



## Research Article

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# Strategic Planning Pitfalls in Society 5.0: A Systematic Literature Review

Daniel Mandel Gandrita<sup>1</sup>

David Pascoal Rosado<sup>1,2</sup>

<sup>1</sup>Universidade Europeia, Quinta do Bom Nome,  
Estr. da Correia 53, 1500-210 Lisboa,  
Portugal

<sup>2</sup>Academia Militar, R. Gomes Freire 203,  
1169-203 Lisboa, Portugal

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## Abstract

Although strategic planning relevance has its ups and downs, it has shown that it can always be a reference point to guide managers and management. This paper aims to clarify if the strategic planning pitfalls identified in the mid-90s still apply to today's reality. Also, to validate strategic planning's importance in society 5.0 while exploring its barriers from a dynamic capability's perspective. A bibliometric analysis focused on strategic planning pitfalls and the use of indexed journals/citations to validate the study relevance. To achieve this purpose, this study performs a systematic literature review and content analysis of 68 articles from 37 journals. The main results of strategic planning research revealed: (1) The relevance of strategic planning in society 5.0, (2) the appliance of dynamic capabilities creating a defensive business model, and (3) the two essential dimensions which can impact most strategic planning, and (4) the new pitfalls in today's context. Guided by dynamic capabilities theory, this paper seeks to promote insights related to the importance of strategic planning, adds value to the body of knowledge, and identifies contingency considerations that help explain the results on the relationship between strategic planning and the present context.

**Keywords:** Strategic planning; Society 5.0; Dynamic capabilities; Strategic planning pitfalls; Organizational planning

## 1. Introduction

Strategic planning emerged on the corporate scene in the mid-1960s to which corporate leaders happily embrace as “*the one best way*” to implement and devise new strategies (Mintzberg, 1994: 107) to attain competitive advantage outperforming its competitors and affect its consumers positively (Helms, 1992).

The predominant idea was to establish targets, clear objectives, formal plans, and data analysis to enhance performance achieving organizational goals and use strategic planning to be more rigorous, explicit, systematic, and rational while applying scientific methods to organizational policy problems (Friedman, 1987). These thoughts were supported by authors like Drucker (1974), Steiner (1979), Ackoff (1981), and Dyson (1990) in their scientific discoveries claiming the continuous

importance of strategic planning in the pursuit to a healthier internal and external organizational environment (Thomas, 1982).

This systematic planning mechanism was considered one of the main constructs in scientific discoveries. However, several well-published studies identified a set of fundamental pitfalls undermining the instrument reducing it to a fallacy (Mintzberg, 1994). This negative side of strategic planning points out the existence of hazards that could endanger the identity and culture of the organization (Godet, 2000) while damaging its formal planning or the value of planning.

In that sense, authors like Steiner (1980), Porter (1980), Mintzberg (1994), and Bonn (1996) reach a consensus throughout their studies that located some of the more significant pitfalls in strategic planning in the processes design, the involvement of human capital, and the lack of communication between top management and the remaining management levels.

In the following years, strategic planning has been out of flavor as a mainstream and dominant methodology (Carter, 1999), still the theme was subject of conversation throughout the times and recently discussed by managers or scholars such as Sax (2020), Panda (2021), Kaushik (2021), Al-Dhaafri (2021) as a method that can contribute to changing environment and interact with other development areas.

Leading to society 5.0, with a prominent focus on human beings at the center of innovation and technological modification for humanity benefit (Lima et al., 2020) strategic planning needs to be rethink and use in other areas of expertise.

The purpose of this research is twofold: first, shed some light on the importance of strategic planning in society 5.0 and validate what is the variable(s) more relevant in today's context, and second, understand the barriers that businesses face from a dynamic perspective. Considering the objective of this paper the following research question (RQ) was formulated: *Which is the most meaningful pitfalls that needs to be addressed in strategic planning?*

The literature review is presented to address the previous and recent state of strategic planning identifying the main pitfalls. As a result, this study pretends to show the trends in strategy, management, and several aspects related to strategic planning. The remaining steps of the paper are organized as follows: Section 3, the methodology which includes the bibliometric analysis, content analysis, and the development of the framework process. Also, it is presented the results of the of the bibliometric analysis and the papers portfolio.

Section 4 presents the propositions regarding strategic planning pitfalls, in Section 5, with the contribution of the previous analysis allow us to structure a pertinent discussion to the identified themes. Section 6 presents the implications. Finally, section 7 confers us the conclusions and limitations of the study.

## 2. Theoretical Framework

### 2.1 The state of strategic planning in the 90s

The concept of SP expressed the need for a framework to comprehensively understand the behavior of competitors and industry structure translating these into strategic operational recommendations (Porter, 1980). This strategic perspective becomes a response to the particular challenges inserted in business environments leading stakeholders within economic activities to reprise their long-term situation concerning relationships and products with suppliers and buyers (Betts, 1992).

