

Criminal organizations as an inspiration source for Business Administration

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ABSTRACT

This paper examines if and what there is to learn for Business Administration scholars about criminal organizations to stimulate further research. This is done, by undertaking a cross-disciplinary research which makes use of a systematic literature review and the development of a framework structuring insights. The motive for the study is the article from (Goodman, 2011) which is an inspirational piece describing five lessons you could learn from criminal organizations. This paper deepens the idea of learning from criminal organizations and comes with a table based on Crime Science articles, this table is then converted to a framework describing the most interesting insights in criminal organizations for Business Administration scholars. The paper also includes an inspiration table describing inspiration found in the articles examined, and assessing if it is already studied or potentially new research material. There are new research questions found in this study, which opens up new areas to study for Business Administration scholars. In the framework ten subjects are described on the basis of insights in criminal organizations. These subjects are found using an inductive way and are the following; efficiency - structure and strategy – people - influence - financing and investments - risk - flexibility – innovations and entrepreneurship - allocation - supply chain. The insights and inspiration together do support the idea that Business Administration scholars can learn from criminal organizations and gives an outline in which areas.

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Keywords

Criminal organization, Learning, Business Administration, Organized crime, Cross-disciplinary research, Efficiency, Structure, Strategy, People, Influence, Financing, Investments, Risk, Flexibility, Innovations, Entrepreneurship, Allocation, Supply chain.

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1. INTRODUCTION

“Global criminals are now sophisticated managers of technology and talent.” (Goodman, 2011) If this is true this could imply that criminals may have new or different insights into management. Is there something to learn from not only the management, but also structure of these criminal organizations for business administration scholars. According to the research from Goodman there are five lessons to learn; 1. Watch the headlines, move quickly, and try to get out in front of developing trends. 2. Don't limit yourself by overreliance on in-house talent. Cultivate e-lancers and other contractors who can provide the precise skills your project demands. 3. Socially oriented businesses aren't the only ones that can use workers' desire for meaning as a motivating force. Find a way to tap into employees' needs for recognition, challenge, and belonging. 4. A business model that aims for many small transactions instead of a single big hit can result in larger long-term profits and provide numerous opportunities to improve efficiency along the way. 5. Don't look at competitors simply as rivals. Consider the mutual benefits of partnerships. (Goodman, 2011). These lessons are very focussed on management and not that much on further research or structure. For example lesson 1 is stating that you need to get in front of trends but how to do this and what further research or inspiration this finding could bring is not mentioned. All lessons are statements but without clear analyse and ideas for further research on how, for example to implement this in legal organizations. But it does give an idea of what could be learned and that it is interesting to study criminal organization from the outlook of business. Considering this, the research will try to deepen the knowledge about criminal organizations linked to Business administration and look at the structure and processes of criminal organizations to hopefully find exciting, inspirational insights which could stimulate cross-disciplinary learning and/or further research in this area. The following research question is formulated; ‘What can we learn as Business Administration scholars from criminal organizations in order to stimulate further research?’

To be able to answer the research question it is important to have a clear definition of what is meant with a ‘criminal organization’ in this research. First it is good to know that in literature “criminal organization (i.e. organized crime)” (Pires, Schneider, & Herrera, 2016) is seen as the same phenomena. And that making a clear academic definition is difficult because “from a criminological perspective, the concept of organized crime is far more complicated than these stereotypes. So complicated, in fact, that the definition of organized crime has been elusive for many decades” (Pires, Schneider, & Herrera, 2016) researched by (Kleemans, 2007). Stereotypes made by media are according to the research of (Pires, Schneider, & Herrera, 2016) and (Finckenauer, 2005) not specific enough to be used in academic research. Part of the definitional problem is that organized crime is highly contextually dependent. Because according to different research organized crime manifests itself in different ways around the globe as it relates to structure and activities (Pires, Schneider, & Herrera, 2016) (Lavorgna & Serie, 2014) (EU, 2010) When you look broader than only context, definitions made by practitioners are focussed more broad and often focus more on typical crimes where academics prefer a more narrow definition which is focused more on structure. (Lavorgna & Serie, 2014). Taking this into account it may have relevance to combine a more academic definition and one made by partitioners, for covering both broad and focused views on organized crime. This could enrich the definition used in this research.

To look at the broad view from partitioners a criminal code will be used, because when striving for a definition that is general and open, another potential source is the criminal code (Glässer, Mohammad, & Glässer, 2011). The drawback of using the criminal code is that it is focussed on a specific country. Therefore this research will compare the definition of a criminal organisation in the code of Canada to the aspect mentioned in the code of the Netherlands. The following is the definition in the code of Canada according to (Glässer, Mohammad, & Glässer, 2011); “In Canada a criminal organization is a group, however organized that: (a) is composed of three or more persons in or outside Canada; and (b) has as one of its main purposes or main activities the facilitation or commission of one or more serious offences, that, if committed, would likely result in the direct or indirect receipt of a material benefit, including a financial benefit, by the group or by any one of the persons who constitute the group. The definition further specifies that it excludes a group of three or more persons that has formed randomly for the immediate commission of a single offence. Section 467.1(1) of the Criminal Code of Canada.” In this code three important aspect can be found;

1. Is composed out of three or more persons.
2. Main purpose or main activities is the facilitation or commission of one or more serious offences that will direct or indirect result in material and financial benefits.
3. The group is not formed for the immediate commission of a single offence.

In comparison to the Dutch criminal code article 140, which describes it as being part of an organisation which strives to commit crimes (justitie, 8 juni 2011). The code of Canada formulated by (Glässer, Mohammad, & Glässer, 2011) is more specific and will be the first building block for the final definition. From an academic view (Finckenauer, 2005) made the following description of when it is organized crime in a criminal organization. “The attributes of the criminal organizations that make the crimes they commit organized crime include criminal sophistication, structure, self-identification, and the authority of reputation, as well as their size and continuity. These criminal organizations exist largely to profit from providing illicit goods and services in public demand or providing legal goods and services in an illicit manner.” (Finckenauer, 2005). (Pires, Schneider, & Herrera, 2016) give the following explanation of the attributes mentioned by (Finckenauer, 2005). “Criminal sophistication: This category relates to the degree to which criminals plan their offenses. Their skill and knowledge levels are also indicative of their amount of sophistication in their abilities. Structure: This relates to the division of labor within the organization or group. Highly structured groups will be hierarchical and have defined roles for members where a boss doles out tasks to lower echelons; Self-identification: Members of the group or organization must actually see themselves as members of this group. Bonding is a major part of this characteristic, which is visible through specific, uniform clothing, tattoos, or initiation rituals. Authority of reputation: The ability of an organization to coerce people either through direct or implied threats relates to the group's sense of authority and reputation.” (Pires, Schneider, & Herrera, 2016). Those are the measuring attributes used by (Finckenauer, 2005) to see how well developed a criminal organization is. For this research it is important to have a clear open definition of criminal organizations which can be used to test in every example found in literature. The academic definitions gives no attention to the amount of people before you can call it a criminal organization, it only tells us that size is important so therefore the amount mentioned in the criminal code is used. The main purpose described in the criminal code can be specified by adding a part of the academic description

this is also possible for continuity. Furthermore the attributes mentioned in the academic definition should be added to complete the definition on the structural aspect of a criminal organization.

For this research a criminal organization should contain the following aspects to be called a criminal organization.

1. It is composed out of three or more persons.
2. Main purpose or main activities is the facilitation or commission of one or more serious offences that will direct or indirect result in material and financial benefits by providing illicit goods and services in public demand or providing legal goods and services in an illicit manner.
3. The group is not formed for the immediate commission of a single offence it needs to have a certain amount of continuity.
4. The criminal organization should contain out of the following attributes: sophistication, structure, self-identification, and the authority of reputation. So they are able to perform 'organized' crime.

This definition of a criminal organization with both the academic and legal view should help finding articles with cases based on criminal organizations which contain the aspects mentioned. And excluding organisations like Volkswagen who did commit a crime once by rigging emission data. But have not as their main purpose to commit offences which can result in benefits over a longer time and with more than one offence. This formulated definition is open but precise in what is and what isn't a 'criminal' organization.

The next question that needs to be answered, is why it is interesting for Business Administration scholars to study criminal organizations. Firstly as said by (Goodman, 2011) they are ahead of trends and may have a more innovative way of developing the organization. This could be triggered by staying ahead of the police for example. Secondly criminals have the challenge of operating in a high-risk hostile environment. (Hofmann & Gallupe, 2015). How they deal with these high risks and instable environment could be interesting to learn about for Business Administration scholars. Thirdly according to (Goodman, 2011) criminal organizations are able to attract high educated smart people for example for cybercrime. Why do these people choose to work for a criminal organization instead of a legal organization. Fourthly Crime science gets information from other sources that are open for Business Administration scholars for example police reports. Lastly it may be so that criminal organisation can tell us more about what legal companies are doing in a grey area which they don't talk about and data is hidden from the outside world, but may help to be successful and perform well. These five arguments about innovation, risk, high educated people, other data and getting to know more about the grey area is hopefully giving a clear description why it is interesting to study criminal organizations as a Business Administration scholar.

After determining why the organization is interesting it is also good to look at why studying a other discipline is of value. "A central motivation for research funders to support studies that consider the contributions of more than one disciplinary field is the fact that real-world problems do not come in disciplinary-shaped boxes." (Jeffrey, 2013). So when you want to solve real world problems cross-disciplinary research will help striving for a better solution. Within that process it is possible to get inspired by the other discipline and look through other glasses to your own discipline. This approach can lead to inspirational thoughts (Jeffrey, 2013). A lot of disciplines are using cross-

disciplinary research for example for software piracy other disciplines were used to look at phenomena in a different way and to come up with other tactics to deal with it. This helped to find further research areas (Chavarria, Andoh-Baidoo, Midha, & Hughes, 2016). Which proves the fact that cross-disciplinary research can stimulate further research. Another example of cross-disciplinary research is that 'In the design of behaviour-based control architectures for robots it is common to use biology as inspiration, and often the observed functionalities of insect behaviours are used as templates' (Aktius, Nordahl, & Ziemke, 2008). This is also a good example of how another discipline can be an inspiration source in this specific example Biology for Robotics.

Crime sciences and Business Administration have one thing in common they both are describing and researching organizations but Business Administration is focusing on how to help legal organization perform well and searching for these processes and incentives. "Business administration is the process of managing workers and allocating resources efficiently and effectively by applying microeconomic principles. The goal is to achieve stability, growth and profitability for a business" (Mendeley, 2016). While Crime science is focusing on what criminals are, how they organize their selves and preventing theories. This makes the disciplines differ from each other by their goals. For Business Administration it is focussed on identifying what are best practices and implementing this while Crime sciences is analysing criminal organizations to make more tactical prevention techniques. This implies that it is interesting to look at those criminal organizations from the focus of Business Administration and identifying what makes them successful organization and not how to prevent them.

By studying articles about criminal organizations it will hopefully give a stimulation for new research questions, being able to identifying (new) determinants that are influencing the performance variable and learn how companies really work (including grey areas). After discussing why this research, what is meant by a criminal organization, how it can be interesting for Business Administration scholars and what cross-disciplinary research can contribute. The conclusion is that a clear definition of a criminal organization can be given taken into account the view of law and academics. There is a convincing case made why this research can be inspirational and stimulate further research. Also a description of what Business Administration and Crime Science have in common and what is different is provided. This all is hopefully contributing to the understanding of the motive for this research and why it is executed.

2. METHOD

This research will depend on literature therefore a structured method to find relevant articles is important. The literature analysis will use a systematic literature review approach. This is a common used approach in research depending on insights from literature. "A Systematic literature review (SLR) is a critical assessment and evaluation of all research studies that address a particular issue. The researchers use an organized method of locating, assembling, and evaluating a body of literature on a particular topic using a set of specific criteria. A systematic review typically includes a description of the findings of the collection of research studies." (Navimipour & Charband, 2016) The review will contain the steps; identification, screening, eligibility and including the articles which are relevant for this research. "Previous researchers have argued that using such an approach for literature review can ensure that the systematic error is limited, chance effects are reduced, and the legitimacy of data analysis is enhanced"

(Navimipour & Charband, 2016). This is the reason why this approach is used to scan and identify the literature about criminal organizations, so chance on errors within the process can be reduced.

Identification of Journals will be done by using Scopus and Google Scholar to search for the following search words together; ‘Organization’, ‘Organisation’, ‘Criminal’, ‘Organized crime’, ‘Organised crime’, ‘Group crime’. With criminal as leading word. The articles that are found were scanned on content in abstracts. For the relevant articles is looked at which journals published the article. Then, most common journals found and relating journal are further examined on relevance for the research beside this, the matrix of journals in Scopus and how much they contribute to the academic world is included in the consideration for choosing a specific journal. After this scanning process four journal met the criteria of being a contribution to the academic world and having enough relevant content for this research. The journals are; Global crime, Trends in organized crime, European Journal on Criminal Policy and Research and Crime, Law and Social Change. The scope this research will work with is three years. This is because a lot of criminal oriented articles are based on literature written before, and police documents. Therefore if you go back in time to far, it will have a lot of the same research as are summarized or cited within the new articles. Furthermore innovative insights that are ahead of police and maybe organizations in general can probably be more found in new articles based on new information. The second step is screening the articles on relevance by using the requirement in the definition for a criminal organization and their relevance for Business Administration in general. The articles left after step two will be analysed on eligibility, the articles must contain insights of criminal organizations that fit the business administration framework. After testing on eligibility we can use the articles that contain relevant and qualitative content to include in the research. In figure one an overview is given. The different colours stand for the different steps to take in the systematic literature review.

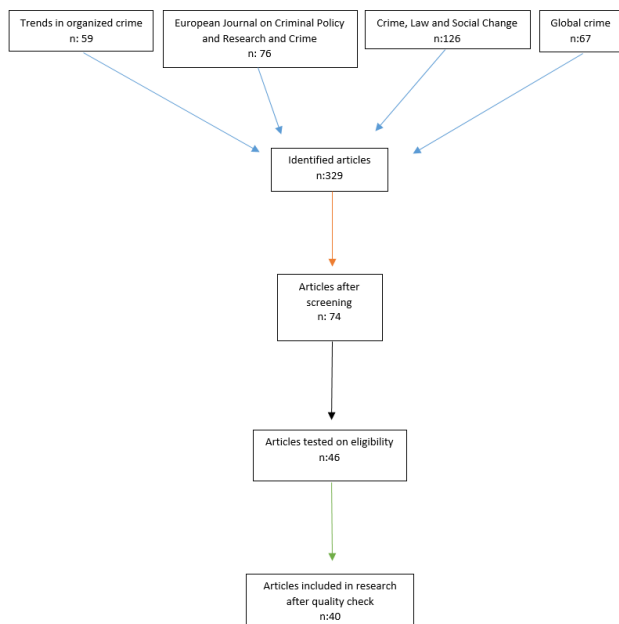


Figure 1 Table for systematic literature review

2.1 Framework for Business Administration

The second part which is important for the method is a framework wherein the information and inspiration found in the

articles is structured. The variables that will order the data found will be constructed by first listing all subjects concerning Business Administration in the articles, see figure 2. After this, it will be discussed which Business Administration subjects found are covering most of the content in the findings and inspirations and these will be used as a framework. Another option to structure the framework is using typologies mentioned in literature. The decision to choose an inductive way to find the Business Administration variables for structuring the framework comes from the consideration that it is an explorative research where outcomes are difficult to predict. Therefore a deductive way by first determining the typologies is not fitting the explorative way of getting results. Where the inductive way is most likely to cover all results found in the articles, and therefore is the best option for this specific research. Furthermore the article name, findings and inspiration found in the article will be mentioned in the table. Findings will be focused on insights about criminal organizations found in the articles. The inspiration block will give information of what question the article inspires to and what kind of further research by using research questions, hypothesizes and propositions.

Article	Subjects (BA)	Findings	Inspiration

Figure 2 Table for analyzing literature

2.2 Sources of Inspiration

“The anemic state of modern sociology in particular stems largely from the fact that most courses and textbooks on sociological methods pay too much attention to the confirmation of theories and not enough attention to the generation of theories.” (Phil, 1971) This is one of the starting points for making something inspirational according to the study of (Phil, 1971). So producing new theories to research is something which makes it interesting, and therefore inspirational. That’s what this study will take into account while processing all the inspiration pounds found in the forty articles. They will be examined one by one by inspecting if there is already research done towards the proposed research question, proposition or hypothesizes. When this is the case this study will look at how it is done, what kind of conclusion came out of the study and if additional research can be done. When it is not yet researched this study will come up with a proposition on how to research it and why it is interesting to do so. Which means that this part will generate new theories to be tested and therefore will have inspirational value.

3. RESULTS

In this part the table from figure 2 is presented including all information from the forty articles. All the findings are quotes now ordered by article. In the ‘analysis’ the quotes will be converted to insight per subject. In the table you can find the heading “research” there the context of the articles is given, so that a reader can understand what the article is about and the relation to the quotes found in the articles. The quotes are filtered on their relevance to Business Administration. The results on subjects will be further discussed in the ‘analysis’. And the results for inspiration will be discussed as described in the methods. The results presented in the table should provide background information for the framework which will be presented in the ‘analysis’. As a reader going through all the quotes could provide them with new ideas and maybe other insights than presented in this article. Which can add value to the learning experience of this article. Therefore the whole table with results is included in the article.

Table 1 Findings and Inspiration results.

