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See Appendix ART – Articles of Incorporation Examples

“American based multinationals have an impressive record of interference in the affairs of the host countries, with activities ranging from bribery of local officials to outright attempts to overthrow foreign governments, including those of Iran in 1953, Guatemala in 1954, and Chile in 1970... Exxon it was soon discovered had paid nearly \$60 million to government officials in fifteen nations, including \$27 million to several Italian political parties. Lockheed had distributed nearly \$200 million in bribes and payoffs ... and the resulting scandals implicated a prince of the Netherlands, the Prime Minister of Japan, military leaders in Columbia, and cabinet members in Italy... In all more than 500 major American corporations ... admitted to giving bribes or other questionable payments to government officials ... to obtain benefits for themselves. (Sampson, 1973, Hougan, 1976, Hersch, 1982).”

– Ian Robertson, [Society: A Brief Introduction](#) (1989)

Real Corruption: By early 1975, the SEC’s investigation uncovered staggering bribery by American corporations of foreign officials and businesses. The investigation was switched to a voluntary-disclosure-for-amnesty program. In December 1977, the Foreign Corrupt Practices Act was signed into law. And it goes ever on. In 2009, the CEO of Kellogg, Brown and Root, a subsidiary of Halliburton Corporation, pled guilty to charges stemming from a scheme that paid \$180 million over 10 years to three successive governments of Nigeria for mineral rights.

- ✓ The early-mid 1970s revelations about the actions of U.S. multi-national corporations overseas coincided with movies such as Rollerball (1975), which in GGDM terms, might be deemed an Aspect. Rollerball was probably the start of the anti-corporate movie as a sub-genre of video science-fiction, followed later by movies such as Alien (1979) and Resident Evil (1996) to name just a few.¹ That Aspect has not yet ‘aged-out’ in our civilization, or is it the ‘dark side’ of an Aspect called Modernity?

In December 2008, Siemens paid \$1.6 billion in fines to the governments of Germany and the United States relating to an overzealous and systemic program of foreign bribes. Siemens executives intimidated and dismissed the whistleblower who initially reported their fraud relating to a contract with the Norwegian Department of Defense. This is not unusual, I have worked on many such cases in my legal career.

- ✓ “When the Western advisory firms came into Angola almost two decades ago, they were viewed by the global financial community as a force for good: bringing professionalism and higher standards to a former Portuguese colony ravaged by years of civil war. But ultimately they took the money and did what their clients asked, said Ricardo Soares de Oliveira, an international politics professor at Oxford who studies Angola. ‘They are there as all-purpose providers of whatever these elites are trying to do,’ he said. ‘They have no moral status – they are what you make of them.’” – Michael Forsythe, Kyra Gurney, Scilla Alecci and Ben Hallman, “How U.S. Firms Helped Africa’s Richest Woman Exploit Her Country’s Wealth,” New York Times, January 19, 2020.

Imagine the multitude and magnitude of the *cultural* damage caused by such epic corruption, let your mind follow the implications; look at the headlines from Nigeria and other places of endemic corruption and desperate poverty. They feed on each other in a vicious cycle.

- ✓ Corruption is not limited to business and corporations, of course, it exists in any organization that commands significant economic power. The corruption of the Church has been mentioned previously in GGDM (e.g., see *The Black Death*, 1 Disruption, pp. 252-253) and has been an issue in organized labor, both in the old guilds and in the modern unions (e.g., see Noam Scheiber and Neal E. Boudette, “Behind a U.A.W. Crisis: Lavish Meals and Luxury Villas,” *New York Times*, December 27, 2019). So if you think corporate corruption is a problem, the problem gains magnitude here.²
- Hold My Wallet: As mentioned in one article I read in 2019, *quid pro quo* is almost never explicitly stated. Not like in the movies; e.g., the ‘defense contract’ scene from *Elysium* (2013), it is usually instead suggested or implied, e.g., the ‘bribery’ scenes such as the ‘hold my wallet scene’ in *Spies Like Us* (1985) or the pimp in *Dirty Harry* *Magnum Force* (1973). Except that those are movies. My experience in *quid pro quo* sexual harassment litigation confirms the probable truth of it and Aaron Blake of the *Washington Post* thought the same:
 - ✓ “It’s difficult to see how Zelensky could interpret that set of circumstances as something other than a strong suggestion and even a veiled threat. It’s equivalent to your boss repeatedly suggesting you do something – while noting what your compensation is – without explicitly making a demand. What are you going to do: believe it to just be a gentle suggestion? No, you’re going to think there could be some relation between your pocketbook/job status and your future actions.” – Aaron Blake, “7 takeaways from the rough transcript of Trump’s call with Ukraine’s president,” *Washington Post*, September 25, 2019.

This thought is applicable throughout GGDM as a simulation of civilizations, but most especially in relation to Entropy, Government Titles, and Diplomacy, lodging Special Operations missions and executing certain ops, and, of course, Corporations.

- Tolkein Revolution: Where J.R.R. Tolkien revolutionized fantasy was that Sauron is unlike any other evil character: There is no evidence that he derived or desired any earthly delights or treasures or lived a luxurious lifestyle at the expense of others (unlike the notorious leaders of certain countries, the military-industrial complex, or the common view of feudal lords or executives of corporations). Sauron was just pure supernatural evil, deception, and corruption and power for its own sake (and not for the joy of it either). There is all the difference in the world.
 - ✓ A continuation of this can be seen in certain long-lived or nearly immortal ‘evil’ characters in *Dr. Who* as they single-mindedly pursue devious and power-hungry schemes not apparently designed for gain in worldly wealth and pleasure, but for power or mischief for its own sake (e.g., Davros, The Master). This is distinguishable from the servants, mercenaries, bounty hunters, and co-conspirators who are doing so for material and worldly gain regardless of the moral consequences; they can be manipulated by the one who is the agent of chaos, evil, darkness, spite, revenge, etc. consistent with most world religions and philosophies that put the non-material (i.e. essence) above material gain, even if for evil purpose. I want you to meet Mr. Vader, our new CEO, he specializes in anger and not management.

