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FACULTY OF SOCIAL SCIENCES

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The Research Project Attracting the Most Research Funds

**ARTICLE: Open Business Models:
New Compensation Mechanisms
for Creativity and Inclusion**

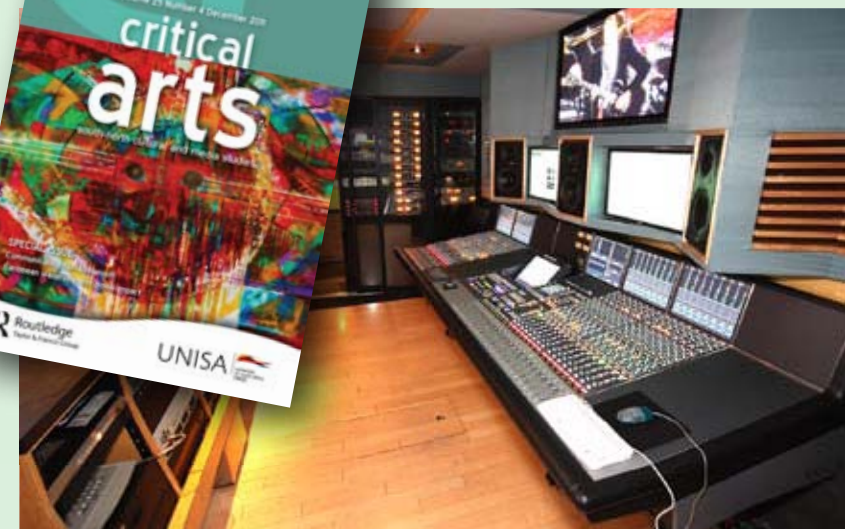


Music is big business, generating billions in revenue and royalty payments, usually for large, well-established global music companies. But, we live in changing times, impacted by the Internet and new media technologies, platforms and services. These changes have profound implications for how music is recorded, distributed and performed all over the world. Newly emerging Jamaican artistes, producers, song writers and composers face the challenge of how to operate in this rapidly changing environment while continuing to generate a rich stream of creativity with international appeal and cultural influence.

How has the Jamaican sector approached the need for transitioning into the digital age? What is the music industry's relationship with the new global "click economy" where goods and services are marketed and distributed in an online environment? How do these changes influence intellectual property issues, the compensation arrangements for new artistes, and their creativity in the use of the new tools? These questions form the basis for new directions in academic research at the newly re-branded Mona ICT Policy Centre, UWI. A small research team from the Centre, supported by researchers such as the UWI's Dr. Michael Witter and well-known cultural industry analyst, Clyde McKenzie, will map the contours of the music industry in transition to the 'click economy'.

It is this project that topped this year's prestigious award for the research undertaking attracting the most funds in the Faculty of Social Sciences.

Funding for the Jamaican component of the project is being provided by the International Development Research Centre (IDRC) of Canada. In addition to the Mona ICT Policy Centre, other collaborating partners include the Center for Technology and Society (FGV) in Brazil, Fundación Karisma in Colombia, and the Program on Information Justice and Intellectual Property at American University's Washington College of Law in Washington D.C., USA. One key expected outcome of this two-year research study is to help find ways "to promote a fairer Intellectual Property system that includes new forms of compensation for creative work inside the network society, whilst promoting creativity and inclusion in developing countries".



Global dialogue on intellectual property issues related to the music sector is now focused on the impact of what is called Open Systems created by the Internet. This development has created opportunities for new forms of compensation and new criteria for claiming copyright. For example, artistes in Brazil are now requiring royalties from the Internet site YouTube for their music videos that are downloaded all over the world. This is especially important in light of reports of declining incomes from traditional sources of music sales, such as CD stores and the now virtually extinct DVD distributors.

A primary objective of the project is to investigate how the traditional royalty-collecting societies in Latin America and the Caribbean may be reformed, including the introduction of better mechanisms for compensation, accountability and service delivery to the creators of new or

re-mastered music content. A careful study of issues of policy, legislation and regulatory frameworks, will provide an in-depth analysis of the constraints emerging artistes face in order to sustain their creative work, their use of social media, and the barriers they face in becoming members of collecting societies. The Jamaican component further purports to develop a better understanding of the character of and current trends in the digital music economy. Importantly, it will explore the advances and impact in Jamaica of the use by emerging artistes of social media and other forms of music digital production and distribution, their attitudes to the Internet and to new approaches including more open business models.

