



The Dynamics of Value Creation: The Case of the Surinamese Government

Dr. Maarten C. Hoff

Independent non-commercial researcher
De Bree 19 . 8381BS – Vledder, Netherlands

ABSTRACT

The purpose of this paper is to demonstrate the time dependent value creation by the Surinamese government. There is a significant discrepancy between what the political leadership promises and plans, and what is realized. What matters first is not competitive advantage of the nation, but the creation of value. Based on the idea of the dynamic management performance concept, a thorough study of primary and secondary sources was conducted within the context of how value creation develops by strategy and innovation. The drivers behind this process are public governance and both, human and social capital. The most essential finding is that the governing political leadership heads the country downward into an unhealthy socio-economic system. Although, not yet well developed, both human capital as well as social capital must have the priority in order to safeguard the country from a serious existential crisis. This paper may to contribute to a triple loop learning process related to value creation (the return on strategy).

Key words: value creation , strategy , public governance , human and social capital, innovation

INRODUCTION

Three decades ago Michael Porter (1990) advocated his concept of the nations' positional advantage, as a result of competing fights. He demonstrated how a government plays its role in exploiting factor conditions, demand conditions, and the strategy, structure, and rivalry of the firms. Barry Nalebuff and Adam Brandenburger (1996), rewrote the business strategy with their concept of co-opetition, which implies a new way of thinking. More recently, Rita Gunther McGrath (2013), a Columbia Business School based professor, illuminated the risks of competitive behavior. Today, it might be more profitable to show a behavior directed to understanding minds by offering value.

This new behavior –and thinking is unobserved behavior- is grounded on the awareness of operating in a hot, flat, and crowded world (Friedman, 2008) with new notions of orchestrating resources in a way that creates both trust and agility (Fung, et al.,2007). The daily practice is indeed that nation states are trying to move from wave to wave of advantages. Just like board-surfers do. Even great surfers might fall off their board, but they always get back on it. Unfortunately, nation states' leadership can often be described as board-surfers, floating in the water like corks and clinging to their surfboards.

Thus advantages of nation states are very temporary, and not sustainable. The one constant of their operations is one of moving under transient conditions. This is the new logic of strategy (McGrath, 2013). These conditions require flexible, agile, coordinated controlled governmental behavior. This behavior is projected into the political leadership of a country and this leadership is responsible for the overall strategic decision making, which must create value for its citizens.

This paper addresses the political leadership of Suriname, a country which ranks medium through poor on the UN Human Development Index 2017. Although, a sovereign state since 1975, the country still lacks a ruggedized institutionalization (Lim A Po, 2019) driven by deprivation of legitimacy. Suriname is a weak state (Fukuyama, 2005: 58-161). The purpose of this article is to deliver bricks that will make us fully aware of the complexities in constructing a new Surinamese intellectual asset, directed on value creation. The consequence is that only a deep insight into an almost wicked problem of strategic decision making can realize this purpose.

It is both complicated and complex, because of our inability to eliminate in our problem-solving models, (a) partiality –we always have limited knowledge-, (b) plurality ways of knowing, and (c) the problem of delivering always provisional solutions. Thus the best outcome of this ‘research expedition’ are conclusions leveled at socio-political optimality. Anyhow, the way to achieve the purpose is to analyze a set of interconnected elements, being the story-board of this article. Strategy is a chain of actions, determined by choices on where to head, and the relative position of the concerned actor. The center of the process is the quality of governance, projected in the political leadership. Leadership is the main strategic source of activities, while innovations, social as well as technical, are drivers of the process. Value creation is the final result of a dynamic process at time $t(i)$ that indicate the return on strategy.

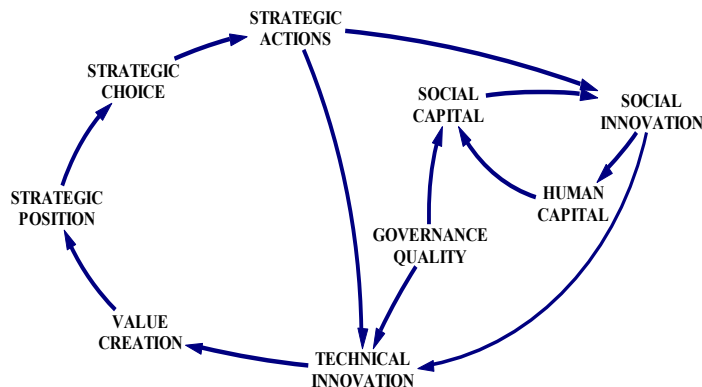


Figure 1: The story-board of this research paper

The real world of Suriname is the result of numerous sets of interconnected people, displaying their unique behavior. It all starts with the electorate where every individual voter has the potency to get what it wants most, by creating principle-centered power with other sets of people. With honor, it is possible to generate sustained pro-active influence.

This means, that the logic of governmental strategic decision making, must be discovered in the inter-related links between structures and behaviors, formally embedded in objectives and standards of bureaucratic behavior. Although, a significant part of that logic is made up of many informal ‘black boxes’ that hide hidden agendas. The logic includes also a number of both forward coupled as well as feedback processes. The forward coupled activities generate knowledge about expected outcomes of throughputs in black boxes. Suriname is a country with an estimated mineral deposits value of at least 200 billion US dollars. Lack of skills and a predator like economy present the outside world with outcomes far below the level of what we might call a healthy economy. The feedback processes are like either stabilizing loops –think about food intake -, or reinforcing loops –think about the cellphone or drugs addicted people-. The conceptual model (see figure 1), is an interconnected set of constructs, coherently organized in a way that must attain value creation. Again and again.

The approach is to be out for a walk along the nodal points and lines of the conceptual model as visualized in figure 1. The start is in the domain of 'governance quality', with the claim that governance quality affects technical and social innovation. It will be followed with the discussion of two reinforcing loops with social innovation at the heart. The second stage gives attention to the field of strategic decision making (position, choice and actions). At the end the dynamic model of the outcome of strategic decision making will be presented.

GOVERNANCE QUALITY

General remarks

Governance is always about safety, security, caring, engagement, health, sustainability, learning, economic growth, social responsibility, confidence, trust, responsiveness, et cetera. Meanwhile, Suriname is near to resembling a frontier state, where rules and regulations are arbitrarily enforced, markets politically manipulated and the legal system is rather weak. With a relatively high political influence, efforts to improve an export orientated behavior and small local companies serving the domestic market, the country is a typical so-called power-broker (Musacchio and Werker, 2016: 40-48). The role of politics is enormous, even in the way larger Surinamese organizations strategize¹. Profits are primarily directed to privileged interests. Thus (political) leadership is at least suspicious.

Meanwhile, good governance, say leadership, is hard to measure in quantitative means. Nevertheless, Jeff Huther and Anwar Shah (2005: 39-61) developed a model to measure governance quality for the government of states. In accordance to the World Bank's view the key parameters have to do with the citizen's voice, the public services, the well-being of the citizens and favorable economic conditions.

