Societal Transformation Projects and the Role of Values and Cycles of Change (VRCC)

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Abstract

Transformation projects are very complex to finalize. They depend on the applied domains, and especially on the roles of societal values, and the cycles and speed of the changeprocesses; and other important societal factors. In most of the applied transformation projects, technical (or what is known under the digital transformation projects) face a high rate of failures; more than seventy percent. Digital transformation projects (or *digitization*) are the simpler types of such projects and contrary to them, societal transformation projects (simply *Project*) are far more complex type of transformations, because of their many complex societal compositions, dependencies, duration, and other related factors. In this article the influence of major geopolitical changes and events on *Projects* is also analysed.*Projects'* (like all other types of transformations) related research activities, depend on Critical Success Areas (CSA), which are the following: 1) Rate, cycles, and speed of change; 2) Human factor and societal values; 3) Levels and types of resistances; 4) Cultures, Religions, and historical backgrounds; 5) Used technologies and methodologies; 6) Ethical and legal system; 7) Managements' profile and capabilities;8) Financial and resources management; 9) Risks' and statuses evaluation concept; 10) Demography, Environment and ecology; 11) Family policies; 12) The defined objectives; 13) Role of geopolitical events; 14) Artefacts of mass destruction; and 15) Applied research method.

APPLIED RESEARCH METHOD

Basics

The Applied research method (simply *Research*) uses the Empirical Engineering Research Method (EERM), which is useful for engineering domain like the one related to this *Research*; and the main goal is to implement an interactive mixed method that is based on selected factors andthe author's developed Heuristics Decision Tree (HDT). A CSA is a set of Critical Success Factors (CSF), where a CSF is a set of KPIs. A KPI corresponds to a single *Project*objective of requirement. CSFs are used to evaluate *Project's* goals and defined constraints; can be internal or external.This *Research* uses the author's Applied Holistic Mathematical Model for *Projects* (AHMM4P) [1,2,3] to support a Geopolitical Analysis Concept (GAC). *Project*need a holistic, generic, and Polymathic-holistic structure, like in the cases in whichconflicts can provoke major societal changes. The AHMM4Pbased was already appliedin various author's related works and can be considered as mature.The Role of Values and Cycles of Change (RVCC) sets of CSFs are: 1) The history, role and origins of the analysed society; 2) The geopolitical influence on the analysed society; 3) The societal, religious-ethnical, and cultural predispositions; 4) Evolution of the levels of culture and standards of life; 5) Educational standards and the national system; 6) Interaction with external academic organizations; 7) *Research*' and the related framework statuses; 8) The focus is on complex engineering fields, like the ICS; 9) Societal affinities and external influences; and 10) The*ProjectManager*'s profile, which is the most important CSF, where actual *Projects* are managed as silos where their sub-organizations create a messy

organizational-system that is based on various societal aspects like mentality, culture, education, finance, and technology. The AHMM4P based Decision Making System for RVCC (DMS4RVCC) can be used to solve various types of RVCC problems, by offering sets of corresponding solutions. Problem solving uses a central qualitative method that is based on HDT processes, which uses punctual quantitative methods at all ofits nodes. The AHMM4P and an In-House Implemented (IHI) framework (simply *Framework*) are transformation's driven and are agnostic to a specific enterprise (simply*Entity*), methodology, technology, and/orsociety [1,15, 31].

The Framework

Research's concept is managed by the *Framework*, which is composed of various modules. In this article, parts of the previous author's works are reused for the better understanding of the *Framework*, *Research*, andthe RVCC. The aim is also to upgrade and defined the Architect of Adaptive Business Information Systems (AofABIS)*profile* that become the *Manager* complex *Projects*. Of course, the previous AofABIS *profile* is a technical one, but in this article the notion of methodologies is extended and adapted. Empirical research validity checks if the *Research* is acceptable as a contribution to existing scientific knowledge, conclusions, and uses a Proof of Concept (PoC) or experiment, in order to prove that the concluded recommendations are valid and feasible. U

Using Google's scholar portal, in which the author combined the previously mentioned keywords and key topics; the results clearly show the uniqueness and the absolute lead of the author's *Research*and approach; which makes the author's works' credible, successful and useful. In the initial *Research* phase, *Research*must be tuned for the Research Question (RQ).

