

Social Project Management Method for Creating Business to Solve the Social Issues

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Abstract

To reclaim the future, it is necessary to solve the social issues such as poverty alleviation, democratic governance and peacebuilding, climate change and disaster risk, economic inequality from the earth. SDGs adopted by the United Nations in 2015 set 17 goals and 169 targets to be solved these environmental and social issues by 2030. To achieve these goals, it is necessary to involve not only governments but also enterprises, the research institutes, and even citizens. In particular, for sustainable growth of enterprises, it is important to incorporate CSV concept of realizing both social value and economic value at the same time at the center of management strategy for creating new business. When identifying goals for realizing CSV, it is effective to use SDGs as a foothold. However, the environment surrounding enterprises has become more severe, has entered the era of VUCA with many volatility, uncertainty, complexity and ambiguity. To create social business successfully, it is important to always keep in mind the concept of Open Innovation, which is the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation, respectively. By researching several cases of large enterprises and small start-ups, I set the Social Project Management Process Model. And I considered the possibility to promote the realization of CSV aiming at SDGs by utilizing the tools and techniques of Social Project Management Method such as design thinking, agile approach and so on to create business to solve social issues.

Keywords: Sustainable Development Goals (SDGs), CSV, Open Innovation, Agile Approach

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Introduction

In Japan and developed countries, the real GDP growth rate is slowing and the working population is decreasing as the population decreases and the population ages. Under these circumstances, companies and entrepreneurs that create innovative products and services are increasingly using advanced technologies of the 4th Industrial Revolution such as artificial intelligence (artificial intelligence), IoT, big data, and blockchains. Entry into new businesses and start-up of existing companies (Emerging companies) will accelerate the industry's metabolism and drive economic growth. However, the business environment has become more and more volatile, uncertain, complex, and ambiguous, entering the VUCA era. Despite extensive market research and careful market simulations, the situation has often exceeded expectations and the only option is to exit the market.

Porter and Kramer (2011) emphasized the importance of CSV (Creating Shared Value) which realizes both economic value and social value simultaneously, and it is an indispensable model to win the competition in future capitalistic society. Therefore, in order to achieve sustainable growth, it is important to make CSV the core of our management strategy, proactively respond to the changing times, aggressively develop new markets, and develop new businesses without clinging to existing businesses. It is becoming increasingly important to promote the commercialization of social issues. The author believes that many social problems can be solved by creating businesses that aim to become "Sustainable Development Goals (SDGs)" as adopted by the United Nations in 2015.

In this paper, we discuss the "Social Project Management Methods" which aims to increase the success rate of the creation and implementation of projects that aim to solve social problems through the social project management process (social project management process) by setting the challenges of business creation for SDGs based on hypotheses based on the results of past research reviews and confirmation of the current situation in Japan.

Economic growth and entrepreneurial activity in Japan

Figure 1 shows the relationship between the economic growth rate and the aging rate in major countries in Europe, the United States, and Asia. The vertical axis represents the economic growth rate and the horizontal axis represents the aging rate. The economic growth rate of the developed countries in Europe and America where the aging rate is high is not so high. In particular, Japan's economic growth rate in the super-aged society is the lowest among these countries. On the other hand, the economic growth rate of Asian countries, which have low aging rates, is high. This may be due in part to the low proportion of the working population in many advanced countries where the population is aging. In other words, there is a negative correlation between the economic growth rate and the aging rate.

Figure 2 is a country-by-country graph of the Total Early-stage Entrepreneurial Activity index called TEA, published by the Global Entrepreneurship Research Association. In general, the higher the TEA, the more active the startup activity. TEA figures are low in Japan and many European countries, and many Asian and African countries have high TEA figures.

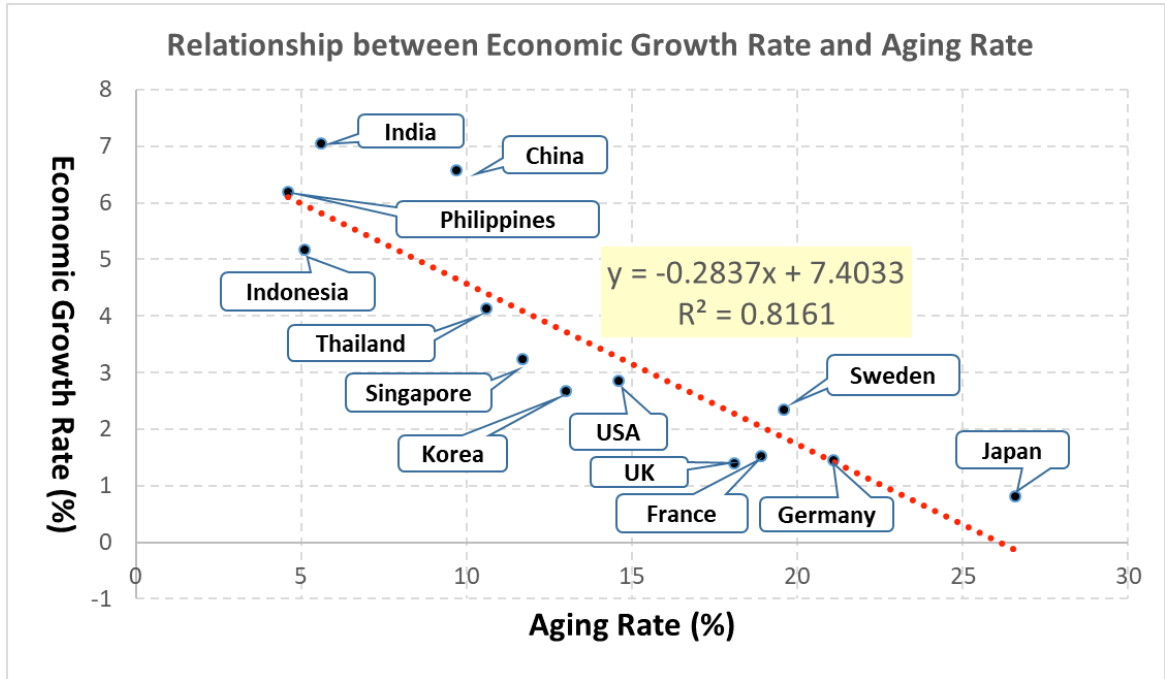


Figure 1: The Relationship of Economic Growth Rate and Aging Rate
 Source: IMF. (2019). World Economic Outlook Database & Cabinet Office Japan. (2018). Annual Report on Aging Society, p.17.