Although SP is one of the least understood and the most talked-about activities in management practice, it does not have a predetermined formula or format that can ensure that a plan can be strategic (Sisson, 1992), which to some managers becomes confused because each organization adapts the process to its requirements. In that sense, to start the formal proceeding of SP, it is always necessary to ask "What does the organization want to be in the long term", "Where is it now", and "What actions must it take to move from where it wants to be" (Sisson, 1992: 42). Formal planning will aid in answering questions that the organization has in both unstable and stable environments (Ansoff, 1991).

However, Mintzberg (1994) draws attention to the inconsistencies the possibility of weak planning/performance and the findings relationship observed being the key rejection of formal planning as the “one” best way to plan (Brews, 1999). Throughout the following years, SP reached its decline and despite the efforts, it was exiled from its pedestal (Bonn, 1996). Several pitfalls (table – 1) were identified making part of the vanquish of strategic planning changing the way organizations create their scenarios and work day-by-day (Godet, 2000).

Lloyd (1992) in his interview with Henry Mintzberg about the rise and fall of SP, stated that one of the problems rests on people being harassed many times to fulfill their tasks without enough time to step back. Mintzberg (1992) also calls attention to the fact that there are dysfunctions on planning itself regarding the lack of commitment from the organization, the ongoing obsession for gaining and maintaining control, the bias nature regarding how the organization is managed, and the fact that people devote to much effort to a process that doesn’t produce the desired results.

Later, Mintzberg (1994) rethought SP pitfalls and added up the possibility that systems can do better or replace people, that there is an absence on how top management support for planning, and call attention to the climate in the organization not a propensity for planning. Following this reasoning, Steiner (1980), Porter (1980) draws attention to the fact that top management assumes that they can delegate the planning function to a planner, failure to consider all stakeholders’ necessary involvement planning process. The lack of flexibility in processes, simplicity, looseness restraining creativity, and the fact that top management does not pass enough time planning discrediting the process among staff and managers.

To Hill (1996) the pitfalls are focused on the lack of education concerning the use of the essential analytical tools that SP suffers in the long-term the preparation from executives in conceiving the planning to reach their goals. However, Glaister (1999) mentioned that formal SP might be dysfunctional if introduce excess rigidity encouraging a lot of inflexibility and bureaucracy in response to the changing environment.

For last, Taylor’s (1997) perspective demonstrates that although business plans are approved, teams don’t “own” them consequently will never be used those same plans, considered the issue regarding the bureaucratic process a problematic approach because to managers it is an extension of business as usual, the discussions usually do not focus on plans but on strategic issues.

**Table 1:** The state of strategic planning in the 90s

Year	Author’s Name	Pitfall
1992	Lloyd, B.	Urging people to fulfill their tasks.
1992	Mintzberg, H.	Organization’s lack of commitment, obsession in maintaining control, and effort into processes that do not produce results.
1994	Mintzberg, H.	People can be replaced by systems, lack of support of top management, and the organization is not the propensity to planning.
1980 1994 1996	Steiner, G., Porter, M., Mintzberg, H., & Bonn, I.	Top management can delegate functions, fail to assume the necessary involvement, lack flexibility, restrain creativity, and the lack time dedicated to planning.
1996	Hill, S., & Chae, M.	The misuse of basic analytical tools and lack of conceiving planning to reach goals.
1997	Taylor, B.	Lack of planning evaluation too bureaucratic with complex approach, and strategy focusses on plans, not on a strategy.
1999	Glaister, K., & Falshaw, J.	Excess of rigidity, lack of flexibility, and excess bureaucracy.

## 2.2 Strategic planning state of the art

The next stage in the evolution of civilization is centered in society 5.0, which underlines the idea of a rapid development of information technology allowing a human-centered society that balances economic advancement with the resolution of social problems by a system that integrates particularly

physical space and cyberspace (Nagy, 2019). Although this vision uncovers policies and actions on society's level, such drive is founded and intrinsically dependent on organizations, which are considered the most significant influence in institutions of modern society (Potocan, 2020).

Bearing the actual context in mind, researchers provided some additional arguments supporting SP and its evolution throughout the times. According to Gallo (2019), this construct needs to be adapted to today's environment regarding the speed, structures, rapid decision making and nimble behaviors with one goal, in particular, to mitigate threats and seize opportunities. However, it becomes a fact that this environment can generate pitfalls, and those need to be recognized and solved so that organizations can move forward, with this into consideration the author points out the lack of relationship between financial and human resources and their effects on the use of SP tools (Ibidi, 2019).

Khanin (2020) states that if middle and top management have excessive information, there is an excellent chance that the capacity to focus on the organization can be limited. The author also talks about the undermining of human capital, the lack of relationship management has with their peers while influencing their participation in the strategy process, and the possibility that management can have biased decision making.

