Project Management: A Systematic Approach to Planning, Scheduling, and Controlling Sustainable Transformation

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Abstract: - Business Environmental Excellence means more than corporate responsibility; it is now a priority issue that global business needs to integrate into its green, sustainable business policy and strategy**.** There is no doubt about sustainable environmental future and business environmental excellence. Business Environmental Excellence strategies now feature in boardroom discussions across the world. Top management has a moral imperative and sustainable green obligation to bring about environmentally friendly change. Not only is "green" business excellence an issue of corporate responsibility, it is also in the interest of global policy and business excellence to integrate it into its sustainable business and strategy. Decision-makers and managers should be doing far more to assist and encourage the process. Management should not focus on short-term benefits, but on long-term consequences of sustainability aimed at long-term efficiency and effectiveness of the company's business and environmental activities and excellence. Business Environmental Excellence Model provides a holistic view of the future organization. Project Management as a systems approach to planning, scheduling, and controlling sustainable transformation is the right answer. As projects that care for nature increase in scope and complexity, managing them across time zones, language barriers, and technology platforms requires a systematic approach that accounts for every detail. Even more reason to keep project management as a tool for sustainable future.

Key-Words: Business, Management, Organization Model, Project Management, Sustainable Transformation

1 Introduction

The present article is a systematic reflection - thinking about the present time and survival of the global community of humankind. We do not have a living and non-living Nature, but only one Nature of which the planet Earth is so small - like a grain of sand and even less. "Living nature" according to the present understanding means protozoans, bacteria, viruses etc., plants, animals, global community of humankind etc. [1]. This is deeply wrong. Nature in general and the nature of the planet Earth do not differentiate between the living nature and the non-living nature. Nature is a complex system, it is an entity, with countless number of happenings, forms, statuses and with countless attributes. Our human thinking of the living and non-living Nature has been created by creation and protection of creation as the only right way for humankind on the planet Earth. It is the reason that at

present we have difficult times to reach longevity for humans[1].

We need a green approach in business in the future. What is green business? A business functioning in a capacity where no negative impact is made on the local or global environment, the community, or the economy. Green business will also engage in forward-thinking policies for environmental concerns and policies affecting human rights [2]. What is a circular economy? A circular economy is one that is restorative and regenerative by design, and which aims to keep products, components and materials at their highest utility and value at all times, distinguishing between technical and biological cycles [3]. We need to combine green business with green economy in a way to achieve environmental business excellence. Green businesses adopt principles, policies and practices that improve the quality of life for their customers, employees, communities, and the planet.

We need integrated systems approach of green business, circular economy and excellence with the social responsibility. How to integrate it in business and organization? Project management approach is the answer. Project Management as a systems approach to planning, scheduling, and controlling sustainable transformation is the right answer.

2. Social Responsibility

In the times of economic crisis that has affected the world economy in recent years, most organizations, pursuing exclusively short-term goals, act contrary to Darwin's theory. They are not capable of continually changing and managing changes, which is the only condition of survival and prosperity, but allow changes to be managed by them. In this regard, they try to limit just what they should not. The lack of money and time for education and creation of creative processes permanently reduces organizational capacities and abilities, and the detrimental effects of such an approach are gaining in ever-increasing circumstances. The desire for a quick gain of profits affects many organizations making irreparable damage to their employees, themselves and ultimately society as a whole. On the other hand, a global recession that diminished corporate and personal security has forced many organizations to turn to a new leadership, making them aware that organizational and individual learning is becomes an imperative [4].