Article	Subjects (BA)	Findings	Inspiration
<p>F. Zhilla B. Lamallari.(2015) Albanian criminal groups. <i>Trends in Organized Crime</i>, 329–347.</p> <p>Research: “This is an excerpt from the 124-page report ‘Organized Crime Threat Assessment in Albania’ on organized criminal activities in Albania as well as those conducted by Albanian criminal networks in the region and beyond.” (Zhilla & Lamallari, 2015)</p>	<p>Structure, flexibility, recruitment, supply chain, risk and leadership.</p>	<ol style="list-style-type: none"> 1. “Structured criminal groups initially formed as mergers of three or more persons knowing one another as childhood friends” (Zhilla & Lamallari, 2015) 2. “For greater security, transporters are given addresses, contacts, and pertinent instructions in a fragmented and progressive manner. Such a structure, organized in the form of a criminal group, is considered by law enforcement experts to be efficient, flexible, harder to discover and attack, thus ensuring longer continuity of criminal activity. The lack of a leader or clear hierarchy not only ensures the longevity of the group and the continuity of its activity, but is also seen as an easily acceptable and liked way by Albanians, who stand out for a sense of protagonism and insubordination” (Zhilla & Lamallari, 2015) 3. “For the overwhelming majority, acquaintances between members of Albanian criminal organizations are social, created from childhood, at school or in the territory of the neighborhood/region they live in.” (Zhilla & Lamallari, 2015) 4. “considerable increase in the number of persons with higher education and involved in organized crime” (Zhilla & Lamallari, 2015) 5. “Threat assessment for criminal structures 1.Albanian criminal networks consist of different groups of 3–4 members. 2.The main illegal and most profitable activity is drug trafficking, mainly cannabis. Every group and member has responsibilities for specific tasks in securing the narcotic substance, transporting, receiving, and distributing it in the retail market. 3.Sporadic groups are involved in trafficking in arms, munitions and explosives with Montenegro and Kosovo. 4.Groups involved in extortion that are not reported appear very dangerous, the use of explosives, contract killings or ‘un-authored’ killings for elimination of opponents, ‘market rebalancing,’ or terror purposes. Organized robberies in countries of the European Union are conducted by ‘wandering’ criminal groups. 5. Albanian criminal groups have been empowered economically and have become more dangerous, due to collaboration with groups of neighboring countries, but especially Albanian groups in the EU. 6.There is use of the ‘code of silence,’ psychological versus physical violence, and forms of ‘partnership with the victim.’ 7. Risks of ‘return home’ of the criminal contingents abroad, due to new economic opportunities in the country and the continuity of investments of criminal proceeds in already registered economic activities. 8.Recently, experts warn of the potential for the return of harsh clashes for control of territory.” (Zhilla & Lamallari, 2015) 6. “leadership of the organization is done in a fluid manner. In general, the head of the group guides the activity while being on the move and staying for brief periods in the country or territory where the drug is traded.” (Zhilla & Lamallari, 2015) 7. “typical structure of an Albanian group convicted in 2009, which trafficked considerable amounts of cocaine to Italy, but also in Albania and Greece, consisted of the leader, who purchased the cocaine in The Netherlands and Germany, two receivers in Italy (Kosovo citizens), some dealers in Italy, some couriers to send the drug to city of Pogradec, which from there was sent on to Greece through a Greek courier.” (Zhilla & Lamallari, 2015) 	<ol style="list-style-type: none"> 1. Is childhood friendship a good building block for starting a business? 2. Criminals have a live long experience with risk management are the fragmented strategies they apply also usable for legal organizations? 3. There is an increase in higher educated employees in criminal organization it could be interesting to look at how they get higher educated people to work for them. This strategy could for example be implemented in Twente were companies are fighting against high educated people leaving the region. 4. Does fluid leadership also work in legal companies? Maybe in some sector it could increase flexibility and increase the performance.
<p>S. Columb. (2015) Beneath the organ trade: a critical analysis of the organ trafficking discourse. <i>Crime, law and social change</i>, 21–47.</p> <p>Research: “This paper critically examines how the organ trade fits into the human trafficking discourse.” (Columb., 2015)</p>	<p>Flexibility and demand.</p>	<ol style="list-style-type: none"> 1. “Various reports and accounts of this new form of trafficking construct a common narrative whereby impoverished donors are deceived into selling an organ, in most cases a kidney, for use in transplantation. Brokers invariably use their position of power/authority to manipulate, deceive and/or coerce “vulnerable persons” into selling their organs” (Columb., 2015) 2. “This allows for a clear demarcation between the legal institution of transplant medicine and the illegal underworld of human trafficking and organised crime. Organ trafficking is represented as the “the dark side of transplantation”” (Columb., 2015) 3. “the transplant industry and the role it plays in producing demand for illegally sourced organs.” (Columb., 2015) 	<ol style="list-style-type: none"> 1. A criminal organization has a good eye for spotting ‘gaps’ in the market and thereby creating demand. Can these tactics also be implemented for example when developing a start-up.
<p>K. Lampe, von. (2015) Big business: scale of operation, organizational size, and the level of integration into the legal economy as key parameters for understanding the development of illegal enterprises. <i>Trends in organized crime</i>, 289–310.</p> <p>Research: “This study examines variations in</p>	<p>Entrepreneurship, strategy, outsourcing, risk and structure.</p>	<ol style="list-style-type: none"> 1. “illegal entrepreneurs tended to obtain logistical support from outside their social networks, namely by renting transport vehicles and storage space, and beyond a threshold of about one million cigarettes, smugglers in particular felt the need to integrate their businesses into the legal economy through the use of front companies in the import-export sector.” (Lampe, 2015) 2. “There is first of all the notion of a trade-off between efficiency and security (see Morselli et al. 2007). The assumption is that illegal enterprises, just like legal enterprises, can potentially generate higher profits with greater size and higher structural differentiation, but only at the cost of increased risks of detection and disruption” (Lampe, 2015) 3. “The first type comprises illegal enterprises that are largely self-sufficient and do not draw on outside 	<ol style="list-style-type: none"> 1. The ways how criminal organization are outsourcing parts of their supply chain. Could be interesting to companies who also have a high risk environment and do want to outsource parts of their supply chain. What kind of strategies these criminal organizations use. 2. The trade-off between efficiency and security is both present in legal and

<p>the scale of operation, size of organization and the degree to which illegal enterprises are integrated into the legal economy.” (Lampe, 2015)</p>		<p>support beyond their social networks. The most common pattern with respect to the interaction with the legitimate spheres of society, characteristic of 55 of the 69 cases, is that of self-sufficient, mostly small-scale operations that apparently do not rely on any interaction with legitimate third parties that could hint at the fact that commercial goods - legal or illegal - are being transported or stored.” (Lampe, 2015)</p> <ol style="list-style-type: none"> 4. “Self-sufficient illegal enterprises are mostly run by partnerships or small teams of three to five individuals” (Lampe, 2015) 5. “Hierarchical structures are the exception rather than the rule.” (Lampe, 2015) 6. “The main security strategies adopted by self-sufficient smuggling operations are either stealth or camouflage in the sense of hiding in plain sight as private individuals” (Lampe, 2015) 7. “these illegal enterprises are to some extent embedded in the legal economy, for example by renting a van for transport or leasing a garage for storage. In so doing, illegal entrepreneurs draw on external support beyond their social networks either as private citizens or under the guise of small, non-trade related businesses.” (Lampe, 2015) 8. “Semi-integrated operations tend to move higher volumes of contraband cigarettes at a time, qualifying them as medium-scale, and involve higher numbers of co-offenders than self-sufficient operations.” (Lampe, 2015) 9. “operations seems to be camouflage rather than stealth, especially when the activity, mainly the moving and storing of boxes, is presented as part of operating a legal business.” (Lampe, 2015) 10. “The third type pertains to those illegal enterprises that operate through front companies in the import-export sector. Integrated illegal enterprises by definition are characterized by their embeddedness respectively integration in legitimate business processes. Interaction with legitimate third parties occurs on a continuous basis or at least in regular intervals within the context, and following the logic of legitimate cross-border trade. This includes the setting up of import-export business, if only on paper, the leasing of warehouses, the renting of trailer trucks on behalf of these businesses, and the outsourcing of the transportation of smuggling shipments to unwitting hauling companies and dispatch forwarding agents” (Lampe, 2015) 11. “While front companies are being set up, the adoption of business practices does not go so far as to integrate all accomplices into legitimate business structures.” (Lampe, 2015) 12. “individual entrepreneur who has registered the front business in his or her name” (Lampe, 2015) 13. “illegal enterprises is camouflage by blending into the legal economy” (Lampe, 2015) 	<p>criminal organizations, is there a different strategy to deal with this trade-off?</p> <ol style="list-style-type: none"> 3. Security strategies are very important to criminal organizations, these strategies could be interesting to regular business. 4. A lot of criminal businesses do invest in or use the legal companies to secure themselves, are there legal business that do the same but are pretending to be legal?
<p>E. Kambellari. (2014) Corporate Crime in Albania: Building the Path to Face a New Form of Criminality. <i>European journal on Criminal policy and research</i>, 191-204.</p> <p>Research: “this paper aims to present some of the main speculations and trends of corporate crime in Albania and the possible institutional and practical aspects contributing to illegal corporate behaviour.” (Kambellari, 2014)</p>	<p>Risk, flexibility and financing.</p>	<ol style="list-style-type: none"> 1. “Due to the high flows of cash money, it is tempting for criminal organizations to use games of chance establishments for laundering their criminal proceeds. Reports presented by these subjects to the state authorities show evident deficiency of the information about the winners and the source of the money played in the game. The high risk assessment for this sector is also due to a concern expressed by the authorities that underground casinos and games of chance operate within Albania.” (Kambellari, 2014) 2. “Taking a bank loan in order to justify the funds used for the construction of an object, while in fact, the company never uses the loan and the work is done by illicit money. & Fraudulent presentation of construction costs. This means that the construction company declares to have used very expensive, qualitative materials for realising the object, when in fact, it has used low quality materials having a considerably lower price. The gap between the declared and effective costs is then filled with money deriving from criminal activity. & The criminal organizations can also recycle their illicit money by hiding under the role of the so-called ‘investor’ in a construction project. The investor can be a natural person connected with the organisation or a shell company used as a vehicle for performing the transactions. Between the ‘investor’ and the constructor is an agreement under which the constructor is engaged to repay the invested sum over time with a set of scheduled payments. The practice is made to fraudulently present the money being laundered as a debt that the construction company has towards the ‘investor’ as well as like money deriving from the profit gained by the sale of the construction objects. By presenting himself in the role of the investor, a member of a criminal organization besides laundering money under the pretext of having made an investment, can also launder much more money pretending it to be part of the normal profit obtained on the basis of the first standard investment” (Kambellari, 2014) 3. “The following tries to present some reflections on the causes of the emergence and expansion of criminal activity among private companies in Albania. The transition from a centralised to a free market economy revealed many problems associated with the diminished capacity of law enforcement agencies to control the regular performance of private businesses activity in the new socio-economic environment.” (Kambellari, 2014) 4. “Among factors that contributed to corporate crime it is of substantial importance to mention the insufficiency of lawful financial sources in supporting business activities. The conditions of 	<ol style="list-style-type: none"> 1. The ways criminals launder money could give some ideas of how legal companies use the grey area. 2. Criminal organizations make great use of circumstances in the outside world as opportunities to be more successful. Is this something legal organization do enough? Or could they learn something?

		<p>crediting an Albanian financial institutions seem to be rather restrictive and many times can not be met by the businesses, especially the emerging ones.” (Kambellari, 2014)</p> <p>5. “Problems of weak enforcement of anti-money laundering legislation create a gap used by criminal organizations.” (Kambellari, 2014)</p>	
<p>A.Scaglione (2016) Cosa Nostra and Camorra: illegal activities and organisational structures. <i>Global Crime</i>, 60-78,</p> <p>Research: “This article intends to develop an introductory reflection concerning the most recent trends of two of the major mafia organisations: the Sicilian Cosa Nostra and the Campanian Camorra” (Scaglione, 2016)</p>	<p>Structure, people, leadership, communication and innovations.</p>	<ol style="list-style-type: none"> 1. “Although still being for the most part a unitary hierarchical organisation” (Scaglione, 2016) 2. “the Sicilian criminal organisation is looking for alternative ways of infiltrating the local environment and exploiting new investment opportunities in a more globalised economic framework. All these and other factors contributed to variations in the previous organisational structures.” (Scaglione, 2016) 3. “The adoption of a less lenient strategy with those business operators, who are reluctant to pay, has provoked a considerable increase in damage and arson-attacks.” (Scaglione, 2016) 4. “What keeps together such dissimilar businesses is, once again, the large number of interwoven relationships among businessmen, politicians, professionals, public officials and managers, representatives of the so-called grey zone” (Scaglione, 2016) 5. “Provenzano created a more democratic organisational structure, keeping, at the same time, a strong sense of unity and a general supervision over illegal activities: ‘He (Provenzano) is the kind of man who lets people decide, districts have been given lot of autonomy under him, and he gives more importance to the overall strategic side of the organisation.’” (Scaglione, 2016) 6. “The operational style has been shaped on mediation, on participation in decision making and business affairs and on the respect of each individual family: ‘to sum up the complex reality of the latest management of Cosa Nostra, I could say that Riina acted as a dictator while Provenzano acted as an oligarch, and he was considered a reliable benchmark for the followers of the mafia association’” (Scaglione, 2016) 7. “Compartmentalisation has modified, in a very significant way, the relations among the different clans. Mafia families began communicating with each other through the heads of the organisation or through mere intermediaries. In this way, they tried to put an end to the twisted mechanism of circular information that came to the fore, right after the so-called mafia ‘pentiti’, that is to say mafia associates who decided to cooperate with the Italian institutions.” (Scaglione, 2016) 8. “With regard to the coordination among the criminal groups, another significant innovation is represented by the adoption of a secret communication code. In spite of its simplicity, the communication system of ‘pizzini’ (small, hand-written notes) has contributed to guarantee the conservation of unity in the organisation, and it has made the transmission of information and decisions among the head districts easier in all the provinces, also managing to circumvent law enforcement wiretapping.” (Scaglione, 2016) 9. “Nowadays, the members of Cosa Nostra can be found above all among those people having Mafia blood running in their veins: the old bosses’ sons or grandchildren’. In addition, in order to fill the vacancies at the top of the organisation, they have turned, for the most part, to the ‘older generations’, to those old bosses who had been set aside to make way for the younger generations, who eventually proved to be largely unreliable.” (Scaglione, 2016) 10. “It is not that the Mafia cannot find any followers, quite the opposite. There is a crowd of young people just jumping at the chance to become a member. But that’s just menial work, people hired for murdering, for collecting protection money (pizzo) and the like. The real difficulties are at the top, among the managerial staff.” (Scaglione, 2016) 11. “Women are not confined anymore to just their traditional roles, that is to say assisting fugitives or taking sealed notes from prisons. Today we are seeing the very first cases of women informed of certain elements which are fundamental to the existence of the organisation. This is something that has never happened in the past. It is an absolutely, new phenomenon.” (Scaglione, 2016) 12. “Cosa Nostra is after all a flexible and chameleon-like organisation, capable of surviving even under the most adverse and unfavourable circumstances.” (Scaglione, 2016) 13. “What is worse is that criminal economy gives birth to social approval (among certain people) and creates a sharing of interests that, at times, seems to blur the line between the world of crime and that of civil society, thus compounding a collusive network of relationships which are very different from the traditional relations between delinquency and victims of crime” (Scaglione, 2016) 	<ol style="list-style-type: none"> 1. Is the structure of criminal organizations something that could make legal organizations more efficient? 2. Does an extreme environment also trigger legal organization to be more innovative? 3. The way criminal organization are interwoven with government is rather special. Does a legal organization could adopt some strategies within their lobby tactics? 4. Recruitment is done very different from legal organizations are there maybe options within this to adopt in legal recruitment? 5. Woman’s role in criminal organizations is a subject of discussion, this discussion could have new argument for the discussion of women in high roles in legal organizations. 6. Persuasiveness is an important tool for criminal organizations, are there things which can be implied when doing negotiations for legal companies?
<p>D. Skarbek. P, Wang. (2015) Criminal rituals. <i>Global Crime</i>, 288-305.</p> <p>Research: “Why do criminals use rituals? Past work argues that criminal rituals provide a sense of continuity or certainty in an inherently uncertain environment. We argue instead that</p>	<p>Culture, knowledge and strategy.</p>	<ol style="list-style-type: none"> 1. “Why do criminals use rituals? Past work argues that criminal rituals provide a sense of continuity or certainty in an inherently uncertain environment. We argue instead that rituals play an important organisational role. Criminal rituals facilitate internal governance and promote group activity through three mechanisms: creating common knowledge, mitigating the costs of asymmetric information, and shaping identity among group members.” (Skarbek & Wang, 2015) 2. “We argue that there are practical, organisational reasons for why groups choose to use rituals. Because of the illicit nature of these groups, they cannot rely on state-based governance institutions. By creating common knowledge, rituals help overcome coordination problems. This helps explain the 	<ol style="list-style-type: none"> 1. Can rituals used in criminal organizations also positively influence performance of legal organizations?

<p>rituals play an important organisational role” (Skarbek & Wang, 2015)</p>		<p>use of rituals by criminal groups with more members, more complicated and interdependent activities, and in groups that are more permanent. By binding a recruit to the group’s rules and recognised punishments, rituals provide a credible signal of a person’s unobservable characteristics, often their loyalty and devotion to the group and its rules. Finally, rituals provide a way for criminal groups to shape members’ identities to cohere more closely with the goals and ends of the group.”</p>	
<p>E.R. Leukfeldt. (2014) Cybercrime and social ties Phishing in Amsterdam. <i>Trends in organized crime</i>, 231–249.</p> <p>Research: “This paper presents a case study of phishing in Amsterdam, demonstrating that the current literature on criminal phishing networks provides an incomplete picture of this form of organized crime” (Leukfeldt, 2014)</p>	<p>People, structure and recruitment.</p>	<ol style="list-style-type: none"> 1. “The criminal network consisted of eight core members, nine others with facilitating roles – the caller, insiders who provide bank information, those who stole the official bank documents, those responsible for the falsification of identities – and twenty money mules.1 The initiators of the network were the group of eight core members, and from the criminal investigation it appears that they controlled the other people involved in various ways.” (Leukfeldt, 2014) 2. “One was in charge of transferring the money from the victim to the money mule accounts. Other core members were responsible for withdrawing the money. In addition, some core members recruited money mules or organized others to recruit money mules. Finally, one of the suspects had a connection to someone who could forge identity papers” (Leukfeldt, 2014) 3. “While the police respondents we interviewed would rather not put an ethnic label on the group, as one stated delicately, ethnic ties did play a role, as the majority of the suspects had Surinamese roots.” (Leukfeldt, 2014) 4. “The second layer was made up of suspects who carried out all kinds of criminal services for the core members in exchange for money. During the investigation, different facilitators were discovered – one ‘caller’, eight bank employees and one postal employee” (Leukfeldt, 2014) 5. “According to one police respondent, this would have required good preparation, as well as some talent and experience.” (Leukfeldt, 2014) 6. “The bank employees all worked in the call centers of several major banks, and in order to do so they had to gain security clearance. The police interrogations revealed that most had either secondary vocational education or a college degree in financial services” (Leukfeldt, 2014) 7. “Most of the bank employees had worked at the bank for only a short period of time. They were former or current students who had done an internship and were then employed by the bank or had got the job through an employment agency. However, one employee had worked for the bank for fifteen years. This suspect remained silent during her police interview.” (Leukfeldt, 2014) 8. “Money mules were found by ‘recruiters’. While some members of the core group were responsible for the recruitment of new mules, the police transcripts showed that money mules themselves also provided new cards and codes taken from their own friends. The money mules were therefore also involved in recruiting. The mules did not always explain how they were recruited.” (Leukfeldt, 2014) 9. “first, a group of core members with the necessary criminal skills is formed with the intention of executing phishing attacks. Facilitators who offer specific services may be approached by the core members, and the core members recruit money mules.” (Leukfeldt, 2014) 	<ol style="list-style-type: none"> 1. How do criminal organization get such suitable employees for the job? 2. Recruiting experienced employees is something a criminal organizations is very good at. Are there aspect which can be implemented in a legal organization? 3. Recruitment system from criminal organizations could be inspiring for legal organizations
<p>D. Rashkovski. V. Naumovski. G. Naumovski. (2016) Cybercrime Tendencies and Legislation in the Republic of Macedonia. <i>European journal on Criminal policy and research</i> , 127–151</p> <p>Research: “The purpose of the paper is to present, discuss and analyze the Macedonian legislation treating cybercrime, with respect to the specific cases typically encountered in practice and the international guidelines concerning cybercrime.” (Rashkovski, Naumovski, & Naumovski, 2016)</p>	<p>Recruitment, demand and structure.</p>	<ol style="list-style-type: none"> 1. “Work-at-home (employment) scams: Organized cyber criminals usually recruit victims through ads, online employment services, e-mails and social networking websites. Victims then become their Bmules whose financial accounts are used to steal and launder money.” (Rashkovski, Naumovski, & Naumovski, 2016) 2. “Child sexual exploitation online: The perpetrators create, store and share sexually explicit materials depicting children. They usually do not form typical organized crime groups, nonetheless they still organize themselves in an analogous hierarchy on platforms where they exchange child abuse material, either in video, pictures or even text format. The content is gathered by using sextortion scams. The perpetrators typically meet in various Internet news groups or darknet5 sites.” (Rashkovski, Naumovski, & Naumovski, 2016) 	<ol style="list-style-type: none"> 1. Can cybercrime structures tell us something about how to develop IT-based companies?
<p>M. Jonsson. E. Brennan. (2014) Drugs, Guns and Rebellion: A Comparative Analysis of the Arms Procurement of Insurgent Groups in Colombia and Myanmar. <i>European journal on Criminal policy and research</i>, 307–321.</p> <p>Research: “This paper compares the arms procurement of the Fuerzas Armadas Revolucionarias de Colombia (FARC) and the</p>	<p>Demand.</p>	<ol style="list-style-type: none"> 1. “More controversially, several scholars have also argued that rebel groups which acquire funding through organized crime tend to become more motivated by personal financial gains than public ideological aims” (Jonsson & Brennan, 2014) 2. “transnational, demand-driven organized criminality. In this field, involvement in drug-trafficking is seen as particularly important, since narcotic drugs offer a high value-to-bulk ratio, are easily transported, difficult to interdict and rely on stable end-user demand, resulting in large profits.” (Jonsson & Brennan, 2014) 3. “Drug smuggling and cross-border ties between Wa state and Yunnan province are stronger and trade is facilitated, in preference over that with Thailand for example, due to linguistic and cultural similarities, as well as better roads and transport routes” (Jonsson & Brennan, 2014) 	<ol style="list-style-type: none"> 1. Is demand driven strategies something legal organization use a lot as well? And if so are there aspects in criminal organizations that could be interesting to implement?