Scholars like Sales (2021) refer to variables like focus, integration, alignment review, and problem-solving as methods by Hoshikin Kanri and Kaizen-Kata as tools for SP. However, these prove to be unsuccessful as several factors condition the success, namely the management commitment and involvement to the organization, employee participation in the activities or decision making, the constant training to update competencies, education, and empowerment (Netland, 2016).

Although there is an ongoing debate about the role of leaders regarding SP, Posch (2020), in his findings, claims that the behavioral and cognitive tendencies for supporting learning and innovation are weak and that there is a possibility that SP would show its true face. During the definition of strategic objectives for the organization leaders, will lay out little consideration difficult to measure elements such as entering new technology fields and opening new markets, thereby preferring exploitation over exploration. Also, created the construction of a system of incentive and control to restrict innovation and employees' affecting negatively exploitation-exploration balance (Ibid, 2020). Silva (2020) contributes to the literature review with barriers regarding the bureaucracy, the change in resistance, profound disassociation between planning and management, and the inability to access data due to not being available to everybody.

**Table 2:** Strategic planning state of the art

Year	Author's Name	Pitfall
2016	Netland, T.	The management committee, employee participation, training update, acquisition of competencies, education, and empowerment.
2017	Silva, S., & Vieira, L.	Too much bureaucracy, resistance to change, inaccessible data, dissociation between planning, and management.
2019	Gallo, P., & Benkova, E.	Lack of relationship between finance and human resources and the effects in the use of strategic planning tools.
2020	Khanin, D., & Turel, O.	Inability to deal with information, undermining human capital, the relationship between top/middle management and the organization, and participation in the strategic process.
2020	Posch., A.	Little consideration to elements difficult to measure such as new markets and technology fields, restriction in innovation and employees.
2021	Sales, M. & Castro, R.	People can be replaced by systems, lack of support of top management, and the organization is not the propensity to planning.

### 3. Methodology

#### 3.1 Research method

To map the contributions and determine challenges and tendencies in the field of SP in the context of society 5.0, Table 3 presents the research structure.

**Table 3:** Research Steps

Steps	Activities	Results
<b>Step 1: Problem Definition</b>	(i) Gap identification (ii) Formulation of the research	Clarifying if the SP pitfalls identified in the mid-90s still apply to today's reality. Also, to validate SP's importance in society 5.0 while exploring its barriers from a dynamic capability's perspective.
<b>Step 2: Systematic Literature Review</b>	Prisma methodology (Fig. 5), according to the three main stages: (i) Identification: (a) Structuring the keyword from the thematic axes "Dynamic capabilities", "strategic planning", "strategy", "strategic planning pitfalls", "organizational management".; (b) definition of the research protocol (search for the keywords, definition of the databases, publication type publication years, document types, categories); (c) deletion of duplicated papers; (e) inclusion and exclusion papers; (ii) Screening: (a) Reading the title and abstract of papers to identify those that are not aligned with the purpose of the papers and should be excluded; (b) Read the full papers to exclude those that have in consideration the purpose of this research; (iii) Included: (a) Description of the final pull of papers.	Final portfolio: 68 papers. These explicit discuss the found challenges in the organizations, the pitfalls regarding SP and contributions related to the subject of study.
<b>Step 3: Bibliometric Analysis</b>	(i) Use the keywords to start the search, compiling/refinement of the data base; (ii) Development of tables for descriptive analysis; (iii) Export the database to excel and a RIS file to VOSviewer; (iv) generate the VOSviewer network.	Characterization of the paper portfolio (evolution of publications, journals, and main authors). And network analysis (Co-occurrence, full counting and authors)
<b>Step 3: Content Analysis</b>	(i) Importation of portfolio articles to an excel considering the articles and the abstracts. (ii) Preliminary analysis of those related to the theme and with most frequent keywords and relevant information to the object of study. (iii) Organize the content to be used, (iv) Discuss within the researchers what papers to used.	Analysis of the 68 papers inside our portfolio and what areas SP can be linked.
<b>Step 5: Construction of the Framework</b>	(i) Selection of the results from previous steps, allowing the production of insights by the research team; (ii) Mapping the information regarding the study.	The unification of the results in a theoretical framework to identify SP pitfalls in today's context based on dynamic capabilities theory.

Our problem definition (Step 1) allowed us to shed some light the research question: "Which is the most meaningful pitfalls that needs to be addressed in strategic planning?"

