Original article

PERSPECTIVES OF PROJECT MANAGEMENT SUSTAINABILITY IN THE SOCIETY 5.0 CONTEXT: MOVING FORWARD TOWARDS HUMAN-CENTRICITY

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Abstract: The article is conceptualized to shed more light on the existing theoretical fund by extending and deepening the understanding of perspectives of sustainable project management on the horizon towards Society 5.0. The purpose of the study is to enlighten the powerful contributor in shaping a phenomenon grounded on a human-centric society that empowers the long-term prosperity and well-being of all involved parties in a collective intelligence ecosystem. The paper opted for a research method that is based on secondary data collection using a systematic literature review approach. Referring to the existing theoretical fund, current trends in the macro environment on one hand, and the vision of Society 5.0 on the other, the research results signify transformation-related perspectives in the project management landscape towards a sustainable framework that fits the Society 5.0 context. The conclusion depicts limitations and contributions to both, theory, and practice.

Keywords: Collective intelligence ecosystem; Human-centricity; Innovation; Project management; Society 5.0; Sustainability.

"Be the change you wish to see in the world"
Mahatma Gandhi

1. INTRODUCTION

The sustainability concept has been recognized as a hot subject among academics and practitioners in all areas of business nowadays, taking into account that sustainability represents a significant issue further implying a need for fundamental change in managing projects, organisations, businesses and societies worldwide (Grebić & Obradović, 2021; Jovanović-Milenković & Rikanović, 2021; Кабанов & Гусева, 2021; Lončar et al., 2021; Obradović et al., 2021; Sidek et al., 2021; Tharp, 2012; Toljaga-Nikolić et al., 2021; Toljaga-Nikolić et al., 2020; Tornjanski et al., 2021a; Сапроненко & Халимон, 2021; Воскресенская et al., 2021). The fundamental change is implicitly supported by various authors. For example, Morioka et al. (2016) have found that economic results at an organizational level do not necessarily ensure sustainable value creation. According to the authors, sustainable development is grounded in the collective axiological objectives with an ambidexter perspective that implies orientation on both, short-term results and long-term effects, while creating sustainable value implies satisfying the needs of stakeholders beyond „classical" customers, by shifting focus from „customer centricity" to „internal and external stakeholders centricity" (Morioka et al., 2016). The brightness of this thought represents a breath of a concept of open innovations which jointly with the lightness of an ambidextrous organization underlies a sustainable development by incorporating a holistic (digital) business ecosystem in the process of creating value for all involved

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parties (Chesbrough, 2003; Fasnacht, 2021; Fasnacht, 2009; Tornjanski et al., 2020c; Tornjanski et al., 2021c; Tornjanski et al., 2021a; Tornjanski et al., 2016; Tornjanski et al., 2015; Tornjanski et al., 2014).

Society 5.0 represents the fruitful concept, bright vision and growth strategy of a sustainable future with the eye of a „super-smart society" designed for the world. Society 5.0 is conceptualized in Japan by Keidanren – Japan Business Federation. The Government of Japan adopted the concept in 2016., and widely promoted it outside the boundaries of the country. The super-smart society aims to boost and empower a sustainable society by integrating innovations developed in Industry 4.0 into humans' everyday life, organizations, businesses and nations. The purpose of the super-smart society is to create purposeful, smart, comfortable and sustainable lives for the long-term prosperity and well-being of all (Ferreira & Serpa, 2018; Fukuyama, 2018; Japan Government, 2020; Keidanren, 2016; Tornjanski et al., 2020c; Tornjanski et al., 2020a; European Commission, 2021; Tornjanski et al., 2021c; Tornjanski et al., 2021a; Tornjanski & Čudanov, 2021b). To effectively transform businesses, economies and societies towards the vision of a super-smart society, project management sustainability viewed in the context of Society 5.0 should be taken into account as a powerful contributor capable of efficiently supporting and effectively achieving the desired outcome. Hence, the paper aims at shedding more light on the perspectives of project management sustainability outlined in the Society 5.0 context or the collective intelligence ecosystem. The paper's purpose is to move forward project management landscape towards a human-centric paradigm shaped by Society 5.0.