Modern education prefers narrow specialization to generate professionals with sufficiently deep knowledge in the selected rather narrow part of the entire humankind's knowledge. Modern practitioners seem to be the ones demanding this narrow specialization from their employees. Especially the modern neo-liberal economic theory tends to neglect any coordination and cooperation except by the so called free market. Though, data show that no laureate of the Nobel Prize for economics has provided any empirical evidence that competition works better for the entire society than cooperation. On the other hand, data about the socio-economic situation in the world show a poor and dangerous result of their concept in practice:

- Monopolization rather than competition is dominating the world economics,
- The share of the richest few percent is higher than ever after the global economic crisis of early 1930s,

- 85% of people today earn less than six USD a day,
- Incomes of managers have grown twentyfold and in banks even more, while the employees in the western countries earn no more or even less that decades ago,
- The current number of refugees is larger than the 56 million victims of World War II,
- Since the USA president has proclaimed the war on terror, the number of local wars keeps growing, which means that the 3rd World War has already commenced,
- The fourth phase of development (industrial revolution 4.0) based on competitiveness is here for the richest 15 percent: after ownership of natural resources, investment in their better exploitation, and after the innovation phase, the affluence phase is dominating,
- The affluence phase provides for an easy and rich life, but at the same time it kills ambition to work hard in order to have everything necessary, because the real needs are covered while the fictitious needs provide some market and ruin a lot of nature,
- The global debts are nearly three times larger than the global GDP, the Japanese ones are four times larger, and the USA and China have close to 220% of GDP in debts, while the debts to nature recovering are not even included,
- The multinationals are governing over government, claiming even their right to be reimbursed, if they must take care of the health of nature and humans,
- As a result, nature and the society are so badly damaged that NASA etc. project a very dangerous future: in only two decades the world population might be decimated.
- Etc [1].

In the late 20th century the concept of social responsibility started to change *from being nice and do charity* to a much broader concept that is very close to an indirect revival of systems behaviour. In 2010 these efforts resulted in the international advisory standard ISO 26000 with its three basic notions:
- Social responsibility is defined as everyone's *responsibility* for their influences on humans and nature, i.e. on society;

- The seven basic contents are summarized in a circle, which is broken at its bottom for the concept *interdependence*,
- At the top the same circle is broken for the concept *holism*[1].

These three notions summarize the essence of the concepts of the (grand-) fathers of systems theory and cybernetics, briefed here earlier. What is added to their concepts is important too:

- Seven principles fortifying the mentioned three basic notions;
- Seven steps of turning systems behaviour into practice via social responsibility [1].

The ISO 26000's seven steps of integration of Social Responsibility - SR can be divided in two groups (author's note):

a) Insight into the given practice:
> 1 the relationship of an organization's characteristics to SR
> 2 understanding the SR of an organization
> 3 practices for integrating SR throughout an organization

b) Resulting action for more SR:
> 4 communications on SR
> 5 enhancing credibility regarding SR
> 6 reviewing and improving organization's actions and practices related to SR
> 7 voluntary initiatives for SR.

Thus, the seven principles of SR can become reality:

1 accountability
2 transparency
3 ethical behaviour (Ethical behaviour is defined as: values of honesty, equity and integrity, i.e.: concern for people, and the environment and *commitment* to address the impact of its activities and decisions on stakeholders' interests.)
4 respect for stakeholder interests
5 respect for the rule of law
6 respect for international norms of behaviour
7 respect for human rights.

On this basis, the humankind has a better chance of survival[1].

Although the concept of corporate social responsibility (CSR) has been advocated for decades and is commonly applied by corporations globally, agreement on how CSR should be defined and implemented remains a contentious debate amongst academia, businesses and society.

3. Sustainable Transformation needs Project Management

The Transformation towards Sustainability theme goes beyond assessing and implementing current responses to global change and meeting gaps in development needs. It will consider the more fundamental and innovative long-term transformations that are needed to move towards a sustainable future. Future Earth will develop knowledge to understand, implement and evaluate these transformations. This might include significant shifts in political, economic and cultural values, changes in institutional structures and individual behaviours, large-scale systems changes and technological innovations that reduce the rate, scale and magnitude of global environmental change and its consequences. Understanding the many feedbacks from human responses and governance to earth system processes requires close collaboration between natural and social scientists. Projecting the impacts of energy policy or ecosystem management on biogeochemical cycles and biodiversity is one area where interdisciplinary work is essential. Another is understanding how policy and international agreements shape demands for on-going monitoring of greenhouse gas emissions. Identifying the social and cultural consequences of different response strategies is an important focus [5]. Core purpose is to accelerate transformation processes by helping people, teams and organizations become more effective at making positive change happen and applying sustainability. Responding to global environmental change is not just a matter for national governments but also for local governments and international organizations, civil society, the private sector, and individuals. The Transformations towards Sustainability research theme requires partnerships that engage a wide range of stakeholders who are working on sustainable futures, including communities, businesses, humanitarian and conservation groups, and cultural leaders[5]. Research under the Transformations Towards Sustainability theme will advance understanding of the following questions, and many related ones:

• How can governance and decision-making be aligned across different levels, issues, and places to manage global environmental change and promote sustainable development? What is known about the successes and failures of different actors in managing

global environmental change, at different scales, and using different strategies?

• Can technologies provide viable solutions to global environmental change and promote sustainable development? What are the opportunities, risks and perceptions associated with emerging technologies such as geo-engineering or synthetic biology? How can technology and infrastructure choices be combined with changes in institutions and behaviors to achieve low carbon transitions, food security and safe water?

• How do values, beliefs and worldviews influence individual and collective behavior to more sustainable and mindful lifestyles, patterns of trade, production and consumption? What triggers and facilitates deliberate transformations at the individual, organizational, and systems levels; what socio-political and ecological risks does it entail?

• What do we know about past transformations of the Earth System, as well as in ideas, technology and economy and how can the knowledge and lessons learned guide future choices?

• What are the longer-term pathways towards sustainable urban futures and landscapes, successful and sustainable 'blue' societies, and a green economy?

• What are the implications of global environmental change for conservation of species and landscapes including the possibilities for restoration, reversal of degradation and relocation?

• How can the Earth and social system adapt to environmental changes that could include warming of more than 4°C over the next century?

• Can our present economic systems, ideas and development practices provide the necessary framework to achieve global sustainability and if not, what can be done to transform economic systems, measures, goals and development policies for global sustainability?

• What are the implications of efforts to govern and manage the Earth system for sustainability for scientific observations, monitoring, indicators and analysis? What science is needed to evaluate and assess policies and facilitate and legitimize transformation?

• How can the massive volume of new geophysical, biological, and social data, including local knowledge and social media be managed and analysed so as to provide new insights into the causes, nature and consequences of global environmental change and to facilitate the identification and diffusion of solutions[5]?

Top decisions makers have a moral imperative and sustainable green obligation to bring about environmental friendly change. Project Management as a systems approach to planning, scheduling, and controlling sustainable transformation is the right answer. As projects that care for nature increase in scope and complexity, managing them across time zones, language barriers, and technology platforms requires a systematic approach that accounts for every detail. Even more reason to keep project management as a tool for sustainable future.

4. Project Management and Environmental Management

The environmental project management model consists of 5 phases (execution is added as a separate phase). Each of 5 phases is further divided into specific approaches (steps) that must be carried out systematically and implemented in a manner that considers all of the organization's stakeholders. The specific approaches are listed as follows [6].
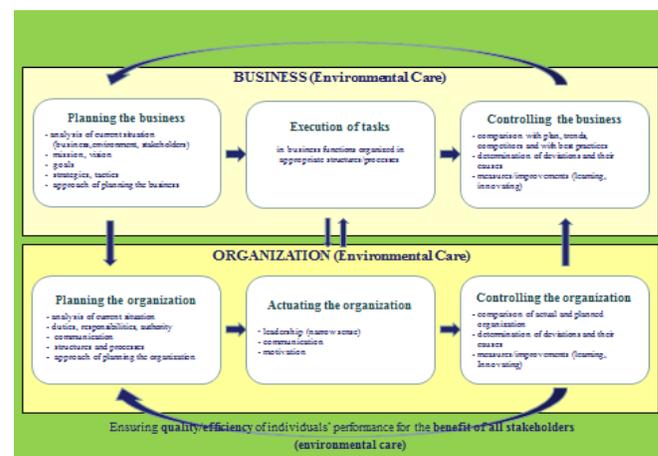

Figure 1: Environmental Management Model [10].