Citizen participation

Two dimensions define the citizen participation. The minimum conditions for the growth of citizen participation are political freedom and political stability. Although, culture always matters and has to be taken into account. If overall citizen participation is rather low it might be caused by the characteristic of the Surinamese society, that harbors a high power distant culture. Thus a culture in which '...everyone has his or her rightful place which needs no further justification ...' (Coutinho, 2013 : 107). Leadership is based on the central message that people are dependent on the dominant and powerful stakeholders in the society. This kind of leadership does not embrace diversity of minds. The controlled commitment of civil servants is not based on competence, relatedness and autonomy, being basic psychological needs, rather on occupying a seat in the organization. Economic considerations govern the behavior. Thus, intrinsic participation from the bottom-up seems to be a costly and very luxury good.

Government orientation

This item is about provisions of public goods and services. An assessment through judicial efficiency, bureaucratic efficiency and lack of corruption yields a usable index. The fact is that Suriname is in want of such an index. The government needs the implementation of a management orientation. The creation of a 'dashboard' with indicators to inform the decision maker

- a. Leadership-development practice: transformational leadership, as it is recommended by Boonstra (2004) with learning practices by doing, by use and from failure is not yet standard in the country.

¹ Thus not in line with the conclusions drawn by Goede, et al. (2018) in their research on strategizing of Surinamese organizations.

- b. The external orientation, including all relevant stakeholders; although the country participates in a network of diplomatic relations with 134 countries, it harbors only 12 embassies with the US, Chinese, Indian, Indonesian, and Brazilian as key posts, while the country itself possesses 13 embassies. Meanwhile the Surinamese embassies and consulates seem to function in the first place as 'tour-operators'. An interesting new policy is the idea to strengthen the South-South relations.
- c. Efforts to raise both productivity and quality; the government designed a Policy Development Plan 2017-2021 and promised to set up programs and projects, based on four pillars: (1) improving development capacity (2) growth and diversification of economy (3) social progress (4) exploiting and protecting environment. Unfortunately, insofar these pillars are applied to real projects, the outcome in 2020 will be that less than 5% has been effectively realized.
- d. The management of high-quality talent and knowledge nurseries; if the country wishes to ride the wave of the incubator's culture (Trompenaars and Hampden-Turner, 1999: 175-178), one has to conclude that today these wishes are like a dream. Civil servants and also a majority of workers in the industrial field are not operating in an environment of intense emotional commitment. People are not co-creators, managers are hardly process-oriented and the center of knowledge, the Anton de Kom University is politicized.

As said before, Suriname is close to a frontier economy. Full prosperity for the citizens is not yet realized, while the prospects are negative. Also markets are politically distorted, and the political landscape lacks an effective checks and balance system. It also has an unreliable infrastructure and a critical question is whether emerging middle classes will provide the most promising market or not. This condition implies that future success depends on a continuous assessment of both the necessary interference and control by the government as well as the citizen orientation. But who controls these power addicted political strategic decision makers? Trust and integrity are very scarce products in Suriname.

Social development

This dimension considers the aspects of human development and income inequality. Jeffrey Sachs proposed, more than a decade ago (2005), a new method for development economics, and called it clinical economics. The awareness of the fact that our hot, flat and crowded world is a network of cascading systems is crucial. Thus, differential diagnoses are required which have to be monitored and evaluated. But the top priority has to be given to the development of ethical and professional standards.

Does the Surinamese governmental leadership have the profound commitment to search for right answers. The answer is 'no', as long as the processes are characterized by the paradigm of own interests. Power is a relatively scarce resource and the Surinamese high income elite is well aware of this phenomenon! To summarize: the quality of social responsibility and ethics is rather poor. Probably Sachs' proposal is like living a dream, because '... In the operations of a government, the impotence of reason is serious because it affects everything within reach – citizens, society, civilization ...' (Barbara W. Tuchman in *The March of Folly*: 477). That is a daily practice of the country.

Johnson, et al. (2017: 154) mentioned eleven factors that affect the quality of corporate social responsibility: employee welfare, working conditions, job design, intellectual property, environmental issues, products / services, markets / marketing, suppliers, employment, community activity and human rights. What is the stance of the Surinamese government? It answers the important question on how the leadership perceive their role in its society.

Another source – the Legatum Prosperity Index- tested human development and also implicitly income distribution on the following items: governance, business environment, economic quality, natural environment, social capital, personal freedom, safety & security, health and education. It is the only index that gives insight in both the economic as well as the social well-being. The development of these parameters creates the heading from poverty to prosperity. Suriname ranks a surprising #50 of 149 countries, thanks to the personal freedom score. The business environment, for example, ranks #139.

Economic Management

Today, relatively few firms, acting as hubs with many spokes around them, dominate the Surinamese economy. The focus is on the mining sector, while the overall management in this sector is controlled by China and the US. They capture a disproportionate share of the created value and received support from the Surinamese executive power. This ongoing situation is dangerous because of its destabilizing influence through increasing income inequalities. Be sure that all those hub positioned organizations will defend their positions meanwhile sharing the global created value with one another and with their privileged protectors. The mutual connectivity reinforced by digitization concentrates the growing values. The Achilles' heel is that hubs are power addicted phenomena and thus often compete against one another.

The actual situation in Suriname can be characterized by the term 'one-dominant-player'. The political leadership is the central hub and other upcoming hubs try to avoid being held hostage by this 'one-dominant-player'. Although this player is in turn 'imprisoned' by both foreign money-lenders and investors. The voices of oppositional members of the parliament are almost meaningless. Solutions must originate in ethical standards. Thus, the Surinamese political leadership needs a value sharing business model. If the leadership wants to stabilize its position the only solution is to build up and maintain an ecosystem which is in the best interest of the people. Thus, economic management must include competition on social purposes (Vilá and Bharadwai, 2017 : 94-101). Success depends on whether the key stakeholders –they are like spokes- accept a serious practice of a responsible social-purpose policy. The acceptance depends on how much value the leadership creates for all the stakeholders.

At corporate level economic management refers to growth and productivity. Pillars of these two goals are customer value proposition and internal perspective. But who are the customers in Suriname? The today's rules of competition are controlled by the customer's appreciation of the delivered values and the more value a firm delivers, the more customers expect, the Western oriented marketing textbooks tell us. But Suriname needs different textbooks on economy and marketing. The system needs a superior production model for all people.

Sub-conclusions

The 'soft' crucial output of governance quality, which is the input of social capital, must be participation and trust. Both elements have a social, a societal and a political dimension. Given the foregoing analysis, we must expect relatively low values of participation and trust. The 'hard' crucial output of governance quality, which is the input for the technical innovation, including also innovation of the organization, is an economy that has character (Jackson, 2004) and that is both clinical and credible. Both factors are not achieved. The challenge is to find the balance among the way leadership sees the citizens they serve and how leadership reflects its behavior and the way it took responsibility (Denhardt and Denhardt, 2015). Probably leadership sees the citizens only as the voting mob that provides for increasing power of the leadership. Personal freedom seems to be the lever of holding the society short of a 'hot' revolution. Moreover, the country is completely dependent of foreign money-lenders. The governance quality is very poor.

CAPITAL AND INNOVATION

General remarks

Innovation is the outcome of a social or technology renewal process that is useful. The result of innovation is the creation of value which makes people more healthy, either physically or mentally or both. The proper source of innovation is the idea. In Suriname, generating ideas is not a problem, but pursuing the right idea at a right speed on a right scale and addressing the right people is. Ideas are lost or decisions are seriously delayed. The main reasons are the bureaucracy, the culture and the availability of finances and resources to invest. The bureaucracy hampers the move from idea through plan to transactions, while the culture demonstrates insufficient outward looking and inadequacy to question how to change the status quo. And lack of skills, knowledge, trust, and institutionalized processes, thus parts of human and social capital, heavily influence the process of innovation.

