

Management and Society 5.0

Менеджмент і суспільство 5.0

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Purpose: is to analyse the challenges associated with the management and implementation of the Society 5.0 concept, as well as to identify strengths, weaknesses, opportunities, and threats in this area, and to provide an overview of the key factors for successful management in the context of Society 5.0.**Method:** SWOT analysis, a comparative analysis.**Findings:** focuses specifically on the definition and description of Society 5.0, and the key elements of this concept. It also focuses on new approaches to management that are key to management in this area, as well as defines the role and importance of SWOT analysis in management and strategic planning.**Paper type:** theoretical.**Мета роботи:** є аналіз проблем, пов'язаних з управлінням та впровадженням концепції "Суспільство 5.0", а також визначення сильних і слабких сторін, можливостей і загроз у цій сфері, а також надання огляду ключових факторів для успішного управління в контексті суспільства 5.0.**Метод дослідження:** SWOT-аналіз, порівняльний аналіз.**Результати дослідження:** зосереджені на визначенні та описі концепції "Суспільство 5.0" і ключових елементів. Він також фокусується на нових підходах до менеджменту, а також визначає роль і значення SWOT-аналізу в менеджменті та стратегічному плануванні.**Тип статті:** теоретична.**Key words:** Society 5.0, development, transformation, management, strategic planning, SWOT analysis.**Ключові слова:** Суспільство 5.0, розвиток, трансформація, менеджмент, стратегічне планування, SWOT аналіз.

1. Introduction

The theoretical part deals with the concept of Society 5.0 and its key elements. This section will explain how Society 5.0 combines technological progress with sustainable development and how it seeks to achieve the balance between prosperity, sustainability, and social benefit. The focus is on the definition of the concept of Society 5.0 and its main elements, the gradual evolution of society from the early stages to Society 5.0, and the participants in this new form of society.

Then, the theoretical part will focus on the evolution of management in the context of the new era of digital transformation. The new approaches and skills that management should have in order to successfully manage an organisation are explained in detail. The concluding part of this section is devoted to the SWOT analysis, its role in management and strategic planning, and how the results of this analysis can be used to design strategies and organisation's management.

Definition of Society 5.0 and its main elements

The concept of Society 5.0 was introduced by the Japanese government in 2016 in response to the challenges it faces, such as an ageing population, low birth rates, economic struggles, and frequent natural disasters. It is a new concept of a company that focuses on creating the future where technology serves people and brings them a better and more harmonious life.

It is characterised by its attempt to combine the best elements from previous concepts of the Industrial Revolution and the Information Society while addressing global social and environmental issues, such as climate change, inequality in society, deteriorating health, and the rising incidence of chronic diseases (Matsumoto, Fujimoto, 2020). Verbatim, Society 5.0 is defined by the Government of Japan (2016) as "a human-centered society that balances economic progress with solving social issues through a system that highly integrates cyberspace and physical space".

According to Miwako Fujiwara (2017), Society 5.0 is based on three main pillars. The first pillar is the so-called cyber-physical system which connects the world of virtual and physical space and

allows these worlds to interact with each other. The second pillar is the use of smart technologies and artificial intelligence to solve societal problems. The final pillar is the pursuit of environmental sustainability which is important for the future of the planet and for a better quality of life for all.

Gradual evolution into Society 5.0

In the context of looking at humans' history, Fukuyama (2018) identifies different stages of society. In the first phase, called Society 1.0, there were groups of hunters and individuals who were living in harmony with nature. Society 2.0 represented the era of agricultural plant cultivation. Gladden (2019) also highlights that the integration of wild and domestic animals into social structures and processes was important at this stage.

The advent of the Industrial Revolution marked the emergence of Society 3.0 which was characterised by the widespread use of machines to make work easier and mass communication – mainly, thanks to electricity. The current era, called Society 4.0, is an information society which generates added value through the interconnection of intangible assets as an information network. Gladden (2019) adds that the latest step in the development of society is the creation of information knowledge, the wider use of information and communication technologies, and the expansion of information networks.

As for Society 5.0, it is a concept that has not yet been precisely defined. It is a vision of the future that is open to different interpretations and will evolve in line with technological advances, societal changes, and the values that will prevail in the future. However, Society 5.0 should be characterised by the next stage of societal development, which would include technological innovation, social transformation, and the interconnection among people, technology, and the environment.