The environmental management model searching for sustainable business excellence includes the following approaches for planning the sustainable business excellence.

4.1 Planning the environmental business excellence

4.2 Planning the organization

The phase of planning the organization is, alongside the phases of actuating the organization and controlling the organization, one of the key parts differentiating the proposed model from the existing models. In this part the planned sustainable (energy efficiency) business excellence of the organization as a whole is adapted to the individual level (employee or

other kind of stakeholder). This part is essential for effective and efficient implementation.

- Adopts the plan before the beginning of the period for which it refers to.

4.3 Actuating the organization

The key task of the managers within this phase is to recruit, introduce, allocate, develop, motivate and lead the employees as well as to communicate with them. In like manner they should also interact with other stakeholders. Actuating the (energy efficiency) organization phase is crucial, yet it is often not thoroughly enough understood and the management process phases are not executed in a sufficiently systematic and consistent way.

4.4 Controlling the organization

The socially responsible and environmental management model includes the following approaches for controlling the organization:

a. The organization checks the real duties, responsibilities, authorities, communication, structures and processes and compares them to those planned.
b. The organization looks for deviations between planned and actual duties, responsibilities, authorities, communication, structures and processes and tries to identify the causes.
c. To eliminate the deviations of the actual compared to planned, the organization takes measures – and introduces changes on the basis of facts (improvements, innovations).

4.5 Controlling/checking the sustainable business excellence

The controlling/checking of (energy efficiency) business phase is the last phase of the management process. The sustainable (energy efficiency) business excellence and environmental management model includes the following approaches for controlling/checking the business:

a. The organization tracks what was planned in the (energy efficiency) planning the business phase (environmental mission, vision, goals, strategies, tactics).
b. The organization designs the (energy efficiency) system (i.e. standardized method).
c. The organization designs the (energy efficiency) processes to introduce the measures to implement change (improvements, innovations).

4.6 Execution of tasks - operations

The phases of planning the sustainable (energy efficiency) business excellence as well as planning and actuating the organization are followed by the execution of tasks on the basis of business functions or other forms of organizational unit. The tasks have to be executed in accordance with adequate structures/processes, through which the organization performs and achieves results. Besides the basic business functions (purchase, finance, 'manufacturing', HRM, sales etc.) that are directly connected to the organization's core business, there are also some other supportive functions that must be executed, such as R&D, accounting, safety, logistics, legal affairs, investments, etc.

The environmental management model searching for sustainable business excellence includes the following approaches for execution, which is not a sequential phase of management but is tightly connected with all five phases of the environmental management process:

a. The organization defines the systems of:
- Managing relations with existing stakeholders and developing new partnerships, joint introduction of improvements, recognizing and rewarding the contribution to the common success;
- Customer relations management (planned communications (web pages, e-mail, annual reports, brochures, press conferences, customer counsellors)), customer support, care for service quality as the duty of each employee, accessibility of services, responsiveness to demand and complaints, stimulation of creativity and innovation in customer relations);
- Efficient change management.
b. The organization develops its image to gain higher recognition and a better sustainable excellence image in public.
c. The organization disseminates best sustainable (energy efficiency) excellence practices from specific area of organization to other parts or to other organizations.
d. The organization actively contributes to the development of sustainable (energy efficiency) excellence society, considering the rights and interests of future generation [6].

5. Project Management

The current market dynamics and business environment have led companies and organizations to needing to manage numerous projects parallelly. Within this context, the figure of Project Manager

takes on key importance in organizations and companies of all sizes, as they play a critical role in terms of designing efficient business strategies that take full advantage of the available resources. Meanwhile, globalization, the emergence of new competitors and sudden changes in business strategies mean that, as well as being equipped with an in-depth knowledge of project management, Project Managers also need to have highly developed personal skills and performance competencies [7].