Human Capital

Thomas Davenport (1999) took the stance that human capital is the ownership of individual behavior, abilities, efforts and time. This is a very interesting perspective, that a worker is the owner of the responses he or she holds to situations and situational stimuli. He or she owns the knowledge and the skills to do a task. He or she owns the talent to perform the task. And it is all activated by effort which is the application of both tangible as well as intangible resources toward some particular end. The best practice in Suriname is set against this effort. Civil servants are viewed as possessions. Leadership required a loyalty attitude to managers rather than to the governmental organization's mission statement.

Anyway, human capital is the government's greatest asset (Pease, et al., 2013). The strategic value of human capital depends on talent, knowledge, skills in processing and problem-solving and a behavior of co-opetition. It will be relatively very high if the ministries and other government controlled organizations execute a commitment-based as well as a productivity-based HR policy. These policies create knowledge as well as job-based employees with both core and compulsory knowledge (Lepak and Snell, 2010, reprint : 210-230). Thus, embrace analytics and improve the ability to measure the results of human capital investments.² However, this is not the daily practice of developing human capital.

Social Capital

Social capital refers to connections among individuals; they are features of social life – networks, norms and trust- that enable participants to act together more effectively to pursue shared objectives (Putnam, 1996). Fukuyama (1995 : 26) defined social capital as a capability that arises from the prevalence of trust in a society or in certain parts of it. He claimed that trust is the basis of social order.

Woolcock (2001 : 13-14) made a distinction between bonding, bridging and linking social capital. Bonding refers to people in similar situations, suchlike your network of closest friends. Somewhat more distant ties of like people, such as workmates, characterize Woolcock's bridging social capital. While linking social capital reaches out to unlike people in dissimilar situations. Our object is bridging social capital, while trust is a product of social capital, not one of its components (Field, 2008: 158).

² The Bersin model uses nine driving forces: satisfaction, learning, adoption, utility, efficiency, alignment, attainment of customer objectives, individual performance and organizational performance. One more model I would like to mention. The human capital management for the twenty-first century model, developed by Jac Fitz-Enz. This HCM:21 model predict the economic value of your human capital investments for your organization.

Social capital can be seen as a relational construct, needed to generate successful social innovation. Shared values are internalized which means that access to scarce resources can be optimally allocated. Thus, trust-based network structures can function. But the Surinamese situation shows a trend of lowering the social capital capacity because of increasing egocentric behavior. It is projected in the structure of the political parties in Suriname

The accessibility is capitalized in terms of mobilization which implies use of contacts and contact resources. The effects of both accessibility and mobilization are the instrumental returns as well as the expressive returns (Nan Lin, 2008: 21). Instrumental returns are the sum of wealth, power and reputation, while the aspects of expressive returns are physical health, mental health and life satisfaction. These returns are subjects of social innovation and indirectly also technology innovation, and –being crucial- nation state innovation. This nation state innovation is in the conceptual model (figure 1) implied in social as well as in technology innovation.

Social Innovation

Social innovation is a vague term while it is used in a diversity of contexts, suchlike societal changes, human synergies within organizations, human progress and empowerment, development and implementation of new ideas to meet social needs and create new social relationships or collaborations, a response to patterns of modernity that have marginalized certain populations, et cetera (Moulaert, et al., 2015; Karré, et al., 2018). But there is always one common denominator: a concern about human condition.

Social innovation can improve the quality of service provision and the quality of human capital. Thus, social innovation can be seen as a sense-making transformation process, that addresses the total organizational health (McKinsey, 2012). The way to do that is by gaining victory over the no-options-thinking force. Simply said: “yes, we can!”, but unfortunately, Suriname lacks the ‘we’.

The conclusion is that social innovation can take any value between ‘adaptation to the status quo’ through ‘fundamental change of status quo’. The status quo can be translated into the term ‘social cohesion’. Again, within the internal context of the government. And social cohesion can be interpreted as the available social capital that possesses the capability to mobilize the civil servants to support the strategic actions, if and only if these civil servants have confidence in the strategic decision making. In that case they will trust their managers and this kind of empowerment is the result of social innovation.

When someone put the question how to get out on your employees, due to social innovation, the answer is probably always ‘know what gets them excited’. Feel their passion, listen to their ideas and use their ingenuity. Helen Fisher, a well-known neuroscientist and affiliated with Rutgers University and Kinsey Institute, took a step further and told us that you need to understand how the brain works to reach anyone effectively³. Thus, to enhance the probability of reaching the government’s objectives. Her empirical validated research discovered four biological systems each of them are linked to a particular and personal trait⁴.

³ An interview in Harvard Business Review, March - April 2017 : 60-62.

⁴ Biological system A are people who tend to be creative, spontaneous, energetic, mentally flexible, risk-accepting and novelty seeking. Biological system B encompasses sociable people, traditional in their values and exploration is hardly part of their agenda. Biological system C are people who tend to be tough-minded, direct, decisive, assertive and skeptical. Biological system D are people who tend to be intuitive, imaginative, trusting, long-term thinking and sensitive to people’s feelings. They have good social skills.

If we accept the value of a learning-oriented approach, it is possible to put your objectives, actions and activities, strategic resources, products and drivers into one integrative framework of performance (Bianchi, 2016 : 137). Thus, prosperity, stability and security are the objectives, while the strategic resources are the 'tangible and intangible 'materials' to realize value, with both innovation rate as well as growth rate as a driver's function.

Technology innovation

The extreme future for Suriname is now. The technology-driven revolution disrupts the commodities market in myriad ways (Nyquist, et al., 2016) and is reshaping the world in this first quarter of the 21st century (Canton, 2007). The biotechnology has enormous impact on health care and extension of life, while bio-detection uses biological information to better risk detection. Nanotechnology supports the biotechnology and gives almost endless opportunities to matter manipulation and nano-energy creates renewable fuels. Neuro-technology is the breakthrough in the performance of mind and improves the mental performance as well the functioning of your human capital. Micro-machines enhance our brain functions. Finally, the bits-technology has impact on information, communication and networks. Future computers have become wearable devices, for example. People, services and products become connected. Ideas, education, service and commerce are planet wide structured in networks. Future readiness will help to prepare the next generation countries. Suriname is no exception. Surinamese leadership should welcome this extreme future and let it be the new shared value of their country.

The innovation of the nation state 'Suriname'

Since 2000 the situation shows a gradual loss of NDP-authority and one expects that this trend will continue. The May 2020 elections are a crucial test. The actual situation today is that 'DDB and his loyal comrades'⁵ are downgraded to state leaders in name only. The factual leadership is controlled by foreign investors who put their money into the Surinamese markets. Tomorrow the overall strategic decision making processes are under full control of these new stakeholders. A significant loss of political autonomy will be the result for Suriname and its leadership. Even if the DDB-clan is replaced by new political rulers changes will be marginal.

To change this ongoing process definitely, the 'Parbo' leadership must disrupt and must reframe its belief system in order to win the resource revolution. A fundamental change of behavior in the relationships between the innovator –the Parbo leadership- and the supplier – the foreign investor-, and also between this innovator and the user of the innovation, the people of Suriname. The value chain is a closed loop, characterized by commitment of all players, and that is the very reason why nation state innovation is part of social and technical innovation. It is the human capital as well as the social capital that matter. The country needs a new approach to '*business*'-model innovation (De Jong and Van Dijk, 2015).