The Research Question, Research Limitations, and Knowledge Gap

The APplication Domains (APD) are various societal fields and related ICS and organizational-engineering domains, and the *Manager's* profile that can include the following skills for managing: 1) Agile, and Enterprise Architecture (EA)for organizational environments; 2) APD and/or business architecture(s); 3) *Project* team members' integration; 4) *Project* management collective collaboration integrated environments; 5) *Project* integrated implementation environments; and 6) Coordination of *Project's*Implementation Phases (PIP). The RQ is: *"What are the advantages and disadvantages of the* RVCC *in Projects?"* An important *Research* gap and limitations exist, that is why the author proposes a Polymathic-holistic approach that unifies the following fields: 1) Implementation of a unique RVCC for *Projects*; 2) Define the *Manager's* profile; 3) RVCC's interaction with other external *Entities*; 4) The use of theHDT and DMS4RVCC; 5) To use *Projects*to localize and bloc State Organized Global Financial Predators (SOGFP) destructive misdeeds; 5)To implement the EERM model and to use of CSAs and CSFs in *Projects*.

EERM, CSFs andCSAs

This *Research* is based on the EERM and it includes a PoC that is based on Action Research (AR) based HDT, and CSAs [3]. AR is an optimal method for *Projects* and related Societal Learning Processes (SLP)… Especially, AR is helpful in an educative concept and can be defined as a long term SLP that improves the quality of societal standards and *Projects'* success rates. AR based HDT provides the *Project* and its *Managers* with valuable SLP based knowledge and methodology/technics on how to improve transformational practices or to resolve concrete societal problems. The HDT uses a systematic and participatory process and offers beneficial opportunities for *Projects*. The HDT supports the professional development of *Managers*, by increasing their empowerment, and linking *Research* and SLP based (best) practices[32]. As shown in Figure 1, a CSA is a selected set of CSFs, where a CSF is a set of Key Performance Indicators (KPI). Each KPI corresponds to an RVCC requirement and a

problem type. CSAs, CSFs and KPIs (simply *Factors*) reflect RVCC problem types that must solveall defined *Project*problems and meet defined goals. Once the initial set(s) of *Factors* have been identified, then the *Project* can use the DMS4RVCC and existing *Project*standards to propose solutions [1].

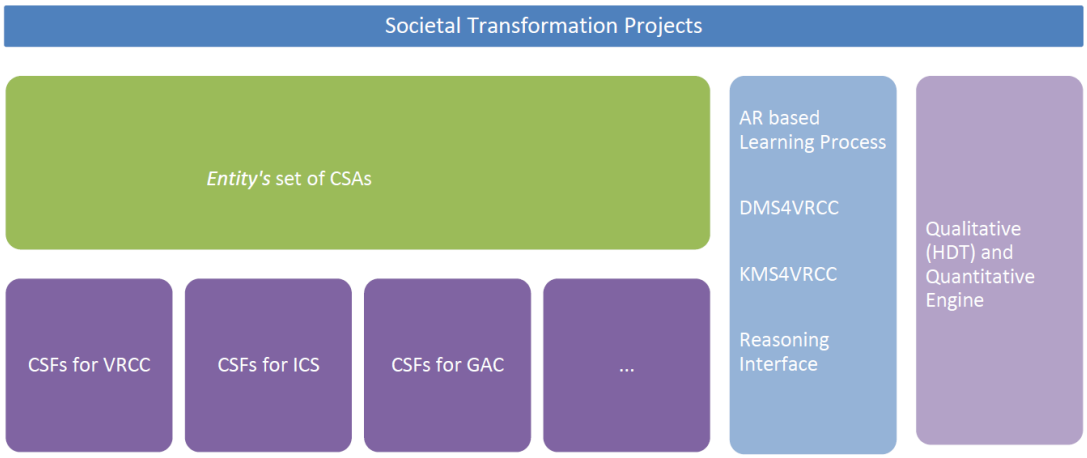

Figure 1. VRCC's*Factors'* concept.

Standards and External Frameworks

Research interfaces standard frameworks like, The Open Group's Architecture Framework (TOGAF) that supports EA and Artificial Intelligence (AI) activities, to support intelligent behavior, by analyzing the system. AI includes the following fields [33]: 1) Mathematical Models (MM) and algorithms, like the AHMM4P; 2) Decision trees, like the AR based HDT; 3) Learning fields, like the SLP; 4) Automated (re)scheduling and (re)planning; 5) ICS/technology, resilience, and processing environments; 6) Robotism, automation, and recognition; 7) Data based decision-making approach; and other advanced topics. This *Research* uses a set of AR based HDT actions, which are implemented in a *Project* collaborative context. The HDT tries to understand underlying causes of *Project* problems and is an iterative SLP. *Project*sand RVCCs must use an MM like the AHMM4P to verify their status and integrity.