More specifically, what is a project? It's a temporary endeavour undertaken to create a unique product, service or result. A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. So a project team often includes people who don't usually work together – sometimes from different organizations and across multiple geographies [8]. The development of software for an improved business process, the construction of a building or bridge, the relief effort after a natural disaster, the expansion of sales into a new geographic market — all are projects; and all must be expertly managed to deliver the on-time, on-budget results, learning and integration that organizations need [8]. Project management, then, is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. It has always been practiced informally, but began to emerge as a distinct profession in the mid-20th century. PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* identifies its recurring elements. Project management processes fall into five groups:

1. Initiating

2. Planning

3. Executing

4. Monitoring and Controlling

5. Closing

Project management knowledge draws on ten areas:

1. Integration

2. Scope

3. Time

4. Cost

5. Quality

6. Procurement

7. Human resources

8. Communications

9. Risk management

10. Stakeholder management

Management in general is concerned with these, of course. But project management brings a unique focus shaped by the goals, resources and schedule of each project. The value of that focus is proven by the rapid, worldwide growth of project management:

- as a recognized and strategic organizational competence

- as a subject for training and education

- as a career path [8].

Project management approach enables a wider understanding of the importance of environmental management systems (EMS) as a tool for sustainable economic growth and environmental performance. This project demonstrated that an EMS developed in open and participatory way can help - enterprises in the RF prevent pollution and save money. Environmental management systems are of particular value for economies, as they provide enterprises with a flexible mechanism for allocating scare resources and pinpointing low cost solutions for pollution problems [9]. Project management is usually a onetime activity that involves clearly defined start and end dates. A project may have many components and tasks, involving several individuals. A critical role is that of the project manager, or PM. The PM is the individual who will oversee the project in its entirety. The PM's responsibilities include choreographing project participants, monitoring the status of deliverables, tracking risks, identifying issues, facilitating open communication among team members and conducting project update meetings [10].

The new ISO standard 14001:2015 states that top management must take accountability for the "effectiveness of the EMS." This one statement sets the tone for the whole of Section 5. No longer is there specific mention of a "management representative" in terms of taking responsibility, although specific responsibilities for other tasks may be delegated to the management representative elsewhere in the EMS. Given that top management will now be held

responsible for the system's effectiveness, it stands to reason that when this is broken down, then the following aspects must also be displayed by top managers under audit conditions:

- Ensuring that the strategic plans of the organization and the EMS objectives are compatible and integrated, and within the scope of the organizational context.
- Ensuring that correct resources are available, and that the EMS can interact with the existing business processes.
- Adopting responsibility for delegating and directing people to ensure performance objectives are met.
- Ensuring continual improvement can be achieved.
- Providing leadership to other supporting roles in the organization to ensure overall targets can be met.
- Communication: ensuring that critical objectives, aspects, and performance metrics and results are continually communicated effectively to all stakeholders.

Requiring leadership is a huge departure from the 2004 standard, where responsibility could be devolved and delegated to a large degree to a "management representative" or another nominated person. This is clearly no longer the case, and that means big changes for many top managers, including a huge increase in EMS involvement and knowledge [11]. Communication is key to illustrating management commitment to a business management system, policy, strategy and organizational culture in environmental management. To achieve this, commitment must be illustrated through actions. If there is good communication within an organization, you can be sure that management is committed [12]. How does this look in practice?