The project has already delivered significant qualitative insights into the current state of the music sector, the impact of the new media environment, operations and attitudes towards Collecting Societies and how persons and institutions engage (or do not engage) with the click economy. The Internet makes being able to digitally download music easy and widely practiced on a global scale. Some emerging artistes in Jamaica and the region are already grasping the opportunities of new media for marketing and distributing and have taken advantage of platforms such as Facebook, Twitter and YouTube to promote and distribute their music. In the process, they are increasingly relying on live performances to generate additional income lost from the contraction of conventionally-recorded music sales. But some have still not learnt the tricks of the new trade, others are challenged technologically, some are unable to envisage the emerging landscape as the 'new normal', while others combine new and old technologies and marketing strategies.

Piracy and payola, through illegal digital downloads and bribes paid by some artistes to willing broadcast performers, continue to pose problems for artistes, composers and producers. Results from the project are already indicating that educational improvements among artistes, re-structuring of Collecting Societies, new areas of online training, business education for artistes, and wider public policy reforms are among the important adjustments that will be necessary to


ensure that the economic and legal rights in the industry are protected, enabling artistes to thrive in a digital economy.

By providing an outlet for public policy dialogue and action, the hosting of seminars and conferences, and through the release of research findings and publications, the Open Business Models (OBM) project for emerging artistes will have a major positive impact among music stakeholders, governments and music lovers throughout the Caribbean.



It is expected that the resources garnered by the OBM Music project will also help the process of promoting creativity, entrepreneurship and socio-economic inclusion and assist in building a theoretical and multi-disciplinary framework to analyse and better understand the creative industries in Jamaica, Brazil, Colombia and other developing countries.

The UWI and the Mona ICT Policy Centre thanks the IDRC for its continued support of the research programme of the Centre and for providing funding for this two-year project in the sum of US\$158,200.00.



Professor Hopeton Dunn is the Director Mona ICT Policy Centre, Mona School of Business and Management and Director of CARIMAC.

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Mrs Michele Thomas, Research Fellow, Mona ICT Policy Centre.

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PROFESSOR EVAN DUGGAN | DR MAURICE MCNAUGHTON
PROFESSOR TERRENCE FORRESTER

**Research Project with the Greatest Business/Economic/
Development Impact**

Mobile Financial Services



Use of the mobile phone, for the delivery of financial services such as bill payments and remittances, has captured the imagination of developing countries, businesses and academic researchers worldwide, as well as multi-lateral agencies such as the World Bank. The potential for mobile payments as a catalyst for greater financial inclusion has been demonstrated in countries like Kenya where one of the most celebrated success cases worldwide of ICT driving development (ICT4D), the MPesa mobile payment system is used by more than half of the adult population, the majority of poor (51%) and rural (59%) households. With its high customer penetration and ubiquitous network, MPesa's use has extended well beyond the initial use for mobile payments to provide access to a wide range of financial products, such as savings, insurance, and loans.

In 2011, the UWI through the Mona School of Business (now Mona School of Business and Management) in partnership with Solutions for Society, an emerging societal Think Tank established at the UWI, conducted a major research study into the prospects for mobile financial services in Jamaica. The primary objective of this study was to evaluate the economic potential for implementing a mobile financial system locally and to work in consultation and collaboration with policy-makers, the private sector and multi-lateral agencies to develop a comprehensive guide to determine the most appropriate framework for the broad-based introduction of mobile financial services here.

Global trends and other country experiences indicated that the degree of financial inclusion provides a major impetus for demand and the effective introduction of mobile finance. As a result, the research included a national survey to determine the level of access that Jamaicans have to financial services in the formal banking sector. Although various estimates and anecdotal claims have been made in the past, this was the first definitive national survey to be done of the financially excluded, i.e. persons without an account at a bank or other established financial institution, often referred to as the "Unbanked".

The findings of this study were interesting and instructive:

- 34 per cent of the adult population in Jamaica do not own bank accounts and



must use cash and or the non-bank payment outlets at relatively high costs (Unbanked)

- Of the 66 per cent that own bank accounts, only 12 per cent own transactional accounts (money transfer accounts, checking accounts and credit cards – (Highly Banked)
- Therefore, more than 80 per cent of adult Jamaicans have limited access to low-cost, safe, payments channels.

These findings provide significant and compelling rationale for the likely benefits from the implementation of a mobile financial system, as an effective means of extending financial services to traditionally unbanked consumers, with the potential to drive financial inclusion, more efficient commerce, and, indirectly, job creation and innovation through a more vibrant, inclusive financial sector.