The AHMM4P and the RVCC

The AHMM4P includes a dynamic defined nomenclature which can be used to facilitate the integration of any *Entity*. AHMM4P's nomenclature is presented in Figure 2. AHMM4P' instances support the DMS4RVCC, by using *Factors* weightings and ratings (in Phase 1) and is based on multicriteria evaluation. The *Entity's* EA model and its Architecture Development Method (ADM) are *Research*'s kernel elements. The AHMM4P and its underlining set of created instances is based on the HDT [34]. In each HDT's node a precise call to DMS4RVCC functions can be executed. The AHMM4P uses an objective function, for the maximization or minimization activities. for supporting *Projects*.

Basic Mathematical Model's (BMM) Nomenclature

Iteration	= An integer variable *"i"* that denotes a *Project/ADM iteration*	
microRequirement	= (maps to) KPI	(B1)
CSF	= Σ KPI	(B2)
Requirement	= (maps to) CSF = ⋃ microRequirement	(B3)
CSA	= Σ CSF	(B4)
microMapping microArtefact/Req	= microArtefact + (maps to) microRequirement	(B5)
microKnowledgeArtefact	= ⋃ knowledgeItem(s)	(B6)
neuron	= action->data + microKnowledgeArtefact	(B7)
microArtefact / neural network	= ⋃ neurons	(B8)
microArtefactScenario	= ⋃ microartefact	(B9)
AI/Decision Making	= ⋃ microArtefactScenario	(B10)
microEntity	= ⋃ microArtefact	(B11)
Entity or Enterprise	= ⋃ microEntity	(B12)
EnityIntelligence	= ⋃ AI/Decision Making	(B13)
BMM(*Iteration*) as an instance	= EnityIntelligence(*Iteration*)	(B14)

The Generic AHMM's Formulation

AHMM	= ⋃ ADMs + BMMs	(B15)

AHMM's Application and Instantiation for VRCC

Domain	= VRCC	(B16)
AHMM4(*Domain*)	= ⋃ ADMs + BMMs(*Domain*)	(B17)

Figure 2. AHMM4P's nomenclature [1].

Supporting Projects and Related Works

Dynamic *Entity's* structures, hyper-advances in GAC and related AI, DMS4RVCC, ICS depend on the available resources (like data), to meet *Project* challenges and risks. Many *Entities*, failed to implement VRCC based *Projects* and to implement adequate SLP based innovation policies. Many credible sources have proved that the failure of *Project*s is due to the complexity of encountered problems, mainly due to the society's complexities. The role of education in complex, inflammable, and divers *Entities* has beenidentified, recognized, and recommended; and that needs high standards universities and quality.That was committed by the United Nations Charter, in order to maintain good quality of education for an advanced *Entity* [35]. The RVCC depends on the*Entity's* national, historical heritages and the surrounding geopolitical context.The author's *Project* related works that were published are used to support this article:

- Using AHMM based *Projects* [1]: Evolution led businesses to transform and use avantgarde-technologies, depend on decision-making capabilities. Using AHMM based transformations is essential for decision-making in dynamic APD/business environments.
- The transformation framework used to analyze the rise and the 1975's fall of the Lebanese business ecosystem [4]. Lebanon was a dominion that was shaped by its historical ally, France;but Lebanon faced many challenges like major SOGFP misdeeds.

- Using GAC based societal transformations in theMiddle East's Area (MEA) and associated eventslike [5]: MEA's historical, financial, and geopolitical *Factors*, which are recurrent scenarios of financial destruction and plundering concepts.
- Control and audit for SOGFP based crimes [6], which presents a societal transformation concept that can predict, control and audit SOGFP financial crimes; especially in the context of global financial and societal crisis.
- The nation of Semites–The Phoenicians [6], whichpresents the nation of Semites who have influenced humanities for thousands of years. It is the oldest structured and networked civilization that has chosen the MEA as a jumpstart for their expansions.
- *Entity's* Security Management Concept [8]. The most important geopolitical risk is the SOGFP that uses avant-garde technologies for its activities. Therefore, the security of an *Entity* must be based on GAC which has to manage Cybersecurity.
- *Entities* Transformation Projects [9], in whichmilitary technology strategies, wars, and military investments are the backbone for dominant economies and are a nightmare for weak *Entities*.
- *Projects* in the financial industry and ethics,analyses the ongoing global financial, societal, and geopolitical crisis;and related crimes. It defines *Factors* that can identify possible SOGFP. SOGFPs are in general ranked as very ethical organizations and that limits ethical approaches. Regulatory organizations are corrupt and are linked to financial centers [10,11]; and these centers commit major financial crimes.
- The Societal Transformation Framework Applied to analyze-The Evolution of Demographics in the Mediterranean Area (MA) for Geopolitical Analysis. Where the MA is probably the oldest structured and urbanized group of different civilizations. These civilizations have various roots, like the Latins; various types of Semite-tribes, North-Europeans, Celtics, Indo-Europeans, Turco-Asians, Persians, Byzantines, and many other nations. This specific mixture of ethnicgroups battled to occupy the MA, and many *Factors* played major roles in the evolution of the mentioned area, like the role of economy and demography. Demography is the most important factor is related to the MA's colonization campaigns, which started with the Semite Phoenicians (SP). Many conditions affect demography, like, for example, aging, standard of life, medicine, culture, geographical conditions, and conflicts. In this chapter, the author presents a Geopolitical Analysis (GA) to analyze the reasons for the MA's and MEA actual demographic … [12].
- Entity Transformation Projects: The Extreme Crisis Strategy (XCS) [13].
- The Transformation and Enterprise Architecture Framework: The Applied Holistic Mathematical Model for Geopolitical Analysis (AHMM4GA)is the result of research on societal, business/financial, and geopolitical transformations using applied MMs. It uses mainly qualitative holistic reasoning model module that punctually calls to quantitate functions[14].
- The Business Transformation Framework and Enterprise Architecture Framework forOrganizational Asset Management in the Lebanese Context. This research uses is multidisciplinary and is supported by a tree-base heuristics module, applied to manage various types of assets. And the manners for the detection of financial irregularities, assets optimizations and eventual dangers for the organizations or national assets. In the case of gigantic financial misdeeds that endanger national assets, which are related to fraud and money laundering that damage many organizations and even countries, and in this concrete case it is related to Swiss banks[14].