2. LITERATURE REVIEW

2.1 Project management foundations

Project management discipline sprang up in the 1950s as a result of the entire work of Kurt Lewin who developed the planned change management model. The project management discipline was born in a period that was characterised by a stable business environment, implying initial development primarily conceptualized on project execution and control of processes while ignoring the role of leaders skilled in effective communication, ready to deal with the resistance to change, and with the knowledge to recognize and integrate stakeholders in the project management journey. The area of project management has evolved, reaching the next wave of development in the 1980s with the development of organizational theory, leadership and human resource management, followed by changes in the area of risk management, stakeholder management, project evaluation and soft skills as part of the wave of the change in the 2000s (Adizes, 2004; Drouin et al., 2013; Mirčetić & Čudanov, 2021; Mirčetić, 2020; Mirčetić, 2018; Nassar, 2018; Packendorff, 1995; Tornjanski et al., 2021a; Tornjanski, 2019; Čudanov et al., 2019).

Early thoughts in the project management discipline understand a project as "a given, playable and unique task, limited in time, complex in implementation and subject to evaluation" (Nassar, 2018, p.1; Packendorff, 1995, p.320; Tornjanski et al., 2021a, p. 176). The traditional fundamentals of project management recognize project management as an invested effort into planning and organising heterogeneous tangible and intangible elements to achieve a particular goal. The project is distinguished from the regular doing of business by key features that constitute a venture. Key characteristics of a project are uniqueness, unrepetition, specific aim, scope and limited period (Cacciatori et al., 2012; Gann & Salter, 1998; PMI, 2000; Turner & Müller, 2003; Todorović et al., 2015; Tornjanski et al., 2021c; Tornjanski et al., 2020b; Tornjanski et al., 2019). Looking from the eye of methodology, project management is grounded on 5 (five) basic processes, i.e. initiation, planning, execution, monitoring & control, and closing (PMI, 2000; Tornjanski et al., 2021a; Tornjanski et al., 2020b). In contrast to the PMI standard which is process-based oriented, the IPMA developed the first global standard, i.e. ICB4 competencies, referring to project, programme and portfolio management. ICB 4.0 competencies baseline introduces novelty in methodology founded on human-centricity and may be clustered into 3 (three) major domains, i.e. people, perspective, and practice (Tornjanski et al., 2021a; Vukomanović et al., 2016).

2.2 Emerging trends and implications to project management

The art of history depicted that a significant rearrangement of society occurs every couple of hundred years, resulting in wide changes that reflect on understanding of the world, key institutions, structures, social aspects, values and culture. The previous century has established a well-recognized future shaped by a sharp transformation in societies and organizations worldwide. *"Our age is such a period of transformation. Only this time the transformation is not confined to Western society and Western history. Indeed, one of the fundamental changes is that there is no longer a "Western" history or a "Western" civilisation. There is only world history and world civilisation"* (Drucker, 1992, p. 95; Tornjanski & Čudanov, 2021b, p. 414).

Global macro-environment trends imposed by the 21st century had coloured contemporary society with a vast variety of changes that will make significant implications for the project management area in years to come. According to Jugdev et al. (2009), key implications to project, programme and portfolio management as a result of global macro-environment analysis viewed using the DEPEST tool imply:

- continuous complexity growth;
- intensified demand for multicultural and multilingual knowledge and skills;
- distributed project teams with virtual teamwork growth;
- growth in demand for specialized project managers in the area of:
    - security;
    - military technology;
    - high technology;
    - information technology.
- harder addressing procurement and logistics requirements;
- growth of projects related to agricultural development;
- growth of projects related to freshwater suppliers;
- growth of projects related to alternative energy development projects (e.g. solar and wind);
- growth of social-related projects;
- introduction of project management field in undergraduate and even in grade school using progressive learning platforms;
- change in collaboration, effective communication, and project productivity;
- growth in hiring well-qualified project managers and educated individuals out of the country's boundaries;
- tight integration of technology and projects;
- highly collaborative technology demand growth for new knowledge workers;
- analytics tools adoption for data management and prediction;
- continuous development of interactive, user-friendly, and engaging software packages and techniques for project management.