<p>United Wa State Army (UWSA) in Myanmar. Both insurgent groups have procured arms through networks and with finances from the drug trade.” (Jonsson & Brennan, 2014)</p>			
<p>M. Button. M. Tunley. (2015) Explaining fraud deviancy attenuation in the United Kingdom. <i>Crime, law and social change</i>, 49-64.</p> <p>Research: “This paper develops a concept that is the antithesis to deviancy amplification, deviancy attenuation, to examine why the level of resources and interest in fraud are not commensurate with the size of the problem” (Button & Tunley, 2015)</p>	<p>Financing.</p>	<ol style="list-style-type: none"> 1. “The Fraud Review Team uncovered lots of examples on the inability of the police to deal with fraud. The ABI submission to the 2006 Fraud Review highlighted significant police disinterest in major organised crash-for-cash fraud. One case illustrated in the submission involved 400+ staged accidents involving organised criminals, who were using the money to fund drug-trafficking, prostitution and gun running.” (Button & Tunley, 2015) 	<ol style="list-style-type: none"> 1. Niches in criminal markets are very hard to manage for the government is this also the case in legal niche markets?
<p>A.Di Ronco. A. Lavorgna. (2015) Fair play? Not so much: Corruption in the Italian football. <i>Trends in organized crime</i>, 176-195.</p> <p>Research: “By drawing on documentary sources (judicial files and media news), this paper shall (1) categorise and describe different modalities and patterns of corrupt deals in the Italian football; (2) examine the findings through relevant criminological theories; and (3) identify systemic opportunities for corruption” (Ronco & Lavorgna, 2015)</p>	<p>Financing, images and flexible.</p>	<ol style="list-style-type: none"> 1. “Together with dishonest sportsmen and white-collar offenders, organized crime also appears to be a key actor in sport malpractice. The involvement of sophisticated and invasive criminal networks operating like real holdings on a global scale” (Ronco & Lavorgna, 2015) 2. “the local level, organized crime seems to be deeply involved in the sport domain, as the profits from match-fixing have been used to finance other criminal activities” (Ronco & Lavorgna, 2015) 3. “First, football and especially juvenile football in places characterized by a deep-rooted mafia presence is useful for controlling the territory, as well as for consolidating success and social consensus, to the point that some bosses own a football team for prestige” (Ronco & Lavorgna, 2015) 4. “they can serve as reservoir from which to select and enlist new young members. Second, the stadium is often used as a convenient meeting place to meet corrupted law enforcement, business partners, and local politicians” (Ronco & Lavorgna, 2015) 5. “These facilitating conditions provide the basis for seven “hubs” of criminal opportunities, which are related to leaky systems in the football environment whose poor design or poor management allow corruptive malpractices to take place” (Ronco & Lavorgna, 2015) 	<ol style="list-style-type: none"> 1. Criminal organizations invest smart in for example football clubs. Is this also done this clever in legal organizations and may there be new opportunities?
<p>J. Arsovska. P. Begum. (2014) From West Africa to the Balkans: exploring women’s roles in transnational organized crime. <i>Trends in organized crime</i>, 89-109.</p> <p>Research: “The article takes a multicultural feminist approach and studies female criminality in the context of “doing gender,” an approach that assumes that the feminine gender role is something that must be accomplished in the context of specific situations” (Arsovska & Begum, 2014)</p>	<p>People, recruitment and flexible.</p>	<ol style="list-style-type: none"> 1. “These female criminals have acted as partners in crime and organizers (e.g., madams), which refers to their strategic planning of trafficking operations, from the recruitment of victims to their exploitation, and the overall control of finances.” (Arsovska & Begum, 2014) 2. “In recent years, official statistics has shown that West African women’s criminal involvement is ostensible in transnational organized crime, specifically human trafficking networks and fraud schemes. Interviewed experts have discovered West African women to be independent businesswomen in trafficking networks, where they have fulfilled multiple roles, including that of an organizer (e.g., “madam”), recruiter, trafficker, exploiter, and enforcer.” (Arsovska & Begum, 2014) 3. “She recruited young women through friends and extended family using false pretenses.” (Arsovska & Begum, 2014) 4. “Law enforcement officials reported that West African traffickers use little to no physical force to control victims. This level of obedience could be attributed to the use of voodoo, a unique control mechanism found in some West African trafficking networks” (Arsovska & Begum, 2014) 5. “They often have power and own businesses, and many young girls look up to these women, of which some are involved in trafficking activities.” (Arsovska & Begum, 2014) 6. “Following the conflict in Kosovo (1998–1999), as well as the collapse of pyramid schemes in Albania (1997), many of Albanian transnational organized crime groups became international in their influence. By 2003, many Balkan organized crime groups established themselves as prominent criminal actors in Europe and elsewhere, partly through their reputation for the use of extreme violence. Such groups became engaged in everything from arms, drugs and human trafficking, to extortion, fraud, money laundering and organized theft. Today, the perception is that women’s involvement in these networks has gradually increased. Europol and Interpol note that Balkan organized crime groups frequently use women to achieve their organizational aims but little is known about the profiles of these women” (Arsovska & Begum, 2014) 	<ol style="list-style-type: none"> 1. The role of woman in criminal organizations, are they higher in roles on average than in legal organizations? 2. The reasons why woman are in a high position within a criminal organization can maybe be used to get more woman in high positions within legal organizations. 3. The ease in which criminal organizations are doing business in different markets could maybe help legal organization to do so as well.
<p>V. Tenti. C. Morselli. (2014) Group co-offending networks in Italy’s illegal drug trade. <i>Crime, law and social change</i>, 21-44.</p>	<p>People, structure, risk, flexibility and efficiency.</p>	<ol style="list-style-type: none"> 1. “Some research on smuggling networks has shown that various ethnically homogeneous criminal organizations tend to co-offend mostly with other market participants with whom they share common ethnic or kinship links” (Tenti & Morselli, 2014) 2. “Camorra clans maintained substantial control over the most profitable segments of the illegal drug market in Naples and ensured the security of their members by leaving the riskiest street-level dealing 	<ol style="list-style-type: none"> 1. Criminal organizations tend to outsource their most risky parts of the organization. Is this something legal organizations can also implement and will this reduce their

<p>Research: “systematic research into the level and characterization of how criminal groups co-offend with one another. Based on a case-study approach, this article examines structural co-offending patterns between differently ethnic-based criminal groups involved in an illegal drug distribution network targeted during a law enforcement operation in Italy” (Tenti & Morselli, 2014)</p>		<p>activities to foreign criminal groups.” (Tenti & Morselli, 2014)</p> <ol style="list-style-type: none"> 3. “specific skills sets. The authors discovered that Russian offenders were not necessarily connected to a large number of others through direct ties, but they were indirectly connected to many. Such an offending pattern allowed the networks “a great deal of flexibility” in the commission of crime, as well as great responsiveness “to the opportunities for illegal undertakings that develop”” (Tenti & Morselli, 2014) 4. “Colombian drug trafficking groups forged effective alliances with Sicilian mafia type organizations, which facilitated the entry of major Colombian criminal enterprises into the European market and expanded the role of the Italian mafia therein – “something that, without such an alliance, would have been enormously difficult”” (Tenti & Morselli, 2014) 5. “an analysis of the Dutch synthetic drug market. Findings indicated that different forms of resources and expertise were brought into criminal venture by various partners, namely criminal enterprises from the Netherlands, China, Eastern Europe, Belgium, Germany, Croatia, and Turkey. The presence of each group was based on its proximity to the required elements along the supply-chain, from the importation of basic elements necessary to produce synthetic drugs (China and Eastern Europe) to their production (the Netherlands) and distribution/exportation (Belgium, Germany, Croatia, and Turkey)” (Tenti & Morselli, 2014) 6. “The ‘Ndrangheta showed the widest range of co-offending between groups reaching out – to a different extent - to all network participants (Italian and foreign) within the network. As such, the group proved itself to be a resourceful illegal market player capable of assuring greater access to resources and opportunities that extended from the realm of the net of contacts of its members along the illegal drug distribution chain.” (Tenti & Morselli, 2014) 7. “The Albanian group of suppliers demonstrated a proclivity to co-offend with other illegal market traders and it did it in a more fairly equal proportion across the network.” (Tenti & Morselli, 2014) 8. “On an individual level, the results revealed that the most central participants were high in both forms of centrality (degree and betweenness), proving themselves to balance both high interconnectedness that comes with degree centrality with the strategic edge of controlling the flow of resources that makes up the network extending from betweenness centrality. They were members of different criminal groups or unaffiliated individuals operating at different levels of the illegal drug distribution chain, suggesting that centrality was not concentrated amongst one particular group or actor (whether Italian or foreign), but widely distributed through the OLB commodity chain. This pattern was proven valuable for resource pooling and coordination amongst OLB market players. It allowed offenders to be responsive to the opportunities for illegal undertakings that developed and to extend their collective ventures to a wider reach” (Tenti & Morselli, 2014) 	<p>risks?</p> <ol style="list-style-type: none"> 2. The way networks develop in criminal organizations is very special could these networks also be usable for legal organizations, and thereby increase the performance of the people within the network? 3. Are networks between employees also of influence on flexibility within legal organizations? 4. Comparing tactics of outsourcing within criminal organization with the tactics of legal organizations.
<p>C. Vilalta. (2014) How Did Things Get So Bad So Quickly? An Assessment of the Initial Conditions of the War Against Organized Crime in Mexico. <i>European Journal on Criminal policy and research</i>, 137-161.</p> <p>Research: “This study explores the initial conditions of the current war against organized crime in Mexico.” (Vilalta, 2014)</p>	<p>Structure and outsourcing.</p>	<ol style="list-style-type: none"> 1. “Some cartels have made temporal alliances. For instance, the so-called Federation was composed by the Sinaloa and the Juarez cartels in 2006. The cartels worked together, but remained independent organizations” (Vilalta, 2014) 2. “Mexican criminal organizations have not developed in isolation. In the late 1980s Colombian cartels began subcontracting Mexican cartels to move their cocaine into the United States” (Vilalta, 2014) 	<ol style="list-style-type: none"> 1. A lot of criminal organizations did not develop on their own, is this also the case for most legal organizations?
<p>A. Lavorgna. (2014) Internet-mediated drug trafficking: towards a better understanding of new criminal dynamics. <i>Trends in organized crime</i>, 250–270.</p> <p>Research: “In this study script analysis was used to identify the structure of criminal opportunities that the Internet supplies for drug trafficking, and to allow a richer and deeper understanding of the dynamics of this criminal activity in the Internet age” (Lavorgna, 2014)</p>	<p>Flexibility.</p>	<ol style="list-style-type: none"> 1. “When it comes to Internet mediated drug trafficking, as suggested by a couple of interviewees, a major distinction can be drawn a between organized criminal networks and other types of offenders running this criminal activity” (Lavorgna, 2014) 2. “Organized criminal networks are professionally involved in drug trafficking. They particularly exploit communicative opportunities provided by the Internet, for instance by using Internet phone services such as Skype and online chat. These services not only allow them to easily maintain constant contacts with other members of the network based in other countries, but also reduce the risk of being wiretapped. When the Internet is used for communication, extra security measures are often adopted” (Lavorgna, 2014) 3. “If intercepting Skype calls is technically very complicated because of its peer-to-peer architecture, tapping video calls is even more difficult. Also coded messages are used in order to avoid leaving trace” (Lavorgna, 2014) 4. “(using a common email account and communicating by saving emails as draft online rather than sending them), which increases the difficulty in tracing the traffickers.” (Lavorgna, 2014) 	<ol style="list-style-type: none"> 1. Can legal organization be as flexible as a criminal organization?

		5. "More recently-organized criminal networks, generally run by younger people, use the Internet to make drug trafficking more efficient and less risky (managerial opportunities), or even to broaden their networks of relationships (relational opportunities). These structured criminal groups, who rely on criminal opportunities offered by the Internet beyond communication, are generally middle-level criminal networks, who thusly manage both international trades and local distribution." (Lavorgna, 2014)	
D.C. Hofmann. O. Gallupe. (2015) Leadership protection in drugtrafficking Networks. <i>Global Crime</i> , 123-138. Research: "In this article, we review the research literature on the various approaches that profit-oriented illicit networks employ to protect their leaders." (Hofmann & Gallupe, 2015)	Structure, efficiency, risk and leadership.	<ol style="list-style-type: none"> 1. "Effective leadership is a crucial component in organisational success. This also applies to criminal networks that have the added challenge of operating in a high-risk hostile environment." (Hofmann & Gallupe, 2015) 2. "However, organisations with illicit goals tend to operate in different social environments than those with licit goals. As a result, strategies to protect leaders from risk tend to differ." (Hofmann & Gallupe, 2015) 3. "This is a lesson that has not been lost on radical and illicit networks that have almost universally adopted regulated communicative practices and a flattened command structure which promotes resilience to outside interdiction and infiltration." (Hofmann & Gallupe, 2015) 4. "In addition to concerns for the security of key members, criminal networks also need to structure themselves in a way that allows them to achieve the level of operational efficiency required to reach their goals." (Hofmann & Gallupe, 2015) 5. "This concern for security necessitates a decentralised network structure (i.e. non-hierarchical) with low information processing needs" (Hofmann & Gallupe, 2015) 6. "who place great importance on risk management, even at the expense of reducing the profitability and efficiency of their enterprises'." (Hofmann & Gallupe, 2015) 7. "criminal enterprises engage in a trade-off between security and efficiency based on organisational objectives. Their research suggests that profit-driven criminal enterprises sacrifice security in order to maximise efficiency of operations, while ideologically driven criminal organisations limit efficiency for increased security." (Hofmann & Gallupe, 2015) 8. "fluid social systems where flexible exchange networks expand and retract according to market opportunities and regulatory constraints" (Hofmann & Gallupe, 2015) 9. "In addition to providing drug networks with an element of flexibility, the decentralisation of the decision-making process can create a buffer between core leadership and peripheral members" (Hofmann & Gallupe, 2015) 10. "The use of brokers is therefore often not solely out of a desire to protect network leadership from outside threats, but also occurs in response to concerns over efficiency. However, the generally decentralised and segmented nature of illicit networks does not imply that hierarchy is necessarily absent." (Hofmann & Gallupe, 2015) 11. "When practiced correctly, the threat of violence is particularly useful as a leadership protection mechanism in larger networks that cannot rely solely on affective bonds and professional trust" (Hofmann & Gallupe, 2015) 12. "Managers consist of Hernan Prada and his immediate staff that handled high-level coordination and managerial duties. The transportation role was given to nodes who were involved in the physical aspects of cocaine smuggling. Brokers are the network actors who located, coordinated and bridged various smuggling clusters with the central management of the Prada network. The distribution role consists of nodes involved in the wholesale or direct sale of cocaine. Partners are key members of other drug networks or cartels who frequently transacted or 'bought in' to shipments with the Prada network. Lastly, the money-laundering role was given to nodes whose primary duty was the transportation and laundering of drug money." (Hofmann & Gallupe, 2015) 13. "So, while operating redundant routes with semi-independent smuggling rings increased the Prada network's resiliency to small-scale exogenous shocks, it simultaneously increased the risk of exposure of central leadership to legal prosecution by tying their potential to be discovered by law enforcement to all those other trafficking organisations who used the same smugglers." (Hofmann & Gallupe, 2015) 14. "it does support the notion that individual groups may be hierarchical even if the broader illicit market segment tends to be decentralised." (Hofmann & Gallupe, 2015) 15. "These include compartmentalisation of operations, the creation of structural and social buffers between peripheral network members and central leadership, and the threat of violence to prevent cooperation with law enforcement." (Hofmann & Gallupe, 2015) 16. "which further suggest that profit-driven criminal networks like the Prada network sacrifice security in favour of increased efficiency." (Hofmann & Gallupe, 2015) 	<ol style="list-style-type: none"> 1. The structure criminal organizations use to reduce the risk of the leader. Can possibly be applied to legal organization to so reduce the risk. 2. Is the trade-off between security and flexibility also important to legal organizations and do they handle it different than criminal organizations? Which way is more efficient?
M. Levi. (2015) Money for Crime and Money from Crime: Financing Crime and Laundering	Financing and	1. "few criminals suddenly arrive at major crimes without spending some time in criminal (and sometimes non-criminal) networks that generate for them a reputation for a varying degree of	1. Criminal organizations "at some point of their life cycle face many of