To carried our SLR we use PRISMA methodology (Page et al., 2021) in order to address the issues raised and identify relevant literature. The results analysis was based on two methods. First,

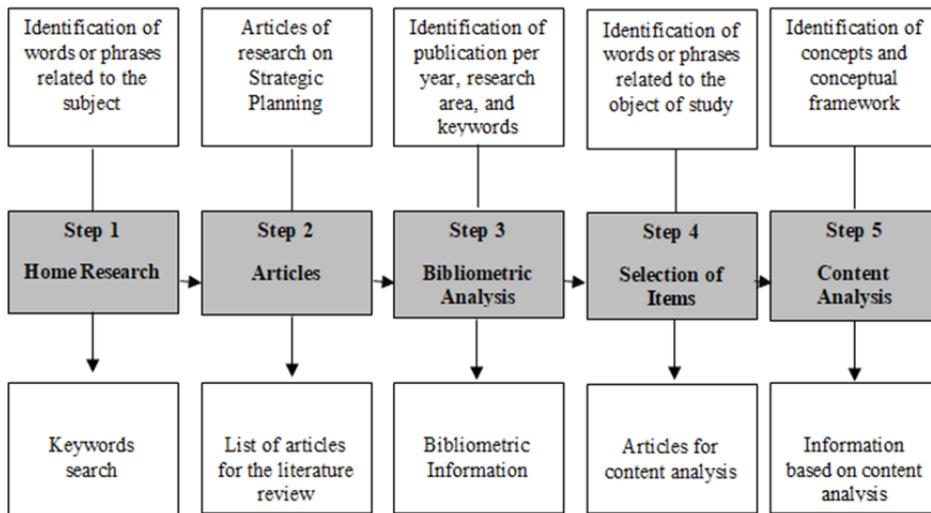
the bibliometric analysis which enables a mapping of SP in the 90's and state of the art related on subject. Second the content analysis, allows the identification of the important topics on the subject, and the discussed challenges that need to be address in SP.

### 3.2 Systematic literature review

To understand the research trajectory about SP through time, we conducted a bibliometric study to enable a systematic review of the literature of international journals dating from 1980 to 2022. The bibliometric analysis requires quantitative statistical analysis and the publications to the corresponding citations. The primary purpose is to identify the items with the most significant impact in the study regarding keywords, citations, and journals with more significant effect.

The first stage of our research includes identifying the literature by searching significant scientific databases such as B-On, Emerald, Science Direct, Sage Journals, and Web of Science (WoS) focused on SP, society 5.0, dynamic capabilities, strategic planning pitfalls, and organizational planning using social sciences as the research domain. Only peer-reviewed articles are considered the most relevant, credible and with the most impact than other sources (Mackenzi, 2005). Each of the articles was analyzed by the most relevant authors in the SP area removing those not linked to the topic or giving any perspective to the theme.

**Table 4:** Process of the systematic literature review



The keywords used have the purpose of deepening the study. The non-related articles were removed following this extensive search, not adding any relevant information to the subject of study. The words: *strategic planning*, *society 5.0*, *dynamic capabilities*, *SP pitfalls*, and *organizational planning* were added in the scientific platform WoS database providing a list of high-quality peer-review articles in the theoretical framework.

The use of the Boolean indices helps to increase the search probability for relevant documents. The initial survey started by using relevant keywords in the query search preview, more specifically, the use of “strategic planning\*” OR “strategic planning pitfalls\*” AND “society 5.0, ” AND “dynamic capabilities\*” AND “organizational planning”.

**Table 5:** Research Protocol

Research Protocol	
Search Term (Title, Abstract or Keywords).	“Dynamic capabilities” AND “Strategic planning” OR “Strategic planning pitfalls” AND “organizational planning” AND “society 5.0”.
Search Strategy	“AND”; “OR”
Database	B-On, Emerald, Science Direct, Sage Journals, and Web of Science (WoS)
Publication Type	Reviewed Papers and Research Papers
Language	English
Date	1980-2022
Publication Titles	68 results/37 Journals
Search Period	Not Specific

This search generated a collection of 50.537 results. By refining the search adding categories like Business and Management categories gave of 8.103 results. While searching for the publication years from 1990 to 2021, the sum found was 7.480 articles. The search was concentrated by document types by articles, giving 4.842 results. Filtered by publication titles, it was determined 37 journals as the most relevant for this article.

**Table 6:** Journals and number of articles

Journal	No of articles
<i>Management science</i>	25
<i>Long range planning</i>	638
<i>Strategic management journal</i>	62
<i>Harvard business review</i>	52
<i>Management decision</i>	50
<i>California management review</i>	25
<i>Business horizons</i>	24
<i>Journal management studies</i>	23
<i>Journal of small business management</i>	21
<i>Business strategy and the environment</i>	20
<i>R D management</i>	17
<i>Sloan management review</i>	17
<i>Strategic management</i>	17
<i>Journal of business economics and management</i>	15
<i>Small business economics</i>	14
<i>Journal of Strategy and management</i>	13
<i>Business process management journal</i>	11
<i>European management journal</i>	10
<i>MIT Sloan management review</i>	10
<i>Strategy process</i>	1
<i>Academy of management journal</i>	9
<i>Journal of management</i>	9
<i>Journal of management organization</i>	9
<i>Asian pacific journal of management</i>	8
<i>British journal of management</i>	8
<i>International business review</i>	8
<i>Baltic journal of management</i>	5
<i>Polish journal of management studies</i>	6
<i>Journal of management development</i>	6
<i>International small business journal researching entrepreneurship</i>	6
<i>European management review</i>	6