A wave of the uncertain and dynamic business environment fashioned by globalization, disruptive innovations, external forces and internal needs, have resulted in an increased number of projects, project complexity and shortened time to market at the same time. Despite various expectations, existing theoretical fund indicates a low success rate of both, organizational change and projects (Beer & Nohria, 2000; Druckman & Bjork, 1991; Smith, 2002; Tornjanski et al., 2021a; Tornjanski et al., 2020b). To maximize value creation, the potential for increased success rate and overall organizational performance, recent research suggests the integration of change management and project management disciplines. According to research results unfolded by Tornjanski et al. (2020b), the integration of organizational change management and project management values and dimensions is in upward correlation with the overall greater success outcome. Research results are eligible with Hornstein's (2015) findings, signifying the integration of the disciplines as not a desirable option, but rather an all-important necessity.

On the other hand, Al-Wazzan (2019) have analyzed the project management research field in the context of Industry 4.0. The research results unfold that traditional project management styles have become outdated in an era characterized by high uncertainty, volatility, the exponential growth of changes,

and rapid technological development, implying a shift towards a paradigm that smoothly fits into the world of Industry 4.0. More precisely, the authors suggest that project management styles should be empowered by the intelligence founded on (Al-Wazzan, 2019; Tornjanski et al., 2021a):

- adaptive organizational culture;
- adaptive project managers;
- talented workforce;
- an agile approach to managing projects and automated decision-making models capable of easily solving complex problems in real-time.

Looking at the project management role that satisfies the needs of Industry 4.0, it has been noted that the role should be extended for the competencies that encompass soft and hard skills development to overcome challenges imposed by Industry 4.0. Key extended competencies imply the role of project management as follows (Al-Wazzan, 2019; Tornjanski et al., 2021a):

- big thinker;
- innovator;
- communicator;
- strategic advisor;
- versatile manager; and
- project manager capable of simultaneously exploring and experimenting successfully.

From a technological perspective, the expected project management area improvements imply the adoption of the emerging technologies developed in Industry 4.0 with the primary focus on (Al-Wazzan, 2019; Tornjanski et al. 2021a).:

- predictive analytics;
- resource management;
- project management tasks delivery;
- risk estimation;
- effective collaboration;
- performance monitoring;
- efficient and effective sharing of information;
- documents and updates to project team members;
- prediction of behaviour and outcome in real-time;
- simplifying complex data-driven projects and alignment of operational efficiency with strategic objectives.

The field of managing projects before the pandemic crisis was undergoing a gradual shift from a traditional approach to an approach that embraced digitalization (Wu, 2022; Tornjanski et al., 2021a). The global pandemic, however, accelerated the project management transformation signifying changes that should not be neglected in the development and adoption of digital project management. Taking into account the early stage of digital project management development, Wu (2022) suggests that organizations and individuals should well understand the concept, its benefit and challenges before entire implementation into practice (Tornjanski et al. 2021a; Wu, 2022).

2.3 Society 5.0 (context) – towards sustainability and human-centric future

The world and humanity are facing numerous widespread challenges that cannot be addressed and resolved by any government, institution, organization or group of individuals acting as an independent entity or in a vacuum. Despite the breadth, depth and underlying common challenges the world is faced with nowadays, Fukuyama (2018) has selected key challenges of Japan's society, signifying a declining rate of birth, increasing costs of social security, and a shrinking labour force (Fukuyama, 2018; Tornjanski, 2020a; Tornjanski et al., 2021a). Moreover, Fukuyama (2018) has recognized that these basic challenges of Japan's society may also be of significant concern to many other countries in the years to come. As an effective and holistic response to all global challenges, Society 5.0 is developed as a concept for the future of the world (Fukuyama, 2018; Grunwitz, 2019; Tornjanski et al., 2021a; Tornjanski et al., 2020c; Tornjanski et al., 2020a).