<p>Crime Proceeds. <i>European journal on Criminal policy and research</i>, 275–297.</p> <p>Research: “This article summarises briefly what is known internationally about how ‘organised crimes’ are financed and how this differs from the financing of licit businesses.” (Levi, 2015)</p>	<p>people.</p>	<p>reliability: indeed that is also how trust in the licit sector evolves.” (Levi, 2015)</p> <ol style="list-style-type: none"> 2. “The need for new finance is affected by offender savings available from past crimes and licit activities; and existing connections to sources of finance, on a scale from wholly criminal to wholly licit (and therefore needing to be deceived or blind to the purposes of the funding).” (Levi, 2015) 3. “There are different financing mechanisms and opportunities to fund new or existing criminal actors, depending on the risk appetite of lenders and the level of trust and/ or pressure that can be exerted by lenders, e.g. on the family and friends of borrowers.” (Levi, 2015) 4. “Criminal enterprises, regardless of whether they operate in an entirely illegal market (drugs) or compete in a market with numerous legal players (cigarettes), at some point of their life cycle face many of the same dilemmas and financial limitations that are typical for legal business companies.” (Levi, 2015) 5. “unless they have substantial capital from past crimes or families, criminal entrepreneurs may need some external financing under any of the following circumstances: to start their business; to meet recurring financial needs (e.g. purchase of goods, payments to ‘employees’ and contractors, bribes to political or law-enforcement authorities); to cover any unusual, one-time expenses (legal expenses, fines, loss or confiscation of goods — which is not uncommon); and to support potential vertical or horizontal expansion of their enterprise, depending on the scale and speed of the expansion and the extent to which it can be self-funded from internal profits.” (Levi, 2015) 6. “In contrast with the media/police image of organised crime as a collective actor, illegal enterprises are practically identical with the individual criminal entrepreneur and therefore his disappearance, imprisonment or death can easily deprive the lender or the equity shareholder from his claim or share of profit: this reportedly was the case following the murder of Dutch broker/laundrer Willem Endstra.” (Levi, 2015) 	<p>the same dilemmas and financial limitations that are typical for legal business companies.” (Levi, 2015) Do criminal organizations deal in a different way with these limitations and are there benefits in their tactics that could be implemented in legal organizations?</p>
<p>E.R. Kleemans. W. Huisman. (2015) Multi-agency approaches in ‘criminogenic’ settings: the case of the Amsterdam Red Light District. <i>Crime, law and social change</i>, 247–261.</p> <p>Research: “This paper assesses the empirical evidence on multi-agency collaboration to reduce crime, uphold justice and improve safety in the so-called ‘Red Light District’ in the city center of Amsterdam, which has been a high crime area for decades.” (Kleemans & Huisman, 2015)</p>	<p>Allocation.</p>	<ol style="list-style-type: none"> 1. “To a large extent, these problems are attributed to the high concentration of what is labeled nowadays by the city administration as ‘criminogenic’ industries, such as (window) brothels, bars, gambling houses, ‘coffee shops’ (regulated cannabis-outlets), ‘smart shops’ (shops selling legal or semi legal drugs) and ‘head shops’ (shops selling drug related paraphernalia). Next to criminal activities, the high concentration of these types of businesses is also related to problems of disorder and public nuisance, such as public intoxication and violence” (Kleemans & Huisman, 2015) 2. “The drug trade was accompanied by a rise in street crime, such as pick-pocketing, street robberies and tourists being robbed before they received the drugs they set out to buy. If they were able, bona fide entrepreneurs and tenants left the district and the street degenerated. The area turned into a no-go area where the police only entered in full force. In addition to this, the local police force was hit by a huge scandal of widespread corruption. Police officers were found to be taking bribes from shady entrepreneurs in the area to turn a blind eye to certain crimes” (Kleemans & Huisman, 2015) 3. “With regard to the Red Light District, the researchers concluded that criminal individuals and groups had, through their illegally acquired property and capital, gained practical control of the economic power. As a result, this enabled them de jure and de facto to decide who can develop what (illegal and/or legal) activities, and in this way determine to a high degree the level of public (dis)order in this area” (Kleemans & Huisman, 2015) 	<ol style="list-style-type: none"> 1. Do legal firms take over an area in the way criminal organizations do?
<p>A.G. Salinas. S.F. Regadera. (2016) Multiple affiliations in criminal organizations: analysis of a Spanish sample. <i>Crime, law and social change</i>, 47–65.</p> <p>Research: “This paper analyzes the multiple affiliations of the members of 72 criminal groups investigated in Spain between 1999 and 2010” (Salinas & Regadera, 2016)</p>	<p>Recruitment and people.</p>	<ol style="list-style-type: none"> 1. “the process behind involvement in organized crime. After 16 in-depth interviews with inmates, convicted for their involvement in organized crime, it was found that offenders with an early start in crime have a wealth of opportunities and criminal contacts, whereas individuals who become involved in crime later in life are exposed to criminal opportunities in conventional settings.” (Salinas & Regadera, 2016) 2. “As mentioned, literature places overlapping roles in several criminal organizations mainly in two categories: the outsourcing of specific functions or activities and the facilitation of a legal or an illegal activity.” (Salinas & Regadera, 2016) 3. “None of the members had legitimate jobs while carrying out the illicit activity, therefore we can infer, given that many were Spanish, that they had an underground way of life dedicated exclusively to illicit activities related to organized crime. Within the criminal organizations they carried out the functions that required less qualifications such as inflicting violence, reprisals, extortion, etc., or the operational functions necessary for illicit business such as drug dealing, protecting merchandise or storing goods.” (Salinas & Regadera, 2016) 	<ol style="list-style-type: none"> 1. Criminal organizations are good at getting people set on the right job.
<p>D.A. Bright. C. Greenhill. A. Ritter. C. Morselli. (2015) Networks within networks: using multiple link types to examine network structure and identify key actors in a drug trafficking operation. <i>Global Crime</i>, 219-237.</p>	<p>Structure.</p>	<ol style="list-style-type: none"> 1. “They determined that actors in the network could have criminal, legitimate and/or personal ties with other actors and concluded that organised crime was ‘highly multiplex’ with approximately 30% of actors having more than one type of tie.” (Bright, Greenhill, Ritter, & Morselli., 2015) 2. “the criminal network emerged from multiple types of links between actors across tangible and intangible resources. This suggests that criminal networks emerge from the concert of ties across the set of resources necessary for the commission of the particular criminal enterprise. Second, actors 	<ol style="list-style-type: none"> 1. Criminal organisations depend a lot on family bounds. Are family based legal organizations also more flexible and risk free?

<p>Research: “We examined multiple, directed link types in a criminal network. Eight distinct link types were identified, each one related to the exchange of a particular resource (e.g. drugs, money).” (Bright, Greenhill, Ritter, & Morselli., 2015)</p>		<p>within the network show variation in the number of different network layers in which they participate. This latter group of actors may be more critical to network connectivity and to the crime commission process, and they contribute more to network capital compared with other actors. Third, actors in the criminal network are positioned in different ways in the networks represented by the exchange of different resources.” (Bright, Greenhill, Ritter, & Morselli., 2015)</p>	
<p>A.Hübschle. (2014) Of bogus hunters, queenpins and mules: the varied roles of women in transnational organized crime in Southern Africa. <i>Trends in organized crime</i>, 31–51.</p> <p>Research: “this paper will examine the dynamism of the role of women in organized crime in the region and argues that women play a multifaceted role with implications for themselves, their families, society and organized crime” (Hübschle, 2014)</p>	<p>People and recruitment.</p>	<ol style="list-style-type: none"> 1. “in reality women fulfill varied roles and functions within transnational organized crime networks in the region. In some instances, they are the foot soldiers of drug and human trafficking syndicates. Sometimes they are the intermediaries or powerful matriarchs at the apex of transnational organized crime networks.” (Hübschle, 2014) 2. “The literature suggests that most women enter organized crime through a relationship with a man who is actively involved such as a father, husband, brother, partner or a friend.” (Hübschle, 2014) 3. “a set of non-gender specific skills and characteristics useful for active participation in transnational organized crime. Job requirements might include: & “A degree of ‘professionalism’ in terms of planning, scheduling; & The personal attributes/demeanor that instills confidence and trust; & A financial base for ongoing investment in criminal enterprises; & Literacy and some familiarity with international laws, policies, practices; & Access to international networks, contacts at source and destination country; & The ability to travel and access to passports, bank accounts, credit cards; & A risk-taking attitude that balances the lucrative gains against the dangers; and & A knowledge of accounting—or access to accountants and lawyers” (Hübschle, 2014) 4. “The role of women in human trafficking networks suggests that women play important functional roles in the recruitment, transfer and management of other women when it comes to trafficking of women and girls for the purposes of sexual exploitation.” (Hübschle, 2014) 5. “the Southern African case of the ‘queenpins’, madams and women at mid- and senior management level of transnational organized crime networks. Women at the apex of syndicates distinguished themselves through personal and professional attributes. In the case of human trafficking, recruiters, transporters or madams may have been prostitutes themselves or they had skills sets such as instilling trust and confidence when crossing international borders or personal networks that allowed unhindered passage or no law enforcement attention in countries of origin, transfer or destination.” (Hübschle, 2014) 6. “Women who play a supportive role would be recruited or end up in transnational organized crime by virtue of circumstances such as socio-economic status, addictions, romantic involvement or familial relationships with organized criminals. The same applies to the ‘fall guys’ of transnational drug networks.” (Hübschle, 2014) 	<ol style="list-style-type: none"> 1. “a set of non-gender specific skills and characteristics useful for active participation in transnational organized crime. Job requirements might include: & “A degree of ‘professionalism’ in terms of planning, scheduling; & The personal attributes/demeanor that instills confidence and trust; & A financial base for ongoing investment in criminal enterprises; & Literacy and some familiarity with international laws, policies, practices; & Access to international networks, contacts at source and destination country; & The ability to travel and access to passports, bank accounts, credit cards; & A risk-taking attitude that balances the lucrative gains against the dangers; and & A knowledge of accounting—or access to accountants and lawyers” (Hübschle, 2014) Is this set of requirements also applicable to recruitment in legal firms? 2. Is the tactic of woman’s recruiting woman’s also useful for legal companies?
<p>Australian crime commission. (2015) Organised crime and drugs in sports, Australian crime commission, Canberra. <i>Trends in organized crime</i>, 261–276.</p> <p>Research: “This report provides a summary of the findings of a study by the Australian Crime Commission, which was conducted in 2012 with the assistance of the Australian Sports Anti-Doping Authority (ASADA) on the extent of use of Performance and Image Enhancing Drugs (PIEDs) by professional athletes, the size of this market and the extent of organised criminal involvement.” (commission, 2015)</p>	<p>Flexibility.</p>	<ol style="list-style-type: none"> 1. “Organised crime groups are taking advantage of the current legislative and regulatory situation whereby persons and entities who supply certain substances to athletes which are prohibited under the WADA Code do not commit a crime in Australian jurisdictions.” (commission, 2015) 2. “Professional sport in Australia is highly vulnerable to organised criminal infiltration through legitimate business relationships with sports franchises and other associations.” (commission, 2015) 3. “the influence of organised crime on sport is increasing, with criminal groups involved in the trafficking of PIEDs also engaged in money laundering, corruption, match fixing and fraud. The international presence of organised criminal groups in the trafficking of PIEDs is further supported by a 2005 assessment which found that the PIEDs market is extensive and highly organised, with the Italian mafia and Russian organised criminal groups just two of the criminal groups heavily involved in trafficking of PIEDs across Europe.” (commission, 2015) 4. “Relationships between athletes and organised crime identities can be exploited by criminals to corrupt the athlete and give a form of social status to the criminal, in the same way that the steroid market has been used by organised crime to corrupt law enforcement officers.” (commission, 2015) 5. “Overseas experience has demonstrated that organised criminal groups involved in match fixing are increasingly targeting sub-elite athletes due to the ease with which these individuals can be ‘bought’, the lower levels of scrutiny from integrity authorities at sub-elite competitions, and the potential long-term value of these athletes to the criminal group.” (commission, 2015) 	<ol style="list-style-type: none"> 1. Is status as important for business man than it is for criminals? How does this effect the performance of the organization?
<p>A.M. Lavezzi. (2014) Organised crime and the economy: a framework for policy prescriptions. <i>Global Crime</i>, 164-190.</p>	<p>Influence, demand, risk and flexibility.</p>	<ol style="list-style-type: none"> 1. “it follows that criminal organisations necessarily interfere with the legal economy, and with the political/institutional framework in which it is embedded. In other words, these organisations do not simply juxtapose themselves to a pre-existing economic system, as would be the case for an organised group of smugglers. By their very nature, they become interlocked with the system and may alter its functioning.” (Lavezzi, 2014) 	<ol style="list-style-type: none"> 1. Is the impact on the economy from criminal organizations equally as big as from legal organizations? Why? 2. Criminal organizations create mutual advantages to so strengthen links

<p>Research: “In this paper, we discuss policies to combat organised crime from the perspective of economic analysis” (Lavezzi, 2014)</p>		<ol style="list-style-type: none"> 2. “demand may arise for such services because they provide various benefits. We use the term demand for Mafia to describe the demand for services that agents external to a criminal organisation may express, yielding benefits that would have not been obtained otherwise. As a consequence, mutual advantage (MA) can characterise the interaction between the organisation and agents operating in the legal sphere.” (Lavezzi, 2014) 3. “the Camorra family Nuvoletta guarantees that in the food stores of some neighbourhoods of Naples only the products of some firms (e.g. Parmalat, a major Italian food company) are sold. As a counterpart, Parmalat delivers its products to the Nuvoletta family at discounted prices, which in turn allows them to offer these products cheaply to local consumers.” (Lavezzi, 2014) 4. “Another important case of protection from competition is the organisation of cartels for the adjudication of public works. That is, criminal organisations create and enforce cartels of firms, based on (i) location, (ii) customers or (iii) queues. Specifically, (i) in Sicily, Mafia families control different territories, and firms operating in one territory do not compete with firms from other territories (and are therefore protected from competition by the latter). (ii) The cartel based on customers, instead, can be described as a situation in which ‘cartel members... agree not to accept or seek business from customers who are currently served by another member of the cartel’. Finally, (iii) the cartel based on queues concerns the case in which different buyers purchase repeatedly from a single seller, and adjudication of public works represents a classic example.” (Lavezzi, 2014) 5. “There is, however, a case in which legal firms may turn to organised crime because the presence of the latter has an effect on a third party, which increases the probability of expressing the demand for Mafia. Specifically, we refer to the case of turning to criminal organisations to obtain credit.” (Lavezzi, 2014) 	<p>between for example an agent and their organization. Is the creation of mutual advantages something legal organizations already implement? Could they learn from the tactics of criminal organizations?</p> <ol style="list-style-type: none"> 3. The protection from competition can be strengthened in legal organizations by using the strategies from criminal organizations.
<p>C.A.F. Pérez. (2014) Political protection and the origins of the Gulf Cartel. <i>Crime, law and social change</i>, 517–539.</p> <p>Research: “This is a rigorous empirical case study of state domination of the relationship with traffickers in a particular historical epoch and place” (Pérez, 2014)</p>	<p>Influence.</p>	<ol style="list-style-type: none"> 1. “that the penetration of governmental structures by organized crime is institutional and systemic, that it reaches all levels of government, and that it helps sustain the illegal operations of organized crime” (Pérez, 2014) 2. “Those who are familiar with organized crime prosecution know that the criminal group usually carries out strategies designed to keep its highest echelons from confronting judicial trial.” (Pérez, 2014) 3. “The Mexican authoritarian regime has been characterized by a persistent influence of the executive over the justice system. This often led to a situation in which men in power enjoyed a good deal of impunity, due to their capacity to directly appoint and remove attorneys as well as judges and judicial ministries. As consequence, the prosecutions of high ranking public officials and politicians, under charges of corruption or involvement with drug trafficking, have been rather irregular.” (Pérez, 2014) 4. “Only with the cooperation of at least some public actors can an illegal activity of an organized nature—and the group of individuals who carry it out—flourish in a context in which the State has formally banned the illicit activity, its mechanisms, and, at least presumably, concentrates a considerable proportion of its institutionalized efforts to combat them. The previous observation holds true in any context in which organized crime operates—practically the whole world.” (Pérez, 2014) 5. “On the upper extreme were high ranking politicians and bureaucrats, capable of appointing their underdogs within the judicial system and institutions of national, state and local security. They manipulated decision-making processes and institutional functioning to selectively guarantee cover for organized criminals.” (Pérez, 2014) 	<ol style="list-style-type: none"> 1. Is the influence on government bigger from legal or illegal organizations and does this influence positively influence the performance?
<p>A. Kupatadze. (2014) Prisons, politics and organized crime: the case of Kyrgyzstan. <i>Trends in organized crime</i>, 141–160.</p> <p>Research: “Based on unique empirical data including interviews with inmates and criminals, the article discusses the informal governance system in the prison and its link with organized crime in Kyrgyzstan” (Kupatadze, 2014)</p>	<p>Influence, leadership and flexibility.</p>	<ol style="list-style-type: none"> 1. “Given the prevalent political-criminal nexus in many post-Soviet Eurasian countries, political events frequently influence developments in organized crime and penal institutions. Individual politicians often use criminals for political purposes (elections, bullying, intimidating political competitors, etc.) while the state often relies on organized crime for delivering social services in particular region/districts, policing unstable areas and/or governing penal institutions. Criminal leaders eagerly accept the role and capitalize on their popularity in their neighbourhoods and regions where they are often regarded as ‘the good guys’ and as the guarantors of justice and security with the inefficient and corrupt state in the background” (Kupatadze, 2014) 2. “Organized crime uses this momentum and as I demonstrate in both instances of transition criminal leaders gain the upper hand and dictate its interests to the state in the immediate aftermath.” (Kupatadze, 2014) 3. “organized crime assumes a quasi-governmental role, filling power needs where the government cannot,” (Kupatadze, 2014) 4. “The concept focuses on the cooperation and reciprocal exchange of services between politicians and criminal leaders” (Kupatadze, 2014) 5. “It shows how the structure identifies and taxes both monetary and in-kind transactions in the prison in order to support the financial base of criminal leaders as well as the material and disciplinary needs 	<ol style="list-style-type: none"> 1. Sharing goals with parties they outsource to, is something criminal organizations are strong at. Which strategies do they use to achieve those mutual benefits?