“Ready Player One is set in a dystopian future. But it seems to have no idea how dystopian it really is. ... It’s one of the more frightening things I’ve ever seen in a movie, largely because it’s only a few notches past the world we inhabit now. It’s like a scene from Black Mirror: a world of people so distracted by their shiny technology that they have entirely neglected the stuff of human life. They’d rather just escape into another world, created by a couple of programmers. To me, that seems transparently dystopian – not that the world is bad, but that nobody cares anymore about fixing it. ...

I sounds overly pedantic to say this, and it probably is, but I couldn’t stop thinking about what was going on in the world outside the OASIS. Were people starving? Or fearing for their lives? Can everyone afford to have headsets, or does this neglected world include people who have to live in the dystopic ruins without escape? What kind of unrest has driven them into this dystopic state? And why doesn’t anyone think it can be fixed? Isn’t it horrifying that they’ve just left it all behind altogether? ...

But Ready Player One presents itself as a story about a gang of brave, scrappy heroes who are motivated to save the world – but only the virtual world, the one that keeps them from engaging with what’s really going on in the physical world. And the movie applauds this. It very obviously wants us to cheer for our heroes as they try to save the OASIS from destruction.

I sat watching this all unfold, disturbed by the implication here: that we out in the audience are supposed to be on the side of escape. In fact, we are on its side, engaging in a movie that functions as an escapist fantasy itself. It’s a little hard not to feel like the emperor isn’t wearing any clothes. By the end of the film, the only concession to this weird dissonance comes in a sort-of statement that it’s probably good to take off the headset and actually interact with the real world now and then. Not to think about how the in-world injustices might map onto real-world injustices, or to fix problems.”

– Alissa Wilkerson, “Ready Player One is a fun romp that’s even more dystopian than it realizes,” Vox.com, March 29, 2018 (emphasis in original) ³

Resident Evil: Corporations have always been one of the favorite villains of science-fiction literature, representing the emotionless, exploitive, inhuman, dehumanizing face of technology, business organizations, and socially-irresponsible wealth.

In our world, Exxon corporation’s fleet of tankers worldwide constitutes more vessels than the navy of Great Britain and a Congressional investigation in the mid-1970s learned that Exxon, Lockheed, and hundreds of other multi-national corporations had paid billions of dollars to leaders, officials, political parties, and as bribes to dozens of European and “third-world” countries. Multinational corporations employ mercenaries, and have their own ‘foreign policies,’ and have attempted the overthrow of the government of Iran in 1953, Guatemala in 1954, and Chile in 1970, to be replaced with more cooperative governments. In some countries, the operating budget of a large, multi-national corporation for that country will exceed the national budget of the country where they are operating. Multi-national corporations, through their influence and wealth, effectively control some smaller nations today. They controlled about half of the world’s economy at the end of the Cold War.⁴

➤ **Interstellar Corporations:** Now, let’s throw the pie into the sky. In an interstellar setting, corporations become even more powerful in a civilization of ‘island-worlds’ held together only by starships. Science-fiction literature has imagined whole worlds being owned by, enslaved by, or dominated by corporations (similar to early 20th Century ‘company towns’). In most

interstellar settings, there are really only three possible owners of starships: Starships are owned either by a government (usually the military), by a corporation (or similar large group), or least likely, by private extremely wealthy individuals and/or the crews of the ships. As long as starships are mind-bogglingly expensive, indispensable to interstellar civilizations, and massively powerful, ownership will be limited to corporations, governments, and the wealthy. Think in our own world who owns the large seagoing ships (and aircraft)? If you had to get to Shambala at the end of the world, how would you get there? While it might be a great adventurous journey to walk there on a planet, you can't walk to anywhere in space. You need a ship and guess who owns the ships?

Some have thought that corporations might eventually, on our own world, or in an interstellar setting, replace governments, or alternatively, become so massively powerful, with their own private armies, police (e.g., *Rollerball* (1975), *Robocop* (1987), *Metropolis* (1927), in the United States currently, many universities and hospitals have their own state-licensed police forces – not security guards – uniformed, armed police), warfleets, and significant populations, that they become independent of the nations, spanning entire regions, crossing borders, forming sort of a 'second government,' 'shadow government' or 'world government.' The greatest dystopian fear of corporations is that they will be able to (or currently do) exercise control over governments through their ruinous, overbearing economic power, for the purely selfish motives of the wealth of their shareholders (the biggest of whom are the directors of the corporation and several other corporations), without accountability. In science-fiction settings, these have been called "mega-corporations," with the power to doom entire planets.

Yet at the same time, whatever their selfish motives, corporations provide an economic network to a civilization for development and allocation of resources, that is unparalleled and indispensable. And when humanity finally moves into space, it will be corporations driving the ship toward new resources and new worlds to exploit, with government trying hard to catch up and gain control of the frontiers. Out there, for at least the first couple of centuries, it will be a 'wild-west' of corporations, until they run into something they can't handle.

- CHOAM: CHOAM in the *Dune* (1965) universe is the most comprehensive example of corporate economic tyranny; an interstellar trade conglomerate corporation owned by the Estates, operated for their benefit, granted a monopoly on all trade and a near monopoly on all starships (other than those owned by the Emperor or Great Houses), and supported by and deeply interwoven with the religion and legitimacy of their society.

- ✓ Dynastic progress and the increasing authoritarian power of the Emperor (originally a minor shareholder) is measured by increase in ownership of CHOAM.

