winter 2023







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# From the Enlightenment to Business Models

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## Chronology of the Enlightenment.

***Our hypothesis is that the Enlightenment from the point of view of freedom to explore beyond religious superstitions occurred in Europe since Copernicus (15<sup>th</sup> century) or in the mid Renaissance; and it has continued to our century. The enlightenment has not finished yet.***

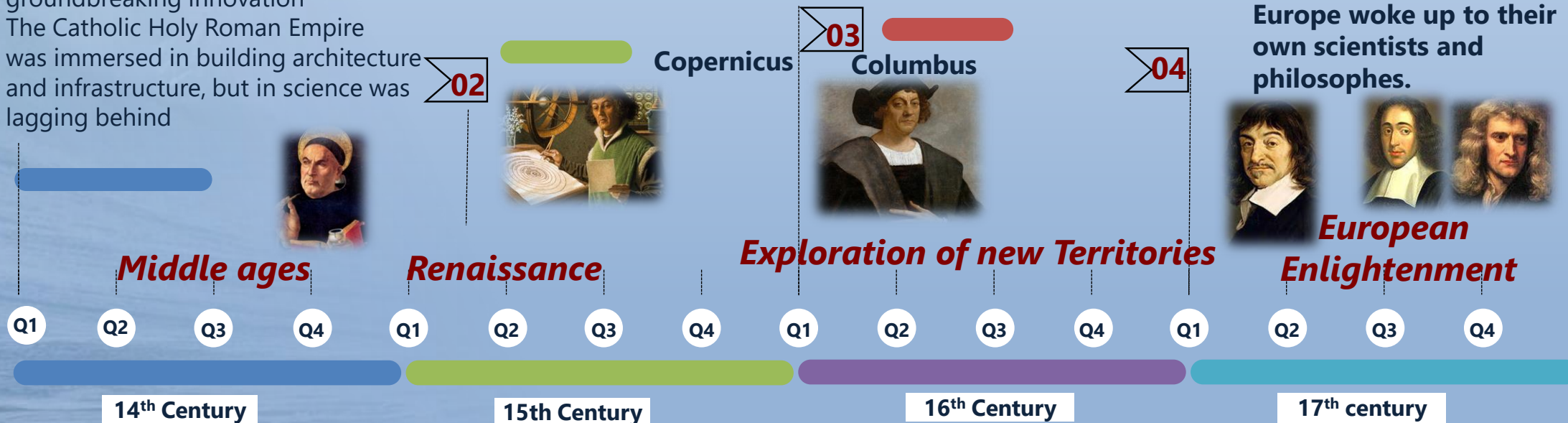
- The Islamic countries innovated in astronomy (Maragha observatory), medicine, and production of luxury items as rock-crystal, carpets, education, ceramics, metal fine inscriptions, and arts.
- During the Byzantium Empire their Orthodox scholars did not develop groundbreaking innovation
- The Catholic Holy Roman Empire was immersed in building architecture and infrastructure, but in science was lagging behind
- In the 15<sup>th</sup> Century High Renaissance, the most outstanding discoveries (some coming from China and the Islamic countries) were in the hands of Leonardo da Vinci, Copernicus, and Guttenberg as main representatives.
- Discovering New lands implied new wars between the empires
- Religious intolerance as a result of the Protestants-Catholic Schism
- New technologies for warfare and sailing.
- Atlantic Trade slavery began
- Thirty years war
- Americas developed colonies
- Huygens build the pendulum clock
- The Age of Newton and Locke began
- The radical Spinozists shook the ancient regime.

**Europe woke up to their own scientists and philosophes.**



**European Enlightenment**

Quarters of century (25 years)







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## Chronology of the Enlightenment.

**The European Enlightenment occurred as a result of 300 years of University development in several centers of instruction. It takes a lot of time to cultivate geniuses, particularly in the 17<sup>th</sup>-18<sup>th</sup> centuries, with the context of religious intolerance and lack of freedom for the erudite.**

- The 18<sup>th</sup> century has been properly studied in this saga.
- Each of the empires of Europe faced radical, moderate and counter enlightenment phases: The regimes of Spanish and French-Bourbons, Austrian-Habsburgs, Prussian-Hohenzollerns, Britain Hanovers, Italian Savoyards, Dutch-Orange Nassau, and even the Genovan doges
- The French Revolution occurred.
- Main science discoveries: Optics, chemistry, nickel, density of earth, the periodic table elements, Uranus, etc.
- In the 19<sup>th</sup> century, Napoleon Bonaparte re-established the "order" of monarchy.
- The revolutionary movements of independence in America took place.
- Steam technologies and transportation (car, trains, etc).
- Innovation: the battery, atomic theory, geology, archaeology develops, Charles Darwin theory, X-rays, electromagnetic wave, radium-polonium, Neptune, generator, lightning-Edison, etc.
- First and second World War occurred.
- The nazis as a heritage of race intolerance from the past Millenium
- The age of Planck, Einstein and penicillin
- Radio Telescope, and the space conquest.
- The Internet era began.