Other key recommendations of the study included adhering to the principle of interoperability, that is, the system should be implemented in such a way that commercial banks and other financial entities such as credit unions, bill payment and remittance companies can plug into a common mobile financial services ecosystem, so that costly duplication is avoided and consumers have the convenience of interacting with other consumers and businesses regardless of banking affiliation. The system should also accommodate the role of banking agents, registered entities that can carry out limited scope financial transactions such as enrolment, cash-in/cash-out outside of mainstream banks, in order to help with providing broad-based access to, and adoption of the services. A robust agency network backbone has been a critical enabler of successful mobile financial systems such as MPesa.

Implications for Practitioners

Given Jamaica's sound retail financial infrastructure, strong telecommunications sector and high mobile penetration (> 100%), a mobile financial system appears to offer enormous potential as a catalyst for financial inclusion and more efficient commerce through lower transaction costs, both critical enablers of economic development. The Bank of Jamaica has been relatively cautious in determining the rules and standards within which a mobile payment system will function, with a view to establishing the appropriate regulatory framework. While prudential integrity and stability of the financial system as well as consumer protection are paramount, it is also critical that the decision-makers ultimately determine the right balance for the role of Regulation in the introduction of mobile financial services - enabling versus constraining, developmental versus controlling, innovative versus lagging.

The BOJ has subsequently issued "Draft Guidelines for Retail Payment Services" that seek to facilitate the emergence of new innovative retail payment services such as mobile payment systems, which reflect consistency with many of the recommendations emerging from the UWI Study.



The Government of Jamaica (GOJ) also has a significant role to play in setting the tone and policy agenda that will signal to key stakeholders (i.e. regulators, banking & telecommunications sector) a strong commitment to realizing the potential benefits to be gained from the rapid deployment of mobile financial services. One significant opportunity that was recommended concerns the Programme of Advancement through Health and Education (PATH) through which GOJ makes payments to beneficiaries on condition that recipients make

social investments in health and education. Currently PATH benefits are disbursed to a total of 377,709 beneficiaries using cheques (91%) distributed by the Ministry bi-monthly through the Post Office; and via debit cards (9%) administered by the National Commercial Bank (NCB). The adoption of mobile payments for the disbursement of PATH opens up the potential for a range of opportunities

including: reduced labour intensity and cost of delivery of financial benefits as well as amplifying the developmental benefits associated with the conditional cash transfer schemes by facilitating access to a wider scope of financial services by the target beneficiaries. Follow-up studies currently being conducted by UWI will help to articulate the economic opportunity associated with such an undertaking.

Professor Evan Duggan is Dean of the Faculty of Social Sciences at UWI and a renowned Professor of MIS. He is the author, editor or co-editor of numerous scholarly publications including books, book chapters, and journal articles in leading IS and allied journals.

Professor Terrence Forrester is a Physician, Professor of Experimental Medicine and the Director of the Tropical Medicine Research Institute. His outstanding research record includes the role of environmental factors and nutritional metabolism in the pathogenesis of obesity, hypertension, diabetes and childhood malnutrition. He is also

the convenor of Solutions for Society, a societal Think Tank established at UWI to investigate and propose tangible solutions to issues of national importance.

Dr Maurice McNaughton is Director of the Centre of Excellence for IT-enabled Business Innovation at the Mona School of Business and management, UWI. His current research interests span a range of emerging Open ICT's including open source software, cloud computing, open data and mobile computing.

Acknowledgements: The Project was made possible through funding from: USAID/Jamaica, National Commercial Bank, and the Jamaica National Building Society Foundation. More information and detailed reports can be retrieved from the conference website at: <http://mfsconferenceja.coe-msb.org/>





GEORGE WILLIAM GORDON
HOUSE

DR ERIS SCHOBURGH

The Best Research Publication

**ARTICLE: Top-down, Bottom-up or a Synthesis?
An Exploration of Implementation Theory and Public
Sector Reform Practice: The Case of Jamaica**

In the current discourse many perspectives contend on how to achieve development. Economic growth, social development with the reduction of poverty as a critical goal, and the reform of trade regimes, identified as important goals of the developmental era still remain policy priorities. But since the watershed years of the 1970s, the reduction of international debt, democratization and sustainable development have been added. Kothari and Minogue (2002, p. 2) characterize the present development discourse as “the practical agenda set out in the programmes of major multilateral and bilateral aid donors”, this means essentially that policy implementation in developing countries like Jamaica must meet the criteria espoused by proponents of neoliberalism, the new orthodoxy of development. A set of universally applied prescriptions, with priorities such as good governance, privatization and economic transition, define the context of policy formulation and implementation (Cammack, 2002; Kothari & Minogue, 2002).