<p>M. Lisciandra. (2014) Proceeds from extortions: the case of Italian organised crime groups. <i>Global Crime</i>, 93-107.</p> <p>Research: “This paper provides an estimate of the monetary proceeds from extortion racket accruing to the Italian mafias using two unique data sets: one recording periodic and one-time episodes of extortion from judicial and investigative sources, and another one consisting of a victimisation survey of Italian businesses.” (Lisciandra, 2014)</p>	<p>Influence.</p>	<p>of the prison.” (Kupatadze, 2014)</p> <ol style="list-style-type: none"> 1. “The first mechanism is merely intimidating; by means of threats, businesses must comply with the illegal request. The second mechanism is, to a certain extent, cooperative and considers an ‘active’ involvement of the extorted businesses that may find some advantage by complying with the undue request. The third mechanism includes only infiltrated businesses; as being part of the criminal association, they must divert part of their profits to the organised crime group.” (Lisciandra, 2014) 2. “Nevertheless, as shown by Schelling, organised crime groups tend to generate monopolies in the activities they pursue.” (Lisciandra, 2014) 	<ol style="list-style-type: none"> 1. How can criminal organization mostly pursue monopolies is this something a legal organization should strive for?
<p>E.W. Kruisbergen. E.R. Kleemans. R.F. Kouwenberg. (2015) Profitability, Power, or Proximity? Organized Crime Offenders Investing Their Money in Legal Economy. <i>European journal on Criminal policy and research</i>, 237–256.</p> <p>Research: “This article uses empirical data from the Dutch Organized Crime Monitor to give empirical insight into the choices organized crime offenders make when they invest their money in legal economy” (Kruisbergen, Kleemans, & Kouwenberg, 2015)</p>	<p>Investments and financing.</p>	<ol style="list-style-type: none"> 1. “Organized crime aims at generating financial gain. Criminal earnings may be reinvested in criminal activities, they can be consumed to sustain a certain lifestyle, and, insofar necessary expenditures permit, an offender might also invest in the licit economy.” (Kruisbergen, Kleemans, & Kouwenberg, 2015) 2. “Due to the illegal nature of his business, a participant in organized crime is confronted with certain risks. As a criminal ‘entrepreneur’, he operates in an unregulated environment. His business is always in danger of sudden termination as a consequence of seizures or arrests, and his colleagues may prove to be untrustworthy” (Kruisbergen, Kleemans, & Kouwenberg, 2015) 3. “an exuberant consumption pattern does not preclude the possibility of investment. In various cases spending money on expensive cars, boats, jewellery, holidays, and girlfriends, is combined with investments in real estate and legal firms. In those cases, criminal earnings simply are large enough to facilitate both” (Kruisbergen, Kleemans, & Kouwenberg, 2015) 4. “From an offender’s point of view, investing the profits of crime in real estate has a number of advantages. First, real estate is, or was, viewed as a safe investment that pays off. Second, because of the price level, real estate is able to absorb a lot of money. A third advantage lies in the lack of price transparency of property markets. Fourth, ownership of property can be concealed, by using legal entities for example. Fifth, (specialized) supervisory bodies are lacking or not effective (enough). Finally, criminals need a place to live as well” (Kruisbergen, Kleemans, & Kouwenberg, 2015) 5. “In 113 of the 150 cases of the Dutch Organized Crime Monitor information was present on investments in legal firms. These 113 cases accounted for investments in 892 companies. In most cases these concern companies in which an offender is somehow personally involved, i.e. companies that are (partially) directly or indirectly owned or controlled by an offender, that are used for criminal purposes and/or in which actual economic activity takes place on behalf of the offender.” (Kruisbergen, Kleemans, & Kouwenberg, 2015) 6. “In cases of fraud and money laundering we found a partly different investment portfolio. Investments in companies in those cases more frequently involve real estate companies” (Kruisbergen, Kleemans, & Kouwenberg, 2015) 	<ol style="list-style-type: none"> 1. Criminal organizations invest mostly in real estate is this also the case for legal organizations? Why?
<p>E.U. Savona. (2015) The Businesses of Italian Mafias. <i>European journal on Criminal policy and research</i>, 217–236.</p> <p>Research: “Drawing on information taken from a recent Trans crime report on “Mafia Investments”, this article discusses the following topics: 1) the expansion of Italian mafias in Italy; 2) their criminal activities and related revenues; 3) how and where mafias invest these revenues.” (Savona, 2015)</p>	<p>Allocation, people, investments, risk and financing.</p>	<ol style="list-style-type: none"> 1. “but today there is no doubt that the presence of Italian criminal organizations is apparent in the developed areas of the northern and central regions of the country.” (Savona, 2015) 2. “The main assumption of this law was that sending mafiosi outside their territory was a good way to sever their links with the members of their organization. On the contrary, mafia businesses have grown thanks also to the contribution of this law.” (Savona, 2015) 3. “It may be reasonably assumed that the economic resources of mafia organizations also come from their locations.” (Savona, 2015) 4. “At national level, Camorra and ‘Ndrangheta account for almost 70 % of the revenues of criminal organizations. Cosa Nostra gathers 18 % of total mafia revenues. Unlike other organizations, which obtain a considerable proportion of their revenues from their regions of origin, the ‘Ndrangheta’s revenues come from Calabria (23 %), Piedmont (21 %), Lombardy (16 %), Emilia- Romagna (8 %), Lazio (7.7 %), and Liguria (5.7 %).” (Savona, 2015) 5. “These revenues are invested partially in criminal markets (i.e., to buy drugs and to maintain the organization). The rest is invested in the legitimate economy.” (Savona, 2015) 6. “largest share of investments was allocated to the purchase of real estate (52.3 %), followed by registered property (20.6 %), other registered property (18.4 %), and companies and corporate bonds (8.7 %).” (Savona, 2015) 7. “From the criminal organizations’ point of view: a) a change in the investment strategy (less real 	<ol style="list-style-type: none"> 1. Do legal organization also invest on informal reasons as for example housing for family which criminal organizations do. 2. Criminal organizations have the tendency to invest in their areas of origin is this trend also visible in legal organization? Why? 3. Do infiltration strategies also work the other way around? (legal organizations investing in illegal organizations)

		<p>estate, more chattels); and b) a change in the investment strategies in real estate so as to make seizures more difficult (e.g., investment in offshore real estate).” (Savona, 2015)</p> <ol style="list-style-type: none"> 8. “It appears that criminal investments in real estate are primarily oriented to the operational needs of the organization and the primary needs of mafia members and their families. By contrast, the purchase of real estate for investments seems to be of minor importance. (Savona, 2015) 9. “This seems to indicate that the possibility to control and guarantee their investments is crucial for orienting the selection of the real estate.” (Savona, 2015) 10. “In particular, data show that all mafia groups have a strong tendency to invest in their areas of origin” (Savona, 2015) 11. “confirmed the hypothesis that the mafias mainly invest in areas where they have a strong territorial influence. This decision may be taken in order to minimize the riskiness of investments.” (Savona, 2015) 12. “Criminal investment in legal companies is considered to be the most dangerous infiltration strategy.” (Savona, 2015) 13. “Mafia investments are made in companies for a variety of reasons, including profit, money laundering, control of the territory and social consensus. These reasons influence the decision on both the areas and the economic sectors in which to invest, the methods to use in managing the companies, and the strategies of infiltration and control” (Savona, 2015) 14. “Mafia companies are concentrated in areas with a traditional mafia presence/activity and sectors characterized by scant openness to foreign investments, low-tech industries, labor-intensiveness, small-medium enterprises, strong deregulation, high territorial distinctiveness, and high involvement of public resources and public authorities. The sectors that best meet these criteria are the traditional ones (construction, mining, hotels, and restaurants).” (Savona, 2015) 15. “In terms of assets, the wide availability of resources from illicit markets provides funds for companies without their having to use bank loans, which were absent in most of the cases analyzed. By contrast, trade payables and other debtors that may conceal the injection of criminal capital are predominant.” (Savona, 2015) 16. “They have also been means with which mafia actions are carried out. Moreover, the members of mafias receive not only an income in the form of “protection money” but also, and more directly, a share of the profits of the controlled companies.” (Savona, 2015) 17. “Third, the structures, systems, and resources of companies controlled by mafia organizations can also be used for illegal activities: for example, the offices of a company may be the venues of mafia meetings, or vehicles owned by the company may be used during “normal” criminal activity.” (Savona, 2015) 18. “A property fragmented into corporate shares possessed by different companies, perhaps even registered to different shareholders, minimizes the risk of being seized or confiscated in its entirety. By contrast, if investments were made in a single property, they would be more exposed to counter-action activities by the police.” (Savona, 2015) 19. “In general, mafia investment strategies are influenced by the above-listed factors in three different ways: & In the selection of the region and economic sector in which to invest (e.g., the need to maximize profits may lead to investment in sectors with low entry costs); & In the selection of company management strategies (e.g., the need to launder money could lead to the use of illicit capital instead of bank loans to fund the company’s activities); & In the selection of the control strategies and ownership structures of the companies (e.g., forms of franchising or a network of branches respond better than others to the need to control the territory).” (Savona, 2015) 20. “The results therefore confirm the hypotheses according to which the mafias invest in: & sectors characterized by low labor productivity; & sectors characterized by small and medium companies; & areas marked by an intense mafia presence; & poor infrastructural endowment; & low levels of development of the economy and of the banking/financial system” (Savona, 2015) 21. “This shows that Italian mafias are risk adverse. And risk, in this case, should be framed in their culture.” (Savona, 2015) 22. “Today, things are changing, and it may also be that the mafias are becoming more oriented to enterprise risks. There are signals that their investments are becoming more productive from the economic point of view, marginalizing the importance of the link with the territory. This new efficiency goes together with the minimization of risks of confiscation” (Savona, 2015) 	
<p>G. Frazzica. M. Lisciandra. V. Punzo. A. Scaglione.(2016) The Camorra and protection rackets: the cost to business. <i>Global Crime</i>, 48-59.</p>	<p>Flexibility.</p>	<ol style="list-style-type: none"> 1. “It should also attract the attention of law enforcement agencies, as this influx of money is not all being absorbed by Camorra clans; it is speculated that it is, in fact, being laundered to start new businesses controlled by the clans that will compete with the businesses that they have already plundered. The estimates underlined the considerable size of the extortion that mainly affected sectors such as the retail and wholesale sectors and the construction sector. As a consequence of its 	<ol style="list-style-type: none"> 1. Some criminal organizations first weaken competition and then start a business to bring the competition down. Could this tactic be implemented in legal organizations

<p>Research: “Based on the observations from the judicial and investigative evidence provided by prosecutors in Camorra areas in Italy, this investigation provides an estimate of the economic impact of extortion racket to businesses.” (Frazzica, Lisciandra, Punzo, & Scaglione, 2016)</p>		<p>productive structure and of the pervading criminal partnerships, the province of Caserta suffered extensively from protection rackets.” (Frazzica, Lisciandra, Punzo, & Scaglione, 2016)</p>	<p>and how if so ?</p>
<p>J. Arsovska. (2014) The “G-local” Dimension of Albanian Organized Crime: Mafias, Strategic Migration and State Repression. <i>European journal on Criminal policy and research</i>, 205–223.</p> <p>Research: “This paper elaborates on the relation between globalization, migration, and transnational organized crime” (Arsovska, 2014)</p>	<p>People and flexibility.</p>	<ol style="list-style-type: none"> 1. “Albanian organized crime groups play a significant role in European and North American organized crime scenes.” (Arsovska, 2014) 2. “Albanian organized crime groups have spread over five continents and have graduated from simple criminal service providers to working within the highest echelons of international organized crime. In 2000, one of Italy’s prosecutors, Cataldo Motta, said that Albanian organized crime has become a point of reference for all criminal activity today” (Arsovska, 2014) 3. “also claimed that organized crime in the USA was composed of a nationwide alliance of 24 tightly-knit criminal mafia families. Cressey’s modernistic conceptualization of La Cosa Nostra also reinforced the view that organized crime was rationally oriented toward the maximization of profits through illegal business activities.” (Arsovska, 2014) 4. “it has been argued that similarly to the Sicilian mafia, a number of criminal organizations, such as the Hong Kong Triads, the Russian mafia, and the Japanese Yakuza, are part of the same species and that globalization has enabled them to “invade” Western democracies.” (Arsovska, 2014) 5. “just as multinational corporations establish branches around the world to take advantage of attractive labor or raw material markets, so do illicit businesses” (Arsovska, 2014) 6. “These groups are not self-recuperating organizations (that is, there is lack of continuity) because they appear to be more isolated and local in nature; they are not necessarily coordinated by powerful groups in the Balkan region. When a group is dismantled, other Albanian groups may take advantage of the situation and take over the business, but there is no evidence of any Albanian organized crime group that has found a way to replicate itself after its key members have been imprisoned.” (Arsovska, 2014) 7. “Albanian organized crime figures operating in the West formed or joined criminal organizations upon their arrival in the new territories. A significant number also arrived in the USA and western Europe prior to the last migration wave that occurred after the fall of communism during the 1990s. No doubt that the process of globalization has contributed toward the movement of people, including criminals, around the globe; however, there is no evidence of any systematic transplantation of Albanian organized crime groups to Western destinations.” (Arsovska, 2014) 	<ol style="list-style-type: none"> 1. Is the way Criminal organizations use globalization to grow the same as the way in legal organizations?
<p>A.L. Dulin. J. Patiño. (2014) The logic of cartel car bombings in México. <i>Trends in organized crime</i>, 271–289.</p> <p>Research: “The aim of this article is to place car bombings within a strategic logic.” (Dulin & Patiño, 2014)</p>	<p>Competition and influence.</p>	<ol style="list-style-type: none"> 1. “The territoriality inherent in drug trafficking operations has served as the impetus for countless deaths as rival organizations have continuously waged war against one another” (Dulin & Patiño, 2014) 2. “This strategic pathway, one of the most prevalent, includes violent lobbying and target overreaction. Many killings have occurred to deny opportunities for rivals.” (Dulin & Patiño, 2014) 3. “This is not to suggest that DTOs want the press completely silenced, the idea is for the press to report on the violence in a manner that furthers DTO interests” (Dulin & Patiño, 2014) 	<ol style="list-style-type: none"> 1. Could the more violence approach to competition of criminal organizations also tell us something on how to increase influence on the competition in a more civil manner which can be used by legal organizations?
<p>R. Sciarone. L. Storti. (2014) The territorial expansion of mafia-type organized crime. The case of the Italian mafia in Germany. <i>Crime, law and social change</i>, 37–60.</p> <p>Research: “The present paper deals with the territorial movements of the mafia groups.” (Sciarone & Storti, 2014)</p>	<p>Influence, structure, allocation and investment.</p>	<ol style="list-style-type: none"> 1. “In their extreme versions, these views hold that globalization implicitly fosters crime and fuels a sort of moral panic about migrations, which are seen as vehicles for the “ethnic-based” variants of organized crime groups” (Sciarone & Storti, 2014) 2. “mafia is a particular form of organized crime that is capable of infiltrating the legal economy and politics, of gaining a certain social acceptance and some measure of tolerance on the part of the authorities” (Sciarone & Storti, 2014) 3. “mafias, the configurations that take shape vary according to the structure of the organization, which may be centralized to a greater or lesser extent, and the management of their activities, which may be coordinated or conflictual in character” (Sciarone & Storti, 2014) 4. “Cosa Nostra tends to have a pyramidal organization, where relationships of vertical integration and a relatively unitary structure predominate. The Camorra clans, by contrast, are more fragmented in structure, with many of the typical features of gangsterism, especially in the Naples metropolitan area, but with solid ties to other areas of the region and in the province of Caserta in particular. Lastly, the ‘Ndrangheta has a horizontal organizational structure, leaving more independence for individual groups, though coordination has recently become more centralized.” (Sciarone & Storti, 	<ol style="list-style-type: none"> 1. Criminal organization also deal with the tension between centralisation and decentralisation do they solve it in a more profitable way than legal companies? 2. The opportunity structure used by criminal organization is well developed, how can this be used in legal organizations? 3. Criminal organizations in their extreme environment feel more need to collaborate with competition than legal organization.

		<p>2014)</p> <ol style="list-style-type: none"> 5. “Ndrangheta clans are connected by a superordinate body whose functions are to settle internal conflicts and recognize membership on the part of individuals and groups. This body, known as the crimine or provincia, is presided over by a member elected by the clans’ representatives for a limited period of time. The capo-crimine is not a “boss of bosses” (as has often been portrayed in the press), but has a chiefly symbolic and representative role.” (Sciarrone & Storti, 2014) 6. “tension between organizational centralization and diffusion, which assumes a network configuration” (Sciarrone & Storti, 2014) 7. “The individuals belonging to mafia-type criminal organizations make up a secret society, with specific bonds of loyalty and a well-defined hierarchy of control, and act in pursuit of gain, reputation and security; & The mafia’s power is largely based on exercising violence, whether actual or threatened, and on exploiting traditional cultural codes and manipulating social relationships in order to establish mutual exchanges in political and economic circles. Thus what distinguishes mafiosi is their capacity of accumulating social capital; & The mafia’s organizational structure is that of a network organization, with a certain degree of internal cohesion and an appreciable level of openness to the outside. Specifically, mafiosi are bound to each other by strong ties, and with outside social groups by weak ties. In addition, the organizational relationships between the network’s members may be closer in some cases, looser in others, thus enabling parts of the organization to have more independence; & The mafia’s organizational form includes two dimensions that are combined with each other in a variety of ways that of an “organization for illicit trafficking”, which makes it an “enterprise” that operates between the legal and illegal markets; and 2) that of an “organization for control of the territory” of the local societies in which it is embedded. This dimension is cultivated by using the resources of violence and social capital discussed above, whereby the mafia can exercise protection-extortion.” (Sciarrone & Storti, 2014) 8. “the mafia is not oriented exclusively towards profit-making, but also seeks power. The mafia has “political subjectivity”, i.e., exhibits several features of the Weberian political group: a system of rules and norms, an apparatus that ensures they are respected, and the ability to use physical coercion and to exert forms of domination over a specific territory. The mafia has provided a concrete demonstration—by virtue of these features—that it has effective means for embedding itself in its territory” (Sciarrone & Storti, 2014) 9. “A mafia presence resulting from the infiltration model is more sensitive to contextual mechanisms regarding the economic sphere, while a situation that is more similar to a settlement usually requires a greater determination on the part of the mafiosi to seize control over the newly entered territory, which can be facilitated by cultural, political and institutional factors (lack of authority on the part of state institutions and of legitimation on the part of local authorities, slow response by civil society, weak legality, etc.)” (Sciarrone & Storti, 2014) 10. “The mafia’s main activities in Germany are illicit trafficking, in particular drug dealing, counterfeiting, automobile smuggling and money laundering, with investments in various areas of the economy, including real estate, tourism, construction, textile industry, retail businesses and restaurants.” (Sciarrone & Storti, 2014) 11. “The infiltration of Italian mafias in the east also indicates how important the opportunity structure can be. A few of the elements of this structure that proved favorable to infiltration include the fall of the Berlin Wall, the transition to the market economy on the part of the former DDR Länder, the reduction in border controls on trade mandated by the Schengen Agreements, Germany’s special geopolitical position as a bridge to Eastern European countries, where markets are also expanding, and the vicinity of the Netherlands, a major port of transshipment for the drug traffic with South America.” (Sciarrone & Storti, 2014) 12. “These aspects testify to organized crime’s ability to put social networks of their immigrant compatriots to effective use.” (Sciarrone & Storti, 2014) 13. “The affair signals the networking abilities of mafia groups, who have shown that they can contribute significantly to delivering elections through vote-buying and patronage” (Sciarrone & Storti, 2014) 14. “The Italian mafia has also shown an ability to establish connections with organized crime groups originating in other countries” (Sciarrone & Storti, 2014) 15. “it can be maintained that the spread of the Italian mafia in German follows a pattern that chiefly involves capturing territorial niches.” (Sciarrone & Storti, 2014) 	
<p>P. Zabielskis. (2015) Too big to be bad? Implications for theory and review of research on crimes, vices, and misdeeds in the casino culture of Macau. <i>Crime, law and social change</i>,</p>	<p>Structure and flexibility.</p>	<ol style="list-style-type: none"> 1. “in terms of reported numbers, gambling related crimes such as illegal gambling, usury, money laundering, kidnapping, and organized crime activities in casinos are less serious as a problem than illegal immigration which tops the list.” (Zabielskis, 2015) 2. “The system itself is not illegal—the VIP rooms and the loans they offer are sanctioned by the state—but it can easily provide occasions and venues for other unsavory activities, including, famously, 	<ol style="list-style-type: none"> 1. The thin line between legal and illegal as described in casinos, could imply that legal organization sometimes in small proportion go over the line.