The leadership belief systems have to be reframed. They have to ask themselves many questions how to turn their own belief system upside down. Questions suchlike what their core-beliefs are today about creating value. And what were the underpinnings of these core-beliefs? Is it possible to formulate a new 'belief' that no one wants to believe? And how does leadership test the sanity of its reframed belief? And what is its capability to translate the new belief into a new business model for the country? And how can we bring the human capital as well as the social capital in action?

⁵ DDB: the president of Suriname Desiree Delano Bouterse

Be sure that the resource revolution cannot become halted. How quickly will the economies adopt new technology-driven progression? The mind-sets of the executive power members fail the recognition of the new resource dynamics. They put the country at critical levels and failed to deliver the necessary values. Resource productivity, especially labor productivity, remains the major opportunity to influence the resource cost structure. Also, digitize the country and demand high governmental agility. Two future civilizations, three possible futures and four future styles of behavior will affect Suriname and its people. It is to the 'Parbo' leadership to make its choice.

Two future civilizations

Eric Schmidt, the former Google CEO from 2001 to 2011, together with Jared Cohen, the founder of Google Ideas, articulated in the 2013 New York Times Bestseller 'The New Digital Age' a tale of two civilizations (Schmidt and Cohen, 2013: 256-257). One is the physical civilization that developed over thousands of years, the other is the virtual civilization that is still in formation. It's obvious that both phenomena affect and shape each other, and the world of Suriname will be defined by the balancing process of these two civilizations. This balancing process is characterized by a growing permanence of evidence. Better connected citizens will lower the repression of state control. Patronage will be eroded. Anarchy is contained by imposed rules and a growing institutionalization. People have effective tools to demand accountability from rulers. Although, extremism, including hackers' activities, will continue and we can predict that the first virtual genocide will be carried out by extremist organizations. First targets of virtual bombing are junctions of information in the 5G-network, being from now on the most critical strategic targets to attack. Integrity, confidentiality and availability will be heavily attacked.

Thus, I admit, societies can be turned upside down. But we will have also the capabilities to reconstruct. Technology connects all dimensions: whether it is politics, social, economic, or military, et cetera, with everlasting processes of integration and disintegration.

Three futures

Logic reasoning tells me that Surinam has a mix of three possible futures. The first possible future is one of declining in the field of investment inability. The attractiveness to invest is driven by two factors: what is the possibility to make very high short term profits and is it possible at a further horizon to control the economic sector? Thus, today the afore mentioned foreign powers develop long-term policies of infiltration in the mining economies of lesser developed Suriname. Does it mean that the fragmentation of people of the country will reach dangerous levels of becoming powerless? This future is very realistic.

The second near future is very optimistic: one expects a stabilization of the economy and a growing BDP. This condition generates opportunities for enhancing the quality of life, R&D investment and an improvement of productivity. This future is what the main political parties advocate in order to build a strong followership of voters.

Probably the most desired near future has to be "walk the road of catching up". A favorable investment climate is not yet reached, although structural changes can be made, thanks to the scarce entrepreneurs qualities in the Surinamese profit sector. Loss of competitive advantage is still lurking and the best solution seems to be a focus on how to create the necessary values for the citizens. Think about the future styles to develop.

Four future styles

James Canton (2007) foresaw four different future styles. The critical question is about what you choose. Futureless readiness is the result of your own choice. The problem with Canton's scheme is that the identified clusters show overlap.

Do you identify communities who are future-frustrated? Least likely groups to attain higher education and be pessimistic about their own personal future and those of their country? Absence of money is absolutely the problem and hold them back from learning goals and development. These communities should be targeted by the government for support and recovery. Is it exaggerated if we put this future-frustrated group at an estimated 50% of the population?

A second group, probably 20% of the Surinamese and near to the frustrated group, can be characterized as traditionalists. A highly family-oriented community with limited definitions of career making and success. They are competent and creative, but lack the drive to become infected by high sophisticated technologies. To be married once and to have children are major goals. Life is a repetitive sequence of well-known events among groups in a designated population. The mode of change is prescribed and the unit of change are multiple entities. Their progression is the evolutionary cycle.

Future-activists, we guess another 20%, are individuals being disappointed with the leadership and the educational system. They take things into their own hands and are very engaged. What doesn't work and how can we fix it? Their behavior creates problems with maintaining stability, but they have the potentiality and the will of catalyzing constructive social innovation. If they fail in their mission, the likelihood is the joining of the future-frustrated communities. They become serious destabilizers.

The most future ready is the group of trailblazers, a minority in the country. They are our explorers and innovators, guiding the headings of the organizations for others. To be ambitious, goal-oriented, technology-driven and positive about innovation and value-creation are characteristics of this trailblazing community. Learning and development is key to their ambitions and school is the heart of networking and future platforming. They embrace big data decision making because they believe that using big data will improve business performance. Big data implies endless volume, at least nearly real-time information and the capacity to absorb enormous variety. Trailblazers and 'their' big data generate a new culture of decision making. Highest-paid person's opinions become second best data and domain experts dominate the process. The challenges are obvious: teams holds the organization's future in the hollow of their hands, talent management shifts to the domain of data scientists which is the most sexy job of this century, as Thomas Davenport said, and finally decision making and the company culture are tools to maximize cross-functional cooperation. Suriname does not yet belong to these trailblazers.

Sub-conclusions

The development of a strong Surinamese knowledge and skills based human capital seems to be a wicked problem. Too many conflicting interests hamper the challenge to bring the power of human capital into the theory of the ruler's system. This theory is that only full control strengthens the power addicted rulers to safeguard their positions. These conditions hold up the development of social capital because of insufficient trustworthiness and weak institutionalization. From-the-bottom-up collective actions will be hardly effective, despite the influence of social media. Although the virtual civilization will grow step by step, the

Surinamese future seems to be one of increasing dependency. The emptiness of meaning of sovereignty is a serious lurking result. Suriname needs trailblazers.

STRATEGIC DECISION MAKING

General remarks

The first question to be answered is the 'who will be' the strategic decision maker. A McKinsey survey research, on the role of strategists, reported in November 2014, yielded five clusters of archetypes (Birshan, et al., 2014). The majority belongs to the traditional strategic decision makers, fulfilling the role of architect (40%) to generate insight how to create competitive advantage. An additional 20% can be characterized as the strategic decision mobilizer, building the necessary strategic capabilities. Only 14% accounts to the role of the visionary, and another 14% are typical surveyors with eyes on the far horizon. Finally, Birshan's scheme identified the role of the fund manager (12%) with its focus on optimizing the organization's portfolio. But we need value creators. I'm afraid that our group of strategic decision makers belongs to an elite of power addicted survivors, with a want to fulfill the role of architect. Although they drive the Surinamese 'car', the change of gear is controlled by external stakeholders.