Participants of Society 5.0

This chapter focuses on general tendencies and categories of actors that may be involved in the future organisation of society. At the same time, participants in Society 5.0 are interconnected and working together to create a sustainable, inclusive, and technologically advanced society which emphasises the well-being of people and the environment. A list of possible actors who could play a key role in this new arrangement is presented below (Carayannis, Morawska-Jancelewicz, 2022):

1. People: People remain at the heart of Society 5.0. Their well-being, needs, and values are at the very core of all social, economic, and technological innovations. People will have more opportunities to become actively involved in decision-making and shaping societal direction through participation, collaboration, and knowledge sharing.

2. Technology: Technological progress plays an important role in Society 5.0. Advanced technologies such as artificial intelligence, cybernetics, robotics, the Internet of Things, blockchain, and many others are becoming an integral part of everyday life. These technologies have the potential to transform the way people interact with the world around them and how they organise their work, communication, and social relationships.

3. Companies and enterprises: Companies and enterprises are an essential part of the implementation of Society 5.0. The focus is on sustainability, responsible business, and creating value for people and society as a whole. Innovation, business support, and connections with different sectors and areas are key to the development and prosperity of Society 5.0.

4. Governments and political institutions: Governments and political institutions have an integral role to play in creating regulatory frameworks and policies that promote sustainable development and social justice. There is a drive to connect different levels of government, collaborate across sectors, and create the conditions for inclusive and equitable access to the technologies and benefits of Society 5.0 for all.

5. Research and education: Academia, research centres, and educational institutions are important in generating new knowledge, innovation, and preparing people for the challenges and opportunities of Society 5.0. There is an emphasis on an interdisciplinary approach, developing creativity, and critical thinking, as well as promoting lifelong learning and adapting to rapidly changing conditions.

Management development in the context of Society 5.0

The evolution of management is closely linked to the evolution of society as a whole. In the context of Society 5.0, new forms of management are emerging that are adapted to this new vision. According to Matsumoto and Fujimoto (2020), it is management that respects the values of each person and emphasises a humanitarian approach. This approach emphasises the perception of individual needs, teamwork, and sharing of knowledge and information.

With the advent of Society 5.0 and rapid technological advances, the requirements for modern organisation management are changing. This chapter will focus on the evolution of management in the context of Society 5.0 and introduce some of the key trends and approaches that are emerging in this area.

The classic management model, which focused mainly on hierarchical structure and performance control, is being replaced by new methods. Management in the context of Society 5.0 must be able to adapt itself to rapid change, foster innovation, and use modern technology to achieve competitive advantage.

One of the main trends in management development in this context is the shift from traditional vertical management to horizontal and network management. In today's connected world, it is important to partner and collaborate with stakeholders, not only within the organisation, but also with external partners, customers, and the community. This requires new management skills and capabilities, such as being able to build and maintain long-term relationships, communicate effectively, and coordinate activities among different actors.

Another important trend is the emphasis on sustainability and corporate social responsibility. Society 5.0 emphasises balanced development that takes environmental, social, and economic factors into account. Management must be able to integrate sustainable principles into strategic decision-making and lead the organisation to contribute to societal benefit and long-term sustainability.

New management tools and methods are emerging along with the development of technology and digitalisation. Automation, artificial intelligence, and data analytics provide managers with new opportunities for effective decision-making and management. Agile management also plays an instrumental role, where the management team focuses on flexibility, adaptability, abilities to respond quickly to change, and the implementation of innovation. This management style emphasises teamwork and creates an inclusive work environment which fosters creativity and diversity.

Another aspect of management development in the context of Society 5.0 is the shift from traditional performance management to the development of people and their capacities. Managers become coaches and mentors who motivate their subordinates and help them reach their full potential (Canals, Heukamp, 2020).

The role and importance of SWOT analysis in management and strategic planning

SWOT analysis is one of the key tools in management and strategic planning. It is a method to assess the strengths, weaknesses, opportunities, and threats associated with an organisation, product, service, or project. This analysis provides an important framework for assessing the current state and future potential, while enabling the identification of key factors that influence the success of the organisation (Jakubíková, 2008).

The SWOT analysis consists of four main parts:

1. **Strengths:** This section identifies the internal factors of the organisation that represent its strengths over its competitors. These factors may be, for example, qualified staff, brand reputation, technological equipment, or competitive advantage. Identifying strengths is important to leverage and strengthen these positive aspects.

2. **Weaknesses:** This section covers the internal factors of the organisation that represent its weaknesses and limitations. For example, there may be insufficient funding, inadequate technological infrastructure, lack of key skills, or poor brand visibility. Identifying weaknesses is important to improve them and eliminate or minimise their negative impact on the organisation.