Risks' and Evaluation Concept

This *Research* delivers a set of recommendations for the *Factors* based *Project*, can be applied in various APDs and related events, (like in the cases of MEA/MA events, SOGFP crimes, …). The most important *Project* risks (simply *Risk*) mitigation concept can result from Polymathic-mix between [40]: 1) Implementing an optimal GAC; 2) Societal long-term goals/stability; 3) Financial protection/equilibrium and corruption, mainly that are related to SOGFP; 4) Optimal defense strategies; 5) Health-pandemic strategies; 6) Implementing Humanistic Democracy (HD) based socio-political system; 6) Analyses of societal transformation aspects and success rates; 7) SOGFP misdeeds and the author's work proved to be true, because he warned of possible SOGFP activities, and especially concerning Lebanon, and unfortunately Lebanon's wealth was plundered and transferred to Swiss banks; and 8) An initial set of *Factors* to support *Projects* and the RVCC. Such an approach needs *Artefacts*-based *Models* refinement and thus evolution takes very long time to be finalized, and technologies' evolutions are extremely fast, therefore there is a need to find a Polymathic-holistic IHI *Framework*and GAC to deliver a transcendent VRCC. The AHMM4P based VRCC uses various mathematical domains to deliver a unique AHMM4P [1]. As shown in Figure 3, a *Project* must select the optimal *Risk* mitigation concept, which is based on the following types of *Risks*: 1) *Risk* avoidance and prediction approaches; 2) *Risk* reduction; 3) Offers AHMM4P actions to reduce *Risks*; 4) Actions to transfer *Risks* to third parties; and 5) *Risk* acceptance, like in the case of Resitance to Change (R2C). *Risks*' estimations include [36]: AHMM4P based analysis, Remediation, Compliance, Coherent/Synchronization, User experiences, Reporting, Basic-advanced integration, Digital asset discovery, and Real-time control-based assessments. *Risk* mitigation artefacts are linked to the Polymathic-holisticAHMM4P basic elements. AHMM4P's nomenclature is presented in a basic form to be understandable by the readers.

Figure 3. Quadrant for *Risk* management [36].

The AHMM4P based VRCC and its main artefacts and characteristics are:

- VRCC actions = supports unbundling operations, PIP activities, for finalizing VRCCs.
- *Project* parts = ∑ VRCC(S) (for theICS, and its infrastructure/networks).
- VRCC = transformation of *Project's* parts + the defined goals of *Project* operations.
- AHMMP (APD) = ∑ VRCC.

- *Entity* = includes *Project's* parts + ∑ VRCC.