It is the ultimate example of a corporation that is effectively part of, and inseparable from the government, and upon which the economic health of its civilization depends entirely. Grant of a management contract by CHOAM amounted to a quasi-fiefdom with contractual authority to appoint planetary governors over millions of people, backed by the power of the Imperium and a Great House's private army. If there were ever a contract dispute, how would it be resolved? There is no court to hear the dispute other than the Imperial Court of the Emperor, where the issue would be resolved by power intrigues, bribes, ritual assassination and force, or feudal war. It is possible to view Corporations in GGDM in this manner, as they are proxies for certain specific Power Activations that represent the entire civilization.

“Inside JPMorgan, they called it the ‘Sons and Daughters’ program. Authorities now describe it as ‘corruption, plain and simple.’.. The practice of giving the children of China’s ruling class plum jobs and internships was so common at JPMorgan that the bank even had a formal program known as ‘Sons and Daughters.’ The program included spreadsheets that tracked how often the hires turned into business deals.”

– Matt Egan, “JPMorgan fined for hiring kids of China’s elite to win business,” CNN Money, November 17, 2016

Corporation Games: Corporations, in the game and in the real world, are artificial legal entities which operate under a charter from the state, which is called the Articles of Incorporation. The essence of the corporation in GGDM is to save Power Activations, Acts and Scenes by *automatically* performing regular, repetitive, Power Activation-related *location-specific functions* at sovereign colonies that provide output of goods and services for the civilization. Thus Corporations legally relieve some *scarcity of means* in GGDM’s Power Activations, Acts and Scenes.

- ✓ See Shoestring Production, 3 The Sidereal Stage, p. 122, Gone With the Wind, 1 Government Titles, p. 582, and Player Piano, 2 Eras, p. 770, *supra*.

Corporations can still fail to perform each Regular Turn due to *inactive Constructural Elements*, p. 1248, *ut infra*, because Corporations are made of people who may be incompetent, or just not in agreement with the current view of things. Corporations can suffer and be part of the breakdown of social cohesion, they can also be the target of creative Concierge Interventions!

Corporations in GGDM are thus a subset of sovereignty or sub-sovereign entities. In this, they may be vaguely similar to famous real-world ‘corporations’ such as the BBC (which has a Royal Charter that is renewed periodically), the U.S. Postal Service,⁵ FINRA (which refuses to be transparent)⁶ or Fannie Mae/Freddie Mac. Inherent in a GGDM Corporation *and MegaCorporation* is the ability to activate a Power at a specific location without use of Acts and Scenes or using one of the position’s precious Power Activations. Any Power could be activated by Corporation as long as 1) it is location specific (and generally repetitive), and 2) it can somehow be creatively justified by the participants within the logic of the game.

- ✓ It is no light matter that Corporations as presented in GGDM and in much of space-opera fiction have a *captive market* in their species or areas controlled by their sovereign, and they have a vested business interest *and existential interest*, in protecting and expanding that captive market. See discussion of Stephen R. Donaldson’s United Mining Corporation, 1 Government Titles, EN 3, p. 585, *supra*. This is less true of MegaCorporations, which the Concierge may sometimes determine will act on their own divergent interests.
- ✓ Corporations in GGDM should never be allowed to generate additional Power Activations for their position (a Corporation is not a genie granting wishes); their functions already ‘alleviate’ some pressure on Power Activations by regularizing routine local activities (localization is the eigenstate of GGDM Corporations to Government, like Institutes are to Colleges). There may be some possible instances where Corporations could, to a limited extent, produce Acts and Scenes (but they are already providing substitute activations at the cost of no Acts or Scenes). A Corporation in GGDM can never act as or substitute for a Government Title (even if they control it).

- ✓ There are a fair number of Conflict Checks for Government Titles that relate to Corporations, MegaCorporations and Commerce Power activations; thus, in addition to the core function of Corporations in GGDM, there may be government legitimacy issues in play as well.

GGDM corporations do not represent a ‘nationalization’ of industry such as has happened in certain countries on both sides of the curtain in the 20th century; it is not *socialism*.

GGDM Corporations do not have shareholders (or if they do, it is irrelevant to the game unless it’s useful to the story), the sole owner of a Corporation in GGDM is the position that issued the Articles of Incorporation and at whose sovereign colony it operates. This is different from MegaCorporations, which will be addressed later. Corporations cannot be transferred.

- ✓ “Because means are scarce – with respect to the ends that they could possibly serve – they must therefore be *economized*. As a result of scarcity, the actor has to allocate scarce means to serve the most desired ends, and so certain ends will have to remain unsatisfied. From this it follows that the larger the supply of means is, the more ends can be satisfied. As means are scarce, human action implies that individual actors must rank their alternative ends. Human action is therefore indicative of judgment and valuation – or, as [Murry N.] Rothbard said, demonstrated preferences: the highest-ranking ends are those which the actor values most highly.” – Thorsten Polleit, “What Can the Law of Diminishing Marginal Utility Teach Us?” Mises Institute, February 11, 2011 (emphasis in original).
- We Built This City: A position may not activate an Articles of Incorporation (Special Writ) if it currently has active Corporations equal to or greater than the number of currently undisrupted Government Titles. MegaCorporations memberships do not count as Corporations for this purpose. Corporations that are active and operating do not automatically become suspended or lost due to a Government Title being disrupted, but a position may be unable to issue new or reactivate expired Articles of Incorporation (p. 1247, *ut infra*) due to disruption of the government. The rule linking Corporations to undisrupted Government Titles are applied only on the Regular Turn the Articles are issued or renewed, and thus are a timing issue.
 - ✓ For example, a position with four currently undisrupted Government Titles has five active Corporations.
 - The position will be unable to renew one of the Corporations when its Articles expire unless a new Title is added and no Titles become disrupted.
 - The position would be unable to issue new Articles of Incorporation (i.e. add a new Corporation) until two of the others expire and are not renewed, or until a new Title is added and one of the existing Corporations expires and is not renewed.
 - If one Government Title (of the four) became disrupted the five corporations would continue to operate until expiration, but two of them may not be able to be renewed when they expire.