3. **Opportunities:** This section focuses on external factors and opportunities that the organisation can use to its advantage. These may include, for example, a growing market, changes in laws and regulations, new technologies or changes in consumer preferences. Opportunity identification enables the organisation to identify areas where it can grow and gain competitive advantage.

4. **Threats:** This section includes external factors that may threaten the success of the organisation. Threats can emanate from competition, economic factors, market changes, or political and legislative changes. Threat identification enables the organisation to anticipate potential problems and prepare to address them or minimise their negative impact.

The role and importance of the SWOT analysis can be seen in several key aspects:

a) **Strategic Planning:** SWOT analysis provides the basic information for strategic planning of the organisation. It helps to identify areas where the organisation has a competitive advantage (strengths) and areas where it should improve its performance (weaknesses). It also enables the identification of market opportunities that the organisation should exploit and threats that it should face.

b) **Risk management:** SWOT analysis helps to identify potential threats that could jeopardize the success of the organisation. This allows for taking preventive measures and drawing up plans to manage these risks. At the same time, the analysis of threats creates the space for better preparation for any risks that may arise.

c) **Decision making:** SWOT analysis provides managers with a comprehensive view of organisation's situation and all the important factors that should be considered when making decisions. Based on the SWOT analysis, managers can identify key areas where changes should be made and select the most appropriate strategies to achieve organisation's goals.

d) **Communication and collaboration:** SWOT analysis enables the involvement of different stakeholders in the organisation in the assessment and planning process. The information gained from the analysis can be shared with teams and employees, strengthening transparency and collaboration across the organisation. This leads to better understanding and support of common goals (Sedláčková, Buchta, 2006).

2. Data and methods

The aim of this paper is to analyse the challenges associated with the management and implementation of the Society 5.0 concept, as well as to identify strengths, weaknesses, opportunities, and threats in this area and to provide an overview of the key factors for successful management in the context of Society 5.0.

Society 5.0 brings a number of new challenges and trends that need to be considered in management and implementation. Technological progress and digital transformation represent one of the main challenges as companies need to actively use modern technologies to remain

competitive. At the same time, it is important to emphasise sustainable development, environmental protection, and ethical aspects in Society 5.0.

In order to achieve the stated objective, a comparative analysis of relevant sources will be carried out in order to obtain a comprehensive view of the new concept of Society 5.0 and its relevance in the context of management and strategic planning. Based on the knowledge gained, the main challenges and trends related to the management and implementation of the Society 5.0 concept will be identified, such as technological progress, sustainable development, changes in the working environment, and others. The SWOT analysis will serve as a systematic tool to identify and evaluate strengths, weaknesses, opportunities, and threats in relation to this new concept.

A detailed SWOT analysis will be the starting point for assessing the current situation and identifying key aspects to consider when applying the principles of Society 5.0. At the same time, this analysis will serve as a basis for strategy formulation, decision-making, and planning for steps that will result in adapting to the new concept and achieving success within the Society 5.0. Based on the evaluation of the analysis results, an overview of the strategic plan for successful management in the context of Society 5.0 will be developed.

Practical part

In this section, the SWOT analysis will be conducted for the management of Company X in the context of Society 5.0. The SWOT analysis is a recognised tool that enables the identification of organisation's strengths, weaknesses, opportunities, and threats. In the case of Society 5.0, the SWOT analysis is particularly valuable because it helps identify factors that may affect Company X's ability to adapt itself to new technological challenges and take advantage of the opportunities offered by Society 5.0.

The aim of this SWOT analysis is to provide Company X with a comprehensive view of its internal strengths and weaknesses, as well as external opportunities and threats in the context of Society 5.0. Based on this information, Company X will be able to formulate strategic decisions and plans that will enable management to respond effectively to the challenges and seize the new opportunities presented by Society 5.0.

The practical part will be structured as follows: Firstly, Company X will be introduced and then an analysis of its strengths will be carried out, i.e. internal factors that give it a competitive advantage within Society 5.0 will be identified. The focus will then turn to a weakness analysis to identify areas for improvement in order for Company X to better meet the challenges of Society 5.0.

This will be followed by an analysis of external opportunities that create room for growth and development of Company X in the context of new technologies and social trends. Finally, an external threat analysis will be conducted to identify potential risks that may affect the success and sustainability of Company X in Society 5.0.