According to Keidanren - Japan Business Federation (2016), Society 5.0 is defined as: "*A human-centred society that balances economic advancement with the resolution of social problems by a system that highly integrates cyberspace and physical space*" (Keidanren, 2016; Tornjanski et al., 2020c; Tornjanski & Čudanov, 2021b, p. 415). In other words, the

purpose of Society 5.0 is to move forward society towards human-centricity by synergizing the effects of integrated collaboration between smart systems and humans. To achieve a human-centric society, Society 5.0 aims to maximise the leverage of ICT to incorporate knowledge on one hand, and to ensure sustainable value creation by integrating „real and space“ and „people and things“, businesses and societies in a cross-industry fashion on the other, to efficiently support and effectively secure a better quality of work-heath-personal life and the balance, sustainable and healthy economic growth, well-being and prosperities to businesses and societies (European Commission, 2021; Ferreira & Serpa, 2018; Fukuyama, 2018; Japan Government, 2020; Sidek et al., 2021; Tornjanski & Čudanov, 2021b; Tornjanski et al., 2021a; Tornjanski et al., 2020a; Tornjanski et al., 2020c; Tornjanski & Milosavljević, 2016).

A sustainable future viewed in the context of Society 5.0 can be defined as: *"an innovative approach that encompasses and encourages simultaneous development and growth of both, economies and societies by introducing a concept of deep integration of humans' and smart machines' cognitive and emotional intelligence and open innovation, thus by empowering collective intelligence for the long-term well-being and prosperity of different stakeholder groups in the ecosystem"* (Tornjanski et al., 2020c; p. 134; Tornjanski & Čudanov, 2021b, p. 415). The model consists of three main components (Tornjanski et al., 2021a; Tornjanski & Čudanov, 2021b; Tornjanski et al., 2020c):

- Humans' cognitive and emotional intelligence;
- Artificial cognitive and emotional intelligence;
- Open innovation.

A sustainable future in this model represents an innovative approach by strengthening the collective (hybrid) intelligence ecosystem through an integrated approach. The transformative journey towards a noble, human-centric and sustainable future requires multidisciplinary knowledge, skills, and powerful contributors to achieve the desired outcome.

3 RESEARCH METHOD

Taking into account that the existing theoretical fund has no evidence of other authors on perspectives of project management sustainability viewed in the Society 5.0 context, the paper opted for a literature review as a research method. In other words, the purpose of the research and its maturity level have determined the research method that is founded on secondary data collection.

The research method based on secondary data collection consists of a five-stage systematic literature review process followed by Senyo et al. (2019), and Tornjanski et al. (2021) as shown in Figure 1.