- Our scientific discoveries are bounded by the Internet and the digital devices.
- Nothing of true scientific relevance has come up to our history since the advent of the NAIQs (Nanotech, Artificial Intelligence, Quantum Supremacy and the Internet).
- Our world is losing the geniuses and transferring the mental power to machines.
- Inequality, multidimensional poverty, climate change crisis continues. Our social and economic issues will deepen with AI.

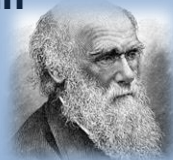
05

The age of Voltaire



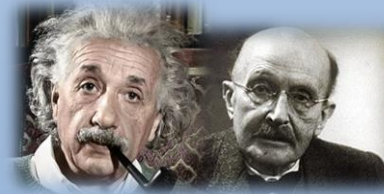
06

Darwin



07

Einstein Planck



08

Latin-American Enlightenment?



**European- American and Asian Enlightenment has continued...**

Quarters of century (25 years)

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

18<sup>th</sup> Century

19<sup>th</sup> Century

20<sup>th</sup> Century

21<sup>st</sup> Century



# From the Enlightenment to Business Models

*Even the concept of enlightenment has different canons*



**According to Peter Gay:** Men of enlightenment united in a program of secularism, humanity, cosmopolitanism and freedom of: (1) from arbitrary power, (2) speech, (3) trade, (4) realize one's talents, and (5) aesthetic response. It is a program for a moral man to make his own way in the world. Enlightenment's emphasis on reason tempered by experiment and experience, not based on blind authority, bring vast social benefits.



**According to Jonathan Israel:** "The Enlightenment was the most important and profound **intellectual, social, religious, educational and cultural transformation** of the Western World since the Middle ages and the most formative in shaping **modernity**". It must be understood in two levels:

1. Intellectual movement
2. Socio-economic and political history

Enlightenment is best characterized as the quest for human amelioration occurring between 1680-1800 driven principally by philosophy, science, (political and social and economic) leading to a revolution of the mind first, then a practical revolution (or else the other way around) seeking universal recipes for all mankind. In its radical manifestation, laying the foundations for modern basic human rights, freedoms and representative democracy.



**According to John Robertson:** A shift commencing in 1740s involving a new focus on betterment in this world, understanding the means of progress in human society.



**According to J.C.A. Pocock:** Enlightenment is a group of ways about a family of phenomena in Europe during the end of 17<sup>th</sup> century and 18<sup>th</sup> century, resembling and related to one another in a variety of ways that permit various generalizations about them. These positions and lines of thought are connected but not continuous.



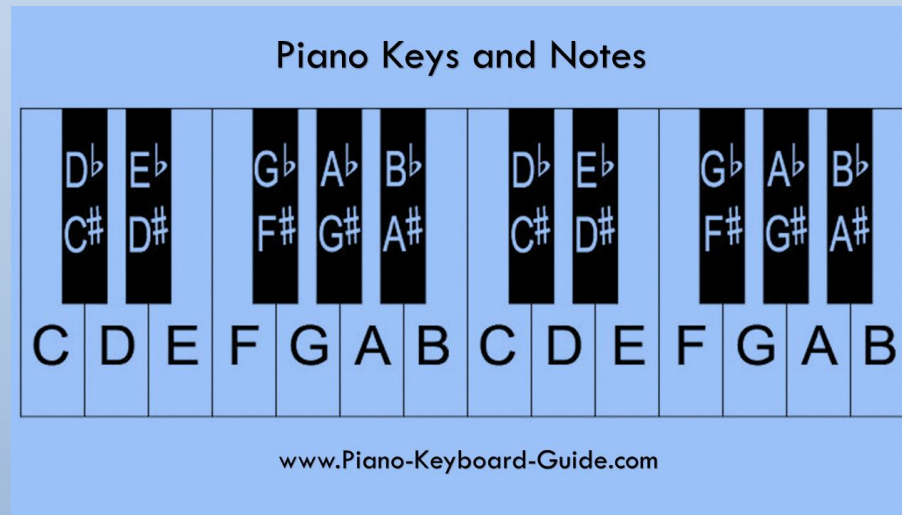


# From the Enlightenment to Business Models

## *What is a canon?*

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From the point of view of music, a canon is a composition or passage in which the same melody is repeated by one or more voices, overlapping in time in the same or a related note or keys.