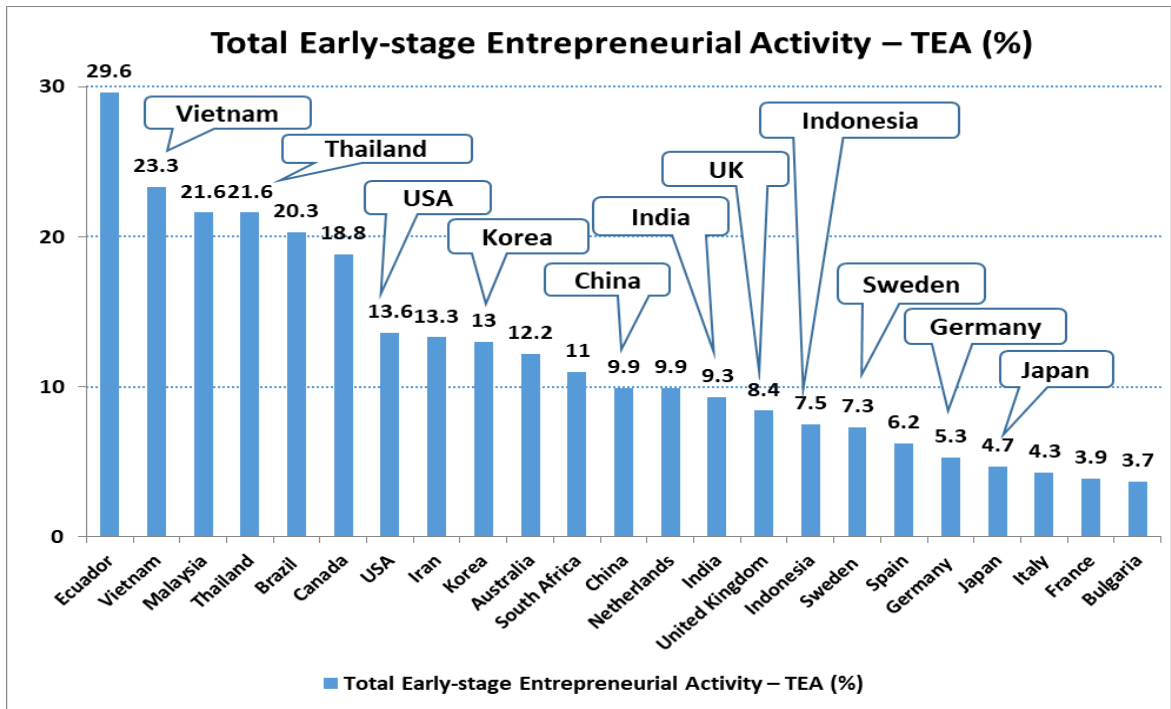


Figure 2: Total Early-stage Entrepreneurial Activity – TEA (%)
 Source: Global Entrepreneurship Research Association. (2018). Global Entrepreneurship Monitor Global Report 2017/18, p.106-107.

Figure 3 shows the relationship between economic growth in 2018 and TEA in 2017. Although the TEA does not have as significant an impact on economic growth as the aging rate, countries with a high TEA have relatively high economic growth and show a weak correlation.

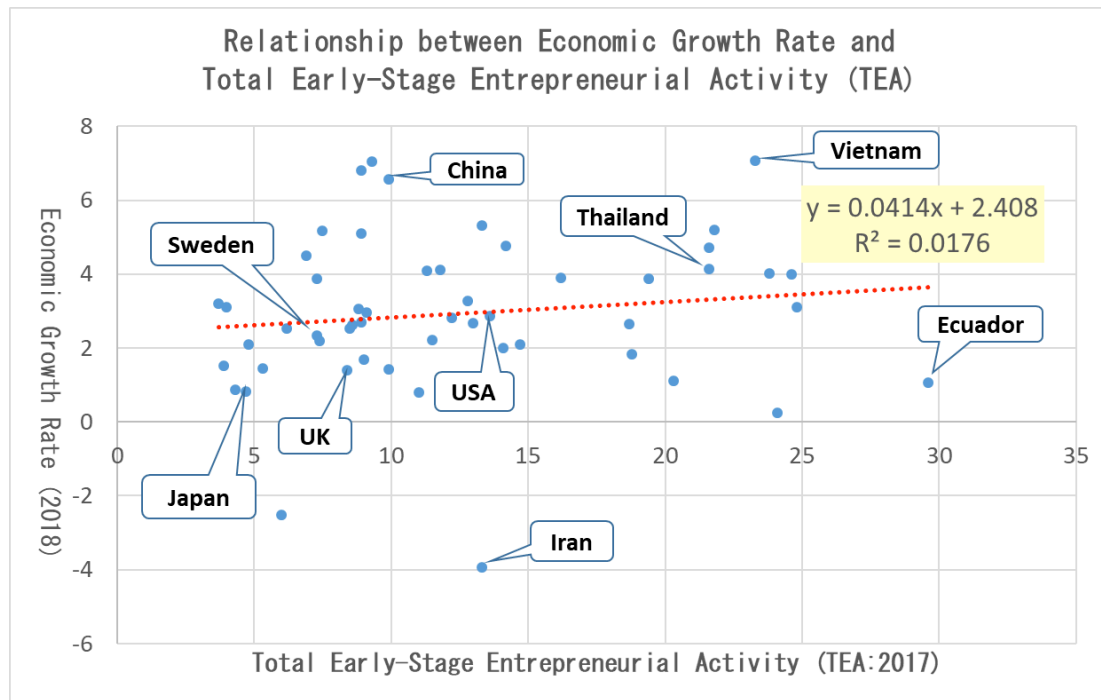


Figure 3: Economic Growth Rate and Total Early-Stage Entrepreneurial Activity (TEA)

Source: IMF. (2019). World Economic Outlook Database & Global Entrepreneurship Research Association. (2018). Global Entrepreneurship Monitor Global Report 2017/18, p.106-107.

Background of this research and research questions

In Japan and other developed countries, the birth rate is declining, the population is aging and declining. In particular, the Japan's birth rate in 2018 is 1.42, which is the lowest ever. As a result, the real GDP growth rate has declined. On the other hand, the environment surrounding enterprises has become more severe, and the era of VUCA with many volatility, uncertainty, complexity and ambiguity has entered. Furthermore, the industrial structure is rapidly changing due to the 4th Industrial Revolution, such as AI, big data, IoT, block chain, etc.

Under these circumstances, the number of entrepreneurs and in-house workers who create new businesses using innovative products and services is increasing. Entrepreneurship promotes industrial renewal, and it is a driving force for sustainable growth. And businesses that fail to create social value will not last long. Promoting the creation of social businesses is critical to restoring the future and sustainable growth. Therefore, in order to realize sustainable growth through case studies, we have decided to consider social project management methods for creating businesses that solve social issues.