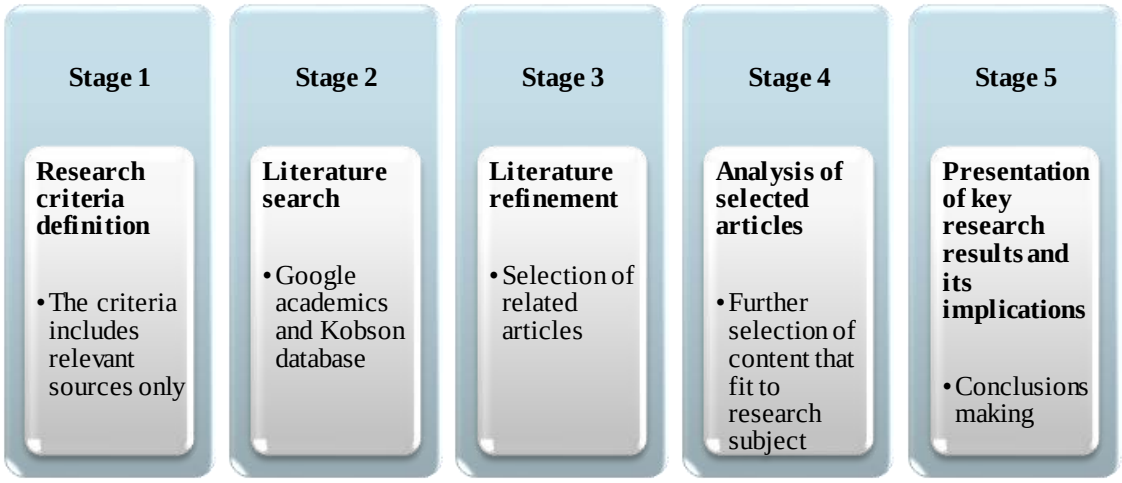

Figure 1: A five-stage research method process (Source: Adopted from the existing theoretical fund (Senyo et al., 2019; Tornjanski et al., 2021c))

A systematic literature review represents a type of research method and processes to identify and appraise relevant literature and its evidence that fits the research subject. A systematic literature review minimizes potential biases and maximizes reliable findings required for the particular research problem (Snyder, 2019).

4 PERSPECTIVES OF PROJECT MANAGEMENT SUSTAINABILITY IN THE CONTEXT OF SOCIETY 5.0

The transformative journey towards a super-smart society that is human-centric implies significant changes in the traditional project management discipline. Based on the existing literature review on one hand, and the vision of Society 5.0 or a collective (hybrid) intelligence ecosystem on the other, this section outlines perspectives of project management and corresponding changes towards sustainability (Tornjanski et al., 2021a). Key changes depicted in this study are summarized in Table 1 and refer to conceptual changes, methodological changes, changes in people's perspective, changes in technology's perspective and changes in the process perspective (Tornjanski et al., 2021a).

Table 1: Project management perspectives that fit into a sustainable future viewed in the Society 5.0 context

Change perspective	AS IS (From)	TO BE (To)	Change description	Source

Conceptual changes	Project management	Strategic change management	• Integration of project management and change management disciplines:
			  ○ Shifting project management concept to strategic change management concept;
			  ○ Transformation of project managers to strategic change managers;
			  ○ Introduction of customization from project management to strategic change management according to the strategic goal and purpose;
			• A shift from shareholder to stakeholder value creation.
				• European Commission (2021)
				• Tichy (1983)
				• Tornjanski et al. (2020b)
				• Tornjanski et al. (2021a)

Methodological changes	• PMI,
	• IPMA
		Integrated methodologies with a primary focus on IPMA-based competencies development	• The integration of human-centric competencies with the process-based methodology ensures:
			  ○ a comprehensive basis for effective strategic change management;
			  ○ project management areas for development and digitalization;
			• The integration of methodologies enables the development of necessary knowledge and skills that fit into a human-centric concept.
				• PMI (2000)
				• Vukomanović et al. (2016)
				• Tornjanski et al. (2021a)

People perspective	Traditional project manager's knowledge and skills	Project manager's knowledge and skills in the context of Society 5.0	• Upgrade of knowledge and skills on the traditional postulations required for Industry 4.0
			• Upgrade of knowledge and skills required for Society 5.0:
			  ○ Effective leadership;
			  ○ Management style development based on "fusion skills" and flourishing paradigm "leading by heart";
			  ○ Emotional intelligence;
			  ○ Innovative mindset;
			  ○ Collaborative leadership skills;
			  ○ Security and privacy;
			  ○ Data science;
			  ○ Data-driven decisions;
			  ○ Legal and regulatory compliance;
			  ○ Creativity.
				• Adizes (2004)
				• Al-Wazzan (2019)
				• Obradovic et al. (2013)
				• Mirčetić (2018)
				• Mirčetić & Čudanov (2021)
				• Ribeiro et al. (2021)
				• Sameer (2021)
				• Tornjanski et al. (2021a)
				• Tornjanski & Čudanov (2021b)
				• Tornjanski et al. (2021c)
				• Tornjanski et al. (2020a)
				• Tornjanski et al. (2020c)