Between the 17<sup>th</sup> and 18<sup>th</sup> centuries, there were similar or equivalent canons, under different value propositions, repeated over and over again by philosophes or studious profiles through a medium called printed paper in different formats: books, pamphlets, documents or letters.





# From the Enlightenment to Business Models

*From my analysis about the Enlightenment there are at least canons or compositions in the context of "the making of modernity and progress"*

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## Radical

- Caused the French Revolution
- Anti-Christian and antireligion. Atheists
- Materialism
- Insistence of full freedom of thought, expression and the press
- Democracy/Republican the best form of government
- Clandestine

## Moderate

- Civil Liberty
- Christian and deist
- Pro-Monarchy and empire as best form of government
- Driver of Reforms to improve the government
- Religious toleration
- Insistence in freedom of press

## Despotic

- Originated by the same monarchies: Kings or emperors who embodied the new principles of law, justice, toleration,
- Best examples: Prussia, Russia, some German small-states, Denmark-Sweden, Austria under Joseph II and some parts of Italy
- Steered and expanded artistic and musical activity towards the Court

## Counter

- Anti-Philosophes
- For Isaiah Berlin, the Counter-enlightenment, was characterized by an extreme militant reaction to the materialism, rationalism and universalism of the French Enlightenment
- Counter movements to the Enlightenment that attacked to undermine it with conspiracies, sinister plots and even wars.