The Research Problem

Even though policy principals are clear about the new theoretical norms against which policies are adjudged this clarity does not transfer automatically to policy implementation. Policy implementation is still an arena of intense dissensus, providing little practical direction for policy managers (see e.g. Lane, 1987; Linder & Peters, 1987, Schofield, 2001). However, given their status as instruments of development, reform policies will be formulated and there is an expectation that they will be implemented. Herein lies the challenge.

Research and Analytic Methods

Implementation analysis provides the missing link by explaining why policies fail or succeed or why there is a variance between policy expectations and outcomes. Public sector reform policies and programmes exemplify a range of conceptual and practical challenges leading this research to argue that implementation outcomes are a function of the nature of the task environment more than the content of the policy or the type of strategy. Relying on a case research design, the study sought to answer two main questions: Are policy managers captives of certain social, political and economic circumstances that subvert successful policy efforts? Irrespective of ‘space,’ are there specific organizational imperatives for ‘successful’ implementation?



Reform Episodes and Ideas

Implementation of public sector reform in Jamaica has evolved through different episodes, each responding to the prevailing doctrines of state and governmental organisation. Each reform interlude is demarcated by a label that tells little of the overlapping and untidy series of actions and decisions.

Implementation of first wave public sector reforms was less concerned with administrative structures than it was with achieving macro-economic objectives such as redefining the core functions of the state to allow norms associated with marketization and deregulation to flourish. The top-down approach to implementation of these early reforms and the swift and non-routine manner in which decisions were taken, removed the leverage of particularistic interests and gave reform elites the decisional space to act.

First wave reforms left the administrative machinery of the state devoid of the requisite capacity to undertake developmental tasks. Policy capacity was reduced and the capability of performing routine functions such as collecting taxes, maintaining economic stability and ensuring law and order, was weakened. New and different tasks were added to the functions of the depleted administrative systems with regulation being one, and environmental protection under the rubric of sustainable development, being the other. These new functions added to the complexities inherent in state and governmental restructuring aimed at assuring global competitiveness.

Current reforms are influenced by the ideas of New Institutional Economics (NIE). NIE assists development analysts to understand the challenges developing countries, particularly those of the South, face in their adoption and implementation of policies and their inability to achieve intended outcomes (Clague, 1997, p.1). NIE offers alternative approaches to policy formulation and implementation by raising the importance of the self-reinforcing triadic relationship among actors and institutions, viz., the public (state), private (market) and civil (community). NIE brings to the fore the neglected area of administrative capacity of government as critical for creating the institutional environment for business (Clague, 1997, p. 3) and ultimately development.

The fundamental question that has seized reformers of the public sector is how to modify bureaucratic behaviour to create greater degrees of synchrony between organizational and developmental goals and the actions of bureaucrats or policy managers. It advocates reduction of transaction costs and minimization of rent-seeking behaviour thus invoking models of policy reform that aim at reduction in the size of the state and a redefinition of its role.



Imperatives of 'Successful' Implementation

The National Development Plan Vision 2030 Jamaica is the background to Ministry Paper 56/2002 that outlines a comprehensive reform policy and which references other policy priorities articulated by the government. Ministry Paper 56/2002 is the frame of analysis for the research and the findings are instructive. A few summaries are provided:

- Policy implementation and risk management
- Macroeconomic stability of the state poses the greatest threat to policy implementation generally

and reform of the public sector specifically. The fiscal climate has meant limited financial outlay to drive implementation, build incentive structures or expand public sector priorities. The reform policy is disadvantaged by its context. The impact of global recession may be outside of the control of reformers. However, given that the domestic economy is subject to the vagaries of fluctuations in the international market,

reformers might not have accounted sufficiently for risks to the sustainability of reform programmes. Successful implementation is akin to effective risk management.

- Policy feasibility

Feasibility is not seen as an intrinsic value of policy design but a function of contextual variables and in which case connotes “loosely coupled administrative processes” that enable implementers to innovate and adapt activities. It may also be interpreted as the output of the “interaction among the implementation organization, the substance of the policy and the environment” (Linder & Peters, 1987, p.126). Reformers must account for both technical and political feasibility and set thresholds that may be counted as ‘small wins’ to keep the implementation momentum and to reduce ‘reform fatigue.’