<p>127–152.</p> <p>Research: “This is a review article of research published in English and Chinese that focuses specifically on casino-related crime in Macau, the largest venue for legalized gambling in the world.” (Zabielskis, 2015)</p>		<p>infiltration by organized crime.” (Zabielskis, 2015)</p> <p>3. “On the mass-market level, an observant operator, whether working within an organized crime syndicate or not, will target apparently distressed losing players and offer them loans to try to win it all back.” (Zabielskis, 2015)</p> <p>4. “The problem is that this highly lucrative business, with no paper trails, blessed by inexact accounting methods, and notwithstanding the strong possibility of less-than wholesome debt collection methods, is ripe for infiltration by organized crime” (Zabielskis, 2015)</p>	
<p>H. Carrapico, D. Irrera, B. Tupman. (2014) Transnational organised crime and terrorism: different peas, same pod? <i>Global Crime</i>, 213-218.</p> <p>Research: “This special issue aims at contributing to the current debate over the crime–terror nexus through the use of a multidisciplinary approach, based both on theoretical reflections and on case studies.” (Carrapico, Irrera, & Tupman, 2014)</p>	Flexibility.	<p>1. “The ability of criminals and terrorists to cooperate to enhance their performance at all levels, to learn from each other, to settle strategically within failed and weak states and to challenge established democracies, as well as to interact with other groups that violently oppose the state, required a broader and more diversified discussion, starting from a comprehensive theoretical framework and producing practical implications.” (Carrapico, Irrera, & Tupman, 2014)</p> <p>2. “Despite the development of numerous initiatives in this area, the cooperation between organised crime and terrorism has neither disappeared nor decreased” (Carrapico, Irrera, & Tupman, 2014)</p> <p>3. “despite the explicit differences between organised crime and terrorism, the intensification of the transnational dimension of organised crime activities in the 1990s and the changing nature of terrorism contributed towards blurring the two phenomena and exacerbating the existing operational and organisational similarities” (Carrapico, Irrera, & Tupman, 2014)</p> <p>4. “Williams, for instance, argued that the alliances among criminals and terrorists were based on opportunism rather than on real change in attitudes and nature.” (Carrapico, Irrera, & Tupman, 2014)</p> <p>5. “continuum remains a useful analytical tool for understanding the escalating relationship between the two actors.” (Carrapico, Irrera, & Tupman, 2014)</p>	<p>1. Do opportunistic relation also work between legal organizations?</p>
<p>M. Bobic (2014) Transnational organised crime and terrorism: Nexus needing a human security framework. <i>Global Crime</i>, 241-258.</p> <p>Research: “This paper proposes that application of the human security framework enables us to see a negative impact of globalisation on the transnational organised crime and terrorism nexus.” (Bobic, 2014)</p>	Experience.	<p>1. “state-building and globalisation have become factors allowing terrorism to emulate TOC at the non-state level, which includes both failed states and unregulated international sphere, such as networks” (Bobic, 2014)</p> <p>2. “However, globalisation is also a ‘push’ factor because it creates political and economic conditions that distance terrorism from the state. In other words, we can say that the terrorism has moved into TOC’s international sphere as a part of negative externalities that emerge from state-building and globalisation” (Bobic, 2014)</p> <p>3. “Sanderson claims that sharing of operational, as well as organisational characteristics, is an increasing phenomenon. There is a logical explanation for this increase. As Makarenko explains, ‘criminal groups have increasingly engaged in political activity in an effort to manipulate operational conditions present in the rising numbers of weak states; whereas terrorist groups have increasingly focused on criminal activities to replace lost financial support from state sponsors’.” (Bobic, 2014)</p> <p>4. “globalisation has created, or recreated (considering the first wave of globalisation in the early twentieth century), such conditions that make TOC and terrorism more alike, adaptable and challenging. Factors such as technological innovation, more porous borders and lack of state capacity in some cases are just some examples that have contributed to the current nexus between TOC and terrorism. As Schelley claims, organised crime can exploit any environment. She uses examples of Italian, Colombian and post-Soviet crime groups to illustrate great adaptability and flexibility of TOC to operate under different circumstances and political regimes.” (Bobic, 2014)</p>	<p>1. Terroristic groups and criminal groups are sharing experience to both become better. Is this something is possible in other contexts?</p>
<p>K. Thachuk, K. Saunders. (2014) Under the Radar: Airborne Arms Trafficking Operations in Africa. <i>European journal on Criminal policy and research</i>, 361–378.</p> <p>Research: “This paper examines the airborne arms trafficking operations of networks from former Soviet states which transfer weapons and ammunition to areas of conflict in Africa, embargoed African states, or those descending into conflict.” (Thachuk & Saunders, 2014)</p>	Supply chain, innovation, efficiency and people.	<p>1. “Executives and managers of illicit arms trade networks are some of the more well-organized and cunning criminal entrepreneurs. They hunt for vulnerable and weak states where they can form alliances with official power brokers at the local, regional, and/or national levels. Enabled by these corrupted officials, these criminal entrepreneurs create benevolent transit or destination points for their illicit arms trafficking, and proceed to disrupt local peace and security, distort government processes, and visit chaos and misery on the populations of these areas” (Thachuk & Saunders, 2014)</p> <p>2. “The complexity of the illicit trade in arms by organized criminal groups from the former Soviet space using hubs as critical transit locales and delivering weapons to rebels, warlords, and abusers of human rights in Africa defies analysis using traditional theoretical perspectives. Instead, this work contributes to current scholarship by advancing an understanding of the overall manner in which such transnational organized criminal groups both threaten aspects of state sovereignty and security, and take advantage of the permeability of national borders and the vulnerability of state institutions. These illicit entrepreneurs are not just reaping the rewards of globalization to distort state economies and threaten the peace and security of entire regions, but they pose a serious challenge to the survival of the international system” (Thachuk & Saunders, 2014)</p> <p>3. “The adaptability of transnational criminal organizations plays a key role in their success. Williams and Godson argue that the ability to quickly change methods and modes provides illicit enterprises</p>	<p>1. “opportunity to reap the rewards of an anarchical system” (Thachuk & Saunders, 2014) Can legal business do the same?</p>

		<p>even greater opportunity to reap the rewards of an anarchical system because they cannot be easily “anticipated” by law enforcement in strong and weak states alike.” (Thachuk & Saunders, 2014)</p> <ol style="list-style-type: none"> 4. “Yet, the illicit arms trade to Africa is not just a story of criminal enterprise successfully evading law enforcement.” (Thachuk & Saunders, 2014) 5. “Yet, even before arriving in Africa, transnational criminal groups utilize states with lax regulations and turn them into states of collusion, or as Keefe (2013) conceptualizes them, “criminal hubs” in which weapons can be stored and repackaged and money laundered, all with no questions asked. As Stohl (2005) explains, although some traffickers may specialize in small weapons, most are involved in the overall international underground economy. Hence, these hubs serve as locales in which a variety of criminal enterprise are enabled, and thus allow transnational criminal groups to adapt when markets change, or law enforcement scrutiny becomes overwhelming.” (Thachuk & Saunders, 2014) 6. “As a result, arms traffickers must be sufficiently nimble and adaptable to respond to immediate, unexpected changes in an already difficult operating environment. The following factors form part of what ensures their continuity and success: 1. Relationships with high-level government officials in the supply-side, transshipment, and delivery environments who work in (or can influence) the military; defense technology and export industry; agencies involved in the air trade, such as ministries of transport, and civil aviation authorities; and government agencies which might assist the network’s payment structures (or impede them with anti-money-laundering initiatives.) 2. Reliable access to inputs necessary to sustain operations such as appropriate human resources, technical equipment, and products. 3. Appropriate corporate infrastructure, including headquarters, warehouses, and/or affiliate offices in relatively stable states or regions that will ensure anonymity and methods of laundering the proceeds from illicit arms trade; access to, or ownership of, accommodations in several key delivery or transshipment locations within Africa to house crews on assignment; and agile, dependable, and discreet communications systems for interfacing with customers, staff, and consultants various locations.” (Thachuk & Saunders, 2014) 7. “Vital human resources include specialists with logistical and operational acumen, as well as a vast cadre of pilots with experience in Africa, crew and maintenance engineers for a variety of fixed-wing aircraft and helicopters. Technical equipment includes cargo-ready aircraft, both fixed-wing and helicopter. Product includes existing stockpiles of weapons, ammunition, and technology, as well as those currently in development.” (Thachuk & Saunders, 2014) 8. “The capabilities of aviation professionals educated and/or trained by the Soviet Union’s vast military-industrial complex are a perfect match for the demands of the illicit arms trade. Most executive-level managers/brokers often formerly had access to licit or quasi-licit state-initiated international arms transfer operations via positions in militaries, security, or intelligence services.” (Thachuk & Saunders, 2014) 9. “Open-source research undertaken by the authors substantiated business linkages between the current arms network leaders and former ruling élites in Soviet Central Asia and/or current influential business and political élites in Russia.” (Thachuk & Saunders, 2014) 10. “An examination of the nature and operations of airborne illicit arms trade networks suggests that they operate similarly to licit businesses: their success lies in their ability to: 1) access products requested by their customers; 2) operate reliable supply chains to get their products to their customers; and 3) maintain relations with current and future customers, as well as potentially useful government officials, in important markets. Equally as important is the networks’ ability to maneuver nimbly in difficult operating environments. Airborne illicit arms trade networks from the former Soviet space operating in Africa demonstrate remarkable adaptability in the face of new conditions such as increased international scrutiny. In this regard, they have shown determination to continue their trade even in the face of the recent conviction of Viktor Bout and other arms brokers. Bout’s downfall led them to become still more circumspect and stealthy while at the same time continuing to use many of the tried and true techniques for illicit weapons sales in Africa.” (Thachuk & Saunders, 2014) 	
<p>M.R.J. Soudijn. (2014) Using strangers for money: a discussion on money-launderers in organized crime. <i>Trends in organized crime</i>, 199–217.</p> <p>Research: “In order to find out, 31 case studies were examined that deal with large scale importation of cocaine in Europe. It appears that professionals are often engaged, as almost half</p>	<p>Financing, risk and people.</p>	<ol style="list-style-type: none"> 1. “Hawala is commonly described in the literature as a system that carries out money transfers within ethnic (Indian, Pakistani, Afghani) communities” (Soudijn, 2014) 2. “The downside is that hawaladars often work without a banking permit and do not adhere to formal banking regulations like due diligence and extensive recordkeeping. This helps keep customer’s fees down, but is also attractive to people who do not want to leave traces.” (Soudijn, 2014) 3. “When a house needed financing, a financial facilitator could also construct fake employment for the criminal or his wife in a legitimate business” (Soudijn, 2014) 4. “Two of these five foreign-born facilitators were closely involved in drug smuggling itself. Both had (some) formal training in financial matters and were therefore able to provide money laundering services to the ringleader of the group” (Soudijn, 2014) 	<ol style="list-style-type: none"> 1. Why are family bound criminal organizations so successful what are all characteristics. Could these also make a legal organizations more risk free?

<p>of the files indicate the presence of such specialists.” (Soudijn, 2014)</p>		<p>5. “These family members did more than just register some property in their name or front as a figure head for some business. In both cases, a brother or a sister of the ringleader were actively involved in setting up a string of businesses and financial records to obscure the origin of the criminal money.” (Soudijn, 2014)</p>	
<p>V. Asal, J.J.F. Forest, B. Nussbaum. (2015) Why do ethnopolitical organisations turn to crime? <i>Global Crime</i>, 306-327.</p> <p>Research: “This paper empirically analyses the involvement of ethnopolitical organisations in criminal behaviour across time in two regions of the world – the Middle East and Eastern Europe.” (Asal, Forest, & Nussbaum, 2015)</p>	<p>People.</p>	<p>1. “Our findings reveal that in both regions groups that engage in violence of some form were significantly more likely to engage in many kinds of criminal activity. Our analysis also finds that ideological orientation has a marginal impact, while economic grievances and diaspora connections were significant predictors of criminal activity for groups in the Middle East (but not Eastern Europe). In sum, this analysis suggests that the decision to engage in criminal activity is primarily dependent on the organisation’s internal attributes and external influences.” (Asal, Forest, & Nussbaum, 2015)</p>	<p>1. What is the difference between the motivation to work for a criminal organization in comparison to a legal organization?</p>
<p>E.R. Kleemans, E.W. Kruisbergen, R.F. Kouwenberg. (2014) Women, brokerage and transnational organized crime. Empirical results from the Dutch Organized Crime Monitor <i>Trends in organized crime</i>, 16-30.</p> <p>Research: “This paper analyzes the role of women in various types of transnational organized crime and tests the ‘gendered markets’ hypothesis by Zhang et al.” (Kleemans, Kruisbergen, & Kouwenberg, 2014)</p>	<p>People and structure.</p>	<p>1. “nature of women’s participation in criminal enterprise. In effect, their line of reasoning is based upon the idea of blocked opportunities: if women wished to choose for organized crime, they would have better options in human smuggling markets than in other markets such as local drug markets. In human smuggling, Zhang et al. argue, violence and turf are much less important and interpersonal networks more salient in defining and facilitating smuggling operations, while gender ideologies about work and care giving, and the impact of safety as an overriding concern for clients, put women in a relatively better position in these markets than in other markets.” (Kleemans, Kruisbergen, & Kouwenberg, 2014)</p> <p>2. “the greater importance of social relations in organized crime. It is simply impossible to get started without access to suppliers, clients, co-offenders, and profitable criminal opportunities. Trust is also important, as the financial stakes are high and the rules and mechanisms that make transactions in the legal world so much easier are absent: entering into contracts, paying via the official banking system, and—in case of disagreement—the availability of mediation or the judiciary” (Kleemans, Kruisbergen, & Kouwenberg, 2014)</p> <p>3. “The same kind of clustering exists within criminal networks. People who have grown up together or who live in the same neighborhood may later become companions in crime, while people sharing a similar ethnic background may also become members of the same criminal group.” (Kleemans, Kruisbergen, & Kouwenberg, Women brokerage and transnational organized crime. Empirical results from the Dutch Organized Crime Monitor, 2014)</p> <p>4. “transnational organized crime show that offenders in such strategic positions often operate at an international or inter-ethnic level or somewhere between the underworld and the licit world: they provide ‘bridges’ between people in different countries, between people from different ethnic backgrounds, and between criminal networks and the licit world” (Kleemans, Kruisbergen, & Kouwenberg, 2014)</p>	<p>1. Are social relations as important to criminal organizations as to legal organizations?</p>
<p>D. Siegel. (2014) Women in transnational organized crime. <i>Trends in organized crime</i>, 52-65.</p> <p>Research: “This article shows that the transnational and fluid opportunities and the attractive image of crime (associated with wealth, power and freedom) seduce women into entering the criminal world.” (Siegel, 2014)</p>	<p>People.</p>	<p>1. “Various explanations have been offered for this phenomenon, from the ‘criminal emancipation’ of women to a ‘criminal gender competition’.” (Siegel, 2014)</p> <p>2. “More and more historical evidence is presented in the criminological literature of the active participation of women in criminal activities, their knowledge and support of the criminal ‘business’, and their leading positions in criminal networks.” (Siegel, 2014)</p> <p>3. “There are many other cases of powerful female crime bosses.” (Siegel, 2014)</p> <p>4. “Some of these femmes fatales who became leaders of organized crime came to power as a result of the imprisonment of their husbands or as assistants to their criminal partners. Other women from the criminal milieu who grew up with the codes and values of the criminal world took the initiative themselves and made their way to the top independently. There have also been adventurous women raised outside the criminal world who found themselves attracted to its glamour and danger and who succeeded in penetrating the walls of secrecy” (Siegel, 2014)</p> <p>5. “This emancipation process of women is allegedly taking place in society in general as well as within crime groups.” (Siegel, 2014)</p> <p>6. “The proponents of this approach argue that in addition to labour opportunities, the position of women in the family and their socialization in the private sphere has also changed, resulting in a greater manifestation of women in both legal and illegal activities.” (Siegel, 2014)</p> <p>7. “It appears that the general explanation of the involvement of women in crime is usually found in an analysis of family/gender role divisions or in the specific structure of crime organizations” (Siegel, 2014)</p> <p>8. “The importance of women in criminal activities in our times may be related to the increase in drug</p>	<p>1. “may be attracted to the power and mystique of drug trafficking and may achieve relative independence from male dominance” (Siegel, 2014) Are those motivation to join as a woman also present in the legal labour market?</p>

		<p>trafficking and human trafficking in Europe, South America and Asia in the 1990s. In those years, drug trafficking was a flourishing business, which provided many women an opportunity to earn money quickly and easily as mulas” (Siegel, 2014)</p> <ol style="list-style-type: none"> 9. “may be attracted to the power and mystique of drug trafficking and may achieve relative independence from male dominance” (Siegel, 2014) 10. “There is a wide variety of roles occupied by women in the criminal world, from go-betweens who connect drug traffickers and politicians, to money-launderers who run clothing or jewellery shops or bars to launder drug profits, to women who acquire leading positions after the imprisonment or death of their husbands” (Siegel, 2014) 11. “these women, who were facing high unemployment and poor economic perspectives, saw an opportunity to make money by joining a criminal network. In this case, it was not a matter of emancipation but, to the contrary, economic vulnerability that made these women decide to engage in drug smuggling” (Siegel, 2014) 12. “With the creation of new markets, African women succeeded in obtaining a leading role in criminal organizations involved in large-scale human trafficking and they left their male competitors behind.” (Siegel, 2014) 13. “They do not engage in violent activities themselves. In other words, women in mafia groups prefer money laundering to racketeering and violent crimes are being replaced with financial crimes” (Siegel, 2014) 14. “Edberg emphasized that many young women are attracted to the image of the female drug dealer, ‘in which women are powerful and celebritized for that power via the same or similar persona currently gendered for men” (Siegel, 2014) 15. “all these beauty queens, models and actresses serve as examples for young women dreaming about glory, wealth and power. The stories of these women—full of glamour, courage, risk, charm, seduction, wealth and endless love affairs with ‘dangerous’ crime bosses who catapult them to the top of the criminal ladder—fascinate young women around the world who are attracted to crime for its opportunity for adventure and sometimes revolt against bourgeois lifestyles” (Siegel, 2014) 16. “It is not just the image of famous criminal women, but also the concrete examples of successful criminal entrepreneurship that can push girls to follow the example of female crime bosses.” (Siegel, 2014) 17. “in an era of globalization, the new nature of the relationships between people, the ‘global village’ culture and the on-going flows of ideas, information, people and products are affecting the motivations and ambitions of women to participate actively in both legal and illegal economies. The transnational and fluid opportunities and the attractive image of crime (with its connotations of wealth, power and freedom) seduce young women into entering the criminal world. The changing character of organized crime provides women with new criminal markets and clients. As long as there are discrepancies in terms of supply/demand, criminalisation, unstable economic conditions, political and ethnic conflicts and wars, both women and men will try to take advantage of the situation and profit from criminal activities.” (Siegel, 2014) 	
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4. ANALYSIS

In this chapter the subjects found in the forty articles will be discussed and the subjects that match best with the findings will be chosen for the framework. The framework will order the insights per subject within Business Administration. Furthermore the quotes found will be converted to insights per subject. After the adoption of the framework the inspiration found in the articles described by hypothesizes, propositions and research questions will be discussed.