6 Research results

The analysis was conducted in 100 Slovene companies, from small to large, with the aim of finding the most suitable environmental indicators and indicating devices in different areas in an organization. This paper presents only part of the analysis, the focus being on the following area:

- policies, strategy and organisational culture

Organizations fulfil their mission and vision through developing strategy and organizational culture. Organizational culture is defined as values, assumptions and beliefs that are shared by all employees in the organization, but reflects through activities of the organization's managers. The applied principles were Factor analysis of Principal Axis and Varimax rotation. We selected 4 general indicators for measuring policies, strategy and organizational structure, and 4 factors in environmental management. They were measured on a scale from 1 (I completely disagree) to 5 (I completely agree):
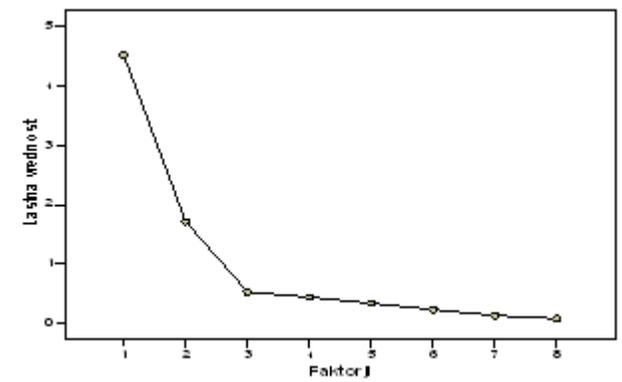

Figure 2: Graph presenting proper values – policies, strategy and organizational culture

The graph proves there are two very distinct factors which explain a 67.3% variance of variables, 56.2% according to Varimax and 11.1% according to the other factor.

	Policies, strategy and organisational culture in general	Policies, strategy and organisational culture in the area of enfironmental management
Organisation develops, monitors and upgrades the environmental policies and strategy	0.89	0.29
Organisation disseminates environmental policy and strategy and applies it onto the key processes	0.80	0.33
Environmental policy and strategy are based on information, obtained by measuring achievements, research, studies and from similar external activities	0.77	0.29
It is expected that employees at all levels are creative and innovative at their work	0.57	0.18
Organisation encourages and enables ongoing education and training with a special emphasis on increasing knowledge about environmental management	0.41	0.85
Suggestions of individuals in the area of improvement of environmental management are accepted and evaluated	0.23	0.82
Increased awareness of individuals and groups for environmental management is rewarded financially and also in different forms of non-financial rewards, acknowledgement and recognition	0.16	0.65
Possible extraordinary events and environmental accidents are treated, followed by corrective and preventive measures	0.44	0.63

Table 1: Policies, strategy and organizational culture – factor loading according to Varimax

Table 1 on policies, strategy and organizational culture provides us the factor loading according to Varimax. Factor structure is not very distinct, because some indicators have a very distinct load on one and on another factor. This consequently shows on a higher correlation between dimensions that are calculated as the mean value for indicators, belonging to individual factors. Selected factors for the indicator *policy, strategy and organizational structure in general* are as follows:

- planning of the environmental policy and strategy based on measures achievements, research, studies and other activities
- developing, monitoring and upgrading the environmental policies and strategy
- dissemination of environmental policy and strategy and application onto the key processes
- expectations for employees at all levels to be creative and innovative at their work

The value of Cronbach coefficient is 0.88 which shows suitability of the measuring instrument. The following factors were selected for the indicator of measuring the suitability of the *policies, strategy and organizational structure* in environmental management:

- Encouragement of ongoing education and training with a special emphasis on increasing knowledge about environmental management,
- Suggestions of individuals in improvement of environmental management are accepted and evaluated,
- Financial and non-financial awards for handling with increased environmental awareness,
- Corrective and preventive measures in case of environmental accidents.

The value of Cronbach coefficient for selected indicators is 0.88 which again shows that they can be used for calculating the indicators. The next table provides descriptive statistics of indicators and dimensions of policies, strategy and organizational structure.