- Policy cognition and management of reform meanings

The symbolic use of reform language which underpins technocratic speech and political rhetoric must at some point make the transition to a system of management of meanings to assure consistency in reform values and effective information flow among actors. The level of policy cognition illustrates social learning, which results from analysis of institutional transformational processes, and reflection on errors that have occurred through reform. It is also an outcome of systematic research and development from within the organisation leading the reform and those being reformed.

- Implementation plan

Such a plan accounts seriously for action changes, actors and relationship among actors relative to the impact on implementation and is not simply an enumeration of activities. The plan should utilise forecasting as well as backward mapping. Backward mapping permits a definition of success that is conditional on institutional variables. Through this approach reformers take into consideration the limited ability of actors at one level of the implementation process to influence the behaviour of actors at other levels and on the limited ability of public organizations as a whole to influence behaviour (Elmore 1979-1980).

Potential Impact

This research adds a Caribbean perspective to the debate on state and governmental reorganisation. It expands policy research and analysis through its concentration on implementation issues, an under-researched area in public management. . The conceptual and practical information as well as the arguments and findings will be of interest to: policy reformers, researchers and practitioners; academic researchers and university students. The ‘imperatives’ of successful implementation are relevant and easily adaptable to the public sector. Industry leaders may find the analysis useful especially for informing their commentaries on government policy performance.

Partnerships

The most recent partnership that has emerged because of this particular research focus is that with academic colleagues at Brock University, Canada that will result in a wide dissemination of my findings.

Dr Eris D. Schoburgh is Associate Dean in the Faculty of Social Sciences and Senior Lecturer in The Department of Government where she coordinates the Public Sector Management Unit.



PROFESSOR
RUPERT LEWIS

PROFESSOR
HOPETON DUNN

The Best Research Publication

EDITED COLLECTION:

**Communicating Pan-Africanism: Caribbean
Leadership and Global Impact**



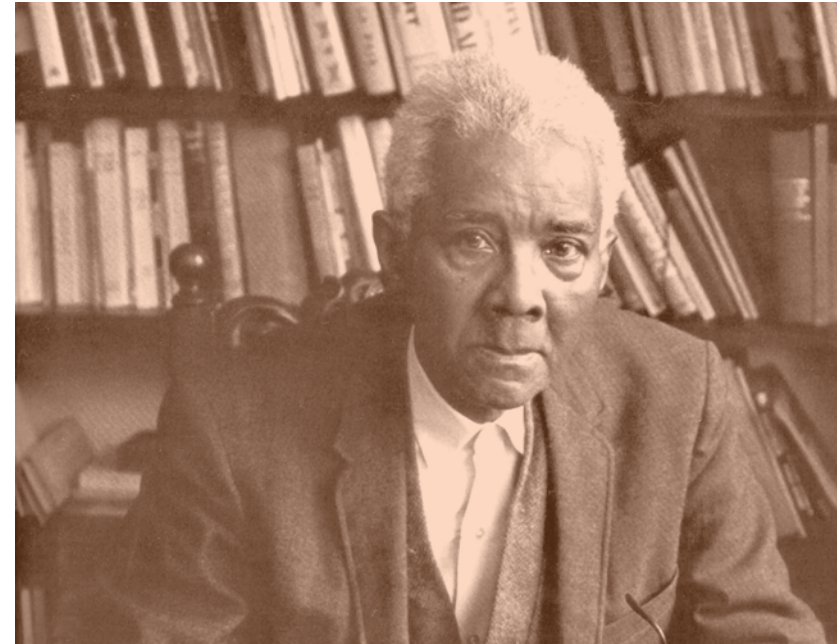
A mysterious, colourful and enthralling cover image acts as an invitation to take a closer look at a copy of this year's recipient for "Best Research Publication" in the Faculty of Social Sciences. The award-winning publication is a special Caribbean Issue of the refereed international culture Journal Critical Arts.