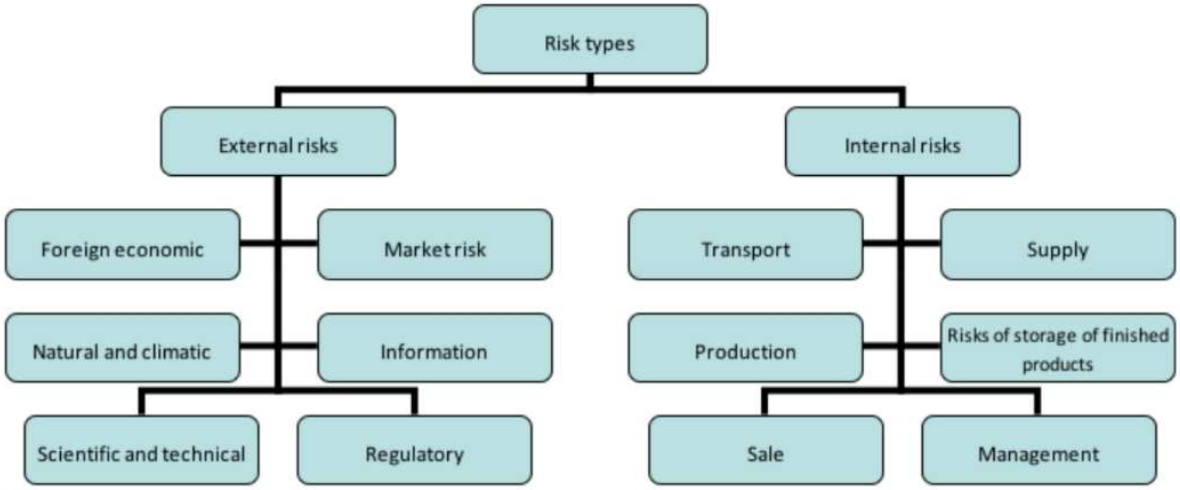

Figure 4. Types of economic risks [37].

Risks' mitigation/management integration needs massive use of time, tools, external libraries, and technologies, to improve *Project's* success rates, performances, and to ensure tangible benefits. Which can be otherwise done by using an IHI*Framework*. Accounting-oriented only management of *Risks*, promotes off-shoring and ruthless growth, neglecting the Human *Factor*, whichcan provoke a R2C which is a major *Risk*. That can have a negative or even fatal effects on *Projects* because it may promote confused and contradictory conclusions. Management of *Risks* is of strategic importance and if a *Project*can be successful, the transformed *Entity* will succeed in its APD. Transformed *Entities* with an efficient *Risks'* management and mitigation can automate its activities by using the IHI *Framework*, which is in turn supported by TOGAF's ADM. The *Entity*has to choose its*Project's* strategy to achieve its goals and has to avoid major *Risks*, by using Readiness for Change (R4C). Mitigation and evaluation of *Risks*, and the estimation of the probability of hazardous-events mechanisms deliver solutions to the*Entity* and its APD's eco-system. *Risks* are, in most cases, complex to discover and classify, due to theirdiversities and complexities. There are various types of *Risks* that are related with various APDs. *Risks*' neutralization is a technical, financial, and mathematical process for the implementation of decisions for the transformation measures. The *Risks*' management structures *Risks* by using CSAs, weights them and uses delimiters to select the related CSFs. The *Risks*' management analyses the CSAs by applying scenarios for mitigation. *Risks* management system's key principles are: 1) Principle of integration using a systemic and Polymathic-holistic approach; 2) Principle of continuity using a set of procedures; and 3) Principle of validity. It provides an analysis of the ratio of costs to reduce possible *Risks*. Figure 4 shows an example of *Risk* classification that is used in economic practice [37].

Applied Research Method's CSFs

Based on the AHMM4P, literature review and DMS4VRCC, this CSA's CSFs/KPI were weight and the results are shown in Table 1. This CSA's result of 9.25, which is high, is mainly due to the fact that the iteratively used *Research* is mature. But that does mean that the VRCC is feasible and simple in its implementation. As the *Research's* CSA presented positive results, the next CSA to be analyzed is the h factors.

Critical Success Factors	KPIs	Weightings
CSF_RDP4RVCC_Standards	Feasible	From 1 to 10. **09 Selected**
CSF_RDP4RVCC_Factors_Integration	Proven	From 1 to 10. **10 Selected**
CSF_RDP4RVCC_Risks_Complexity	High	From 1 to 10. **08 Selected**
CSF_RDP4RVCC_EERM	Proven	From 1 to 10. **10 Selected**
CSF_RDP4RVCC_IHI_Framework	Possible	From 1 to 10. **09 Selected**
CSF_RDP4RVCC_LiteratureReview	Feasible	From 1 to 10. **09 Selected**
CSF_RDP4RVCC_CP_MajorRelatedWorks	Proven	From 1 to 10. **10 Selected**

valuation

Table 1. This CSA has the average of 9.25.