This SWOT analysis will provide Company X with an important basis for strategic decision-making and designing specific measures that will enable company's management to effectively exploit opportunities and minimise potential threats in Society 5.0.

Introduction of Company X

Company X is a leading technology company with a history of more than one decade. It specializes in the development and production of innovative digital solutions for businesses in various industries. Company X leverages modern technologies such as artificial intelligence, IoT and blockchain to improve the efficiency and competitiveness of its customers.

The company has a qualified team of experts who have a deep knowledge of modern technologies. They promote an innovative approach to developing digital solutions to deliver real value to customers. With years of experience in the market and a good reputation in the industry, they have earned the trust of many customers. Company X has a limited marketing budget and

therefore they are not visible enough in the market. At the same time, they are partly dependent on external suppliers of technological components.

Management of company X is able to lead and motivate the whole team. Strong management is able to formulate strategies that strengthen competitiveness and enable the company's progressive growth.

3. Results and Discussion

SWOT analysis of Company X in Society 5.0:

1. Strengths:

- High technological expertise and know-how in digital technologies
- Innovative team of developers capable of delivering new and competitive products
- Strong market reputation and good customer relations
- Flexible organisational structure allowing for rapid adaptation to changes in Society 5.0
- Active involvement in research and development of new technological trends.

2. Weaknesses:

- Limited marketing budget and lack of awareness of company X in the market
- Low international visibility of Company X
- Dependence on external suppliers of technological components.

3. Opportunities:

- Growing demand for digital solutions in Society 5.0
- Opportunity to expand into new markets and attract new customers
- Partnerships with research institutions to jointly develop new technologies
- Increased government support and investment in the technology sector.

4. Threats:

- Rapid technological change and market competition
- Limited available talent for digital technology development
- Regulatory and Security Risks in Society 5.0.

SWOT analysis

Subject of analysis: Company X in the context of the Society 5.0 concept (Fig. 1).

Evaluation of SWOT analysis

The results of the SWOT analysis of Company X in the context of Society 5.0 show the following results for the management of the company:

The management of Company X uses its strengths to lead the organisation strategically. Thanks to its high technological expertise and know-how in digital technologies, it is able to identify and develop innovative products that bring a competitive advantage. A focus on the research and development of new technology trends ensures that Company X is ready for the rapid changes in Society 5.0. The flexible organisational structure allows for rapid adaptation to new challenges.

On the other hand, the management of Company X has to deal with weaknesses, such as limited marketing budget and lack of awareness of Company X in the market. It is important for the management to improve marketing strategies and increase the visibility of Company X internationally. Dependence on external suppliers of technology components can limit control over the supply chain and increase risks related to quality and lead times.

	HELPFUL FACTORS (to achieve the goal)	DETRIMENTAL FACTORS (to achieve the goal)
INTERNAL (attributes of the organisation)	STRENGTHS <ul style="list-style-type: none"> • High technological expertise and know-how in digital technologies • Innovative team of developers capable of delivering new and competitive products • Strong market reputation and good customer relations • Flexible organisational structure allowing for rapid adaptation to changes in Society 5.0 • Active involvement in research and development of new technological trends. 	WEAKNESSES <ul style="list-style-type: none"> • Limited marketing budget and lack of awareness of Company X in the market • Low international visibility of Company X • Dependence on external suppliers of technological components.
EXTERNAL (environment attributes)	OPPORTUNITIES <ul style="list-style-type: none"> • Growing demand for digital solutions in Society 5.0 • Opportunity to expand into new markets and attract new customers • Partnerships with research institutions to jointly develop new technologies • Increased government support and investment in the technology sector. 	THREATS <ul style="list-style-type: none"> • Rapid technological change and market competition • Limited available talent for digital technology development • Regulatory and Security Risks in Society 5.0.

SWOT analysis: company X in the context of the Society 5.0 concept

Figure 1 – SWOT analysis of Company X

The SWOT analysis shows several opportunities for the management of Company X. The growing demand for digital solutions opens up new markets and the possibility of acquiring new customers. Partnerships with research institutions provide the opportunity to work together to co-develop new technologies and gain further knowledge. Increased government support and investment in the technology sector creates favourable conditions for the growth and development of Company X.

Some of the threats that the management of Company X has to deal with are rapid technological change and competition in the market. It is essential that management keeps abreast of constantly evolving technologies and develops strategies that allow for innovation and adaptation to new trends. The limited talent available in digital technology development is a challenge that the management must address by attracting and retaining qualified employees. Regulatory and security risks in Society 5.0 require attention and management to minimise potential negative impacts on Company X.