The cover picture interlaces the bright colours associated with Afro-centrism: red, green, gold, black and hints of blue here and there. The image is of "Mbumba" the patron god of the Haitian Revolution which serves as a fitting icon for an issue which represents the seemingly never-ending struggle for the emancipation and independence of African peoples. The journal issue, titled "Communicating Pan-Africanism: Caribbean Leadership and Global Impact" is co-edited by two leading scholars at the UWI's Mona Campus, Professor Hopeton Dunn from the Communication discipline and Professor Rupert Lewis from the Political Science department. In this interdisciplinary issue they documented the seminal and perhaps unheralded role of the Caribbean intellectual in the construction and dissemination of ideals of Pan-Africanism over the last century.

Among the central questions posed by the Editors are: What is the shape and quality of the Caribbean's contribution to Pan Africanism? And what indeed is the future of Pan-Africanism in an era of global dominance of neo-liberal political movements, economic globalization and extraordinary technological advances encompassing all cultures?

The Contributors

This special issue highlights Caribbean scholarship with articles from seven regional academics, including the editors. It is appropriately dedicated to two of the region's distinguished advocates of this area of scholarship from UWI, Professor Rex Nettleford and Professor Barry Chevannes, who both passed away while the publication was being edited. Indeed, the compilation includes Chevannes's last known academic work, with his article being submitted just weeks before his passing. The image which graces the cover of the book is a painting by the UWI's Dr Clinton Hutton, who also contributed an article. Other contributors are UWI scholars Mawuena Logan and Professor Maureen Warner Lewis as well as Brown University's Professor Anthony Bogues of Jamaica.



Publication Overview

The articles foreground the contributions of three leading exponents of Pan Africanism: Marcus Garvey, CLR James and Peter Abrahams, but their scope is much broader. They offer deeper insights into the close collaborative role played by the region alongside other Pan Africanists from the United States, the United Kingdom and from Africa itself, in forging the alliances of resistance that hastened the arrival of decolonization and civil rights in the affected countries and regions. The edition also encompasses contributions on Pan-African movements such as the Haitian Revolution and the Rastafari Movement of Jamaica whose indelible imprints extended from the Caribbean to audiences and activists all over the world.

Article Contents

The volume begins with the role of pre-eminent Pan- Africanist, Marcus Mosiah Garvey of Jamaica, in the “re-mapping of Africa and its Diaspora”. Writing just over 70 years after Garvey’s death in 1940, Rupert Lewis reflects on his impact on anti-colonial and nationalist movements in Africa. This includes the importance of his writings in forging a solidarity which was manifested in, among other avenues, the Universal Negro Improvement Association and African Communities League (UNIA & ACL).

Anthony Bogues elaborates on key aspects of the contribution of Trinidadian historian and political activist Cyril Lionel Robert (CLR) James to Pan-Africanism and the black radical intellectual tradition. This essay chronicles his political work and ideas during his second American sojourn in the late 1960s which, as Bogues argues, consolidated James’ reputation as a leading Pan-African figure of the 20th century.

Hopeton Dunn brings to light the political thought, profile, and literary relevance of another leading Pan- African intellectual, Peter Henry Abrahams. Dunn offers a political profile of Abrahams in an introductory narrative and an extensive interview conducted by the author several years earlier. The article assembles the life story and reflections of an icon, elucidating his worldview and evolving perspectives on momentous global occurrences in the process of African and Caribbean decolonization.

A second contribution on Peter Abrahams focuses on his literary contribution to the anti-colonial and independence struggles, especially of his native South Africa. In this article, Mawuena Logan, himself of West African origin, dissects Abrahams’ literary contribution in a quest to discover the “essential message” in the work of this Pan- African icon.

The Haitian Revolution (1791–1804) stands as the unequalled symbol of the

triumph of black colonized people over oppression and external domination. It is appropriately regarded as a defining moment in the history of Africans in the New World. In the article entitled, “The Haitian Revolution and the Articulation of a Modernist Epistemology”, political scientist, artist and cultural historian, Clinton Hutton analyses the discourses of selected 20th century scholars in their treatment of the Revolution.

The cultural impact of Africa on the Caribbean, a small part of the wider African Diaspora, has been profound. In her article, Maureen Warner Lewis, Professor of Caribbean Language and Orature, examines the residual art, artefacts and ideas of West Africa in the Caribbean. They doubtless reflect the continuing social and cultural affinities between the African mainland and the Diaspora.

The final article examines Rastafari and Pan-Africanism. It traces the origin of the political ideology of Rastafari to the inspirational Pan-African ideas of Marcus Garvey. However, it departs significantly from Pan- African practices common in other popular contemporary religious observances. The article is authored by the late political anthropologist, Professor Barrington Chevannes.