The second question is about what the strategic decision maker is doing. Could he be an analyzer, active on developing SWOTS, networking, scenario's, value chain analyses, et cetera? Or is he or she busy selling issues and competing for attention within the group of decision makers? Or is he or she focused on communicating the strategy. Or, is the responsible leadership only focused on the question how to keep a firm seat? The hard-boiled reality is a power addicted leadership, and thus living with the desire to protect his or her seat. The simple conclusion is that the group of strategic decision makers can be characterized as a many 'colored' mindset with one common denominator: I will do everything to hold my position or even to reinforce it. A possible change of leadership in 2020 does not change this pattern. It is not the program that they advocate that matters, but rather their mindsets. Thus, what is their strategic style and their methodology? Given the mindsets, the most probable style of our strategic decision makers is the autocratic style. Commanding, suppressing, intimidating and saving key positions in the country.

Strategic Position

General

A strategic position is always a relative and temporary condition, that determines your strategic choice and the outcome of your strategic actions. It is defined by four parameters (Johnson, et. al., 2017: 32-161): the environment, the capabilities and resources, the stakeholders and the culture.

Together, at least four strategic domains can be distinguished:

- a. The relative position is defined by the attractiveness of the country and the market that is created for your supporting allies;
- b. The relative position is defined by the market share and the market growth (the market is the place where your supporting allies are better off);
- c. The relative position is defined by capacity and market attractiveness
- d. The relative position is defined by the resources / competences, the key success factors and the opportunities.

Today, negative network effects are lurking constantly. The consequence is to develop new metrics for the country. You must track interaction failures 24 hours a day, particularly the feedback loops. Also track the network junctions that enhance the network effects and match quality like Google does with continuously monitoring their users. So, you really need vigilant

and agile managers and employees, 24 hours a day, who are absolutely loyal to the political leadership.

Thus, the essence of strategy is to create and sustain a unique, and hardly to imitate valuable position for the country. This process of creation and sustaining the desired position implies that the heart of strategy is in the actions and activities. Are these actions and activities guided by the idea of realizing a variety in products or services? The answer is that the ideas say 'Yes', but the practice tells us a 'No'. Does leadership want a heading onto the needs or is its focus pragmatic oriented, and thus dependent on the possibilities of access to the resources and clients? Where are the citizens?

Environment

Two environments, call them landscapes, are distinguished. The nonmarket environment refers to political, social, juridical, technical, economic and ecological factors. The influence of politics depends on the degree of direct state involvement and political exposure to civil society organizations. See in Suriname the difference between the mining and the hotel industry. The critical social elements are the changes in wealth distribution –the difference in change of 'middle-class' consumption and growing markets for luxury goods- and the organizational networks. Key questions are about (1) densities that change, (2) who takes the central hub positions and do they block or support innovations, and (3) who occupies the broker positions? In Suriname, for example, the brokers between rural community fields and the Paramaribo community fields. An important juridical issue seems to be the policy of NDP, together with their co-allies, with regard to the aspect of reconstruction the governmental order. How do the taskforces realize the defined goals on development? The influence on the technological, economic and ecological factors are evident. For example, what kind of stewardship does the political leadership really show in enhancing the ecological value?

The market like environment is in this country with its frontier economy country politicized. The market landscape consists mainly of allies and cooperation is guaranteed as long as your allies profit from your position. But realize that today these actors are organized around platforms with four kinds of players: possessors on behalf of the ruler, providers, producers and consumers (Alstynne, et al., 2016 : 54-62). Platform businesses bring producers and consumers together and transform the power game. For decades the organization's landscape was dominated by almost linear and conventional procedural stage-gate business. This classic value-chain model shifted to platform business, all with their own ecosystem. Today the dominant as well as up-coming networks pursue a platform concept. Success requires skill in managing relationships with foreign powerful technological leaders. It is doubtful whether the 'management climate' is well prepared to join successfully these relationships?

Twelve large ecosystems are expected to emerge before 2025 in the retail and institutional spaces (Atluri, et al. 2017). For Suriname, health, housing, education, public services and digitizing in the retail space will be crucial. But what will be the priority in the institutional space. A decision has to be made, because of limited capabilities and resources. Logistics and additional transport support activities? Machinery and Equipment? Management of companies? Corporate banking? What is the most desired focus of the government, the industries or the people? The B2C marketplace or the B2B marketplace or the B2B services or the global corporate services? I don't know. The 'Parbo' government wants to do all and its promises are like dreams, particularly when elections are in store of the politicians! The best solution seems to be the immediate adoption of an ecosystem mindset supported by the keys of our borderless world. Indeed, the data! Where are the white spaces you can fill? Who are my best partners tomorrow to give and to get?

Capabilities and resources

Capabilities and resources determine the long-term survivability and potentiality in contributing to the required values of platforms, either market or nonmarket oriented. The key question is 'what are we doing with what we have'? How will the government balance between the abundance of forests and mineral deposits? How are the people to gain from it? How are the cash flows distributed? Be aware of the fact that answers to these questions determine the country's long-term survivability and the potentiality to create a unique value proposition for all its citizens.

Capabilities and resources are inseparable and its physical, human and financial dimensions are interrelated. , and two levels of essence: threshold and distinctive capabilities and resources. In order to assess the contribution of the combination of capabilities and resources, a so-called VRIO-analysis (Johnson, et al., 2017: 101-111)⁶ makes clear what the possibilities are to a superior performance. Until today the yields of the political leadership value the demands of the people partly. Efforts to create rarity are not yet reached. Most vulnerable are the conditions with regard to infrastructure and institutionalization due to the exploitation of the resources supported by Surinamese (!) capabilities.

Stakeholders

To claim to be a stakeholder one has to meet the criteria of power to influence the legitimized relationship and the urgency of having a claim (Mitchell, et al., 1997 : 853-886). This normative theory discovered seven classes of stakeholders, separated into a group of latent stakeholders with a rather low salience, a group of expectant stakeholders, being active rather than passive, and a high salience group, to which the strategic decision makers have to give immediate priority. The more power, legitimacy, and urgency a stakeholder has, the higher the perceived salience. We have the viewpoint that as soon as you are in a legitimized position you must have power to influence. Not vice versa.

Thus, I stick to the opinion that only the power to influence as well as the urgency of a certain interest counts. This is in line with Ackermann's and Eden's theory about stakeholders (Ackermann and Eden, 2011 : 179-196). Significant stakeholders, the elite, have both great power and high interests. Potential stakeholders, such like civil servants working in the lowest ranks of the bureaucracy, are almost powerless and have also low interests. On the contrary, their well-educated colleagues being positioned in career jobs have very high interests but rather low power. Finally, a few members of the elite are context setters. While having much power, they are waiting until their plan is ripe for execution of their interests.

Just one level below the 'DDB-clan', the Surinamese stakeholders' landscape is highly dynamic. At this level, games of changing power distances are in full swing. Instability is created by patterns that seem to be in balance, meanwhile with a variety of interests and urgency of the claims with regard to these interests.

Culture

Communication between the junctions of networks is at the heart of every outcome. Organizations suffer from miscommunication and misunderstandings, even in organizations that are largely local. Shared assumptions and standards are often hard to define precisely. Eliminating miscommunication and misunderstanding makes processes easier and more efficient internally. Miscommunication and misunderstandings are indicators for cultural

⁶ Value, Rarity, Inimitability, Organizational support analysis

disintegration. INSEAD professor, Erin Meyer, holds that just the application of five principles will effectively reverse this process of disintegration (Meyer, 2015 : 66-72). Although her recommendations are directed to international corporations, I think that her principles can be applied within governmental frameworks.