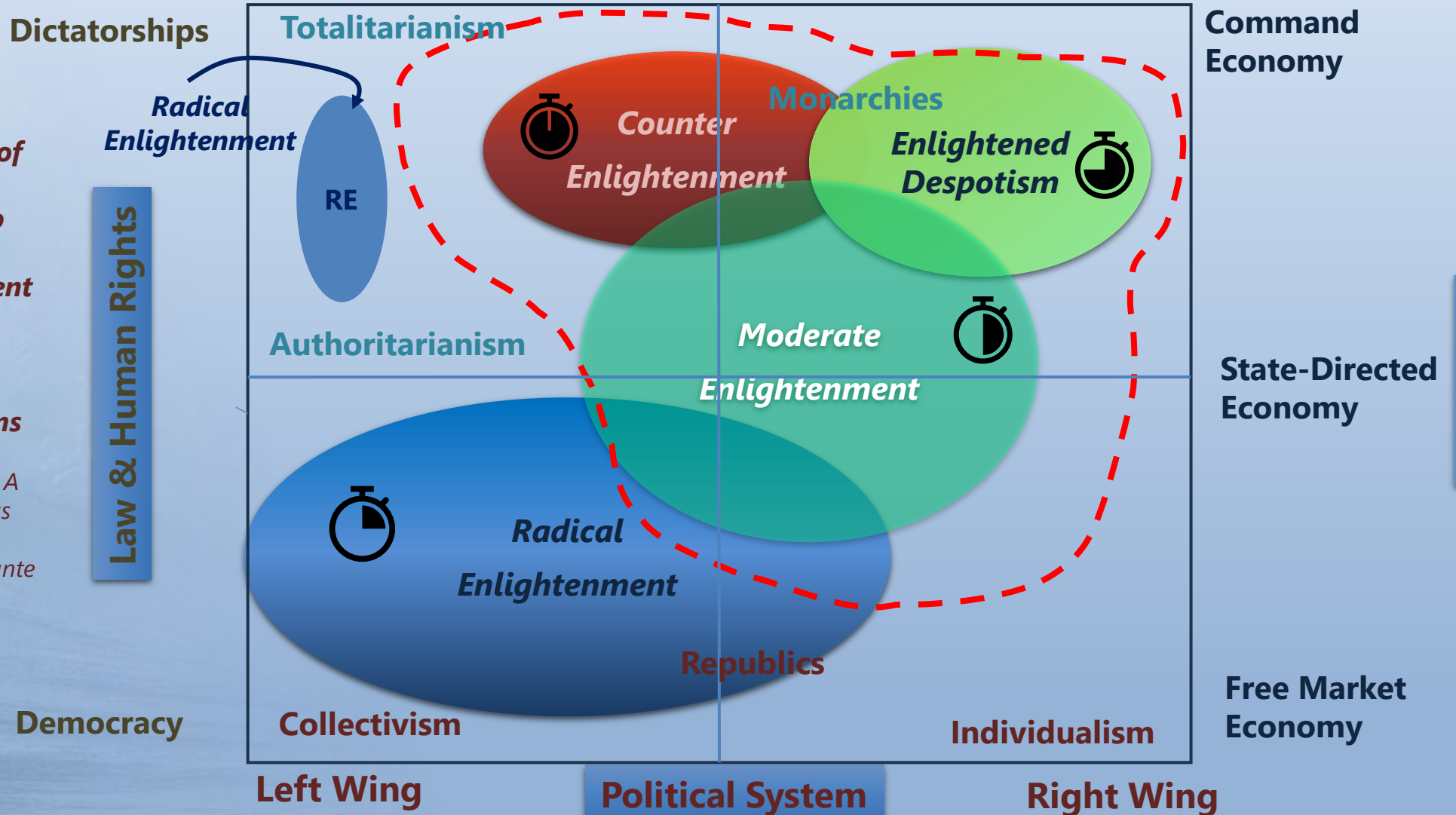


# From the Enlightenment to Business Models

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## Overlapping the 4 main canons of the Enlightenment

**Framework of reference  
Relationship between the  
Enlightenment and our  
Political-  
Economic-  
Legal systems**  
Our first  
approximation. A  
work in progress  
analysis by  
Eleonora Escalante  
Strategy  
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## *Where is fury in the 4 main canons of the Enlightenment*

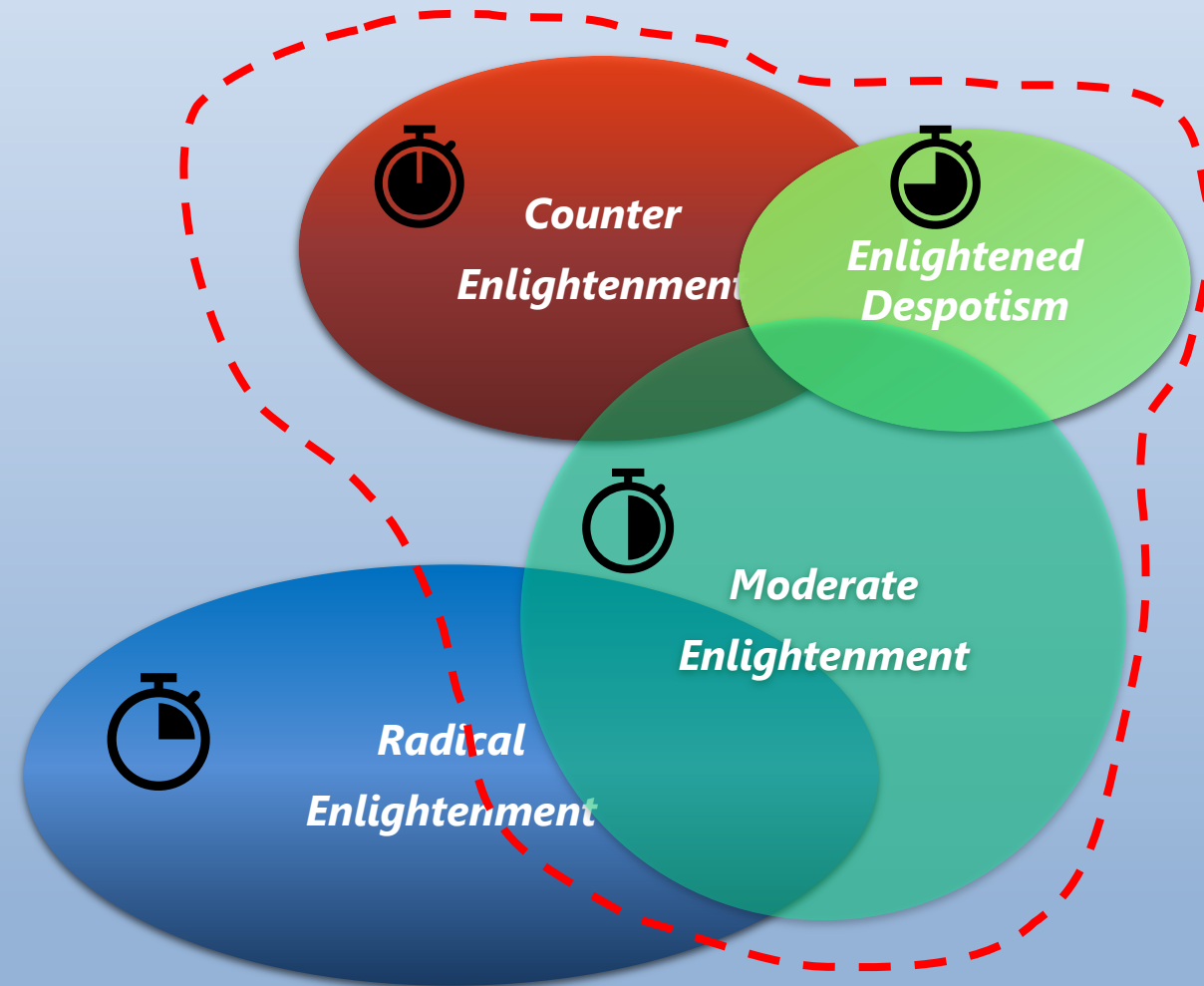
If the moderate enlightenment triumphed all over Europe by 1750s and beyond, but **Question:** why did the French Revolution (1789) used the radical enlightenment considerations to occur?