The Journal *Critical Arts: South-North Cultural and Media Studies* is a notable South African Journal published by Routledge through its Taylor and Francis imprint in the UK, and the University of South Africa (UNISA). The Journal's Editor in Chief is Keyan Tomaselli of the University of KwaZulu Natal in South Africa, with Hopeton Dunn serving as an Associate Editor of the journal for the past decade. This special Caribbean Issue of *Critical Arts*, Vol. 25 no. 4 was published in December 2011.

Professor Hopeton Dunn is the Director Mona ICT Policy Centre, Mona School of Business and Management and Director of CARIMAC.

Professor Rupert Lewis is a retired Professor of the Department of Government, UWI.





DR LILA
RAO-GRAHAM
DR GUNJAN
MANSINGH

The Best Research Publication

**ARTICLE: Building Ontology Based
Knowledge Maps to Assist Business
Process Re-Engineering**



Business Process Re-engineering (BPR) involves analyzing and designing workflows and processes within and between organizations to improve the efficiency of these organizational processes. Although there were high expectations for the improvements in performance that BPR would bring about for organizations, in many cases these benefits were not realised and high failure rates have been reported. A number of obstacles have prevented its full potential from being realised. One of these obstacles is caused by the emphasis on the steps in the business process at the exclusion of the environment within which the process is carried out. In considering the environment, organizations will be faced with the challenge of making certain types of knowledge visible to relevant stakeholders. Another obstacle is that although there are a number of tools for modelling the business processes, many of these tools only support diagrammatic and mathematical modelling. While these models are useful for understanding the business processes, they do not support the automated analysis for identifying the cause of inefficiencies in the business process, which is considered to be one of the most time-consuming stages of BPR.

In this research we propose a methodology for BPR that overcomes these two obstacles through the use of a formal organizational ontology and knowledge structure and source maps. The methodology involves the following steps:

- Step 1: Adopt/Develop a high quality formal organizational ontology
- Step 2: Use the ontology to facilitate the identification and prioritization of the business processes that need to be re-engineered
- Step 3: Create the knowledge source map and the knowledge structure map from the ontology
- Step 4: Analyze the maps to assist in identifying the causes of the inefficiencies in the process
- Step 5: Modify the business process(es) and/or the environment
- Step 6: Update the organizational ontology and process models to reflect these changes

Organizational ontologies provide a framework for facilitating effective and efficient knowledge-sharing by formally modelling a given domain. A number of benefits of developing an ontology have been noted, they include: (1) facilitating



the sharing of a common understanding of the structure of information among stakeholders in a domain; (2) facilitating more effective communication and idea-sharing, and (3) generally supporting the analysis of domain knowledge. Knowledge maps reveal the underlying relations between various knowledge components within the organization. For example, a knowledge structure map defines the different roles that interact to perform a set of tasks so they can be used to identify the know-what, know-where and know-how within the business processes. These formal representations facilitate an inferencing mechanism which helps to automatically identify the causes of the inefficiencies and inconsistencies. We demonstrate the applicability of this methodology through the use of a case study of a local university domain.

The methodology proved useful in identifying a number of inefficiencies in the University's processes. Although we applied our methodology to a university domain the steps are not specific to a particular organization or entity, they are generalizable and might be applied to other sectors or institutions (e.g. disaster recovery planning or the healthcare sector). Therefore we expect that decision makers who adopt this methodology will be able to identify the inefficiencies in their processes.

Dr Lila Rao-Graham is the Director of (E)MBA, MBM and Diploma programmes and Lecturer at the Mona School of Business and Management at The University of the West Indies, Mona. She holds a PhD in Information Systems from The University of the West Indies, Mona. She currently does work in various areas including: Ontologies, Business Intelligence, Information and Knowledge Quality, Decision Support Systems and Technology Adoption.

Dr Gunjan Mansingh is a Lecturer in the Department of Computing at The University of the West Indies, Mona. She holds a PhD in Information Systems from The University of the West Indies. Her research interests are Data Mining, Decision Support Systems, Knowledge Management Healthcare, Expert Systems and Technology Adoption.

Professor Kweku-Muata Osei-Bryson is Professor of Information Systems at Virginia Commonwealth University, USA. He holds a PhD in Applied Mathematics (Management Science & Information Systems) from the University of Maryland at College Park. He has also worked as an Information Systems practitioner in industry and government (in the U.S.A.).







DR DENSIL WILLIAMS

Most Outstanding Researcher

Competiveness of Small Nations: What Matters?