Technological perspective	Basic	Integrated emerging technologies with a physical space with strong security and privacy protection.	• Integration of real and cyber; • Integration of people and things; • Strong security and privacy; (e.g. Social robotics, IoT, embodied AI, advanced human-computer interfaces, augmented and virtual reality, digital platforms, blockchain, digital collaborative tools, big data, ambient intelligence, and other emerging technologies that constitute Industry 4.0 and Society 5.0).	• European Commission (2021) • Fukuyama (2018) • Japan Government (2020) • Keidanren (2016) • Tornjanski et al. (2021a) • Tornjanski & Čudanov (2021b) • Tornjanski et al. (2021c) • Tornjanski et al. (2020a) • Tornjanski et al. (2020c)
Process perspective	Complex	Simple	A transformation of complex processes to simple, efficient, user-friendly, transparent, easy to maintenance and human-centric.	• Fukuyama (2018) • Oppong & Owusu-Manu (2021) • Tornjanski et al. (2021a)

Detailed change descriptions depicted in Table 1 indicate a path towards a super-smart, human-centric and sustainable project management. The human-centric approach implies a perfect equilibrium of humans and innovative technologies (smart systems), supported by efficient processes and methodologies and effective integration of all perspectives that fit the vision, concept and context of Society 5.0, a phenomenon designed for all.

The transformation of project management discipline further results in significant changes in other related and (inter)connected disciplines, implying transformation in organizations, ecosystems and society towards sustainability, prosperity and well-being in the long run, flawlessly fitting into the (context) of Society 5.0.

5 CONCLUSIONS

History has shown that a significant transformation of society occurs every couple of hundred years, resulting in wide changes that reflect on understanding of the world, key institutions, structures, social aspects, values and culture. The previous century has promised a well-recognized future shaped by a sharp transformation in societies and organizations worldwide. Global macro-environment trends imposed by the 21st century had coloured contemporary society with a vast variety of changes that will make significant implications for the project management area in years to come (Tornjanski et al., 2021a; Tornjanski & Čudanov, 2021b). On the other hand, Society 5.0 represents a vision, growth strategy, and core concept of a sustainable future viewed as a "super-smart society" for the world. Society 5.0 is a paradigm founded on a human-centric approach. The transformative journey towards long-term sustainability requires a powerful contributor to efficiently support and effectively achieve the outcome that the concept strives for (European Commission, 2021; Ferreira & Serpa, 2018; Fukuyama, 2018; Japan Government, 2020; Keidanren, 2016; Tornjanski et al., 2020c; Tornjanski et al., 2020a; Tornjanski et al., 2021; Tornjanski et al., 2021a; Tornjanski & Čudanov, 2021b).

Based on the existing literature review, everpresent trends in the macro environment on one hand, and the vision of Society 5.0 on the other, the study unfolds perspectives on the project management landscape framework that relies on the significant changes depicted in this study that are summarized in Table 1. Key changes refer to conceptual changes, methodological changes, changes in people's perspective, changes in technology's perspective and changes in the process perspective (Tornjanski et al., 2021a). Detailed change descriptions indicate a path towards a super-smart, human-centric, sustainable project management area. The human-centric approach implies the adoption of a perfect balance between humans and innovative technologies (smart machines), supported by efficient processes and methodologies and effective integration of all perspectives that fit the vision, concept and context of Society 5.0, a phenomenon designed for all.

The study has some limitations. Data were collected using secondary data collection founded on a systematic literature review approach, taking into account the conceptual nature of the article. Hence, future research should be based on primary data collection in a cross-industry and cross-country fashion, and the application of qualitative and quantitative research methods simultaneously to achieve the required extent and depth of the research results (Săvoiu et al., 2023).

Despite limitations, the paper may contribute both to theorists and practitioners in two important ways. First, the study contributes to management theory, change management theory, project management theory, human resource management theory, and strategic and innovation management theory and practice. The paper contributes to enriching the literature on a sustainable future viewed in the context of Society 5.0. Secondly, project management in practice plays a vital role in achieving short-term objectives and long-term outcomes. Thus, further development towards human-centricity can contribute to strategic managers, organizational change managers, project managers, HR managers, business managers and policymakers by addressing the gap between the traditional postulation of project management and project management that fits into the context of Society 5.0.

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