4.1 Adoption of framework

The subject found in the articles are; structure, flexibility, recruitment, supply chain, risk, leadership, demand, entrepreneurship, strategy, outsourcing, financing, people, communication, innovations, culture, knowledge, images, efficiency, allocation, influence, investments, competition and experience.

These are too many subjects to make a structured and clear framework. The subjects will be judged on frequency and generality. Taking this into account the following subjects are derived; efficiency - structure and strategy – people - influence - financing and investments - risk - flexibility – innovations and entrepreneurship - allocation - supply chain.

Why the other mentioned subjects are not chosen is explained here. Recruitment as subject will be part of the main topic people, because it is about getting people to work for your company. Leadership is a quality of people working for the organization and will therefore also belong to the head topic people. Demand is mostly mentioned in the findings in the context of structure and will belong to this head topic. Outsourcing is al well a chosen strategy which for example has to do with risk reduction and can be covered by more than one head subject. Communication is something which can be structured and is done by people which gives two head subjects to cover this subject. Culture is strategy and people related and will therefore be covered in those head subjects. Knowledge is structure and people related. Images is something that has most influence on the people working for the organization in this context and will be discussed in this head subject. The competition is handled in a way that decreases risk within criminal organizations and will be addressed in among other subjects in risk. Experience is a skill from people working for your company and as a result belong to people as head subject.

On the following page you can find table 2. This is the framework created with the information from the quotes in the findings of table 1 converted to insights per subject.

Table 2 Framework of insights in criminal organizations.

Structure and strategy	<ul style="list-style-type: none"> ➤ A fragmented and progressive structure with lack of a clear hierarchal leader ensures the longevity and continuity of the organizations activities. ➤ Working together with organizations in neighbouring countries is strengthening the economic empowerment of the organization. ➤ Hierarchical structures are exceptions rather than the rule. ➤ The main security strategy used, is embedding the organization in the legal economy for camouflage. ➤ Most criminal organizations are family owned. ➤ By being chameleon-like the organizations are able to deal with the most adverse and unfavourable circumstances. ➤ Criminal rituals play an important organisational role. They facilitate internal governance and promote group activity through three mechanism; creating common knowledge, mitigating the cost of asymmetric information and shaping identity among group members. ➤ Core members of a criminal organization are doing most important organizational tasks. ➤ The structure of most illicit markets asks for demand-driven organized crime which can result in the largest profits. ➤ Criminal organizations are often adopt regulates communicative practices and a flattened command structure which promotes resilience to outside interdiction and infiltration. ➤ Creating mutual advantages in the structure for outsourcing is positive for the demand and protection from competition.
Supply chain	<ul style="list-style-type: none"> ➤ Every task in the supply chain has a specific group responsible for it. ➤ The leader is usually located in the beginning of the supply chain to reduce purchasing errors. ➤ A widely spread supply chain among organizations is valuable for resource pooling and the coordination between the different market players.
Allocation	<ul style="list-style-type: none"> ➤ The control over the area needs to be strong to be a suitable place for a criminal organization. ➤ Criminal organizations are drawn to areas where other criminal organizations are established. ➤ The areas are mostly near where they life or the same ethnic or family related group lives.
Financing and investments	<ul style="list-style-type: none"> ➤ Financing in most cases is partly done by laundering money. Where laundering the money can be done by investing. ➤ Criminal organization tend to use the profits of their investments to be used to finance other criminal activities. ➤ Investments are always usable in multiple ways. Most investments are in real estate. ➤ Investing in the illicit market is also used to obtain trust from other organizations. ➤ Criminal organizations often invest in legal organizations to reduce risk. ➤ Investments criminal organizations make need to be controllable and guaranteed.
People	<ul style="list-style-type: none"> ➤ Childhood friendships as a base for social networks in organizations. ➤ Leadership is done in a fluid manner, not staying in the same place for too long. ➤ Keeping the business together is done by the interwoven relations between the employees and external world. ➤ Most management functions are filled with family. ➤ A lot of people are enthusiastic to work for a criminal organization. ➤ Rituals within criminal organizations do increase the loyalty of the people and the devotion to the same goals. ➤ Ethnic backgrounds play a role in the people coming together in the same organization. ➤ People in criminal organizations have most of the time experience and talent in the field of their activities. ➤ Recruitment of people is done using the network in the organization to so reduce risk. And accept the people with the best skills set. ➤ The exact history of woman working in criminal organization is something for discussion. But the presence of woman in certain markets is notable. And representing a high position within the organizations doing business in these markets. ➤ Woman are used to recruit new woman within their circles.
Innovations and entrepreneurship	<ul style="list-style-type: none"> ➤ Entrepreneurs in the illegal market tend to obtain logistical support from outside their social network. ➤ Entrepreneurs are keen on having front business on their name to reduce risk. ➤ The coordination among criminal organizations has been very innovative in the last years by for example introducing secret communication code which increased the flows of information between organizations. ➤ Criminal entrepreneurs are far developed in spotting 'gaps' and creating demand out of it. ➤ Indirect ties within the network employees is allowing to be more responsive to the opportunities to develop innovations. ➤ Criminal organizations are good at using innovations in the outside world to their own advantages by fast adopting the innovations. And so increasing their managerial and relational opportunities. ➤ Adoptability is key in their innovativeness.
Risk	<ul style="list-style-type: none"> ➤ Information is spread in a fragmented and progressive matter to reduce risk and increase security. ➤ The fluid manner of leadership decreases the risk for the leader by guiding the activities from different place. Which helps to be untraceable. ➤ The trade- off between efficiency and security, the organization can profit more from greater size and higher structural differentiation but for the cost of increased risk. The organizations almost always chose to reduce risk. ➤ Reducing risk by camouflage or hiding in plain sight as private individuals. ➤ Using front companies to reduce the risk of the background practices and infiltrate the legal economy. ➤ Taking only family for management task has proved to reduce risks. ➤ Compartmentalisation of operations which is creating structural and social buffers, decreases the risk of the leader of the organization. ➤ Starting new business to bring competition down.
Flexibility	<ul style="list-style-type: none"> ➤ Structuring in a fragmented and progressive manner increases flexibility. ➤ Using the 'gaps' in law and environment to create demand. ➤ Criminal organizations are able to exploit several markets at once. ➤ Indirect ties between employees and the outside world allows the network to be more flexible. ➤ Working and learning from competition.
Efficiency	<ul style="list-style-type: none"> ➤ Structuring in a fragmented and progressive manner increases efficiency. ➤ Using alliances to enter new markets and/ or new countries is an efficient way. ➤ Profit driven criminal organizations sacrifice security in order to maximise efficiency, while ideologically driven criminal organizations limit efficiency for increased security. ➤ Overlapping roles between criminal organizations are mostly found in the categories outsourcing an facilitating activities. Which is an efficient way of using resources.
Influence	<ul style="list-style-type: none"> ➤ The organization use their influence on people and government to create demand. ➤ Criminal organizations are able to give birth to social approval and creates a sharing of interest. ➤ Efficiency can grow by implementing greater size and higher structural differentiation. ➤ Criminal organizations become interlocked with the economic system and may alter its functioning. ➤ Criminal organization penetrate the structure of government in an institutional and systematic manner which reaches all layers of government. It will helps to sustain the operations within the business. ➤ Criminal organizations fulfil a queasy governmental role where government is not able to do so. Which increases their influence on the area.

4.2 Inspiration

All the inspiration found in the forty articles will be discussed here. First this study will look if the proposed research is already done and some outcomes can be found. If this is the case the outcomes will be discussed critically by considering other manners to study the subject or that the outcomes are already complete. When this is not the case, the article will give some examples on how to study the proposed subjects for example by using a case.

1) *Is childhood friendship a good building block for starting a business?*

Some research is done in the context of 'business-friendships'. For example the research from (Gao, Y.Liu, & Qian, 2016) is looking at "how business friendship is formed and its impact on key marketing outcomes." (Gao, Y.Liu, & Qian, 2016). But this research is limited to one precise part of a business, the marketing. And is mostly based on friendships that are formed later and not in the time they were children. It does emphasise that friendships between and within organizations can provide benefits such as "that business friendship between the client and the supplier significantly impacts the sales to the client, and this impact is further moderated by how the two parties share responsibilities in achieving common goals. In addition, we show that business friendship induces one party to accommodate and cooperate with the other (i.e., compliance), and to engage in positive word-of-mouth" (Gao, Y.Liu, & Qian, 2016). This indicates that friendships do have positive influences, but it is not yet possible to tell if it is important by starting up a business and in which way. Secondly it does not give an indication if it is just friendship or that childhood friendship is different and maybe stronger and therefore more valuable, as it is in criminal organizations. For further researching this question it is possible to use cases where business that were started by childhood friendships are compared to other businesses that started with other backgrounds. What are the positive and negative points and by comparing this, coming to a conclusion about if childhood friendship is a good or maybe better building block as starting differently and in which way it is better or not. It could also be interesting to see how it compares to the information found in this article about criminal organizations who frequently start this way.

2) *Criminals have a live long experience with risk management are the fragmented strategies they apply also usable for legal organizations?*

There is no research done in this specific area, of course there are a lot of studies concerning risk management but none of them mention a fragmented strategy which is mentioned in studies about criminal organizations. So to combine these two areas could be interesting. For doing a research concerning this question you could search for more articles telling you about these fragmented strategy for risk management. After summing up and creating a best way to do this within criminal organizations based on the information found in the articles. A questionnaire can be done to see what legal organizations think of the strategy and if they think it could be implemented and in which way. The study will be a combination of literature research and a quantifying method to research opinions of the usability.

3) *There is an increase in higher educated employees in criminal organization it could be interesting to look at how they get higher educated people to work for them. This strategy could for example be implemented in Twente were companies are fighting against high educated people leaving the region.*

Within this article there are some quotes concerning the recruitment within criminal organization, but most are very general. It could be interesting to look at how criminal organizations recruit specifically. This is something not exactly known by people and hard to predict and therefore assume. Which increases the chance on denying something assumed by people. "This denial of a clearly understood audience assumption is the essence of the interesting" (Phil, 1971). The information needed is difficult to retrieve because most persons that get arrested don't tell about how they were recruited. What is possible, is to do interviews with policeman specialised in organized crime and let them tell you all they now about the recruitment. Which enables you to do some recommendations on how to use these recruitment strategies within legal processes.

4) *Does fluid leadership also work in legal companies? Maybe in some sectors it could increase flexibility and increase the performance.*

There are studies mentioning fluid leadership within legal organizations but it does have some constrains according to (Woods, Bennett, Harvey, & Wise, 2014) which are the following; "Fluid leadership, resting on expertise rather than position, can be exercised through changing ad hoc groups created on the basis of immediate and relevant expertise. Such fluid leadership will only be possible within a climate of trust and mutual support which becomes an integral part of the internal organizational social and cultural context. Moreover, such a climate implies a blurring of the distinction between 'leaders' and 'followers', which has to coexist with an organization's formal accountability structure.". (Woods, Bennett, Harvey, & Wise, 2014). Answering the question it can work when the climate is suitable. It can be assumed that, when possible, leadership resting on experience will be more flexible, therefore further research is not necessary. This will only strengthen the theory already existing which makes it less interesting according to the study of (Phil, 1971).

5) *A criminal organization has a good eye for spotting 'gaps' in the market and thereby creating demand. Can these tactics also be implemented for example when developing a start-up.*

When searching for this specific subject no research was found. Therefore we propose to do research on the tactics by analysing for example 30 different criminal organizations by using case studies. What are the gaps they found and by what means? Is the demand created? After finding the information by doing case studies. It is possible to look at the path of a start-up does this tactic fit in and in which way and so creating a new path for a start-up.

6) *The ways how criminal organization are outsourcing parts of their supply chain could be interesting to companies who also have a high risk environment and do want to outsource parts of their supply chain.*

This specific comparison is not made in current literature but there are a lot of articles about outsourcing tactics and dealing

with risk when doing so. For example the article from (Aron, Clemons, & Reddi, Journal of Management Information System). They tell us the following; "it is possible to reduce the risk of opportunistic behaviour faced by the buyer by redesigning work flows and dividing work among multiple vendors, increasing the range of tasks that are now appropriate candidates for outsourcing" (Aron, Clemons, & Reddi, Journal of Management Information System). So they are limiting outsourcing task while it is increasing in criminal organizations. This could be interesting to know more about because it denies a theory in legal organizations, resting upon outsourcing tactics in criminal organizations. This research could find that the outsourcing tactics in legal organizations are not that profitable, the opportunity to deny something makes it interesting (Phil, 1971). For the research first select some companies within a high risk environment and willingness to outsource some task. Make a list of the ways criminal organizations are outsourcing and what are the negative and positive sides based on literature. Than you can show the companies those ways besides the 'normal' most implemented tactics in legal organizations and see which way they chose. With this way of studying the proposition you can test the interest and see which way is most popular.

7) *The trade-off between efficiency and security is both present in legal and criminal organizations, is there a different strategy to deal with this trade-off?*

The comparison is not yet made in current literature. The articles considered for this research did mentioned that both legal as illegal organizations are dealing with this trade-off. You could do a systematic literature for determining the strategies within legal as well as in criminal organizations. Compare the outcomes and derive a conclusion.

8) *Security strategies are very important to criminal organizations, these strategies could be interesting to regular business.*

There are a lot of studies concerning security strategies for both legal as illegal organizations. But testing if the strategies from criminal organizations are interesting is never done. It is a research which is based on opinions which can be gathered by using a questionnaire where a list of security strategies is listed of both criminal and legal organizations. Let the respondents rate the interest in the strategy and usability. You could argue that this is never researched because the general opinion is that you can't learn from the security tactics of a criminal organization as a legal organizations, if you prove this is the case it is interesting according to the theory from (Phil, 1971).

9) *A lot of criminal businesses do invest in or use the legal companies to secure themselves, are there legal business that do the same but are pretending to be legal?*

This is a question that is hard to answer or get information on because why should a company own up to something like that. What could be possible is look at history and try to find case studies concerning this subject.

10) *The ways criminals launder money could give some ideas of how legal companies use the grey area.*

This proposition is within the same context as point 9. You could do a specific literature research looking and money laundering and see if you can observe those tactics as well in legal organizations.

11) *Criminal organizations make great use of circumstances in the outside world as opportunities to be more successful. Is this something legal organization do enough? Or could they learn something?*

This question is difficult to answer because what is enough, for example meeting the most success possible. First give a literature description of how criminal organizations make use of circumstances. Than you can test by doing case studies if legal organizations are using the same methods or maybe there are some things different which could be a learning experience.

12) *Is the structure of criminal organizations something that could make legal organizations more efficient?*

The reader now knows after reading this article something about criminal organization structures. Enough research can also be found about the structures in legal organizations. For specific subject and relations but also more general. The reason why structures are so important for efficiency; "Profitable growth requires an organizational design that pursues seemingly contradictory demands: mechanistic structures to ensure the efficient exploitation of existing capabilities, and organic structures to enable the exploration of new growth opportunities." (Raisch, 2008). The comparison is not yet done so this could be interesting by comparing both structures based on literature and see if you can find characteristics that defer and may be an indication for more efficiency. And it may be possible to develop a structure that is more efficient using characteristics from both criminal and legal organizations. This is a new theory propositions which makes it interesting (Phil, 1971).

13) *Does an extreme environment also trigger legal organization to be more innovative?*

There is no study found which directly focusses on extreme environment triggering innovation. But there a lot of studies which study what triggers innovation in general. For example according to (Montalvo, 2006) "It is clear that a wide variety of factors depending on the type of innovation in question and the internal and external contexts of the firm can trigger innovation." (Montalvo, 2006). This could imply that environment can be a trigger for innovation. Which makes it less interesting to study this question. What could be interesting is what kind of innovations an extreme environment triggers. Than you study this by using data from companies within an extreme environment and see what kind of innovations are most frequents and testing the relation with a control variable. This could imply new theories about the relation between environment and innovations, this makes it interesting (Phil, 1971).