Journal	No of articles
<i>European journal of international management</i>	7
<i>Measuring business excellence</i>	8
<i>Journal of small business and enterprise development</i>	7
<i>Serbian journal of management</i>	8
<i>REGE - Revista de gestão</i>	7
<i>RBGN - Revista brasileira de gestão de negócios</i>	7
<b>37 Journals</b>	<b>1.195 results</b>

The outcome of refining by journals gives a total of 1.195 results. The research language for the articles was English which helped to narrow down the search.

Although refining gives a reduced number of articles (1.195 results), The screening stage was included to select the papers by reading the abstract and title (Silva, 2022) and verify the subject of the paper is related to study. In this phase, we select those that discuss only SP and mention DC and society 5.0.

The subjects implied in the exclusion process are related to strategic thinking, performance, finances, environment, governance, supply chain, information systems, sustainability, scenario planning, marketing, and health. With the elimination of areas non-related to SP, it was possible to reach 68 articles, giving a solid base to work.

### 3.2.1 Inclusion criteria

To conduct this study, reviewed journals were considered as a thrust source of knowledge, keeping out thesis, blogs, editorial notes, white papers, book chapters out from this study. To maintain the relevant publications and work related to this study (Rajput, 2021), included inclusion criteria corresponding SP and SP pitfalls.

### 3.2.2 Exclusion criteria

Research publications were collected according to inclusion criteria and unrelated publications to the study were ruled out for being beyond the work scope. The abstract, introduction, literature review, findings, and discussion were reviewed, and all of the articles that were not related to the subject of study were discarded (Anthony, 2016).

The rejected articles did not present pertinent applications or information on SP. Following the literature search formula, it was observed in Fig. 2 that the articles with SP inscription had grown significantly, although it has been related to other areas. Regarding the citations, those have also expanded year by year, reaching 1000 citations in 2016 and expanding gradually every year.

These figures represent the relevance on the subject of SP and SP barriers/pitfalls are conquering its space in social sciences again and can be explored and considered flexible to the existing subjects.

Note that snowball method was used in addition to the papers found, in Fig. 1 we illustrate the information files, presenting the quantitative data from the inclusion and exclusion files according to the steps of PRISMA methodology.

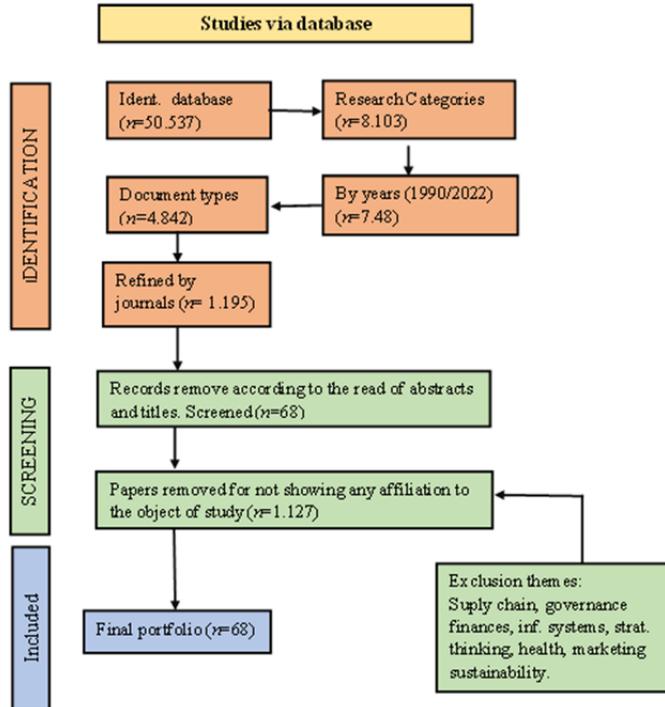


Figure 1: Studies via database

### 3.3 Characterization of the articles understudy

Fig. 2 shows the evolution of articles understudy from 1990 until 2021. This is an indicator that several authors considered the SP theme and can be combined with other research areas like education, pharmaceutical, performance, technology, and others. Since 1990s there has been a growth in publications reaching its peak in 2020, it can be attributed to the pandemic context to which organizations had to adapt, plan and review their purposes.