TRANSFORMATIONAL SOCIETAL FACTORS

Rates of Change

Methodologies and technologies' evolutions thatare related changes, are essential for societal evolution…But they also important for global-powers who considers them a major asset to *safeguard their global lead … Project*and APDs need the evolution of finance/business, transformation related methodologies/technologies, … which can create disorder and even fatal societal problems, because of the generated gaps between various evolution-trends that can split the society. *Projects'* take a very long-time to terminate, and on the other-hand finance/business, societal conditions, and technology domains have different evolution trends. Therefore, there is a need for a transcendent societal-evolution scheme which ensures that *Project's* evolution is independent of all other evolutions. But unfortunately, today only tangible-financial CSFs are considered. A *Project* is a slow societal unbundling process of the existing socio-political system and has to take into-account subjects like religions, cultural, ethnical predispositions, and others… Otherwise if they are neglected, they may generate major Societal Resistance to Change (SRtC). A humanistic approach is to be privileged for implementing *Projects,* which are possible only in Humanistic Democracies(HD)based socio-political systemslike the one propagated by Charles Malik [16]. A HD based *Project,* can be resistant to unjust socio-political systems, but it needs a democratic transition before its implementation. Conflicts, crisis and chaos have disastrous effects on societies and that can cause major SRtCs.

Levels and Types of SRtCs

Only tangible (like Finance) motivated *Projects* have unfortunately defined new paradigms which cause various types of societal problems, democracy crisis, robotization and even SRtCs, like the *Gillets Jaunes*' movement. SRtCs jeopardize society's stability and that needs a *real* societal-*Humanistic*approach, to promote an HD based society, which is a mandatory constraint. A *Project* depends on the roles of Finance/business greediness/monopole, justice, leaders' ethical/*Humanistic* capabilities, and the Societal Readiness for Change (SRfC). Ideologies, beliefs, attitudes, intentions towards *Projects,* determine SRfC's levels and statuses. Furthermore, SRfCs depend upon society's history, behaviors,geopolitical-conditions, and background [17]. Crisis and chaos have disastrous effects on people and especially when they are directed to cause important psychological effects, in order to generate only tangible financial benefits. Unfortunately, psychology is used many domains, like marketing, management technics, Cash-In Cash-Out Economy (CICOE), geopolitical destabilization, denigration… domains in which it is not supposed to be used. This unethical and anti-HD phenomena of using Directed Societal Collective Artificial Psychology (DSCAP) has pure control and CICOE goals; and that has a dramatic implication on society.

DSCAP is heavily used in: Fictive behavioral analysis, Propaganda, Marketing, Business, Politics, Law, and many other domains. It is taught to non-medical students like in Business schools, with the aim to use weaknesses to make important financial profits and that causes major human sufferings, which is not ethical and not even illegal. This vulgarization/misuse of DSCAP and behavioral sciences have defined new transformational standards and are causing major and massive societal problems and even political crisis, isolation, homelessness, and populations' resignation. The anti-HD based *Projects* and DSCAP based societal robotization cause major SRtC phenomenas. Resistances can jeopardize *Entity's* stability and that is why there is a need to understand the *real* societal-*Humanistic*Psychology, to keep the *Entity* free-democratic and can aim for an optimal HD. That all depends on the roles of Materialistic Democracy's (MD) monopole, justice, leaders' ethical/*Humanistic* capabilities, and HD's SRfC. HD based *Projects* are challenging, and most *Entities* struggle to impose Adaptable Democratic Democracy (ADD) to avoid *Dictatorships*, which can be of financial nature. That is why societies must develop attitudes for iterative change(s) and a SRfC evaluation concept. Societal ideologies, beliefs, attitudes, intentions towards HD change determine their state of SRfC, furthermore, the SRfC depends upon society's behaviors towards change [17]. SRtC and SRfCs in the context of a *Project* and VRCC depend on HD's adaptation to the speed of change. Today the SRfC is influenced by: Accountancy-based MD, VRCC/HD, Limitation of resources, Social/Wellbeing/Housing, Freedom of speech, Societal robotization, and Justice. The role of objective justiceis essential for HD based *Projects*, especially in the cases of unethical intentions, like SOGFP's misdeeds which plunder weaker *Entities* [6]. The basic question is: *Can existing democracies face SOGFP and MD which can modify their societal and national structures?*MD driven CICOE brutal and quick, too-frequent fake societal changes are unbundling democracies and there is a need to defend HD fundaments. So, what would HD's optimal financial, legal, social, economic, (geo)political contexts be, in order to resist to such brutal and un-democratic changes… The actual societal transformational process is interesting, but there is an imperative need to modernize and restructure the global governing, transparency, and justice systems. HD can improve such *Projects* while undermining the need for faster business progress, essentially to meet urgent populations' needs and especially the marginalized segments of society, like massive homelessness especially in the USA. A legal system has to be just-human-centric, decreasing inequality, poverty, and racism. Politicians HD main barrier is peoples' mistrust towards corrupt politicians and their SOGFP relationships/activities. Therefore, HD's justice must promote trust by applying ethics/transparent, fairness/equality, tolerance… Which must be independent of geography, socioeconomic status, religion, ethnicity, or language [18]. ADD is evaluated by statics and applies the rules of CICOE casts. RVCC related SRtCs/SRfCs are related to the role of SOGFP… SRtCs depend on the evolution of technologies.