Based on recent social and economic conditions, I set up three research questions. The first one is "What kind of products and services should we develop?" In order to succeed by providing new products and services, it is necessary to create economic value and societal value, and it is important to identify what issues should be solved. The second one is "With whom will have to develop products and services?" This is the idea based that we should co-create social innovations to solve social issues. The

last one is “How should we develop products and services?” This is what kind of management process is important in social project.

I reviewed the international initiatives and previous research related to these research questions.

Sustainable Development Goals (SDGs)

The SDGs are a set of 17 global goals adopted at the UN summit held in September 2015 as the core of a "new sustainable development agenda for 2030." Several companies recognize the role it is expected to fulfill as a global company in order to achieve these goals, and it is actively working to address them. 17 Goals of SDGs can be categorized into five. They are People, Prosperity, Planet, Peace and Partnership, which is called 5P (e.g., Table 1).

Table 1: SDGs (Sustainable Development Goals)

Categories	No.	Sustainable Development Goals
People	1	End poverty in all its forms everywhere
	2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
	3	Ensure healthy lives and promote well-being for all at all ages
	4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	5	Achieve gender equality and empower all women and girls
	6	Ensure availability and sustainable management of water and sanitation for all
Prosperity	7	Ensure access to affordable, reliable, sustainable and modern energy for all
	8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	10	Reduce inequality within and among countries
	11	Make cities and human settlements inclusive, safe, resilient and sustainable
Planet	12	Ensure sustainable consumption and production patterns
	13	Take urgent action to combat climate change and its impacts
	14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Peace	16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Partnership	17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Source: Agenda 2030, the Sustainable Development Goals, the UN summit, 2015

Creating Shared Value (CSV)

Michael E. Porter and Mark R. Kramer proposed CSV (Creating Shared Value) as a concept to simultaneously realize economic value (profit) and social value pursued by a company (2011). The creation of shared value is a policy and its implementation to improve its competitiveness while improving the economic conditions and social situation of the community in which the company operates. What should be emphasized in creating shared value is to clarify the relationship between social development and economic development and to expand it, and can also be regarded as "businessization of social problem solving". CSR (Corporate Social Responsibility) cannot cause social change or innovation, but also points out that CSV may bring them. The CSR program focuses on the reputation, and its involvement with the project is limited, so it is difficult to justify and continue this in the long term. On the other hand, CSV is inseparable from the profitability of the company and the competitive position (e.g., Table 2). By using CSV as a guideline, economic value can be created by creating social value by utilizing its own resources and expertise.

Table 2: Comparison of CSR and CSV

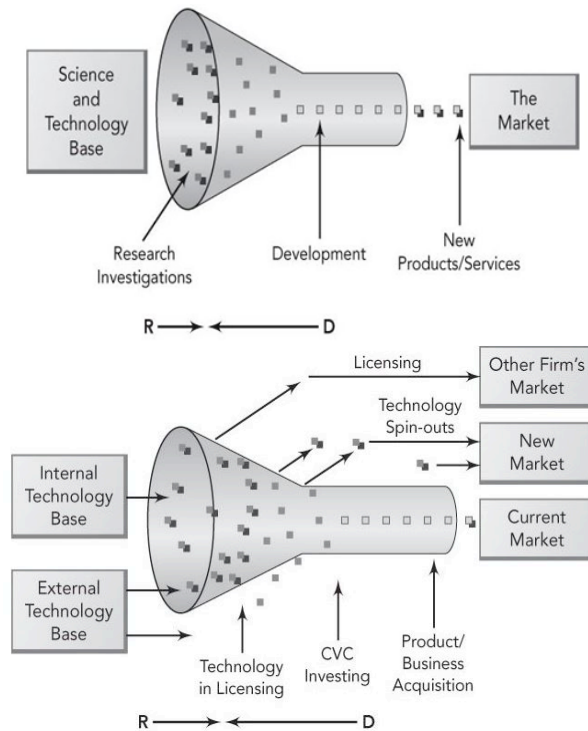
Viewpoint of comparison	CSR	CSV
Value	➤ Doing good	➤ Economic and societal benefits relative to cost
The trigger to take action	<ul style="list-style-type: none"> ➤ Citizenship, philanthropy, sustainability ➤ Discretionary or in response to external pressure 	<ul style="list-style-type: none"> ➤ Joint company and community value creation ➤ Integral to competing
Relationship with profit	➤ Separate from profit maximization	➤ Integral to profit maximization
Agenda	➤ Determined by external reporting and personal preferences	➤ Company specific and internally generated
Impact	➤ Limited by corporate footprint and CSR budget	➤ Realigns the entire company budget
Example	➤ Fair trade purchasing	➤ Transaction Realigns the entire company budget

Source: Edited by author referred by Porter, M. E., and Kramer, M. R., Creating Shared Value, Harvard Business Review, Jan-Feb 2011.

Open Innovation

The environment surrounding enterprises is getting more stringent and there is a limit to creating new economic and social values in a short period of time with only their own resources. Therefore, Chesbrough (2003) advocated that efficient innovation can be generated by procuring necessary research and development capabilities, technical knowledge, human resources and funds from a widely held external market, not a traditional non-public approach. Chesbrough said that "Open Innovation is a paradigm that assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as they look to advance their business. Open Innovation combines internal and external ideas into new products,

new architectures, and new systems. It also takes internal ideas to market through external channels, outside the current businesses of the firm, to generate additional value." He also said that open innovation is "the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation, respectively." Figure 4 (a) is "The Closed Innovation Paradigm", and Figure 4 (b) is "The Open Innovation Paradigm", which is an image of the framework of each idea.



(a) The Closed Innovation Paradigm (b) The Open Innovation Paradigm

Figure 4: The Closed Innovation Paradigm (a) and The Open Innovation Paradigm (b)

Source: Chesbrough, H., 2004.

Later, Chesbrough (2007) and the European Commission (EC) discussed the expansion from technical areas such as research and development to product development and business model, and innovation including customer experience from the service area. As for the method of creating Open Innovation, not only the inbound type that incorporates external technologies inside the company but also the outbound type innovation that utilizes the external resources to utilize the external channel to develop and commercialize will increase and will jointly develop inside and outside the company. It is changing to cooperative type. Furthermore, it has evolved into a new user-centered model "Open Innovation 2.0" incorporating citizens into industry, government and academia, centered on Europe (e.g., Figure 5). This is characterized by the construction of an ecosystem which is a cooperative system in which multiple parties are intermingled. While "Open Innovation" has been aimed at improving R & D efficiency and creating new business, "Open Innovation 2.0" aims to solve social common problems.