Undisrupted Government Titles plus active Corporations allow a position to approximately double the size of the government or more with the latter half being location-specific activities. There is a price to pay in Power Activations to get there and to maintain the structure.

- ✓ A position can suffer a double whammy – like a chain car accident I witnessed one day – if failure to renew Articles or failure to timely act with regards to a Corporation causes Government Titles to suffer Conflict Checks and/or become disrupted.
 - Merriam-Webster online dictionary at *double whammy*: a combination of two usually adverse forces, circumstances, or effects.

- We Just Wanna Dance Here: The place at which the Corporation performs its location-specific function must be a Friendly, Naturalized, or Converted sovereign colony of the position that owns the Corporation. Conquered colonies cannot be the target location of a Corporation. The colony at which the Corporation performs its functions is called the Host Colony (similar to the Host Colony of a College, see Campus Life, 1 Colleges, p. 459, *supra*) and must have at least five population on each turn for each Corporation that operates there.

The difference between Hosting Colleges and Corporations is that a College cannot be hosted on a Converted Colony and a College requires a minimum of ten population for each College hosted there. Additionally, a colony hosting a College must have an active Epistemological Constructural Element for the College to operate. Thus, hosting a Corporation is easier than Hosting a College. Colleges and Corporations frequently mirror in GGDM.

A colony can host and/or operate any number of Corporations, Colleges, and MegaCorporations as long as it has sufficient population and *all requirements are met for each one*. A Corporation can have only *one* Host Colony; if the activity of a Corporation involves regular circular movement of a ship or ships between colonies, pick one to be the Host.

As the Host colony must preexist the corporation (must exist and qualify at the time the Writ is activated, it is not possible for a Corporation to found its own Host Colony. This is not to say that it is impossible for a Corporation to found new colonies however, but those colonies must be sovereign to the position, not Corporation owned. Otherwise, what happens to them if the Corporation is not renewed? They would become government colonies.⁷

“Economics is inextricably tied to moral behavior, though few economists will say that. It’s time someone did. In every financial transaction – whether you’re selling a car, paying employees, or repackaging commodity futures as financial derivatives – there are ethical calculations that influence economic activity beyond the price.... Sure, you can cheat a potential buyer and not mention that your 1996 Ford Mustang GT has a cracked engine block, in the same way that your boss can stiff you on overtime. If you get away with it you will succeed in making a short-term gain or see a bump in the next quarterly earnings report. But, if you eventually develop the reputation as someone who consistently defrauds the people you do business with, there is a good chance that the value of your net worth will be as negative as the moral values you embraced. But why is it that businesses that are ‘too big to fail’ don’t seem bound by the same moral economy as the rest of us?”

– Eric Michael Johnson, “Human Nature and the Moral Economy,” Scientific American (blogs), September 23, 2013 ^{8,9}

Articles of Incorporation: Corporations are created by a Special Writ called an Articles of Incorporation in conjunction with a Commerce Power activation for that purpose costing an Act and a Scene on the proposed Host Colony of the Corporation. Articles of Incorporation are a Special Writ used to create a Corporation (describing its operation and social milieu); other Special Writs previously introduced include Writs of Naturalization and Land Grant Writs.

- ✓ *Jobs for slobs.* Prior to actualizing the Fuzzy Group to activate the Special Writ, a check must be made at the proposed Host Colony to see whether the Commerce Power activation for the purpose of Articles of Incorporation is obeyed. If the Host Colony objects (i.e. fails), local resistance has caused the Power Activation to fail. If the Power Activation fails, the Fuzzy Group is not actualized, the Special Writ is not Activated. Another try can be made on the next Regular Turn. Enlightenment may be applied to a failed die roll if the target colony has an active Epistemological Constructural Element and Enlightenment was designated for the Power Activation.

Since Articles of Incorporation are a Writ, they are an official Interpretation, and serve as the Interpretation for the activation of the Commerce Power on the Regular Turn that the Articles are *first Issued*. Like all Writs, it must follow the correct form of the Writ, and must be approved by the Concierge; it must be consistent with the sociopolitical cultural milieu of the position on the Regular Turn it is activated. Articles of Incorporation have a few different requirements discussed below.

- **Who Counts the Money:** In the form of the Articles of Incorporation, the Power to which it relates must be the Commerce Power (see Form of the Writ, 2 Writs, p. 438, *supra*). The Directive section of the Articles of Incorporation must describe the Regular Turn operation of the Corporation in its entirety, and include the Power whose functions it automatically performs and the location.
- **Marconi plays the Mamba:** The Corporation will *operate automatically* as described at the location (host) colony each time a Regular Turn is processed for the position until either the Articles of Incorporation expire or operation becomes impossible (e.g., the Host colony is conquered, destroyed, removed, or reverts). A Corporation will continue attempting to operate until its Articles of Incorporation expire, even if operation becomes impossible.
 - ✓ Certain hostile actions may be taken by other positions to destroy or interrupt the operation of a Corporation for whatever reason they deem compelling. It would be extremely difficult to hide the fact that a colony is Hosting a Corporation. This harkens back to the discussion of Louis XIV’s aggressions under Colbertine mercantilism (see Before the Big Bopper, 2 Commerce, p. 1195, *supra*), though it is unlikely that destroying enemy Corporations in most cases will allow the attackers to ‘take over’ markets. For example, if the Saudi oil fields were collectively considered as a Corporation in GGDM (which seems appropriate), then the Iranian attack on the oil fields in 2019 – perhaps a Raid or a Black-op or both in GGDM terms – would be a Colbertine maneuver.¹⁰ The Colbertine market maneuver was also the essence of the Iraqi invasion of Kuwait, along with a threat to the Saudi oilfields that prompted world action.
- **Underneath the Bar:** The operation of a Corporation during the Regular Turn is not a Power Activation, thus does not take up one Power Activation and *does not require an accompanying Interpretation*. No News Event should announce the regular operation of a Corporation. Corporations thus provide a way to do things ‘under the radar’ in GGDM.