The Dark Side of Social Entrepreneurship

**Technology and the Export Behavior of Small,
Locally Owned Firms: New Insight”**

C **ompetitiveness of Small Nations: What Matters?**

Singapore's remarkable economic success stands in stark contrast to that of many other former colonies of Britain. Many have asked what is behind Singapore's economic success story. The body of work presented in *Competitiveness of Small Nations: What Matters?* supplies some answers.

Drawing on copious time series data for Jamaica, Barbados, Trinidad and Tobago and, Singapore, a benchmarking study was done to see how these Caribbean economies match-up with that of Singapore. Using historical insights and qualitative analysis, the work tried to understand the lessons that poor performing economies could learn from Singapore.

The study showed that for small economies to improve their growth performance, some critical factors must be in place.

- High quality institutions including schools, universities, judiciary, economic institutions such as national- planning agencies and an effective central bank.
- High quality infrastructure such as seaports and airports, road networks and telecommunication systems.
- Macro-economic stability in the form of low interest rate, sustainable government balances, stable exchange rate and low inflation to prevent un-anticipated costs of doing business in the domestic economy.
- Adroit leadership - is central to everything as the Singaporean story shows. Leadership in the private, public, and non-governmental sectors such as academia is important to ensure that all the elements in the growth equation come together.

The work is critical for public policymakers in small economies who are struggling to find ways to grow their Gross Domestic Product (GDP). This is especially



true in the Caribbean where economic growth performance has been unimpressive. Singapore gained independence from Britain in the same period as many countries in the region and its economic indicators were worse than many of those countries.

However, Singapore has become the most celebrated case of an economic success story of the 20th century. In 1960, Singapore's per-capita income was US\$395 while Jamaica had per-capita of US\$ 429. Today, Singapore's per-capita is over US\$43000 while Jamaica's per-capita income is merely US\$5000. The lessons learnt from Singapore are important to help Jamaica and other similar small economies, fashion a growth strategy.

This work fills an important gap in the public policy discourse on economic growth and competitiveness in small economies. The discourse on competitiveness and economic growth generally makes the assumption that policies for growth can be easily replicated. The work in this volume argued strongly that context matters in designing growth strategies for an economy. This is why the benchmarking approach compared apples with apples. As such, Singapore was used as the benchmark, not large and developed economies like the USA which have a different economic structure and significantly more resources. The approach used in the benchmarking exercise added some novelty to the work.

The policy lessons identified in the book, if applied properly, could have a significant impact on the growth performance of the small economies of the Caribbean and similar economies. Most of the economies of the region suffer from poor infrastructure, low quality institutions, high levels of macro-economic instability and generally poor leadership. The lessons from Singapore can serve as policy prescriptions for small economies seeking to achieve economic success.

THE DARK SIDE OF SOCIAL ENTREPRENEURSHIP

The paper provides a conceptual outlook on an emerging field of study in the area of Entrepreneurship. It provides a new lens through which scholars in the emerging field of Social Entrepreneurship should view the concept in order to come to a better understanding of the field. It raises the question as to whether or not all enterprises that deliver a social service can be duly classified as social enterprise and be linked to the wider field of social entrepreneurship. Context matters in social entrepreneurship.

The line between violence as a business, which generate funds to support enterprises that deliver social services and, social enterprise, which deliver social

services to transform lives through the creation of social value, has become blurred. To describe this blurring of the line, we coined the phrase, dark side of social entrepreneurship.

This paper can be accessed at: International Journal of Entrepreneurship volume 16, pp 69-82.

TECHNOLOGY AND THE EXPORT BEHAVIOUR OF SMALL, LOCALLY-OWNED FIRMS: NEW INSIGHT

This paper investigates the relationship between technology and the export performance of small, locally-owned firms in Jamaica. Technology is an important variable in influencing the export



performance of small firms given its (technology) ability to generate competitive advantage. However, the results from empirical studies are not always consistent. To investigate this issue, the paper uses survey data collected through face to face interviews of 92 exporters and non-exporters to estimate a logistic regression model of the firm's export behaviour. The results revealed that firm size, not the social capital of the owner of the firm or the technological intensity of the firm; is the most critical factor that determines export performance. This result resonates with some aspects of the extant literature while dissimilar to others. The context specific nature of this result is what makes it novel.



This paper can be accessed at: [Journal for the Advancement of Developing Areas](#). Volume 1, 1 pp. 3-23.

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