First, identify dimensions of difference, like stories, symbols, routines and rituals, organizational structures, control systems and power structures (Johnson, et al. 2017: 175). A simple self-analysis questionnaire answers questions on structural orientation (tightly or loosely controlled behavior and degree of structure), distribution of influence, character of relations (superior-subordinate, between colleagues), orientation (time, space, goal), managerial style (Handy, 1999, reprint.: 180-216). Focusing on Meyer's dimensions (Meyer, 2014 : 119-123) the following results are absolutely recognizable:

- a. no clear and precise communications;
- b. direct criticism is scarce;
- c. the way of convincing another one is rooted in religion and education;
- d. leadership is hierarchical;
- e. decisions are made top-down;
- f. the relationship-based communities lack trustworthiness;
- g. a non-confrontational attitude is preferred;
- h. no strictness of adherence to (time-) schedules. The map delivers a profile of differences in positions and give way to a behavior of adjustment or readjustment.

Second, give everyone a voice. A well-known principle of the transformational, values-based leadership theory (Boonstra, 2014). Exchange of interactions between leaders and employees that raise one another to higher levels of commitment and motivation. Alignment, creativity and empowerment is assured. This second principle does not characterize the political leadership. To move Suriname forward, the so called 'blue ocean' leadership exploits talent and energy (Chan and Mauborgne, 2014 : 60-72), by asking four questions. What acts and activities do leaders invest their time and intelligence in that it should be (1) eliminated, (2) raised well above their current level, (3) reduced well below their current level, and (4) they currently don't undertake? Today, a utopian idea in Suriname.

Third, protect the most creative elements. They possess the essential skills for innovation. We need generations of innovators who discovered their passion by being exposed to a broad range of human creativity (Estrin, 2009). Elasticity and creativity of the people are popular items in the debates between the political parties. It means insufficient attention to these two aspects in the daily practice.

Fourth, train everyone in key norms. Key standards are basic needs for every organization. Training, if specifically designed, planned, implemented and evaluated, meet these needs (Armstrong, 2017 : 366). You cannot rely only on experiential learning and experience. Development of entrepreneurship is only a part of the solution. Education is in the country a serious subject and its level improves, although too slow.

Fifth, be heterogeneous everywhere. Reform human resources practices through capitalizing on the talents of diverse people. Leveraging the talents of all your employees through greater sensitivity to individual needs, enhances your value creation. Innovation calls on firms to add variety to the mix of their employees (Austin and Pisano, 2017 : 101). This item is underdeveloped in the country.

Strategic Choice

Positioning

Digitization reorders the boundaries of organization's landscapes. Market sectors appear, disappear, and merge. Organizations face off against networks they never previously viewed as competing networks. The critical question is how effectively you are in producing value to new emerging 'ecosystems', systems that comprise a variety of businesses from different sectors. As said before, twelve large ecosystems in retail and institutional spaces are distinguished with consumers who demand fully personalized and milliseconds delivered solutions. Thus, the strength of your position is determined by what you can provide demanders.

Governments will be confronted with these new landscapes of ecosystems. Today the new rules of platform strategy enforces the strategic decision maker to apply a hybrid governmental *business* model focused on creating and sharing new value. It is especially useful in a transition period to a platform-based business (Zhu and Furr, 2016 : 73-78).

Directions

We distinguish three basic directions: competition, cooperation and co-opetition⁷, in combination with the ambition to go for either a relatively broad scope of your governmental portfolio or a relatively narrow one. Michael Porter's famous three generic business strategies depend on the dimensions of costs and the scope of customers. He distinguished between cost leadership and differentiation, if it concerns a broad target, and between cost focus and differentiation focus if it concerns a narrow target.

The government of Suriname has a broad target with a great variety of 'clients'. Thus, the choice for a hybrid strategy, of which the benefits are empirical supported by scientific research (Pertusa-Ortega, et al., 2008 : 508-523), is a must. A hybrid strategy combines different generic strategies. Co-opetition is a hybrid strategy that interacts with those of both the government's allies as well as its rivals. Interactions imply that it must analyze costs and perceived qualities. What does the leadership want to emphasize? Either low costs or high quality or a mixture of the two? I wonder how to do it if it participates in some platform. We need data on competition between platforms and much more research.

Thus, again, probably the best solution is to choose for some co-opetition strategy. Competition is not the central issue. It is value creation, value configuration and value capture. The activity model clarifies the value that can be offered to the citizens, while the configuration describes how the government's value proposition is structured. The value capture indicates why the activity model generate a margin and how the value is apportioned between the players of the platform.

Related to the strategic choices that have to do with either competition or cooperation are the leadership choices about how broad it wants to make the portfolio and the existing and new product or services dimension. Its value-creating drivers can be derived from its will to create an outstanding citizen-customer intimacy position or to become either the Surinamese society cost-leader or the Surinamese society product-leader.

Meanwhile, I suggest that platform strategy will make the choices more frequently for both forward vertical integration as well as vertical backward integration and always combined with the question either to outsource or not.

⁷ The so called 'co-opetition'. See B.J.Nalebuff and A.M. Brandenburger (2002). *Co-opetition*. London. Profile Books.

Methods

A strategic choice has consequences for almost the whole society as soon as it is executed. A choice implies a decision and all kinds of decisions have a performance dimension as well as a control dimension. Thus, the decision space, not included the time factor, has four fields. Phil Rosenzweig (2013 : 89-93) underlined the essence of understanding the character of your decision. Which field is it?

- a. Has it to do with a routine choice and judgment? For example, your weekly supermarket-shopping. If so, the performance is absolutely combined with a rather low control. You will make the choice that suits you best. You have no influence on changing the product or service. Be aware of the influence of biases and try to avoid them by reflection. What was my earlier experience?
- b. In a second field your decision has the capacity to influence the outcome. For example your decision to attend this workshop. You are using your energy and talents to influence the outcome of this workshop by making things happen. Your performance is no longer completely absolute. By listening to what other people say combined with participating in the discussion you could have some influence on the performance. Another example is the use of your right to vote for a certain political structure. Low control combined with a gradual degree of performance.
- c. As soon as you introduce a competitive dimension, your decision enters a new field. Let's say the third field, where the influence is still rather low but your performance becomes relative. For example, politicians understand the art of neutralizing a political rival, knowing that this rival is doing the same to you. A strategic decision is in fact always at least a behavior of placing a competitive bet.
- d. Of course, you always want to make your strategic decision successful. This is the field where you want to act. A relative performance combined with a high degree of influence.

Thus, decision makers need the skill of discerning the nature of the decision as well as the skill of being flexible. Especially when they decide for hybrid-platform strategy, which is almost a must. The struggle is how to find a platform in their service. Hagi and Altman (2017 : 94-100) recommend four scenarios of which three are relevant and that can reveal hidden value. Become a MSP, a multi-sided platform, to have the opportunity to provide the new services, meanwhile preventing the opponents from taken a 'market' share. First scenario is opening the door to third parties and to connect them with the citizens. Second is the scenario of connecting citizens who operate in different socio-economic fields. Third solution is to connect your services to different citizen bases.

Strategic Actions

Involved people

Who do want to get involved in strategic decision making? The potential strategists are employees from all over the country, living in the Paramaribo area, and also people from outside. It depends on how the government strategize. Is it a deliberate or an emergent process. My observation is that the leadership believes in its capability of being proactively in determining the future, the future strategy and in controlling the country's destiny. Thus, a deliberate strategizing behavior based on planned strategies, must be the common pattern.