- Someone Stole the Stage: Articles of Incorporation *must* have an expiration time in Turn Cycles *after* the turn of activation or renewal, which is equal to or less than the current number of *undisrupted* Government Titles of the position. The expiration time is reset each time the Articles of Incorporation are renewed based on the *current condition* of the issuer.
 - ✓ Renewing Articles of Incorporation *does not require* an activation of the Commerce Power for the purpose of Issuing Articles of Incorporation, but does require an activation of either the Commerce Power or the Power to whose function it relates, on the same Regular Turn as a Fuzzy Group is actualized to activate the Special Writ.
 - ✓ Renewal of the Articles of Incorporation are considered to occur at the Host Colony (even if the Power activated is not at that colony or capable of being specifically activated at one colony), thus renewal can fail due to inactive Constructural Elements at the Host Colony. Such failures only apply to the attempt to activate the Special Writ (i.e. the Articles of Incorporation), and not to the accompanying Power Activation (whether or not it fails for the same reason), and if failed, the Fuzzy Group to be used is not Actualized (i.e. not removed from the Public Space).
 - ✓ Renewal of Articles of Incorporation (a Special Writ) *does not* serve as the Interpretation for any Power Activation on the Regular Turn the renewal occurs.
 - The distinction is that the initial creation of the Corporation by issuance of Articles of Incorporation (and activation of the Commerce Power for that purpose) is a general event of the civilization (activation of the Commerce Power for that purpose is not considered location specific), whereas, renewal of the Articles is considered location specific. Though probably not properly analogous, think of the media fanfare accompanying the BBC Royal Charter issued in 1927 (for which John Reith was knighted) as opposed to the lack of interest in the semi-generational Charter renewal.
 - ✓ These rules *only apply to* activation of Articles of Incorporation Special Writ to renew Corporations and do not apply to any other part of the game, e.g., they do not apply to Host Worlds of Colleges, or to activation of any other Writ.
 - Compare Articles of Incorporation to a Land Grant Writ. A Land Grant Writ creates Institutes which require a supply of Faculties each Regular Turn to operate, but can operate indefinitely as long as conditions are met.
- Note that because the expiration time is based on Turn Cycles, *it will continue to run even if the position fails to submit turn actions/process a Regular Turn during the cycle*. The entire game of GGDM is based on the assumption that positions will be active each Turn Cycle and/or Combat Rounds during the appropriate time periods (see The Law of Periods, 2 The Streams of Time, p. 84; Turn, Turn, Turn, 3 The Streams of Time, p. 90; Run Away!, 1 Combat, p. 944, and Capoeira, 3 Combat, p. 970, *supra*).
- ✓ A Corporation can be renewed before it expires, however, this may not be advantageous if 1) some Government Titles have become disrupted and/or 2) because the new expiration time begins the run the Regular Turn after renewal.
- Then We Just Lost the Beat: Renewal of Articles of Incorporation is not automatic or automatic. A position can chose to let a Corporation expire, sometimes renewal will *be physically or practically impossible*, and each renewal requires judgment by the Concierge that the

state of the civilization and circumstances still accords with the Writ. The Concierge can ‘re-tire’ a Corporation as no longer being consistent with the sociopolitical cultural milieu of the position or physically impossible. All renewals require actualization of a Fuzzy Group to re-activate the Articles of Incorporation (p. 1244, *ut supra*) or commitment of resources, which may not be possible at that moment, managing corporations requires foresight and planning.

- ✓ There is no mechanism except expiration for ‘getting rid’ of existing Corporations when they are no longer wanted or needed. These things take on a life of their own...
- ✓ There is no game mechanism for amending Writs because they are very specific to their time and place (i.e. milieu), unlike the broader College Charter (see Amended Charter, 1 Colleges, p. 462, *supra*), thus there is no means to amend Articles of Incorporation. To change Corporate operations, new Articles must be issued.

“This is the Bank of Karabraxos, the most secure bank in the galaxy. A fortress for the super-rich. If you can afford your own star system, this is where you keep it. No one sets foot on the planet without protocols. All movement is monitored, all air consumption regulated. DNA is authenticated at every stage. Intruders will be incinerated. Each vault, buried deep in the earth, is accessed by a drop-slot at the planet’s surface. It’s atomically sealed, an unbreakable lock. The atoms have all been scrambled. Your presence on this planet is unauthorised. A team will have been dispatched to terminate you. The Bank of Karabraxos is impregnable. The Bank of Karabraxos has never been breached. You will rob the Bank of Karabraxos.”

– Dr. Who, “Time Heist” (2014)

In the Bank: I was waiting for the Dr. Who writers to reveal that our solar system is suspended in ‘liquid’ inside an underground vault of the Bank (like Horton Hears a Who (1954) or Rarg (1988)) and that our entire apparent universe is the hi-tech ‘container’ in which our solar system is preserved, like a bacterial culture or precious gem, and thus, there is no escape.

Putting the Drama Back into Shipping: A Corporation is a ship launched, it will operate for the number of *Turn Cycles* – whenever Regular Turns are processed – specified as long as it can and is not prevented. It will operate as provided, it will consume or use the resources and ships and other physical items provided and they will not be returned until the time the Writ expires. Thus, in an emergency, the resources cannot be pulled back or diverted. It may become impossible for the Corporation to operate, e.g., the specific colony location where it operates is captured or destroyed or ships are lost, at which time, it may be suspended by the Concierge.