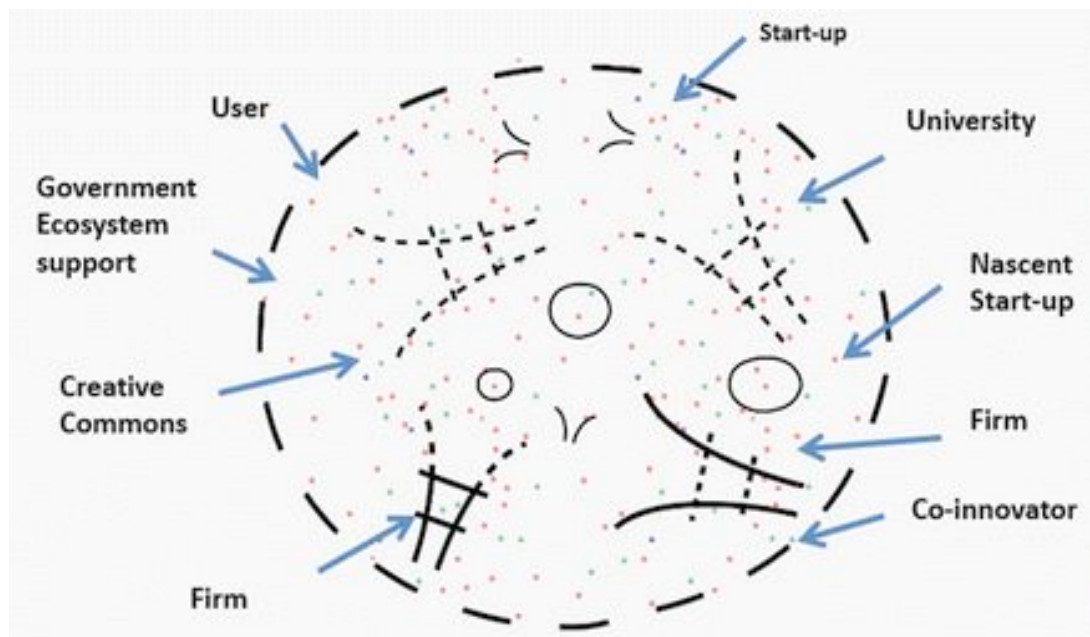


Figure 5: Open Innovation 2.0 – a new milieu

Source: Curley, M. and Salmelin, B., *Open Innovation 2.0: The New Mode of Digital Innovation for Prosperity and Sustainability*, 2018.

Hypothesis and method of hypothesis verification

I developed the following hypothesis from research questions and previous studies. The first hypothesis, Hypothesis 1, is that "Recognizing the 17 and 169 goals of the SDGs as global objectives will help identify the social challenges that need to be addressed". Hypothesis 2 is "In order to solve social issues, it is important to create social innovation by making CSV a basic concept of management strategy. It is also important to promote open innovation and strengthen partnerships among stakeholders.". The last one, Hypothesis 3 is "It is effective to use Social Project Management Methods such as Design Thinking and Agile Approaches when implementing Social Projects.".

In the hypothesis verification, I first study examples of creating new business in large enterprises where CSV is regarded as an important matter of management strategy, and cases of start-ups conducted by individuals and small-scale organizations. Next, I check the relationship between those cases and 17 goals of SDGs. Then, I consider the effectiveness of the Social Project Management Method in social projects for business creation aiming at SDGs. I consider Social Project Management Process Model from several cases.

Case Study of the Large Enterprise (Mitsubishi Corporation: MC)

Mitsubishi Corporation (hereinafter referred to as MC) recognizes that response to global sustainability issues will have a significant impact on their prospects for long-term growth. For that reason, they have made it the basic policies of management strategy to create economic, environmental, and social values at the same time and pursue sustainable growth. Therefore, they identified 7 key sustainability issues to realize 3 values simultaneously aiming at SDGs (e.g., Figure 6).

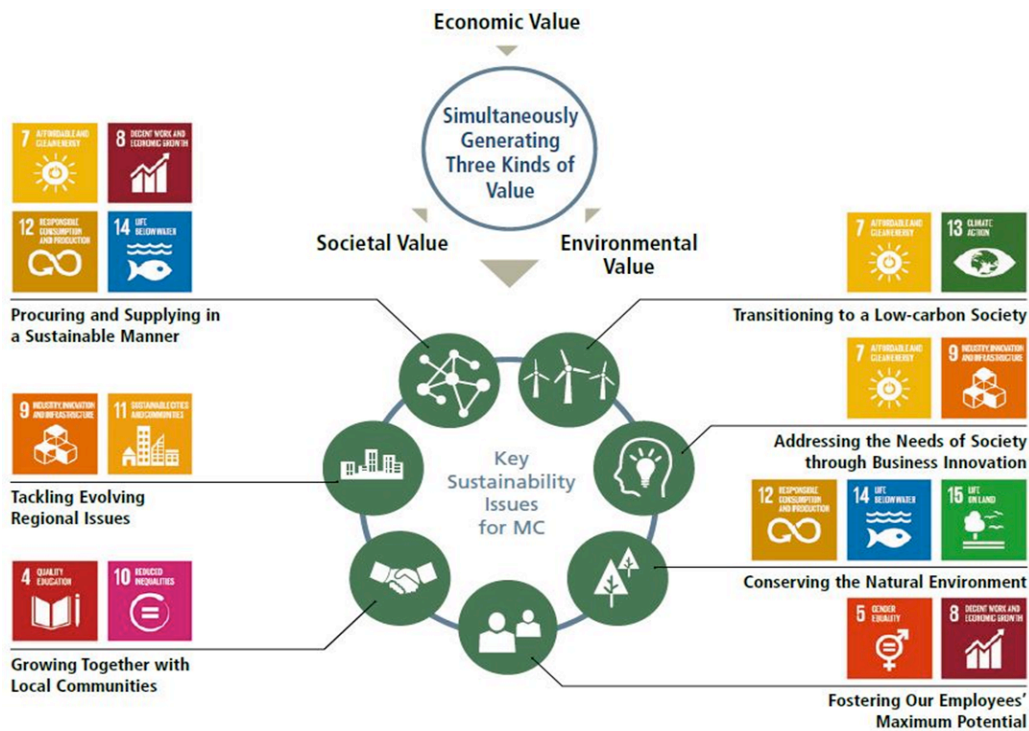


Figure 6: Key Sustainability Issues for MC

Source: Mitsubishi Corporation (2017), "Integrated Report 2017", p.25.