The more the strategy processes are planned within relatively small groups of decision makers, the more these group members wish to play a significant role in the strategic decision making process. But also the more dangers are lurking, such as role ambiguity due to managing strategy and planning of the strategy, or the danger of paralysis by analysis, or a growing bureaucracy of the planning process and finally dampening of innovation, caused by tight and

detailed mechanisms of control. If agility is guaranteed in the deliberate strategic development, it must be possible to set up a mix of emergent and deliberate process of strategic formulation. But it is obvious that agility is at present day not a quality of these fixed decision making groups.

Unfortunately, if efficiency and effectiveness are standards, membership of these groups of strategists must vary, according to the nature of the issues. Is a major strategic change at stake and what is the degree of urgency. For example, if the country is confronted with an acute existential crisis, very limited participation is required. The dilemma is that the deeper the crisis, the more people want to participate and to be informed about what is going on. The president has at least one mobile taskforce who is continuously busy with analyzing opportunities and threats. Many people dislike this presidential taskforce.

Carry out the strategy

Donald Sull, a London Business School professor, and Kathleen Eisenhardt, a Stanford University based professor propagated simple rules, representing the beating heart of strategy (Sull and Eisenhardt, 2012 : 69-74). It is the way to guide the activities that matter. It helps employees make decisions on the fly. It helps to respond prompt to shifts in the environment.

Sull and Eisenhardt proposed a three steps process to develop the required simple rules. Be sure that activities are aligned with your strategic objectives. Identify bottlenecks and remove obstacles. Obstacles are also the well-known anchors and biases, suchlike the use of astrology language. Thus, let data trump the opinions and the debate. A second tool is to adapt to local circumstances. Always keep in mind what is the best reason behind a decision. Do you want efficiency or adaptability? Listen to frontline employees, particularly when the question is about the probable reuse of existing resources. With a from-the-ground-up approach you generate the exploitation of your inventive labor force. The third step is to foster coordination. Thus decision rules must be transparent, concrete and need evaluation. Rules should evolve. Donald Sull's and Kathleen Eisenhardt's message is in fact the more simplicity of your rules structure, the better the chance that the rules guide your actions that matter.

A final remark concerns the myth that a performance culture drives execution. What is really important is agility, ambition and teamwork. Many organizations are engines of functional stupidity (Alvesson and Spicer, 2016 : 70-98). Strategy is based on assumptions and decision makers often forget that, thus a behavior of short of reflexivity. Often, they also do not consider the final consequences of their actions. The focus is narrowed to the question how something is to be done.

Methods

Two effective approaches to managing your strategizing activities are workshops and projects oriented towards generating and creating either a business case or a strategic plan.

Of course you are familiar with these methods. I only like to mention some –let me say–frictions. Workshops have to be designed very carefully. Identify the actions to be taken and let the time factor not a decisive one. Strategic workshops must be nested because of the interdependency. And finally make the commitment by the senior management visible. The same is valid for strategic projects. These projects must have a clear mandate and provided with the appropriate resources, particularly required human capital.

Sub-conclusions

Less than 25% of the planned projects are finished successfully. Given the ideas of 'our' strategic decision makers with regard to strengthening development capacity, economic growth and diversification, plans on social progress and finally the utilization and protection of the environment, the only possible conclusion is that launching of ideas and writing documents about all kind of strategic plans are the main actions of 'our' strategic decision makers.

A hybrid strategy that involves the combination of relatively low sacrifices with differentiated approaches towards its citizens cannot be recognized.

FEEDBACK FROM STORY BOARD TO DYNAMIC VALUE CREATION MODEL

The Surinamese value creation by the responsible strategic decision makers seems to be an excellent exercise in formulating ambitious plans, written down in documents. The Policy Development Plan 2017-2021 Suriname mentioned fifteen objectives, divided into 3 general objectives, 2 economic objectives and 10 social, cultural and environmental objectives. But no accountabilities, no priorities and no coordination rules were defined. Only that a "...Minister shall endeavor to prepare a coherent and sustainable policy for the development of Suriname ..." (PDP 2017-2021 Suriname, Planning Act, Art.2.). Thus, aspirations are greater than performance.

Since 2017, all 15 objectives show a down turn direction. To sum up the most critical objectives, one may conclude that there is

- neither a building, nor a maintenance of a national economy which is free from foreign domination; the dependency on foreign power is increased
- neither a guaranteed social, nor an economic security for the entire population; the social and economic security declined and the predictions are not favorable
- hardly no participation in the sense of citizenship in the building, the development and the maintenance of a just society

Two concepts might boost innovation: first, the strategic decision makers projected into the governance quality, and second, the citizen, projected into human and social capital. But both concepts are weak, caused by the differences of the mindsets. The first mentioned group act primarily on behalf of their own interests and this will not change. The long term result is a dangerous existential crisis. Thus real value creation is in the hands of the citizens, the second group. The problem they have to solve is to change the link between governance and themselves.

Figure 2 presents the actual dynamic value creation model for Suriname based on the present day situation. The model has three reinforcing loops and these loops explain the problem of accelerated deterioration. The first priority is the development of the Surinamese human and social capital. This variable is probably the most essential driver to innovation, both social as well as technological. Without innovation the people of this country cannot receive the minimum wants of value creation. This value creation will help to generate a progress of governmental quality. And this progress of quality will influence strategic effectiveness as well as better conditions to accelerate development of human and social capital.