- **Good Gravy, Man!:** Active Corporations will operate automatically, in the order from oldest to newest, based on the Writ creation date (not the latest activation of the Writ), so that the order always remains the same. Planning and management are necessary, it is possible for Corporations to interfere with each other’s operation or to work at counter purposes.
- **Help This Woman or...:** The Corporation must essentially perform functions that could be performed by Power Activations. Corporations could theoretically be formed to perform any *location-specific task* in the game. The operation of the Corporation is treated as a Power Activation *and can fail normally due to inactive Constructural Elements* at the target colony, ship or both, and be rerolled if Enlightenment has been provided to the Corporation.

For example, loading population on Colony Transports at a location over several Regular Turns (only useful if CTs are present and ready), taxation of a specific planet every Regular Turn (the planet would however, need to be exempt from normal Taxation Power activations), or to automatically supply Log Ships at a specific location whenever they are present.

- ✓ Corporations cannot be created for anything that does not require a Power Activation, for example, colony defenses operate automatically and thus, cannot benefit from a Corporation. Corporations could, however, build Defense Bases every turn at a specific colony if resources are provided.
 - ✓ Some corporations could be created to do odd things that will require some imaginative mental acrobatics to visualize; e.g., a Corporation could be created to activate the Combat Power in a system each turn for the purpose of Combat Alert.
 - ✓ Corporations could be created to do certain functions better than the government, this is all part of balancing the Special Writ (i.e. the Articles of Incorporation) and there must be some costs.
 - ✓ Corporations can benefit from the Enlightenment in any situation requiring a die roll (e.g., loading populations); if the Corporation is to use Enlightenment each turn, it must be specified in the Writ. Corporations can either be granted or denied access to Enlightenment, it is not automatic, they do not automatically draw on the pool.
 - This is simply a game concession for management purposes, so that positions can manage their uses of Enlightenment.
 - ✓ Corporations should not be allowed that primarily consume Enlightenment to produce a good or service. This is a GGDM systemic boundary separating Corporations from Institutes. There is much twilight area for imaginative participants and, like all else, it should not be declared absolutely impossible. There is, or can be, an odd, sometimes peculiar relationship between Colleges and Corporations in GGDM.
- She's in Shock: Corporations may and probably will, require in many cases the assignment of ships or pre-commitment of resources.
- ✓ For example, Loading Populations to Colony Ships or Supplies to Log Ships are not 'free' just because they are being performed by a Corporation.

Resource Points (RPs) or units assigned to a Corporation belong to that Corporation until expiration; RPs assigned to a Corporation will be transferred from the Treasury to the Corporation and will not age while with the Corporation (but likely will be consumed, never to be seen again). Renewal of the Corporation may require resources or additional ships.

Corporations in most cases should avoid providing 'free RPs' but there is room here for balancing and judgment by the Concierge and participants. The primary purpose of the Corporation is to alleviate the pressure on Acts, Scenes and Power Activations. This is not to say that Corporations cannot be created whose main function is to generate RPs without taxation (e.g., casinos) but there will be other balancing costs and factors (i.e. renewals).

- ✓ Again, 'balancing' in GGDM does not mean no net gain or transformation of one thing to another without benefit. Balancing is not an equal sign in an equation. It means instead gain commensurate with the effort and resources expended. Imagination is key. See *Balancing the Pin*, p. 735, 2 Patents, *supra*.

- ✓ A Corporation may not automatically use Enlightenment in tasks where it could be used unless granted a number of Faculties per turn, which are ‘reserved’ during the duration and not available for use elsewhere. Corporations, even ‘educational corporations,’ should not be allowed to generate Faculties, even for their own use.
- What if I get a Nasty Papercut?: It’s a cost-benefit analysis. The cost of forming the Fuzzy Group to activate the Writ, plus the activation of the Commerce Power to enable the Corporation vs. the number of Acts, Scenes and Power Activations saved by operation of the Corporation. There are possible synergies between Corporations and the other parts of the position, for example, Institutes (see 3 Colleges, p. 487, *supra*) might function to produce Cultural Proficiencies at their specific planet location which could be used to support the corporation’s regular Writ activations (effectively, the Institute is training corporate employees, perhaps) to renew the Articles of Incorporation. Corporations could support other Corporations, theoretically, though the ‘devil is in the details.’ Plot and scheme carefully.
 - ✓ Powerful GGDM positions are built on synergies. There are myriad possible relationships between Colleges/Institutes, Writs, Corporations, MegaCorporations, Shared Meanings, Special Planets, Specialized Colonies, Special Operations, Reverse Engineering, etc. in addition to the basics of the game. Lots of moving parts.
 - Merriam-Webster online dictionary at *synergy*: **1**: synergism: broadly: combined action or operation, **2**: a mutually advantageous conjunction or compatibility of distinct business participants or elements (such as resources or efforts).
 - Rhetorical Question: What is the difference between a synergy and an emergence?

*“Buying bread from a man in Brussels
He was six-foot-four and full of muscles
I said, ‘do you speak-a my language?’
He just smiled and gave me a vegemite sandwich”*

– Men at Work, “Down Under” (1980)

Land Down Under: Participants can use their imagination – game rule technicalities aside – to find some creative story-enhancing uses for Corporations.

- ✓ For example, a people-mover corporation could be formed based on limited activation of the Taxation Power each Regular Turn to collect fares from passengers between colonies. The Corporation might be required to be hosted at a colony that has an Orbital Shipyard, and a small initial investment of a few RPs would be required to build the passenger ships – sort of a cross between a passenger jet and a cruise ship – to move business travelers between colonies. No Patent would be required for the passenger ships – they would be based on existing ship technology – and they would not appear physically in the game, abstractly they would be just part of the Corporation for as long as it exists. Revenues from fares might amount regularly to 1 or 2 RPs per turn (think of the long term), and of course, that may depend on the number of colonies, their political status, etc. The position would need to have at least three colonies to operate the StelLux Liner Corporation.