The following are some cases where relatively few people create new businesses (e.g., Table 3). These show entrepreneurial spirit, creating economic, environmental, and social value.

Table 3: Cases of social business creation of MC

Case ID	Case Title (Country)	Description
a	Fukushima Winery (Japan)	The areas in north-eastern Japan that suffered severe damage are still on the way to recovery since the Great East Japan Earthquake and Tsunami in 2011. The Fukushima Winery was completed on 27th October 2015 and started brewing using grapes, apples, peaches and pears produced in Fukushima Prefecture. Intrapreneurs of MC are working with Koriyama City and the farming community to execute this "Sixth Industry Fruit Farming Project", which is part of broader objectives to propel recovery in areas affected by the disaster and to stimulate economic revitalization in the region.
b	Remote Sensing Joint Venture (Japan)	Intrapreneurs of MC started up new joint venture that will provide comprehensive remote sensing services for industrial use working with Hitachi, Ltd (Hitachi). The new venture will develop, manufacture and market these services based on data collected by aerial vehicles such as drones and satellites and cloud-based data analysis services. Specifically, the new company plans to start offering crop-spraying and crop-growth monitoring services to the agriculture sector. A second target area for engagement is the construction industry, through the offer of real-time yard-management services that allow customers to obtain updated information on their assets and more efficiently manage their inventories by using drones to pull data from IC tags attached to different items.
c	Hospital Management Company (Myanmar)	Intrapreneurs of MC established Hospital Management Company collaborating with Companies in Myanmar. In Myanmar, many people travel abroad to receive medical services in neighboring countries such as Thailand and Singapore. The new joint venture will construct a 300-bed general hospital in Yangon, equipped with the capacity to provide high quality medical care. The new company aim to improve medical standards of Myanmar by providing Japanese quality medical care with combining knowledge and experiences of

		diversified business with companies developing in Myanmar.
d	Initiatives in Water-Stressed Region (Desalination Project) (Chile and Qatar)	MC is delivering seawater desalination projects in drought regions of the world such as Atacama Desert in Chile and the State of Qatar in the Middle East which contribute to the alleviation of water stress in those regions. Northern Chile is facing serious depletion of groundwater, and alternative water sources are required in consideration of local communities and the agricultural industry. MC provides a stable supply of desalted water to mines and farmlands in the region on the basis of a BOO (Build-Own-Operate) contract. In Qatar, MC is delivering an Independent Water and Power Project that supplies 2,520,000 kWh of electricity and 620,000 tons per day of water (which comprises 25% of Qatar's desalination capacity) to Qatar General Electricity & Water Corporation over 25 years. MC is delivering the Project in cooperation with Qatari government to fulfill growing demand for water associated with economic development and population growth and to contribute to the long-term development of the country.
e	Participation in an LNG Receiving Terminal Project (Bangladesh)	MC acquired 25% of the shares in Summit LNG Terminal Co. (Pvt) Limited (SLNG) to participate in an LNG receiving terminal project that uses a Floating Storage and Regasification Unit (FSRU) in Bangladesh. Under the project, SLNG will install an FSRU 6 km off the coast of the island of Maheshkhali in the Cox's Bazar District of the Chittagong Division in Bangladesh, where it will receive and regasify approximately 3.5 million tons of LNG per annum procured by Petrobangla, the national oil and energy company. The project is expected to start operations around March 2019.
f	Salmon Aquaculture Project (Norway)	Cermaq, a subsidiary of MC, is a company that cultivates, processes, and sells about 190,000 tons of salmon annually in three countries, Norway, Chile and Canada. The company not only supplies sustainable, safe and secure aquaculture salmon to the world, but also actively promotes marine resource protection, local employment promotion, etc.

Case Study of the Large Enterprise (Kao Corporation: KAO)

Next, I will introduce the sustainability initiatives and examples of Kao Corporation (hereinafter referred to as KAO), a large company in the Japanese toiletry industry. Kao's mission and sustainability statements are as follows and shown in Figure 7.

Kao Sustainability Statement: Kao's mission is to strive for the wholehearted satisfaction and environment of the lives of people globally and to contribute to the sustainability of the world. Now and in the future, we aim to be an integral part of people's lives by creating, through our corporate activities, a world in which all people can live life to the fullest. We will contribute to a sustainable society by working to solve social issues together with various stakeholders.

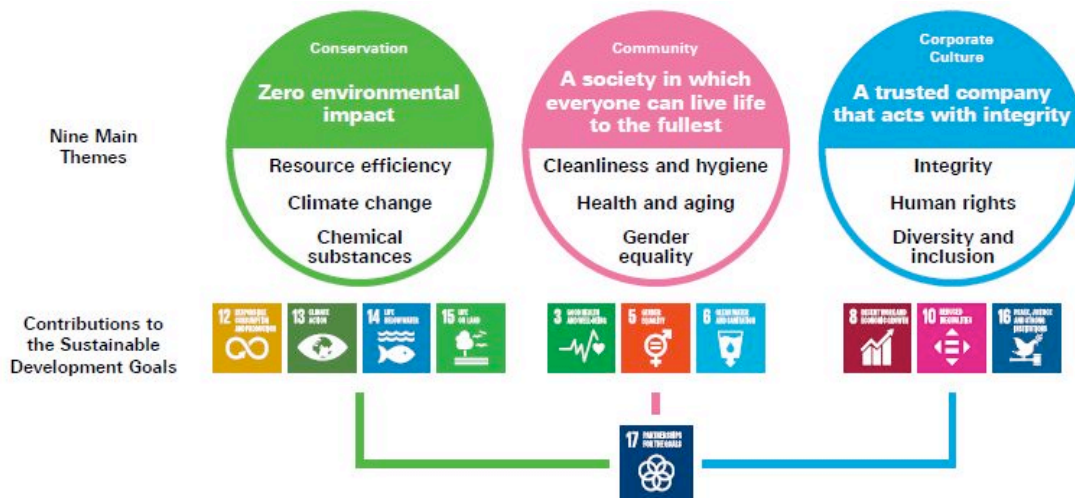


Figure 7: Kao Sustainability Statement
Source: Kao Corporation, KAO Integrated Report 2018, 2018.

The following are some cases for solving social problems aimed at SDGs (e.g., Table 4). It is thought that KAO is conscious of long-term economic value by prioritizing realization of environmental value and social value.