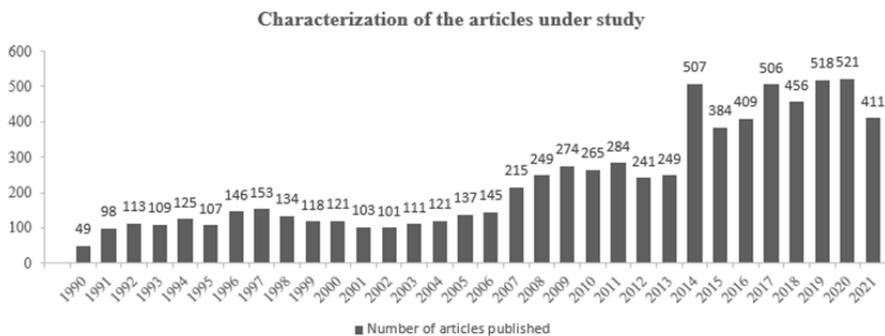


Figure 2: Characterization of the articles understudy



#### 4. Strategic Planning Propositions – Main Themes

Next, formal propositions regarding the drivers of SP state of the art pitfalls are made. These propositions are based on the existing literature research. These propositions can be found in Fig. 5:

##### 4.1 Processes Complexity ( $P_1$ )

Mikkelsen (2021) refers to bureaucracy as a workforce capability problem that challenges the ability of workers in the organizations with the demands of its tasks now and in the future. The term integrates with several mechanisms, among them, written regulations and rules, procedures for advancement and selection of officials, and specialized staff with the purpose of maintaining these same rules and policies (Meyer, 2015).

However, it was brought to the attention of scholars (Silva, 2017; Khanin, 2020; Posch, 2020) that the excessive bureaucracy in processes could make SP inconsistent with its objectives (Meyer, 2015), the human capital instead of showing professionalism turns out to be lack tolerance in ambiguity and present great incapability of taking control of unstructured situations (Harvey, 2013), and the technological delays harming growth performance (Spinesi, 2009).

##### 4.2 People unwillingness to change ( $P_2$ )

In the organizational context, employee change can be the major obstacle to the successful introduction of new practices and structures. This is shown behaviorally in workers reactions regarding cognitively changes in their beliefs and any affection about the situation or environment in the organization. This lack of flexibility and fear of the unknown can be identified as factors increasing resistance (Agrawal, 2021).

Nevertheless, it can be assumed that these employees have organizational dysfunctions due to the inability to adapt to the situations creating constraints that can be explained by the prevented participation in the decision-making related to changes or impositions, conflict of interests, values, and norms promoted to restructuring, and when the change is perceived to disrupt the existing relation or cohesion (Pearse, 2010).

##### 4.3 Data misreading ( $P_3$ )

Data sets are getting created day by day with improved features and accurate information related to the real world (Tawar, 2020; Yang, 2022). In that sense, SP needs to have enough flexibility to outline numerous approaches in processes to test, modulate, interpret, and data processing to surpass the day-by-day challenges (Jalajakshi, 2022).

Silva (2017; Khanin, 2020) refers that inability of management to understand the obtained data leading to error repetition, retrieve wrong conclusions due to communications errors creating flaws in logic used to connect results to conclusions, and poor design that comes from deficient data analysis (Brown, 2018).

##### 4.4 Strict Hierarchy model ( $P_4$ )

Top management has an important role in shaping the organization, and its commitment and involvement should be multifaceted and not limited only to the degree that only CEOs and directors participate in decision-making putting aside the remaining stakeholders (Tzempelikos, 2015). Although the reform has been highly complex and challenging (Wang, 2020), SP needs to break the barriers between top management and the remaining levels.

This breach in the organizational environment leads to gaps in internationalization, environment dynamism, decentralization of power, innovation, growth, international risk

management, and behavioral integration (Aboramadan, 2020).

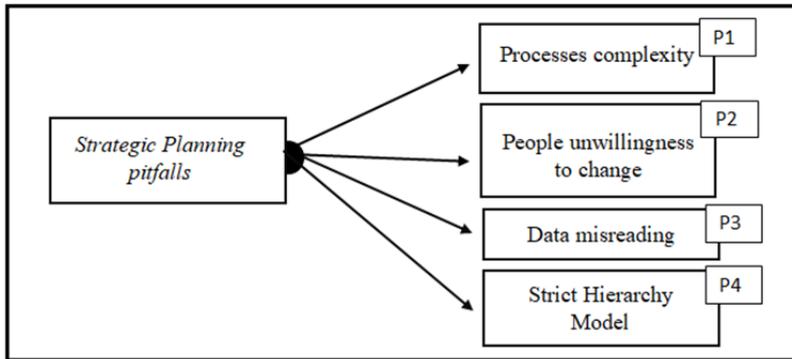


Figure 5: Strategic planning propositions

## 5. Discussion

The theoretical framework analysis collected the most pertinent information from the publications regarding SP in the 90s. With this into consideration, the following information was abstracted in each article giving the following information: (1) the lack of management skills needed to uplift the organization, (2) the reduced employee participation in an organization, (3) the need for update skills and competencies, (4) the bureaucracy involved in processes limiting its progress, (5) the inability to understand information and how to act regarding decision-making, (6) take measures to understand resistance to change, and (7) the incapability to use SP tools and (8) shallow knowledge about the market changes shown in table 1.