From this basis, there may be some interesting collateral story issues. For example, one might argue that the Corporation prevents or mitigates the effects of localized inbreeding, that is, affects the genetic pools of each colony. This is an issue if participants choose to make it one in the game (see Inbred Populations, 4 Taxation & Census, p. 330, *supra*). It might also mitigate the effects of local drift of each colony from the interstellar proto-culture, which the Concierge might take into account (see Human Drift-course, 3 Entropy, p. 246, and Spheres in Six Degrees, 3 Commerce, p. 1220, *supra*). Although it is not a ‘game unit’ exactly, Special Operations Missions (SOMs, whether friendly or not) and Counter Operations Missions (COMs) Lodged at the Host Colony may have to allow instant movement to any colony (see Shipping & Freight, 2 Special Operations, p. 1295, *infra*). And of course, criminal organizations, insurgencies, and rebel forces would use the passenger transport, providing opportunities for Interventions by the Concierge. The Corporation is not transporting colony-sized population, so it is not an issue of Loading, Unloading, or Landing population, and the total population factors at each colony would be unaffected by the Corporation. Nor is it transporting cargo, so there is no effect on the local colony’s GDP.

- ✓ Another example, a Corporation called The Church based on the Cohering activation of the Culture Power. Each Regular Turn, there is a chance that the Corporation will activate the Cohering Power at each eligible colony or ship (see 5 Culture, p. 421, *supra*). Upon reissuing the Articles of Incorporation (Articles cannot be amended as they are Writs, p. 1247, *ut supra*), the position adds a special ship that moves about to the most threatened colonies (that is, colonies with the most inactive Constructural Elements) and has a great effect in one place for that Regular Turn in regards to Cohering. Vaguely, this is how I might picture the Church of the Papal Mainframe in Dr. Who (who had their own military, ships and police forces) in GGDM terms.

Of course, there are collateral issues. It’s the game of *whac-a-mole*, just like the Stel-Lux Liner Corporation example solved or helped with certain kinds of problems but created entropic and Intervention Potentials in other areas, the Church certainly suggests extreme manipulation and conformity pressures from the top down. Think of any historical situation where the government controls the Church, or the Church is the government, or they are heavily intertwined, and the potential for adverse Interventions by the Concierge will become apparent: If the function of The Church Corporation in the position is Cohering, someone will be squashed, silenced, shunted aside in each instance of Cohering. Creativity may be stifled, orthodoxy and dogma in extremes, monetary corruption and wealth accumulation are classic problems of organized religion. A Reformation may be necessary (*infra*).

“The largest American corporations are linked together through interlocking directorates, social networks consisting of individuals who are members of several different boards. The directors of the board of General Motors, for example, sit on 29 other corporate boards. The members of those boards, in turn, sit on the boards of an additional 650 corporations. The total directorate of the leading corporations resembles a tightly spun web, making the influence of these organizations all the more concentrated....”

– Ian Robertson, [Society: A Brief Introduction](#) (1989)

Endnotes.

¹ Commentary: The root of the modern form of anti-corporate messaging probably begins in the de-Nazification of Germany and the (failed) attempt to break apart the Krupp family industrial conglomerate which was seen as instrumental in the rise of the Nazis and WWII. From there, it expanded into the criticisms of the larger ‘Military Industrial Complex’ in the 1950s and 1960s (a term which has now morphed to other areas, such as ‘Prison Industrial Complex’ describing the industries that make billions off of incarceration).

² Citation: “Social scientists who have studied the erosion of values and the growth of corruption inside companies have found, for example, that ‘people are more likely to accept the unethical behavior of others if the behavior develops gradually (along a slippery slope) rather than occurring abruptly,’ according to a 2009 article in the Journal of Experimental Social Psychology. This happens, in part, because most people have a built-in vision of themselves as moral and honest, and that self-image is resistant to change. Once certain behaviors become ‘normal,’ then people stop seeing them as wrong.” – Anne Applebaum, “History will Judge the Complicit,” The Atlantic, August 2020.

³ Commentary & Citation: Compare to Soylent Green (1973).

✓ See also discussion, Dreamspheres, 3 Commerce, p. 1222, *supra*.

⁴ Citation: Ian Robertson, Society: A Brief Introduction (1989), p. 327.

⁵ Citation: “The United States Postal Service (USPS; also known as the Post Office, U.S. Mail, or Postal Service) is an independent agency of the United States federal government responsible for providing postal service in the United States, including its insular areas and associated states. It is one of the few government agencies explicitly authorized by the United States Constitution. ... The USPS is legally obligated to serve all Americans, regardless of geography, at uniform price and quality. ... Since the early 1980s, many of the direct tax subsidies to the Post Office, with the exception of subsidies for costs associated with the disabled and overseas voters, have been reduced or eliminated in favor of indirect subsidies, in addition to the advantages associated with a government-enforced monopoly on the delivery of first-class mail. Since the 2006 all-time peak mail volume, after which Congress passed the Postal Accountability and Enhancement Act which mandated that \$5.5 billion per year be paid to fully prefund employee retirement health benefits, revenue dropped sharply due to recession-influenced declining mail volume, prompting the postal service to look to other sources of revenue while cutting costs to reduce its budget deficit.” – from Wikipedia article, “United States Postal Service,” January 18, 2019.

⁶ Commentary: A 1950s case I read in the Southern District of New Jersey provided an enlightening history for the creation of FINRA’s predecessor, the NASD. The Court was examining whether the NASD was a quasi-governmental agency; an issue important to the case resolution. The Court noted that Congress had pressured the financial industry to provide a means to self-regulate (that is, you either regulate yourselves or we will regulate you) and to alleviate the burden of financial industry cases that were overwhelming the court systems nationwide. The NASD with its own financial services arbitration program (i.e. stock broker/advisors cases) was created to fill the purpose. The NASD/FINRA is overseen by the SEC at arms-length and their arbitration decisions are reviewable by the judiciary and can be reversed under very limited circumstances. But make no mistake, FINRA is a private corporation.