### **Answer:**

*Fury triggered by Abysmal Inequality coming from the Feudalism, and a wrong corporate strategic decision making taken by the leaders of the French Revolution.*

**Fury as an emotion decision maker detonator for economic transformation of a country doesn't take you anywhere. It only originates counter-reactions, more chaos and poverty**

**Fury = Envy of the 5%  
Plus  
Misery of the 95%**

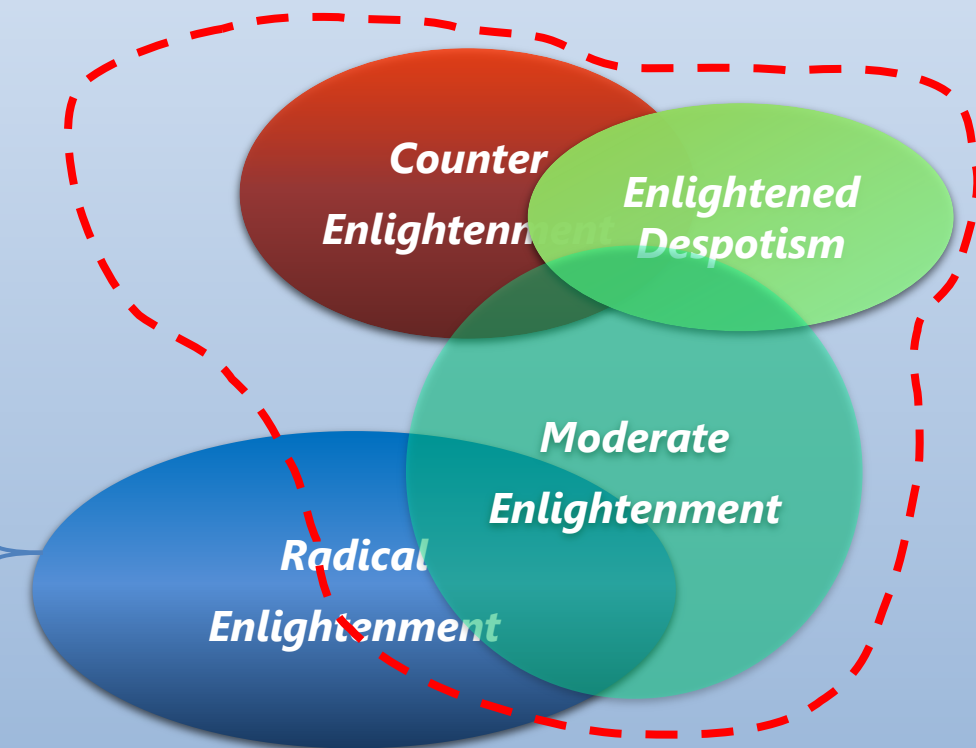
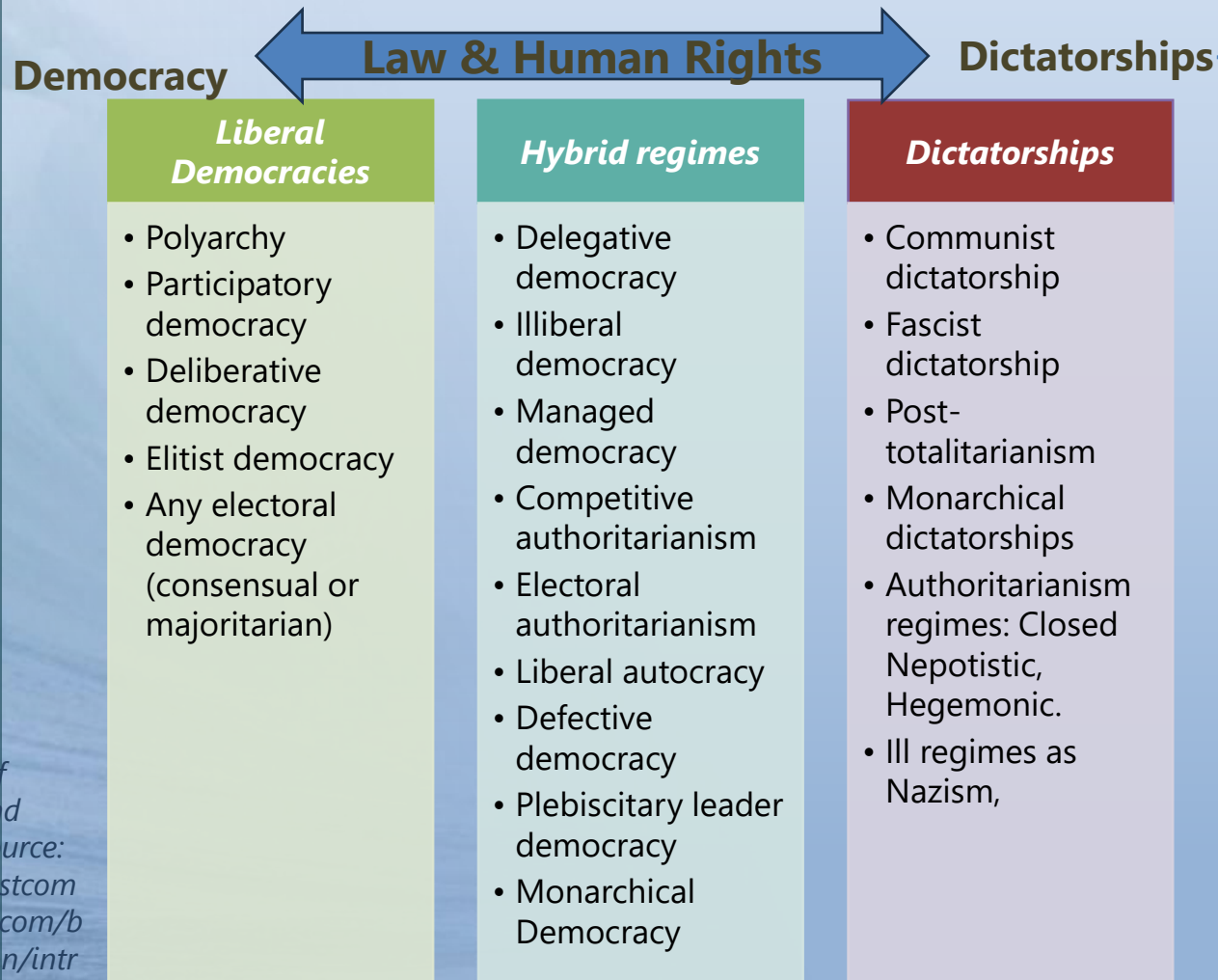