Overall, the management of Company X has a solid foundation for success in the Society 5.0. Capitalising on strengths, early identification and exploitation of opportunities, and effectively addressing weaknesses and threats are key factors for the further development and competitiveness of Company X.

Overview of strategic plan for successful management in the context of Society 5.0 (Table 1)

The strategic plan for successful management in the context of Society 5.0, derived from the evaluation of the results of the SWOT analysis of Company X, includes the following key points:

Table 1 – Overview of strategic plan for successful management in the context of Society 5.0

Goal	Strategy
Strengthening marketing strategy	<ul style="list-style-type: none"> Increasing market awareness of Company X through an effective marketing plan. Using digital channels and online marketing tools to reach potential customers. Creating a strong brand and communication strategy that supports the values of Society 5.0.
Developing strategic partnerships	<ul style="list-style-type: none"> Identifying and establishing cooperation with research institutions and universities for joint development of new technologies and innovations. Establishing partnerships with key industry players to gain access to new markets and customers.
Investing in staff training and development	<ul style="list-style-type: none"> Providing training on digital technologies and skills needed in Society 5.0. Supporting the personal and professional growth of employees to enable them to adapt themselves to new work environments and team dynamics.
Regular monitoring of competition and technological trends	<ul style="list-style-type: none"> Monitoring and analysing the competitive environment and technology trends to identify new opportunities and minimise threats. Participating in conferences, trade shows and industry events to keep Company X at the forefront of new developments.
Adapting to regulatory changes and ensuring safety measures	<ul style="list-style-type: none"> Monitoring and complying with changes in the regulatory environment affecting the digital technology sector. Ensuring security measures and data protection in Society 5.0 in accordance with relevant regulations and standards.
Innovation and development of new products and services	<ul style="list-style-type: none"> Fostering an environment of innovation and creativity within the development team. Developing and improving existing products and services which meet the needs of customers in Society 5.0. Creating new products and services based on new technological trends and market requirements.

This strategic plan provides Company X with direction and concrete steps for successful management in the context of Society 5.0. Implementation of these measures will require active management involvement, coordination with the staff team, and flexibility to respond to a rapidly changing environment.

4. Conclusion

The aim of this paper was to analyse the challenges associated with the management and implementation of the Society 5.0 concept, as well as to identify strengths, weaknesses, opportunities, and threats in this area, and to provide an overview of the key factors for successful management in the context of Society 5.0.

Company X's strengths include high technological expertise and know-how in digital technologies, an innovative team of developers, a strong market reputation, a flexible organisational

structure, and active involvement in research and development of new technological trends. These factors provide the basis for Company X's competitive advantage and enable it to successfully respond to changes in Society 5.0.

Company X's weaknesses include its limited marketing budget and lack of market awareness, low international visibility, and dependence on external suppliers of technology components. Management of Company X should focus on improving marketing strategies, increasing awareness of Company X, and diversifying the supply chain to minimise the risks associated with external dependence.

Opportunities in Society 5.0 include growing demand for digital solutions, the opportunity to expand into new markets and attract new customers, partnerships with research institutions to co-develop new technologies, and increased government support and investment in the technology sector. Company X should actively pursue these opportunities and develop strategies that will enable it to grow and expand its market share.

Threats facing Company X include rapid technological change and competition in the marketplace, limited available talent for digital technology development, and regulatory and security risks in Society 5.0. Management of Company X should actively monitor technology trends and develop strategies to remain competitive. Collaboration with educational institutions and investment in developing internal talent should be a priority to address the skills shortage. At the same time, the management of Company X should monitor and adapt itself to regulatory changes and ensure security measures that minimise the risks associated with the emergence of new technologies.

Important recommendations for the management of Company X include:

1. Improving the marketing strategy and strengthening the market awareness of Company X.
2. Developing strategic partnerships and collaborations with research institutions and universities to innovate and develop new technologies.
3. Investing in training and development of internal talent to minimise the shortage of skilled employees.
4. Monitoring and adapting itself to regulatory changes in Society 5.0 and ensuring itself whether security measures are appropriate to new technologies.
5. Regular monitoring and analysing competitors and technology trends to maintain a competitive advantage.

The implementation of these recommendations should help Company X seize opportunities and eliminate threats in Society 5.0, as well as strengthen its competitiveness and long-term success.

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6. Competing interests

The authors declare that they have no competing interests.

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