14) *The way criminal organization are interwoven with government is rather special. Is a legal organization able to adopt some strategies within their lobby tactics?*

The importance of having a good relation with government is also clearly shown in literature about legal organizations. "We show that strong firms use their influence to bend laws and regulations, whereas weak firms pay bribes to mitigate the costs of government intervention." (Bennedsen, et al., 2016). The comparison is not made in the studies found. So this could be interesting for further research by creating new theories. First examine what kind of characteristics criminal organizations use. This is best done using literature because getting information about criminal organizations is difficult. Than it is a possible

option to examine and make one clear tactic which represents the tactics within lobbying. After this you can see if you can add some characteristics to make the lobby more successful.

15) *Recruitment is done very different from legal organizations are there maybe options within this to adopt in legal recruitment?*

As mentioned in inspiration 3. You could do interviews, and after this for this specific research you could build a new recruitment model/ strategy including best practices of criminal and legal organizations concerning recruitment.

16) *Woman's role in criminal organizations is a subject of discussion, this discussion could have new argument for the discussion of women in high roles in legal organizations.*

Both legal as illegal woman's role are studied but never compared. This is possible by comparing studies of the illegal and legal role.

17) *Persuasiveness is an important tool for criminal organizations, are there things which can be used while doing negotiations for legal companies?*

Research about negotiation tactics is done often an example is the study from (Donohue, 1981). It could be interesting to look at the tactics besides each other and make both tactics better. This can be done using a literature. And therefore building a new theory for the negotiation tactics optimising profitability.

18) *Can rituals used in criminal organizations also positively influence performance of legal organizations?*

With a quick search no study was found which examined the relation between rituals and performance. You could do an experiment first make a measurement of the starting point and then implement some rituals in for example five companies and five other companies keeping the same with their own rituals. And over five years for example gather data about the performance and rituals, to see if there is a relation and when you implement the rituals of criminal organizations the performance changes. This is a difficult and time consuming research.

19) *How do criminal organization get such suitable employees for the job?*

This question has a lot to do with inspiration 3. and 15. For this specific question doing a literature based study should be enough to answer the question.

20) *Recruiting experienced employees is something a criminal organizations is very good at. Are there aspect which can be implemented in a legal organization?*

This is also one that relates a lot to inspiration point 3,15 and 19. Adding the experience variable. It might be a good idea to integrate all question within one study. Which can be broad and exploring all aspect of recruitment.

21) *Recruitment system from criminal organizations could be inspiring for legal organizations*

The system itself can be examined as well within the research proposed in inspiration 20.

22) *Can cybercrime structures tell us something about how to develop IT-based companies?*

The relation between cybercrime and development of IT-based companies is not yet tested. But the other way around they do

use links to explain how cybercrime works. You could do a research developing an IT-based company based on the structures of cybercrime and see if and why it gets successful. This is an explorative and time consuming research.

23) *Is demand driven strategies something legal organization use a lot as well? And if so are there aspects in criminal organizations that could be interesting to implement?*

When searching for demand driven strategies a lot of studies pop up for example the study of (Hadaya & Cassivi, 2007) who research demand driven strategies used for the supply chain. So it can be assumed that demand driven strategies are used in legal organizations. Which can be explored is if the strategies differ in illegal and legal organizations and if it is possible to take from both the best and make a better strategy. Literature and design study.

24) *Niches in criminal markets are very hard to manage for the government is this also the case in legal niche markets?*

This can be examined interviewing relevant people in the government. But it is hard to not have biases because the government rather not have negative attention.

25) *Criminal organizations invest smart in for example football clubs. Is this also done this cleaver in legal organizations and may there be new opportunities?*

New investment ideas can always be explored, of course there is a lot already studied about how, when and what to invest. But you could add new knowledge to these researches by further exploring the opportunities using examples from criminal organizations gained out of literature.

26) *The role of woman in criminal organizations, are they higher in roles on average than in legal organizations?*

This is related to inspiration point 16. And is best studied together.

27) *The reasons why woman are in a high position within a criminal organization can maybe be used to get more woman in high positions within legal organizations.*

Add the variable inspiring woman to go work in higher position to the research of inspiration point 16 and 26.

28) *The ease in which criminal organizations are doing business in different markets could maybe help legal organization to do so as well.*

It could be interesting to compare portfolios and link strong and weak points using case studies, and by this building a new theory which makes it interesting.

29) *Criminal organizations tend to outsource their most risky parts of the organization. Is this something legal organizations can also implement and will this reduce their risks?*

Inspiration point 6 has already found a study mentioning that legal organization think outsourcing is risky. So it will be difficult to convince a company to outsource their riskiest parts in the supply chain. But looking at the relation between risk and outsourcing of the most risky parts of the supply chain could be an interesting experiment because the relationship between these variables is not yet tested.

30) *The way networks develop in criminal organizations is very special could these networks also be usable for*

legal organizations, and thereby increase the performance of the people within the network?

The relation between performance and different networks is widely examined for example in the study from (Tsai, 2001). You could look at the studies done within legal organization what is the relation, is there one. If so you are able to test if the development of a network in a criminal organization is different and has a more positive influence on performance.

31) *Are networks between employees also of influence on flexibility within legal organizations?*

With a quick search there was not a specific study found that studied the relation of networks between employees on the flexibility of an organization. The influence found in criminal organizations can be searched for in legal organizations when present there probably will be a relation you could test this relation by using a variable which already is tested on its effect on flexibility as a testing variable.

32) *Comparing tactics of outsourcing within criminal organization with the tactics of legal organizations*

This has a lot in common with inspiration point 6 and 29. Combining these three form of inspiration to one big research would probably be best. To give a general view and deepening on some specific variables.

33) *A lot of criminal organizations did not develop on their own, is this also the case for most legal organizations?*

You could research this by using case studies from different markets and see how those organization evolved.

34) *Can legal organization be as flexible as a criminal organization?*

To be able to examine flexibility you should first define the characteristics of flexibility and make scale to measure it. Than you can compare a certain amount of criminal organization with the same amount of legal organizations.

35) *The structure criminal organizations use to reduce the risk of the leader. Can possibly be applied to legal organization to so reduce the risk.*

This has to do with fragmented tactics explained in inspiration point 2. This question can be answered within the research proposed by inspiration point 2.

36) *Is the trade-off between security and flexibility also important to legal organizations and do they handle it different than criminal organizations? Which way is more efficient?*

Inspiration point 7 is in proposing the same research with another trade-off so this can be used at this point as well.

37) *Criminal organizations "at some point of their life cycle face many of the same dilemmas and financial limitations that are typical for legal business companies." (Levi, 2015) Do criminal organizations deal in a different way with these limitations and are there benefits in their tactics that could be implemented in legal organizations?*

You could list all limitations described in previous studies and use cases to see how they deal with these limitations and after this compare it and list best practices to deal with financial limitations.

38) *Do legal firms take over an area in the way criminal organizations do?*

Both forms of taking over an area have literature background. So comparing this literature of legal and illegal organization can help answering the question.

39) *Criminal organizations are good at getting people set on the right job.*

This proposition can be handled in the same research as all the inspiration points about recruitment.

40) *Criminal organisations depend a lot on family bounds. Are family based legal organizations also more flexible and risk free?*

The study from (Hatun & Pettigrew, 2004) is focussed on a certain environmental situation and the flexibility of a family owned business in related to this. As a complement to this study (Hatun & Pettigrew, 2004) you could examine the difference in flexibility rate based on the constraints given in the study between family and not family owned companies.

41) *"a set of non-gender specific skills and characteristics useful for active participation in transnational organized crime. Job requirements might include: & "A degree of 'professionalism' in terms of planning, scheduling; & The personal attributes/demeanor that instills confidence and trust; & A financial base for ongoing investment in criminal enterprises; & Literacy and some familiarity with international laws, policies, practices; & Access to international networks, contacts at source and destination country; & The ability to travel and access to passports, bank accounts, credit cards; & A risk-taking attitude that balances the lucrative gains against the dangers; and & A knowledge of accounting—or access to accountants and lawyers" (Hübschle, 2014) Is this set of requirements also applicable to recruitment in legal firms?*

This question can be added to the proposed research to look at recruitment in legal and illegal firms.

42) *Is the tactic of woman's recruiting woman's also useful for legal companies?*

This is also a question that can be answered by examining the recruiting tactics of both legal and illegal firms.

43) *Is status as important for business man than it is for criminals? How does this effect the performance of the organization?*

With a quick search no study examining status issues of business man in relation to the performance of the company is found. You could interview business man and try to first find a relation between the variables and then compare.

44) *Is the impact on the economy from criminal organizations equally as big as from legal organizations? Why?*

First you need to define what are the impact variables and then measure these in case form for bot illegal as legal organizations.

45) *Criminal organizations create mutual advantages to so strengthen links between for example an agent and their organization. Is the creation of mutual advantages something legal organizations already implement? Could they learn from the tactics of criminal organizations?*

The study from (Tilley, et al., 2003) gives one example on how mutual advantages are also used in legal organizations. You

could examine what are differences and similarities between the tactics of criminal and legal organizations. By doing a literature review.

46) *The protection from competition can be strengthen in legal organizations by using the strategies from criminal organizations.*

First list the protection rules from criminal organizations found in literature and then examine is they are different from what can be found about legal organization. Make a list of best practices. If possible you could than test the new path way in a company and see if it is better protected from competition.

47) *Is the influence on government bigger from legal or illegal organizations and does this positively influence the performance?*

The relation between government influence and performance is already demonstrated in the articles about criminal organizations. You could do a questionnaire with different forms of influence and let people in the government rate the influence. But honesty can be a limitation to this kind of research.

48) *Sharing goals with parties they outsource to, is something criminal organizations are strong at. Which strategies do they use to achieve those mutual benefits?*

Examine more literature about criminal organizations that are creating mutual goals with the parties they outsource to.

49) *How can criminal organization mostly pursue monopolies is this something a legal organization should strive for?*

Examine more literature telling you something about monopolies in activities done by criminal organizations. Listing the benefits and then asking legal organizations if this is something they want to strive for.

50) *Criminal organizations invest mostly in real estate is this also the case for legal organizations? Why?*

Explore literature about investment strategies of legal organizations and see if it is true or not.

51) *Do legal organization also invest on informal reasons as for example housing for family which criminal organizations do.*

This can be combined with the research proposed at inspiration point 50.

52) *Criminal organizations have the tendency to invest in their areas of origin is this trend also visible in legal organization? Why?*

Combine point 50, 51 and this point. To get an overview and compare legal and illegal with each other.

53) *Do infiltration strategies also work the other way around? (legal organizations investing in illegal organizations)*

Inspiration point 9 can be combined with this point in one research.

54) *Some criminal organizations first weaken competition and then start a business to bring the competition down. Could this tactic be implemented in legal organizations and how if so?*

This tactic is one for the list in the research of inspiration point 46.

55) *Is the way Criminal organizations use globalization to grow the same as the way in legal organizations?*

Compare literature about globalizations influence on illegal and legal organizations. The relation is already proved by a lot of studies.

56) *Could the more violence approach to competition of criminal organizations also tell us something on how to increase influence on the competition in a more civil manner which can be used by legal organizations?*

This is also a point for the list of inspiration point 46.

57) *Criminal organization also deal with the tension between centralisation and decentralisation do they solve it in a more profitable way than legal companies?*

Make a strength weakness analysis shaped like a case study.

58) *The opportunity structure used by criminal organization is well developed, how can this be used in legal organizations?*

Describe the opportunity structure based on literature and then make a questionnaire to do in legal organization about how to implement the described strategy and if the companies think I will add value.

59) *Criminal organizations in their extreme environment feel more need to collaborate with competition than legal organization.*

This is something which can be added to the research of inspiration point 46 as a hypothesis.

60) *The thin line between legal and illegal as described in casinos, could imply that legal organization sometimes in small proportion go over the line.*

9 and 53 can be combined with this question where this will be the leading question to examine.

61) *Do opportunistic relation also work between legal organizations?*

Combine with inspiration point 58.

62) *Terroristic groups and criminal groups are sharing experience to both become better. Is this something which is possible in other contexts?*

Add this to the list of inspiration point 46.

63) *“opportunity to reap the rewards of an anarchical system” (Thachuk & Saunders, 2014) Can legal business do the same?*

Describe the system and test it with a questionnaire or interviews in legal organizations.

64) *Why are family bound criminal organizations so successful what are all characteristics. Could these also make a legal organizations more risk free?*

Make this the head question of all inspiration points about family bound organizations and add the aspect of the other proposed researches to make a complete broad research.

65) *What is the difference between the motivation to work for a criminal organization in comparison to a legal organization?*

Add this question in all inspiration points about recruitment as a sub question.

66) *Are social relations as important to criminal organizations as to legal organizations?*

This can be examined by using a scale within a questionnaire.

- 67) *“may be attracted to the power and mystique of drug trafficking and may achieve relative independence from male dominance” (Siegel, 2014) Are those motivation to join as a woman also present in the legal labour market?*

The hypothesis is interesting for the recruitment research based on more inspiration points. It gives another dimension to the research and implies new theories about recruiting woman's, this is interesting according to the theory from (Phil, 1971).

5. DISCUSSION

The results of this study are partly as expected. The expected will now be compared to the results. The results do provide insight on innovativeness of criminal organizations but it was less mentioned in the articles as expected. It mostly came back to adaptability and flexibility utilizing every 'gap' in the market. Which does enable the companies to keep ahead of the police and competition but as described in the introduction more state of the art innovations were expected. What could be of influence is that a lot of articles are based on a small group of criminal organizations which are older and therefore could be less innovative while new players are maybe more innovative, but less is known about them. That criminal organizations are able to deal with enormous pressure and risk is true. This study found a lot of insights concerning risk management and security. This could be one of the areas which gives new insights for legal organizations because much is known about it and the insights are clear and practical. In the introduction an assumption was made that criminal organizations are able to attract smart well educated people this also proved to be the case in the articles. But how these people are recruited stays for parts uncertain, that's why the study provides inspiration for further research in the area of recruitment within criminal organization and in comparison to legal organizations. Adding to this it must be said that recruitment is very difficult to examine within criminal organizations, due to the fact that firsthand information is something impossible to get and a lot of people, who do get caught by the police don't talk about how they were recruited. So not much information can be found on this subject. Before writing this article it was expected that insights on how the grey area works could be found, this was indeed the case but further deepening is necessary to be able to derive substantiated conclusions. Because it is now only known from the site of the criminal organization and not the other way around. This research is discussed in the inspiration analysis. The last assumption about expectations was that crime science scholars have different unique data. This is the case in most articles, they base a lot of their studies on interviews with police, police reports and national and international research done on criminal organizations. Much of this data is not openly assessable and therefore of added value.

5.1 Limitations

There are limitations to this study in this chapter the limitations will be discussed and in which way the study tried to deal with it. Firstly a lot of decisions made in gathering the result are done on intuition which can be subjective, it was minimized by using a systematic literature review and the control of supervisors. Inspiration is partly based on intuition but it must be understood that this articles is written by a Business Administration student who should have an intuitive feeling of what is interesting to the discipline as well as using literature to build a theory what is and why something is interesting. As mentioned before most information about criminal organizations is second or third hand which can cause biases,

this study limited the effect by studying a high amount of articles. When all are coming back to the same insights it is likelier this insight is realistic. Another point is that this article gives only the insights from the side of the criminal organization which make it impossible to say with certainty these are new insights to Business Administration, this can be done by examining literature about legal organizations and then comparing the insights. This study makes use of four journals and a scope of three years, because of time limitations. It could be interesting to see if the insights in the framework are supported with more literature. The last point which is important to this study is that a lot of the articles accessed are about the Mafia or take Mafia as the starter of organized crime, this could be strengthened by searching for articles about more different criminal organizations and see if insights keep standing.

5.2 Further research

Before coming with possibilities for further research in the field of Business Administration combined with Crime Sciences, first the current research approach will be discussed. This research was explorative and therefore not always that efficient. When looking back upon the exercise, suggestions for making this kind of research more efficient are; 1. A more focused scope would have made the research less broad and more efficient for example taking one discipline out of Business Administration such as Financing. 2. Doing an inductive way of gathering subject to structure the framework took a lot of time. When using pre structured subjects this would have been more time efficient. But by doing it less efficient the effectiveness of the study increased because staying broad made it possible to give an overlook of all disciplines within Business Administration and what they could specifically learn from criminal organizations. Also the most valuable subjects are found in the articles and therefore the framework gives a good overview of what is already known about criminal organizations doing business. Looking back it can be said that maybe doing less articles about criminal organizations but adding a comparison to literature of legal organizations could have added value to the insights. This would have been a way to make the whole research more effective. Taking this in mind the first proposition for further research is born. This research should compare the insights about criminal organizations with insights gathered in articles about legal organizations. This will also enable to find new relations between variables and be even more inspirational. Building upon the framework mentioned in this study, it could be interesting as well to see if the insights are supported with more broad gathered articles. And maybe it will be possible to find new insights. This will strengthen the value of the framework. Also a lot of further research is mentioned in the inspiration part for example about; recruitment, performance relations and investing theories. All these ideas for further research are just suggestions to inspire the reader, but would be a nice added value for this article when researched. It can be assumed that this article is truly inspirational by stimulating further research in this specific cross-disciplinary field.

6. CONCLUSION

‘What can we learn as Business Administration scholars from criminal organizations in order to stimulate further research?’ This is the question the article starts with after doing a systematic literature review, building a framework and discussing the inspiration. It is now possible to state that surely Business Administration scholars can learn from criminal organizations. The reader only needs to look at how much ideas on further research are found and the insights within the

framework to come to this conclusion. Unknown is whether the insights and relations are totally new to Business Administration scholars. For that reason further research needs to be done, where the insights are compared to what is done in legal organizations and if it in fact it is different. But this uncertainty does not take the fact away that the article can teach Business Administration scholars to approach their own discipline in a different way and may come to their own new insights which can stimulate them to explore this field further. Prove is given in this article that criminal organization are an interesting unexplored research area for Business Administration scholars.

In the introduction it was mentioned that by studying articles about criminal organizations it will hopefully give stimulation for new research questions. This is indeed the case. Within the analysis of inspiration found in the forty articles. This article provides a search for possible already existing research, a small amount of question were already answered or partly answered. But there are also questions that in current literature stayed unanswered, which means that this study was able to find new areas of research with new research questions. The second thing that was assumed in the introduction to be a valuable outcome of studying the articles was identifying (new) determinants that are influencing the performance variable. This study did find five variables that could be of influence to the performance variable. This is included in the inspiration and further research should answer if the relation is there. This is an interesting inspirational finding because it will change the assumption people have about performance, denying the current assumption which makes something interesting according to (Phil, 1971). The third and last assumption made in the introduction was that by studying the literature it is possible to learn how companies really work (including grey areas). This study found interesting insights about the interwoven relationships between legal and illegal organizations. For example criminal organizations laundering money by investing in legal organizations. To complete the picture of the grey area this studies gives options for further research in the inspiration analysis. To conclude the hypothesizes are met or need further research to come to clear and well-argued answers.

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