# From the Enlightenment to Business Models

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*In our times, the 4 canons of the Enlightenment are overlapping in multiple hybrid regimes (classification by law-human rights).*



*Work in progress framework of the Enlightenment and Political Economic Systems prepared by Eleonora Escalante Strategy.*





# From the Enlightenment to Business Models

## *Overlapping the 4 main canons of the Enlightenment*

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- *The domain of corporate strategy is to define "What to do with our business endeavors? "What industry are we going to choose with our entrepreneurial activities and how are we going to grow?"*
- *Since the monarchy was the corporate strategist of the epoch, and it was dethroned; those who arrived at power as of 1789 became the new corporate strategists.*
- *During the French Revolution, we have inferred there was not any clear economic plan to revamp the agriculture or the textiles or the rest of French Industries.*
- *The only thing that mattered then was to wipe out the monarchy and the nobles. Between 1789 to 1870 France was not carrying any political system or democracy with a clear economic definition.*
- *In current Corporate Strategic terms, between 1789 to 1870, all what matters was the liquidation of the feudalism or retrenchment of the ancient regime, meanwhile the monarchies of Europe were trying to save themselves from the contagion out of France to their territories.*
- *During the French Revolution we believe that given the lack of horizon in economic terms under France new regime, the retrenchment from the ancient regime (or liquidation of it) was implemented solely and based on the emotion of Fury.*

**Fury = Envy of the 5%  
Plus  
Misery of the 95%**

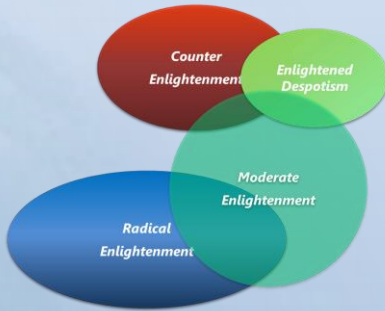
- *France is still living the consequences of that Fury. In many ways, their hybrid political-economic system, still has difficulties not solved since the French Revolution.*
- ***Nothing out of fury helps to modern progress. On the contrary, it brings us backwards. Remember that forever.***