Table 4: Cases of social business creation of KAO

Case ID	Case Title (Country)	Description
g	Hygiene Development Program (Vietnam)	Kao Begins the Hygiene Development Program Aimed at Making Cleanliness and Hygiene Practices Common in Vietnam. The program comprises the Leader Development for Infection Control, Scholarship for Hygiene Management, Water and Sanitation Project for Schools, and Enhancing Hygiene in the Community. On October 15, 2018, Kao held a signing ceremony at Hanoi Medical University in Vietnam. The Hygiene Development Program will begin in Vietnam, where Kao's expertise in this area can be utilized, as there is a great deal of demand for improving environmental hygiene. Vietnam—where Kao is currently involved in an array of business activities—is progressing economically in line with the increasing population; therefore, Kao's business in the nation is expected to grow in the future.
h	Photovoltaic power generation (USA)	Kao USA Inc. that manufactures and sells consumer products has started Photovoltaic power generation on 18th October, 2018. Solar panels with 45.9 kW capacity have been installed on the roof of the wastewater treatment building. The panels are expected to generate 52 MWh/year, which will reduce annual CO2 emissions by 24 metric tons. Kao will continuously promote renewable energy to reduce greenhouse gas emissions throughout its business activities.
i	Eco Pack Refill (Japan)	To create product packaging with a low environmental impact, Kao is engaged in research following the 4Rs: reduce, renewable, reuse, and recycle. Reduce: Kao aims to make bottles as thin and lightweight as possible without sacrificing strength and ease of use. Additionally, concentrating products makes packaging smaller and more compact, while also reducing the amount of raw materials that are used. Renewable: Kao is shifting from using petroleum-derived resin to renewable plastics such as polylactic acid and plant-based polyethylene for caps, labels, bottles, etc., which also contributes to having a lower environmental impact. Reuse: Kao has developed refillable containers and reusable parts to replace those that would ordinarily wind up becoming trash. This has resulted in a dramatic reduction in waste production. Recycle: Kao is moving forward with the introduction and use of recycled materials such as recycled paper and resin. Not only is the Raku-raku Eco Pack Refill easy for anyone to use, it reduces CO2 emissions generated throughout the manufacturing, use, and disposal stages by about 3% compared to previous refill packaging in the case of haircare products.

Case Study of Individuals and Small Startups

With awareness of Social Issues, I interviewed several entrepreneurs who launched the Social business, or a partner in a new business (e.g., Table 5).

Table 5: Cases of social business creation by entrepreneurs

Case ID	Case Title (Country)	Description
j	Convey emergency information at the time of a disaster (Japan)	Mr. J (64, Tokyo, Japan): He entrusts a broadcasting station that provides information and services on a daily basis and runs a broadcasting business that can also convey emergency information at the time of a disaster.
k	Manufactures and sells health-oriented high-end olive oil (Japan)	Mr. K (62, Kagawa, Japan): He established an agricultural production corporation olive farming company and manufactures and sells health-oriented high-end olive oil.
l	Analyze big data of real estate registry information and provides transcripts (Japan)	Mr. L (62, Tokyo, Japan): He established a company that analyze big data of real estate registry information, creates a database of real estate and commercial register nationwide across the country database, quickly acquires, analyses and provides transcripts.
m	Be appointed as a senior executive at a Japanese school (Indonesia)	Mr. M (63, Jakarta, Indonesia): He will be appointed as a senior executive at a Japanese school to be newly established in Indonesia and will conduct school management from April 2019.
n	Franchise of the visiting nursing station and establishing an inexpensive nursing home (Japan)	Mr. N (53, Kanagawa, Japan): He runs the headquarters of the franchise of the visiting nursing station, and he is now establishing and developing an inexpensive nursing home.

Table 6 shows important items and notes on new business creation and startup activities pointed out by experienced people.

Table 6: Important items and items to be noted for startup activities pointed out by entrepreneurs

No.	Important items / items to be noted
1	Can people sympathize with the task and philosophy?
2	Does that service or product have a need for customers?
3	Can we respond flexibly and quickly to unavoidable change?
4	How can you create a network with outside while you are in office?
5	Timing is important.
6	Clarify the prospect of prospects and costs.
7	Cherish your dreams, always looking towards the future.
8	Do not sell items, solve problems.
9	Customer is a teacher, to keep learning.
10	Do not get caught up in price competition.
11	Match with the appropriate market size.
12	Employees make decisive.
13	Flexibility, regardless of what you decided in the past.
14	Judge the failure early.

Consideration

I attempt to verify hypothesis 1 and hypothesis 2. As it is impossible to solve all Social Issues with a single project, companies, start-up companies, research institutes, NPOs / NGOs, governments, etc. need to identify Social Issues to be solved. At this time, with reference to Goals / Targets listed in SDGs, I think that it is possible to identify Social Issues by considering each resource with basic concept of CSV. This allows us to identify Social Issues that are of high importance and feasibility. In the company MC, seven are identified as Key Sustainability Issues (Materiality) in this way. Kao challenges to realize economic value and social value by setting nine priority themes on ecology, community, and corporate culture. Both companies incorporate CSV's approach into their respective management strategies and create social innovation.

I examined what kind of Social Issues the new business and startup examples (e.g., Table 7). Although each case has variations in investment amount and human resources, it contributes to several Goals of SDGs and creates Social Value. In addition, each has been established as a business and creates Economic Value. Therefore, Hypothesis 1 that I can identify Social Issues to be solved by recognizing SDGs as a global target has been confirmed.

And most cases are related to the 17th "partnership" of SDGs, and the importance of "partnership" in social projects was confirmed. In solving social issues, they are involved in other industries, research institutes such as universities, NPOs / NGOs, and citizens in order to create social innovation with CSV as the basic concept of management strategy. Therefore, I think that we could explain hypothesis 2 that it is important to promote open innovation and strengthen partnership among organizations.

Table 7: Matrix between SDGs and Cases

Goals of SDGs \ Case ID	a	b	c	d	e	f	g	h	i	j	k	l	m	n
Goal 1: No poverty														
Goal 2: Zero hunger		✓									✓			
Goal 3: Good health and well-being			✓	✓		✓	✓				✓			✓
Goal 4: Quality education			✓				✓						✓	
Goal 5: Gender equality														
Goal 6: Clean water and sanitation				✓			✓							
Goal 7: Affordable and clean energy					✓			✓						
Goal 8: Decent work and economic growth	✓	✓		✓		✓						✓	✓	✓
Goal 9: Industry, innovation and infrastructure		✓						✓	✓					
Goal 10: Reduced inequalities														
Goal 11: Sustainable cities and communities	✓		✓									✓		
Goal 12: Responsible consumption and production		✓							✓		✓			
Goal 13: Climate action	✓				✓			✓	✓	✓				
Goal 14: Life below water						✓								
Goal 15: Life on land														
Goal 16: Peace, justice and strong institutions										✓				
Goal 17: Partnerships for the Goals	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓

(Cases)

- a Fukushima winery (Japan)
- b Remote sensing joint venture (Japan)
- c Hospital management company (Myanmar)
- d Initiatives in Water-Stressed Region (Desalination Project) (Chile and Qatar)
- e Participation in an LNG Receiving Terminal Project (Bangladesh)
- f Salmon Aquaculture Project (Norway)
- g Hygiene Development Program (Vietnam)
- h Photovoltaic power generation (USA)
- i Eco Pack Refill (Japan)
- j Convey emergency information at the time of a disaster (Japan)
- k Manufactures and sells health-oriented high-end olive oil (Japan)
- l Analyse big data of real estate registry information and provides transcripts (Japan)
- m Be appointed as a senior executive at a Japanese school (Indonesia)
- n Franchise of the visiting nursing station and establishing an inexpensive nursing home (Japan)

Figure 8 is “Six themes of social project management” to foster social PM created by PMI Japan Chapter's Social PM Study Group. Six themes are Social Design Thinking, Social Stakeholder Management, Social Benefit Management, Social Agile Management, Social Portfolio Management, and Social Business Model Design.

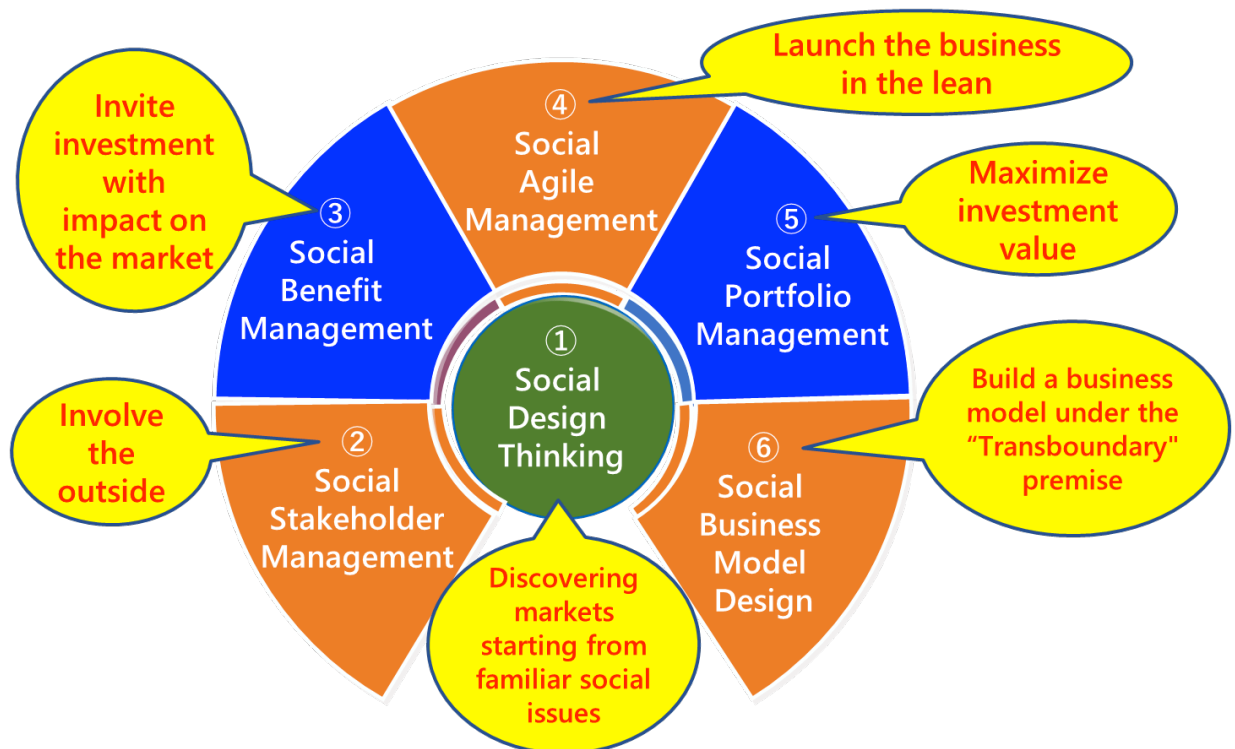


Figure 8: Six Themes of Social Project Management

Source: Takahashi, M. (2017), Introduction of Social PM Study Group: From Social PM to CSV

Table 8 shows the relationship between important items of entrepreneurial activity considered by entrepreneurial experts and the "Six Themes of Social Project

Management". Out of the Six Themes of Social Project Management, "1 Social Design Thinking" and "4 Social Agile Management" are highly relevant to matters considered by entrepreneurial experiences. The Social PM Study Group, PMI Japan Chapter has hosted a workshop on "Six Themes of Social Project Management" since 2015 and is studying realization and improvement of important matters considered by entrepreneurial experts. And they have practiced in several Social Projects. Therefore, I was able to confirm Hypothesis 3 that it is effective to use Social Project Management Methods such as Design Thinking and Agile Approaches when implementing Social Projects.

Table 8: Matrix between Important items and Themes of Social PM

No	Important items / items to be noted	Themes of Social PM					
		1. Design Thinking	2. Stakeholder M.	3. Benefit M.	4. Agile M.	5. Portfolio M.	6. Business Model Design
1	Sympathize with issues and ideas	✓			✓		✓
2	Necessity of services and products	✓	✓	✓	✓		✓
3	Flexible and quick response				✓		
4	Network with outside company		✓				
5	Timing is important				✓		
6	Clarify revenue prospects and cost			✓		✓	
7	Cherish your dreams, to be future oriented	✓					✓
8	Do not sell the product, solve the problem	✓		✓			✓
9	Continue to learn from customers	✓	✓		✓		
10	Avoid price competition			✓		✓	
11	Match with the appropriate market size.	✓					✓
12	Organize a small team of elite		✓		✓		
13	Flexible regardless of the past	✓			✓		
14	Judge the failure as soon as possible				✓		

Social Project Management Process Model (RICE Model)

Through previous research and hypothesis testing, I examined what kind of project management process is necessary to solve social problems and create social business for sustainable growth in order to achieve SDGs and CSV. The project proposes a social project management process model (Figure 9) for promoting social projects, based on previous research on entrepreneurship, and consideration of the results of questionnaires and interviews from social entrepreneurs including senior citizens (RICE model: Recognition (R), Identification (I), Co-Creation (C), Evaluation (E)).