A significant contribution was given by the research method which, helps understand the past and current stages of SP, the characterization of articles under study (Fig. 2) can determine what areas were more prominent to SP, the characterization of citations (Fig. 3), and what publications subscribe to the theoretical framework (table - 5), contributing to the understanding of the relevance of SP from the 90s until today.

These variables contribute to a broader perspective of what pitfalls were involved in SP and what type of barriers organizations had to face to sustain their operations and competitiveness. Through the analysis of the theoretical framework regarding the pitfalls found in the 90s determined that SP started to fall from its pedestal due to managers confusing real vision with the manipulation of numbers and the have into consideration that the successful strategies are visions, not plan (Mintzberg, 1994).

Despite the management team having a crucial task during the creation and development of plans to achieve organizational goals, it remains clear to Langley (1998) that formal SP is no replacement for strategic decision making, becoming problematic due to the constant changes in markets and the rapid developments inside organizations to which sometimes, cannot detail those quick decisions in planning.

With the evolution of management tools and techniques in the organizations, employees in minor management levels need constant follow-up, time to adapt to processes and develop new competencies. Due to the disengagement of top management (Porter, 1980; Steiner, 1980; Mintzberg, 1994), these remaining levels start to feel the lack of support, creating resistance to change, abandoning the outlined planning creating more difficulties to the organization unable to rely upon the original structured SP.

Following the changes of times, the research leads us to SP and the new paradigm in society 5.0,

which is more prominent to be a human-centered society with a higher degree of merging cyberspace and physical space. Analyzing SP pitfalls found in table 2 uncovered that organizations need to create a mechanism to increase employee participation (Netland, 2016; Silva, 2017; Gallo, 2019; Posch, 2020) in the processes. At the same time while continue to ensure that work-life balance, social problems, and quality of life are integrated with the organizational SP which becomes a fundamental role in their behavior and future perspectives.

Netland (2016) brought the reinforcement of training which can lead to the inability to deal with or read the information (Khanin, 2020) creating more difficulties regarding the use of digital technologies fields or new processes restricting the innovation process. Although brought up in the 90s, the relation between top management and its co-workers is an ongoing issue (Netland, 2016; Karin, 2020) that needs to be corrected because the sense of belonging it will be, more positive will be the support of all stakeholders.

Silva (2017) also calls attention to bureaucracy level inside the organizations that strategic constraint planning, instead of creating faster solutions that will help surpass any adverse situations, delay, and create more disturbance. In that sense, SP needs to be made with attention to what processes are related to the organization and what ideas workers have to facilitate their tasks.

Although planning is a guideline to which organizations can lead their objectives, when it starts to take another proportion, top management tends to dissociate between planning and (Vieira, 2020) management becoming more accessible to rely on their expertise than (re)structured the SP. Lastly, the effects of SP tools (Gallo, 2019) concerning the data analysis and the posterior conclusions taken to add to planning, although it was discovered by Gandrita and Rosado (2019) that those same tools are outdated. It is necessary to relate other technological tools to SP to have more reliable sources contributing to better decision-making as time progresses.

With the characterization of articles, it's possible to determine that in the 90s, the year with most publications is 1997, with 153 publications covering areas like banking, information systems, human capital, technology, and tourism. However, it was noticed a slight decrease during 2001-2004 in publications. The year with higher publications 2021 can be attributed to the pandemic context and the need for organizations to (re)plan their goals. Also, the confirmation that SP can integrate into other scientific areas to continue its growth.

According to Fig. 3, the significant growth in citation characterization in 2016, with 10.002 citations reaching the higher value in 2020 with 17.636 results giving more and more credibility to SP. Throughout the analysis of articles understudy and analysis of citations understudy was possible to understand that SP is becoming more relevant in social sciences and that scholars continue to attach planning and SP to their articles.

While analyzing the theoretical framework, it was argued that the barriers of each variable regarding SP, considering the pitfalls found in recent years, arise questions regarding the best was to structure SP in organizations, the support giving to all levels of management, digital technology following up, and the workforce.

Hence, these determinates can be perceived as the organization's DC (Teece et al., 1997) contributing to a business model's proficiency. This theory and strategy merge to create and refine a sustainable business model, contributing to organizational transformation (Teece, 2018). However, our research points out that businesses must consider SP barriers to overcome issues that can prevent its evolution and that the traditional managers must evolve, transformation itself into a dynamic management. This research also contributes to practitioners, more specifically, to organizational managers helping them identify the barriers and the initial focus in SP.