# From the Enlightenment to Business Models

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## Overlapping the 4 main canons of the Enlightenment



### Radical Enlightenment

- Radicals defined and designated a broadly coherent philosophical value proposition as of the times of Bernard Spinoza.
- It can be separated in two periods: early radicals (1650-1740), and French revolutionary radicals (1780-1870).
- Later Karl Marx used several aspects of the radical enlightenment content, as a philosophical result of the French Revolution. He permeated these elements in his flag of Marxism.
- At the same time, liberals of the right wing, also used the radical enlightenment content as a philosophical result of the American Revolution. The liberal democracies hold several elements of the radicals.
- Radical enlightenment was a bold cohesive doctrine that was framed consistently in different levels: theological, social, cultural, political, economic and intellectual. It also included the transformation in thinking about education, international religions, legal affairs and human rights.
- Radical enlightenment was a transatlantic phenomenon: From the European empires to the New World and Asian colonies of Britain, Spain, Italy, France, Russia, Portugal, Denmark, Sweden and the Dutch.
- Radical enlightenment proposition was totally incompatible the Counter-enlightenment and the Enlightenment Despotism. Meanwhile some elements of the moderate and radicals

Sources of reference:  
Our Textbooks:

- Israel, J. *Chapters 1 of Radical Enlightenment, Democratic Enlightenment and Enlightenment Contested.*
- Israel, J. *"The revolution of the mind"*

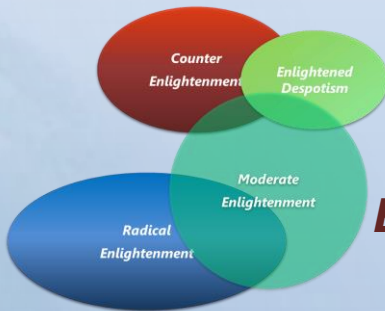




# From the Enlightenment to Business Models

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## Overlapping the 4 main canons of the Enlightenment



### Radical Enlightenment

## Elements of the Radical Enlightenment

### Socio-Cultural-Political-Intellectual aspects

Rebuffed the concentration of privilege in noble hands

Sought to sweep away the monarchy and structures of government

Linked modernity and progress with an abstract package of 6 basic standards

Worshipped science, math, logic

Linked modernity and progress with an abstract package of 6 basic standards

Rejected all compromise with the past

1. Religious Toleration
2. Personal Freedom
3. Equality
4. Freedom of expression, thought, and press
5. Universal right to Education
6. Sexual emancipation.

### Religious and Theological aspects

Discarded the intervention of Providential God in human affairs

Scorned all forms of ecclesiastical authority

Denied God's miracles and Christian Mysteries

Disregarded God-Ordained social hierarchies

Rejected confessional religions: catholic, Lutheran, Reformed & Anglican.

Rejected Judeo-Christian theological fundamentals

Discarded the belief in magic, demonology, Satan

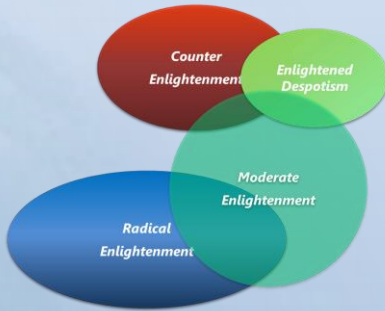
Conflated the soul and body into one.



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### Radical Enlightenment

- For radicals, the reason was the sole criterion of truth: inference and argument based on physical, scientific and mathematical evidence only.
- Radicals rejected any type of "ancient regime" forms of governments, including the model of mixed monarchy state.
- Their revolutionary character to transform government on an egalitarian and democratic basis- whether French, Dutch, British, or American – was a call for a system of democratic elections, with the participation of all qualified citizens, designed to produce experienced and qualified representatives of the people who would be regularly changed through elections. This procedure would ban the hereditary aristocratic principles.
- Examples: Spinoza, Bayle, Van den Enden, Diderot, Helvetius, Paine, D'Holbach, Marquis de Condorcet, Toland, Tindal, Collins, Knutzen, Stosch, Wachter, Lau, Schmidt, Edelmann, Boulainvilliers, etc