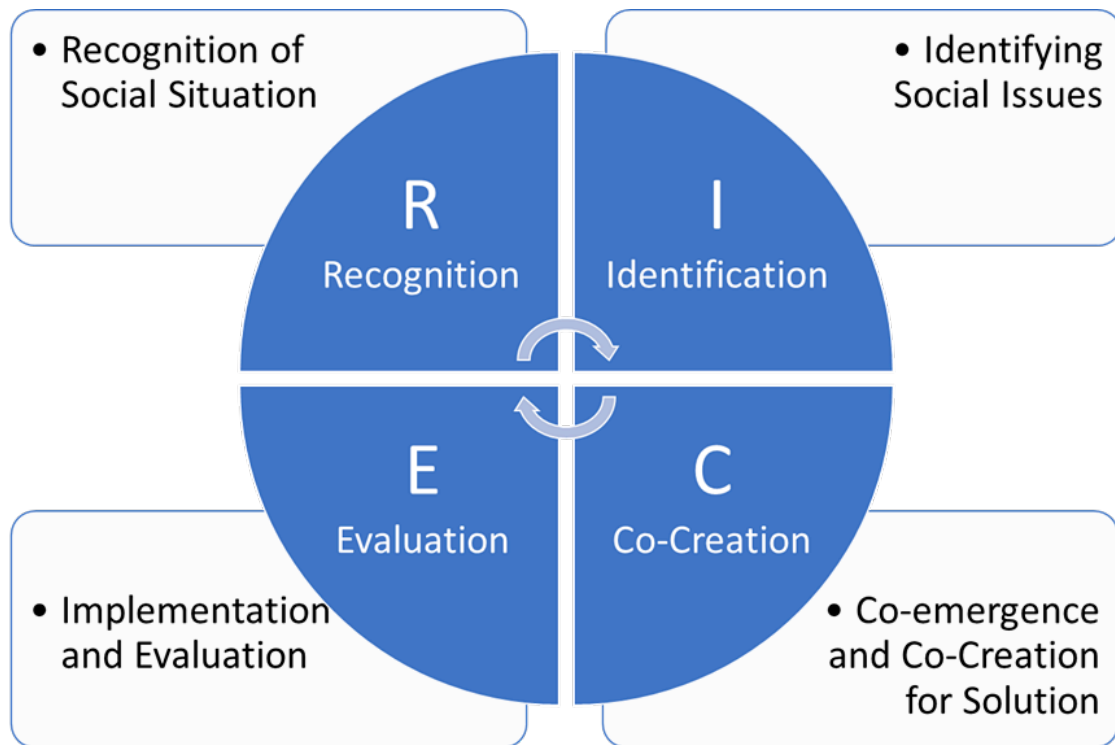


Figure 9: Social Project Management Process Model (RICE Model)

Source: Created by the author

The management process for social projects begins with recognizing (recognition) the current social situation from the company's business activities and as many Information sources at home and abroad as possible. Next, social issues are extracted from current social conditions, and important issues targeted for social business are identified (Identification) based on urgency, Impact 's strength, etc. Then, in order to eliminate the true causes of social problems and solve them, through Co-Creation, Co-emergence, and Collaboration, technologies and ideas will be aggregated in a short time, innovation will be generated, concrete solutions will be designed, and MVP (Minimum Viable Product), which are the minimum products and services that can provide value to customers, will be developed. Finally, customers, such as early adopters, are encouraged to use MVPs, and feedback Information, such as impressions after use, points to be improved, and usage scenarios, is evaluated (Evaluation) to improve products and services. It is important to continuously improve products and services by repeating these four processes.

Tools and Techniques in RICE Model

In the process of the Social Project Management Process Model (RICE Model), the tools and techniques recommended by PMI such as the Project Management Body of Knowledge Guide (PMBOK Guide), the Startup Body of Knowledge Guide (SUBOK Guide) developed by the Advanced Institute of Industrial Technology, and the Social PM method developed by PMI Japan Social Project Management Study Group are available (e.g. Table 9).

Table 9: Tools and Techniques for Each Process of the RICE Model

Overview of the RICE Model Process	Tools and Techniques
<p>R: Recognition</p> <p>Recognize the current social situation from the business activities and as many Information sources as possible, both domestic and foreign.</p>	<p>SDGs 17 Targets and 169 Targets Society 5.0 On-site inspection (Site visit) Publicly Available Materials (Open materials) PESTEL analysis brainstorming and KJ method Visualize Interview Ideathon / Hackathon</p>
<p>I: Identification</p> <p>The social issues are extracted from the current social situation, and the important issues targeted for social business are identified based on the urgency, Impact 's strength, etc.</p>	<p>SDGs 169 Targets and Indicators On-site survey (On-site inspection) On-site verification (On-site verification) expert opinion Advisory Committee (Advisory Committee) Executive Committee (Advisory Committee) benchmarking CSV Evaluation Sheet (SUBOK) Balanced Scorecard (BSC)</p>
<p>C: Co-Creation</p> <p>In order to eliminate the true causes of social issues and solve them, we will integrate technologies and ideas in a short time, create innovations, design specific solutions, and develop MVPs (Minimum Viable Product) through co-creation, co-emergence, and collaboration.</p>	<p>Open Innovation 2.0 effectuation Design thinking (Design Thinking) agile approach lean canvas frame BSC Strategy Mapping Creation of emergent organization (Emergent Organization Building) Stakeholder engagement (PMBOK) diversity management Social PM Approach (PMI Japan Chapter) judgment of an expert</p>
<p>E: Evaluation</p> <p>Customers, such as early adopters, will be encouraged to use MVP, and feedback Information, such as feedback after use, points to be improved, and usage scenarios, will be evaluated to improve products and services.</p>	<p>Feedback from early adopters agile approach Lean thinking (Lean Thinking) Social PM Approach (PMI Japan Chapter) CSV Evaluation Sheet (SUBOK) System evaluation index (RASIS: Reliability, Availability, Serviceability, Integrity, Safety)</p>

Source: Created by author

Conclusion

In many countries, including Japan, there is concern that the declining birthrate and aging population will lead to a decline in the labor productivity population, which in turn will lead to economic stagnation in the near future. We are also entering an era of VUCA that cannot predict the future. Under these circumstances, continuous creation of new businesses is essential for sustainable growth. To this end, it is important to create businesses that solve social issues. This paper examined whether social project management methods such as design thinking and agile approaches are effective for social projects. As a result of examining recent cases and opinions of entrepreneurs, it was confirmed that social project management methods are effective for creation of new businesses and startup activities in order to realize CSV aiming at SDGs. Based on these case studies and observations, I created the project management process model (RICE Model). Recognizing these processes of this model, I believe that effective project management in the creation of social business can be recognizing the processes of this model and utilizing the tools and techniques of each process. Future research will expand the application of the RICE Model and improve the tools to make social businesses more successful.

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