⁷ Citation & Commentary: “Following the English Restoration in 1660, matters of colonial administration drew the king’s attention. Massachusetts in particular was reluctant to agree that the king had any sort of authority to control its governance. This led to crises in the 1660s and late 1670s in which steps were first planned, and then executed in England to vacate the colonial charter. The Lords of Trade had decided for a variety of reasons to consolidate the New England colonies; they issued *quo warranto* writs in 1681 for the charters of several North American colonies, including Massachusetts. The Massachusetts writ was never served for technical reasons, and the charter was not formally vacated until the chancery court issued a *scire facias* writ formally annulling the charter on June 18, 1684. The proceedings were arranged so that the time had expired for the colonial authorities to defend the charter, before they even learned of the event. [Hmmm... how convenient]

From 1686, the colony’s territory was administratively unified by James II of England with the other New England colonies in the Dominion of New England. The dominion was governed by Sir Edmund Andros without any local representation beyond hand-picked councillors, and was extremely unpopular in New England. Massachusetts authorities conspired to have Andros arrested in April 1689 after the 1688 Glorious Revolution in England, and they reestablished government under the forms of the vacated charter. However, dissenters from the Puritan rule argued that the government lacked a proper constitutional foundation, and some of its actions were resisted on that basis. The years from 1689 to 1692 were also difficult ones, since the colony was at the forefront of King William’s War,

and its frontier communities were ravaged by attacks organized in New France and conducted by French and Indian raiding parties.

King William III issued a charter in 1691, despite efforts by Massachusetts agents to revive the old colonial charter. It was chiefly negotiated by Increase Mather in his role as the colony's ambassador-extraordinary, unifying Massachusetts Bay with Plymouth Colony, Martha's Vineyard, Nantucket, and territories that roughly encompass present-day Maine, New Brunswick, and Nova Scotia to form the Province of Massachusetts Bay. This new charter additionally extended voting rights to non-Puritans, an outcome that Mather had tried to avoid." – from Wikipedia article, "Massachusetts Bay Colony."

- ✓ "The structure of the colonial government changed over the lifetime of the charter. The Puritans established a theocratic government limited to church members. Winthrop, Dudley, the Rev. John Cotton, and other leaders sought to prevent dissenting religious views, and many were banished because of differing religious beliefs, including Roger Williams of Salem and Anne Hutchinson of Boston, as well as unrepentant Quakers and Anabaptists. By the mid-1640s, Massachusetts Bay Colony had grown to more than 20,000 inhabitants." *Id.*

- Roger Williams founded the Rhode Island colony. Nathaniel Hawthorne was born in Salem in 1804; his ancestors were involved in the Salem Witch Trials, and young Hawthorne added a 'w' to his name to disassociate himself from his ancestors. Increase Mather was involved tangentially in the Salem Witch Trials, his son Cotton Mather was very much involved but neither were judges at the trials.

⁸ Citation: See also *homo reciprocans*, Big Endian, Little Endian 6 Diplomacy, p. 1174, *supra*. The entire article is available online at: <https://blogs.scientificamerican.com/primate-diaries/human-nature-and-the-moral-economy/>.

⁹ Citation & Commentary: "Go ahead and hate your neighbor, Go ahead and cheat a friend. Do it in the name of heaven, You can justify it in the end. There won't be any trumpets blowing, Come the judgment day, On the bloody morning after, One tin soldier rides away." – The Original Caste, "One Tin Soldier" (aka, the Legend of Billy Jack).

¹⁰ Citation: "Secretary of State Mike Pompeo on Wednesday acknowledged that the current crisis with Iran is a 'direct result' of actions taken by President Donald Trump.

Since Trump withdrew the US from the 2015 nuclear deal with Iran, his administration has engaged in a 'maximum pressure' campaign against Tehran in an effort to cripple the Iranian economy with harsh sanctions. The end goal of this is to squeeze Iran into coming back to the negotiation table to agree to a more stringent version of the nuclear deal that prevents Iran from building nuclear weapons.

But so far, Trump's hardline strategy has not been successful and there's little evidence this is changing. Pompeo defended this approach to reporters traveling with him to Saudi Arabia, stating, 'There is this theme that some suggest that the president's strategy that we allowed isn't working. I would argue just the converse of that. I would argue that what you are seeing here is a direct result of us reversing the enormous failure of the JCPOA.' He was referring to the formal name of the 2015 nuclear deal, the Joint Comprehensive Plan of Action. ...

There is a direct line you can draw from Trump's violation of the Iran deal and the risk of conflict today. Since Trump withdrew from the 2015 nuclear deal, relations with Iran have rapidly spiraled downward. The situation has become so contentious in recent months that it's raised fears of a new conflict in the Middle East.

As the Trump administration has ramped up the economic pressure on Iran, the Iranians have responded with aggressive behavior in an effort to cause problems for the US and its partners.

If Iran is indeed responsible for the Saudi oil field attacks, experts and former US officials say Trump's decision to withdraw from the JCPOA opened the door for the attack as well as the broader tensions surrounding it.

As Barbara Slavin, director of the Future of Iran Initiative at the Atlantic Council, put it in an op-ed on Wednesday: 'This is what happens when you unilaterally pull out of a nuclear deal and then try to smother another country.'

'The results of this 'maximum pressure' campaign are now clear: growing instability in the Persian Gulf, including an unprecedented attack on Saudi oil installations that caused a bigger disruption of world oil markets than the Iranian Revolution, and an incremental but steady resumption by Iran of nuclear activities proscribed by the JCPOA,' Slavin added.

Trump's choice to pull the US from the JCPOA was condemned by nuclear experts and US allies who were also signatories to the deal." – John Haltiwanger, "Pompeo inadvertently admitted the Iran crisis is a 'direct result' of Trump's actions," Business Insider, September 19, 2019.