## 6. Strategic Planning Implications

During our research, we could understand how planning is continuously a method that aids and drives organizations towards the future. As digital technologies continue to evolve and incorporate into companies, it is necessary to make several changes to how strategic planning must be done and

what fields are required to support it.

Supported by DC theory, SP needs to include digital technologies to encounter new opportunities for new businesses, facilitate processes, and change how people do their jobs. The application of technologies such as Virtual reality, big data, and artificial data will contribute to SP being more agile, acquiring more information, interpreting data, and foresing and equating new possibilities facilitating decision-making.

To achieve a new stage in the organization, teaching methodologies are required in to redesign and redefine the business model. For this, it's essential to create singular products and services to anticipate the reaction of competitors.

Thus, the theoretical framework indicates that SP can be related to other areas. However, SP demonstrated that every member of the organization can be included and participate in planning which is a sign of their importance within the organization for the realignment structure and culture of the business model.

For future research implications, the knowledge generated about strategic planning in society 5.0 was consolidated, and the analysis results entrust some opportunities for future research. The challenges found in propositions can be addressed by CEOs, strategists, and scholars in the field of SP and society 5.0.

Table 6 highlights some research questions for future studies related to the found propositions (table 5).

**Table 6:** Future research questions

Processes complexity
<i>RQ: How can map important processes in strategic planning?</i>
People unwillingness to change
<i>RQ: What changes can be made in strategic planning to help the workforce?</i>
Data Misreading
<i>RQ: What investments can be made to improve data misreading?</i>
Strict Hierarchy Model
<i>RQ: What kind of intellectual investments top management can made to improve SP?</i>

## 7. Conclusions and Further Studies

To the best of our knowledge, this paper can be considered one of the first analysis of pitfalls from SP identified in society 5.0 influencing organizations, strategies, and planning methods. Based on our research, businesses need to reshape their planning considering the present context and the vast areas that become part of the natural evolution of the world, namely technology, digitalization, sustainability, and the environment.

One of the most sensitive topics which need special attention by top management, according to Netland (2016), Silva (2017), Gallo (2019), and Posch (2020), is to understand what will be the role of employees inside organizations through the buildup of planning or digital planning and what cautions top management should have to support the workers.

Concerning the relevance of SP, we have resorted to the results mirrored in peer-reviewed articles registering a crescendo in the year 2004 from 215 to 411 results per year in 2021. Citations also reported the highest number in 2021 with 17.153 results indicating a growth compared with the 1993 13 results. For last, to evaluate the reliability of the construct in science, the journals and databases used gave extensive contributions and are pertinent to science.

To enhance SP proficiency in organizations, our research suggested the appliance of DC theory creating a defensible business model that allows organizations, ideally, to increase their level profits to an adequate level becoming, sustainable while elevating their resources and capabilities (Teece, 2018).

According to this theory on the sense level it becomes relevant for the future to understand the technological possibilities that can be added into SP and how technology can be continuously developed creating business opportunities. However, according to the found pitfalls to enjoy these opportunities, managers must reduce bureaucracy in processes, technological advances require data update, ability to deal with all the information, and have into consideration the new markets followed by technological innovations.

To seize new or changing opportunities, the design needs to be fused with the organization's SP and be constantly refined anticipating possible changes inside or outside the organizational spectrum. From a DC perspective, on the sense level it can be observed that commitment is considered one of the factors that lead to success, teams support and relations between management levels.

Following SP pitfalls, it is necessary to increase the link between top management and the remaining levels regarding support, personal confidence, communication, and building a better working team. The dissociation of planning and the lack of propensity to planning can be erased with more commitment and the sharing of ideas.

According to the dynamic theory, the transform level talks about the realignment structure and how culture needs to adjust with the organization's internal structure and overall management model. In that sense, there is a decisive necessity to eliminate the pitfall sentiment of people being replaced by technological systems, the using tools that contribute to easier processes and help workers to perform at the highest level.

In conclusion, SP needs to continue integrating with other scientific areas to evolve, maintain relevancy, and contribute to scientific discoveries. Considering to the pitfalls in society 5.0, there were found two essential dimensions which can impact most SP are human capital and technology. Also, managers should abandon the traditional structure of SP and add DC to managers scanning, learning, involve, and interpret activities

During the research it was noticed a continuous necessity to make longitudinal studies to understand the status of SP regarding the evolution of society improving the construct in methods and applications to businesses.

To further researches, managers can evaluate the direct and indirect effects that SP have in the organizations while measuring the advances on digital and human capital assessments in literature in general and assessing new technologies practices integrating in SP underlining advantages and disadvantages.

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