	N	Min.	Max.	Arithmetic mean	Standard deviation
Organisation plans, implements, controls and upgrades the policies and strategy	112	1	5	3.83	0.98
Organisation disseminates the policies and strategy within the key processes	112	1	5	3.96	0.91
Policy and strategy are based on information, obtained from measuring achievements wit research, studies and similar external activities	110	1	5	3.74	1.06
It is expected that employees at all levels are creative and innovative at their work	110	1	5	4.02	0.89
Policies, strategy and organisational culture in general	112	1.25	5	3.89	0.83
Organisation encourages and enables ongoing education and training in environmental management with a special emphasis on building capacitieis	108	1	5	3.67	1.16
Proposals of individuals in the area of environmental management are evaluated	109	1	5	3.15	1.20
Increased awareness of individuals and groups for environmental management is rewarded financially and also in different forms of non-financial rewards, acknowledgement and recognition	109	1	5	3.27	1.08
Possible extraordinary events and environmental accidents are treated, followed by corrective and preventive measures	109	1	5	2.62	1.21
Policies, strategy and organisational culture in the area of environmental management	109	1	5	3.18	0.99

Table 2: Policies, strategy and organisational culture – factor loading according to Varimax

The indicator *Policy, strategy and organisational culture in general* is again evaluated with the statistically highest grade (3.9) as opposed to the indicator *Policies, strategy and organisational culture in the area of environmental management.* Paired sample T Test amounts to 8.93 at less than 1% risk These two indicators are very strongly linked, as the value of Pearson correlation coefficient amounts to 0.61 (p<0.01). Companies that evaluate policies, strategy and organisational culture very positively would normally also positively evaluate the same policies in the area of environmental management.

Companies, included in this survey, gave the highest grade to the category *It is expected that employees at all levels are creative and innovative at their work*, namely 4.02, while the worst grade was given to *Possible extraordinary events and environmental accidents are treated, followed by corrective and preventive measures* in the area of Policies, strategy and organisational culture in the area of environmental management which shows a low level of the organisational culture in the area of environmental management. This analysis is worrying that it shows little awareness about the meaning and importance of environmental management for long-term business success.

7 Conclusion

If companies wish to be really effective in the area of environmental management, they must have appropriate and well-regulated policies, strategies and resulting organisational structure. This includes congenial and stimulating atmosphere among employees, work satisfaction and other elements that define excellent performance. When implementing changes, employees should be motivated adequately. This is particularly important for changes that affect the environmental management.

While the analysis showed that organisation encourages ongoing education and training in environmental management, the responses referring to acknowledge and evaluation of proposals of employees in the area of environmental management could perhaps be higher, compared to responses in other categories. However, the employees did state that their increased environmental handling and awareness are awarded financially and non-financially, which provides a solid foundation for further improvements in environmental management.

In an organization that wants to improve these indicators, a high level of trust and honesty needs to be established in the communication between the management and other employees, between teams and even between the organization and its external stakeholders - customers and other companies is achieved [13]. Raising awareness means exchanging information. Information exchange is effective only when the system and communication network make it possible to transfer and disseminate the right information to the management and to all the employees when they need it, to exchange their points of view, discuss their personal goals when discussing the goals of the company, check their ideas, and learn from each other. Further individual discussions with employees showed that they are interested in learning [14]. But learning organisations need to allow communication directed to goals.

The survey also showed that the development of Environmental Management System is constantly improving. New environment issues dictate the redefining of the interest of customers, users, developers and others in the environmental aspects and impacts of products is increasing. Because of this, environmental management system needs environmental Indicators, which again is a dynamic process that is constantly subject to updating and improvement [15]. Long-term orientation of the organization depends on:

- the organizational culture,
- management philosophy and resulting policies and
- long-term and enduring choice of resources.

For a company to make its sustainability decisions, it is of crucial importance to have thoroughly studied and analysed possible course and outcomes, risks and benefits brought about by such a decision. Policies and strategies should not focus on short-term benefits, but on long-term consequences of sustainability aimed at long-term efficiency and effectiveness of the company's business and environmental activities. This initial research (including fields that were not presented in this article) showed that sustainable business is an important strategic decision for the companies. The more the company is involved in the environment, the more it relates to its stakeholders. Research findings can represent a useful starting point for critical study of benefits of temporally sustainable business. As nature's care projects increase in scope and complexity, managing them across time zones, language barriers, and technology platforms requires a systematic approach that accounts for every detail. Even more reason to keep project management as a tool for sustainable future.

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