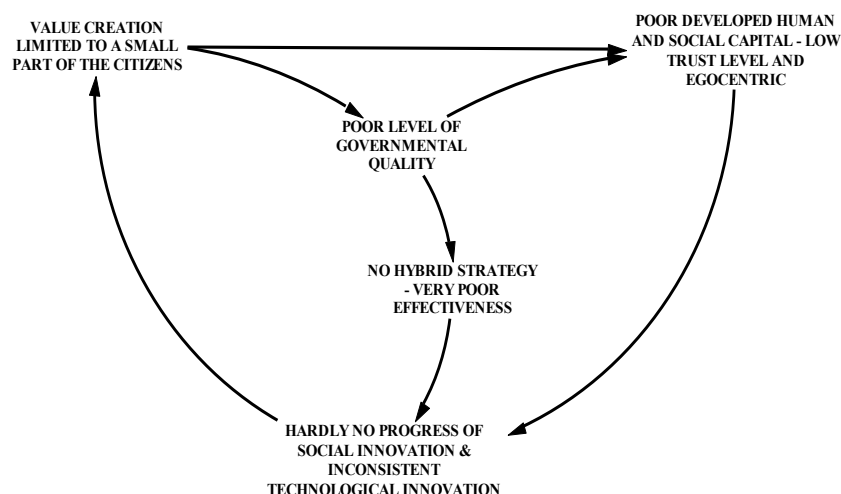


Figure 2 : The dynamics of the Surinamese governmental value creation

References

- Ackermann, F. and Eden, C. (2011). Strategic Management of Stakeholders: Theory and Practice, in: *Long Range Planning* 44 (2011) 179-196.
- Alstyn, M.W., Parker, G.G., and Choudary, S.P. (2016). Pipelines, Platforms, and the New Rules of Strategy, in: *Harvard Business Review* April 2016 : 54-62.
- Armstrong, M. (2017), *Armstrong's Handbook of Human Resource Management Practice*.
- Atluri, V., Dietz, M., and Henke, N. (2017). *Competing in a world of sectors without borders*. McKinsey Quarterly July 2017.
- Austin, R. and Pisano, G. (2017), Neurodiversity is a competitive advantage, in: *Harvard Business Review*, May-June 2017 : 101.
- Bianchi, C. (2016). *Dynamic Performance Management*. Switzerland. Springer International Publishing AG.
- Birshan, M., Gibbs, E. and Strovink, K. (2014). *Rethinking the role of the strategist*. McKinsey Quarterly, November 2014.
- Boonstra, J.J. (ed.) (2004). *Dynamics of Organizational Change and Learning*. Chichester, UK. John Wiley & Sons, Ltd.
- Boonstra, J. (2014). *Leiders in cultuurverandering*. Assen. Koninklijke Van Gorcum.
- Canton, J. (2007). *The Extreme Future*. London. Penguin Books – Plume.
- Chan Kim, W. and Mauborgne, R. (2014). Blue Ocean Leadership, in: *Harvard Business Review*, May 2014 : 60-72
- Coutinho, S.W. (2013). *Thinking Outside Nature's Box*. Paramaribo. Coutinho.
- Davenport, Th.O. (1999). *Human Capital. What It Is and Why People Invest It*. San Francisco. Jossey-Bass Publishers.
- Denhardt, J.V. and Robert B. Denhardt (2015). *The New Public Service. Serving, Not Steering*. New York. Routledge.
- Field, J. (2008). *Social Capital*. New York. Routledge.
- Friedman, Th.L. (2008). *Hot, Flat, and Crowded*. New York. FSC.
- Fukuyama, F. (1995) *Trust: the social virtues and the creation of prosperity*. London. Hamish Hamilton.
- Fukuyama, F. (2005). *State Building. Governance and World Order in the Twenty-First Century*. London. Profile Books
- Fung, V.K., Fung, W.K., Wind, Y. (2008). *Competing in a Flat World*. Upper Saddle River NJ. Pearson Education.
- Goede, M., Laurens, R., Gilaard, R., Rijssel, R., Gefferie, D. (2018). Strategy in Suriname. How do organizations in Suriname Strategize? In: *Advances in Social Sciences Research Journal* – Vol.5, No.8, Aug.25, 2018 : 28-42.

- Hagi, A. and Altman, E.J. (2017). Finding the platform in your product, in: *Harvard Business Review*, July -August 2017 : 94-100.
- Handy, C. (1999, reprint). *Understanding Organizations*. London, et al. Penguin Books.
- Huther, J. and Shah, A. (2005). A Simple Measure of Good Governance, in: *Public Services Delivery* (A. Shah, ed.). Washington, D.C. The World Bank.
- Johnson, G., Richard Whittington, Kevin Scholes, Duncan Angwin, Patrick Regnér (2017). *Exploring Strategy*. Harlow, UK. Pearson.
- Jong, M. de and Dijk, M. van (2015). *Disrupting beliefs: A new approach to business-model innovation*. McKinsey Quarterly, July 2015.
- Karré, P.M., Dagevos H. & Walraven G. (eds.)(2018). *Sociale innovatie in de praktijk*. Assen. Koninklijke Van Gorcum.
- Lepak, D., Snell, S.A. (2010, reprint) Employment Subsystems and the 'HR' Architecture, in: *The Oxford Handbook of Human Resource Management* (Boxall, Purcell, Wright, eds.). Oxford. Oxford University Press : 210-230.
- Lim A Po, H.R. (2019). *Achterwaartse democratisering in Suriname. Een oefening in vallen en opstaan*. Paramaribo. Anton de Kom Universiteit.
- McGrath, R. (2013). *The End of Competitive Advantage*. Boston MA. Harvard Business Review Press.
- McKinsey & Company (2012). *Improving Cooperatives' Agility*. Washington.
- Meyer, E. (2015). When Culture Doesn't Translate, in: *Harvard Business Review*, October 2015 : 66-72
- Meyer, E. (2014) Navigating the Cultural Minefield, in: *Harvard Business Review*, May 2014 : 119-123
- Mitchell, R.K., Agle, B.R., and Wood, D.J. (1997). Toard a Theory of Stakeholder Identification and Slience: Defining the Principle of Who and What Really Counts, in: *The Academy of Management Review*, 22 / 4 , October 1997 : 853-886.
- Moulaert, F., MacCallum, D. and Hillier, J. (2015). Social innovation: intuition, precept, concept, theory and practice, in: *The International Handbook on Social Innovation* (Moulaert, et. al., eds.). Cheltenham UK and Northampton MA USA.
- Musacchio, A. and Werker, E. (2016). Where to play and how to win, in: *Harvard Business Review* December 2016 : 40-48
- Nalebuff, B.J. and Brandenburger, A.M. (1996). *Co-opetition*. Doubleday. Currency.
- Nan Lin (2008). Building a Network Theory of Social Capital, in: *Social Capital. Theory and Research* (Lin, Cook, Burt, eds.). New Brunswick NJ. AldineTransaction.
- Nyquist, S., Rogers, M. and Woetzel, J. (2016). *The future is now: How to win the resource revolution*. McKinsey Quarterly, October 2016
- Pease, G., Byerly, B., Fitz-enz, J. (2013). *Human Capital Analytics*. Hoboken NJ. Wiley.
- Pertusa-Ortega, E., Molina-Azorin, J., and Claver-Cortes, E., Competitive strategies and firm performance: a comparative analysis of pure, hybrid and "stuck-in-the-middle" strategies in Spanish firms, in: *British Journal of Management*, vol.20, no.4, 2008 : 508-523.
- Policy Development Plan 2017-2021 Suriname*. New York. UN-Regional Observatory on Planning for Development in Latin America and the Caribbean.
- Porter, M.E. (1990). *The Competitive Advantage of Nations*. London and Basingstoke. The MacMillan Press.
- Putnam, R.D. (1996). Who Killed Civic America?, in: *Prospect*, 7 - 24 : 56 ;
- Rosenzweig, P. (2013). What Makes Strategic Decisions Different?, in: *Harvard Business Review*, November 2013 : 89-93.
- Sachs, J. (2005). *The End of Poverty. How We Can Make It Happen In Our Lifetime*. London. Penguin Books.
- Schmidt, E., Cohen, J. (2013). *The New Digital Age*. New York. Vintage Books.
- Sull, D. and Eisenhardt, K. (2012). Simple Rules for a Complex World, in; *Harvard Business Review* September 2012: 69-74.
- Trompenaars, F. and Hampden-Turner, C. (1999). *Riding the Waves of Culture. Understanding Cultural Diversity in Business*. London. Nicholas Brealy Publishing.

Vilá, O.R. and Bharadwaj, S. (2017). Competing on Social Purpose, in: *Harvard Business Review*, September-October 2017 : 94-101.

Woolcock, M. (2001). The Place of Social Capital in Understanding Social and Economic Outcomes, in: *Isuma: Canadian Journal of Research Policy*, 2, 1, 11-17 : 13-14.

Zhu, F. and Furr, N. (2016), Products to Platforms: Making the Leap, in: *Harvard Business Review*, April 2016 : 73-78.