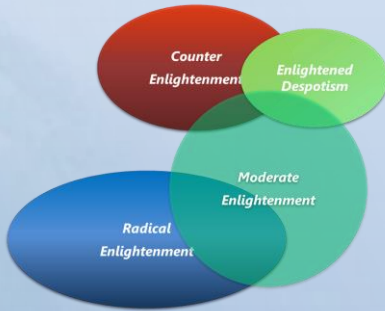




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### Moderate Enlightenment

- Accepted, endorsed and assisted by more liberal and progressive intellectuals, and members of governments, nobles and churches
- Tried to reconcile and harmonize with basic principles of monarchy, aristocracy and a combined faith-tradition with science.
- Overwhelmingly dominant in terms of support, official approval and prestige practically everywhere from the 1740s onwards.
- Typical examples of the moderate enlightenment key notes:
  1. Cartesian dualism
  2. Lockean empiricism
  3. Leibnizian monads
  4. Malebranche's occasionalism
  5. Bishop Huet's fideism
  6. Newtonian physico-theology
  7. Thomasian eclecticism
  8. Kantianism-Highest Good

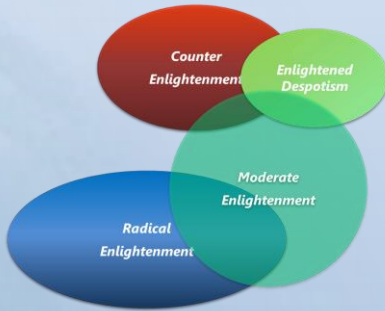
***Philosophical recipes blending theological-traditional with new critical-mathematical and scientific rationale***



# From the Enlightenment to Business Models

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## Overlapping the 4 main canons of the Enlightenment



### Moderate Enlightenment

- Championed religious toleration and widened freedom of expression.
- Procured a program of economic liberalization and rationalization within the framework of monarchy, aristocracy and the existing order.
- Not opposed to legal reforms (in fiscal, judicial, naval and administrative improvements), but against emancipatory reforms.
- Antidemocracy: Not ready to repudiate existing empire/kingdom's hierarchical structure of society, but open to leave feudalism in the past.
- Open to the application of science to technological advancements with better governments organization
- Examples: Ferguson, Kames, Adam Smith, Voltaire, Turgot, Hume, Locke, Grotius, Pufendorf, Leibniz, Wolff, Newton, Boyle, Boerhaave, Haller, Hoffmann, Montesquieu, Thomasius, Feijóo, Gravesande, etc.
- Each country had its moderate representatives.

Sources of reference: Our Textbooks:

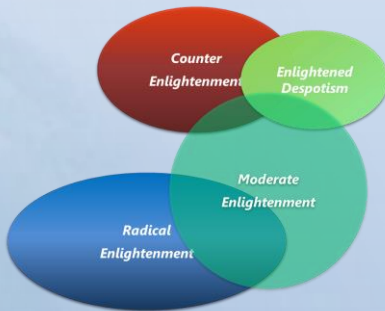
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## Overlapping the 4 main canons of the Enlightenment



### Moderate Enlightenment

- Demonstrated its practical good sense by being able to compromise with the existing order
- Disavowed reason's applicability in some areas
- Justified existing constraints and circumstances. For example: some moderates, as Voltaire, insisted on not attempting to enlighten the uneducated great majority, because knowledge in non-discernment brains can backfire, are subject of misunderstandings, are ill advised and dangerous. The proof of evidence of this impression is for me the French Revolution.

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**Conquer  
Ignorance and  
Superstition**

**Establish  
Toleration and  
freedom of  
expression**

**Update society  
with scientific  
ideas**

**Improvement  
Education**

**Modernize the  
State with light  
reforms**

**Transform  
attitudes and  
views by means  
of philosophy**

**Founded in the existing Monarchy, traditional authority and autocratic beliefs.**

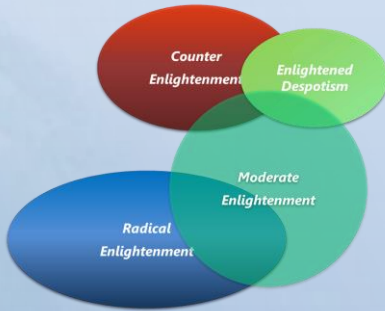




# From the Enlightenment to Business Models

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## *Overlapping the 4 main canons of the Enlightenment*



- Next week we will continue analyzing the main elements of the last two canons: The Enlightened Despotism and the Counter-Enlightenment.
- See you then.



The three leaders of Europe considered as the main representatives of the Enlightened Despotism: Catherine II of Russia, Frederick II of Prussia and Joseph II of Austria