Used Technologies and Methodologies

The role of a robust distributed ICS is essential for *Entities* and their (geo)political and socio-political systems; and that can be diverted by some powers to keep global lead … Like the case of Tesla, Google, Apple, Facebook, Amazon, Microsoft (TGAFAM), which is literally the *world's low-cost new colonizer*, and that is extremely dangerous for HDs and other forms of political systems. Therefore, theVRCC must find a way to counter MD's form of domination without being excluded; where the integration of the*Entity's* Independent Transformational Technology and Methodology Strategy and Environment (EITTMSE). The EITTMSE enables national secured ICS operations which are distributed over many locations. For an Entity, the VRCC becomes the most important strategic objective and the major benefit for an *Entity* and its SLP [19]. This enables various standard frameworks and conventions to interface the VRCC, and to provide common GAC based models which can be used to improve VRCC's management. The ADM supports the VRCC to create best

practices and HD-centric VRCC capabilities, which supports EA and geopolitical/socio-political experts in detecting critical *Risk*s [22]. The*Framework* englobes TOGAF/ADM, and other standard methodologies and artifacts, which are used by VRCC where ethics and the legal system play major roles [8].

Ethical and Legal System

*Projects/*VRCC, HDs and hence *Risk*s depend on ethical and legal standards, which are locked by MDs. Therefore, an HD must apply proactive detection of SOGFP activities, which can be fatal. MDs are responsible of SOGFP crimes, like Switzerland which enjoys excellent world class reputation! And stunningly other financial safe-havens, enjoy top worldwide position in transparency and ethical rankings [11,12]. Their misdeeds have unfortunately destructed many *Entities* like Lebanon, one of the oldest democracies, which MD is in fact un-democratic, this global contradiction is due to the facts that legal, political, consulting, FinTech, and governing world institutions are owned by CICOE bodies, and they block any attempt to divulgate unethical behaviors. Therefore, questions arise, like: In a real HD, what are the roles of ethics/rankings, control/transparency, and legal regulations; and are they credible? Are ethics and regulations bodies, in so-called ethical and advanced countries biased? Can HD tolerate unethical and even illegal SOGFP misdeeds? [20]. Switzerland is considered one of the best democracies and in the same time perpetrates global criminal acts like: 1) Libor manipulations; 2) Currency manipulations; 3) Credits manipulations; 4) Illegal massive arms transactions; 5) Hijacking people's wealth; 6) Financial fraud; 7) Subprime crisis; 8) War victim wealth confiscation; 9) Tax evasions; 10) International drug dealing; 11) War/terrorism support against competitors; 12) Forced confiscations; 13) Drastic fines; and 14) Many other forms… That is supported by the Swiss political system which has an Apartheidic and cupid SOGFP characteristics [21]. That all depends on the Management's profile (simply *Profile*).

Managements' Profile and Capabilities

The *Profile* should have a deep understanding of *Projects* and he acts as domain/business, technolgy and finanica solution designer and architect. His estimated skills require a profound knowledge of all used domains. *Profile*'s skills have an enormous impact on the concretePIP, where the managerial aspects of such *Projects* are not well defined. Currently, there is no precise Business Architecture (BA) or EA set of recommendations and skills/educational curriculum for such a *Profile*. There is an essential need for more investigation, especially regarding his role in increasingly competitive APD/business environments. *Projects* influence the way VRCCs are implemented, managed, and integrated, what consequently forces APD/business environments to continuously innovate. Many *Profile* selection *Factors* directly or indirectly affect the Project. *Profile*'s role can be defined by a set of *Factors*, where the main *Factor* is the capacity to ensure the reusability of existing requirements, resources, microartefacts, components, and EA/BA paradigms. A *Profile* qualified specialist can help executive management select a *Manager* for the PIP. The *Manager* will be challenged to use *Project's*VRCC status results, to change PIP's operations, re-engineer the ICS, or to re-schedule various *Project* tasks; all these mentioned activities can be automated. A qualified *Manager*(with the right *Profile*)should be capable of offering: 1) The concept of a PIP, by using emerging technologies and having the right VRCC; 2) Solutions that are based on legacy systems as a better balance between costs, benefits, sustainability, and *Risks*; and 3) A realistic VRCCapproach. The resultant transformed environment can be based on APD services respecting EA/BA paradigms; and the*Profile*'s role and recommendations. The *Manager* must have a Polymarhic-holistic vision on the VRCC and the most important recommendation is that he has *Project's* cross-functional skills. The preferred basic *Profile* is a flexible and agile person, who can transform the *Entity* and is also capable of exploiting the

complex inter-related avant-garde EITTMSE. Managing of complex sets of skills and skills/educational requirements, requires a dynamic HDT. The implementation in the real world is done by the *Profile's* selection that has this main quality and has been proven in related fields, which requires a generic role. *Managers* are societal-visionaries, coaches, leaders, EITTMSE coordinators, ... The following is an effective description for a *Manager's* generic role [22]:

- The *Manager* ensuresVRCC's feasibility and the implmentation ofsocietal paradigms, in terms of optimally analysing pertinent concerns of the *Project'*smain objectives. *Project's* integrity, in terms of presenting all societal views to various *Entity's* categories, optimally reconciling conflicting concerns of different parties (like the phenomena of SRtC), and finding trade-offs for various societal problems, like security, life-standards...
- The definition of a societal paradigm is a key decision that the Manager should make. The defined societal paradigm has to be constrained by particular *Project's* requirements, and that the VRCC should be developed only to achieve the defined societal goals, and not reiterated ad infinitum as a reorganizational process…
- The role of a *Manager* resembles more to that of an urbanist/city-planner than that of a business manager, and the resultant societal paradigm can be characterized as a well-planned humanistic city (as opposed to an unconstrained materialistic slum), rather than siloed expensive buildings.
- A *Manager* does not create societal vision's but has the needed skills and relationships with other parties to implment and HD basedsocietal vision, and also to implement an adjecent strategic *Project*. This plan is tied to the APD objectives, interests, plans of the *Entity*. *Project's* design decisions are traceable to the final plan and defined societal goals.
- The *Entity's* strategic *Project* plan organised by the *Manager* is tied to societal governance processes and procedures, therefore societal modelling and design decisions are not adapted to society's tactical and HD's objectives.
- The *Manager* produces societal documentation of design decisions for the *Project's* development teams' external partners to be executed.
- A *Manager* is involved in the entire *Project*, starting with collaborating with the societalleaders, in order to understand *Project's* needs, as opposed to imagined goals, and then throughout the *Project* to translate the collected societal requirements into concrete capabilities, prototyped to meet RVCC needs. Added to that, the *Manager* has to present societal different models to local leaders that communicate and how the societal requirements should be implemented. He is therefore an essential participant in all *Project's* phases.
- The *Manager* is not a societal implementer, and he must remain at a level of abstraction, necessary to support RVCC's practical realization; and for these activities the *Manager* must have the needed skills.

The Role of Soft Skills

Soft skills are subject to many research activities, that is why the author does not treat how does the *Manager* manage the buhavriol human aspects, and the staff's para-psychological, and other aspects. Simplistic soft skills is out of this *Research's* scope and the author considers that it has been already researched by other scholars; here the focus is on collective societal aspects. However, it is important to point out that classical business school graduated*Managers* often use human personifications of complex societal problems to accuse somebody for complex society's problems, which can be viewed as a sign of incompetence and is probably the main reason for *Projects'* failures. Such methods can be also the reason

for enforcing responsibilities and engaging of an accountant for quantification of due processes, which undermines the essential hands-on skills... Such skills are needed hands-on societalcpabilieits to manage society's groups...The *Manger* must have extensive skills in *Projects* and especially PIPs. His empirical hands-on skills must encompass: 1) Societal architectures and models management; 2) Semi-automated societal environments; 3) Agile *Project* management; 4) Integration processes; 5) Organizational societal engineering; 6) Decision-making; 7) Societal implications; and 8) Other concrete *Project* domains. The implementation of the RVCC is done by the selection of a right *Manager* who has this very important soft qualities and primarily is a Polymathic technocrat.

The Polymathic Technocrat's Profile

Therefore, it is recommended to adopt the Polymathic technocrat profile. A technocrat or a societal architect depicts these notions [22,23]:

- The *Manager's* responsibility to know and concentrate on the critical soicetal topics and interfaces that have high priorities, and to manage other critical *Project* topics.
- The *Manager's* focus is on understanding soicetal requirements, where qualitative approach is used more than quantitative measures.
- The *Manager* uses more inductive skills than the deductive skills of the implementor.
- The *Manager* manages *Project's* guidelines, rather than traditional rules that implementors use as a necessity.
- The role of a *Manager* may be performed by an experienced soicetal specialist, where the main *Project's* goal is to transform the *Entity*.
- The *Manager* must understand and interpret soicetal requirements, by probing for information, listening to information, to influence citizens, facilitate consensus building, synthesize and translate features into actionable soicetal requirements, articulate those ideas to others.
- The *Manager* identifies uses or purpose, constraints, risks, …
- The *Manager* participates in the discovery and documentation of the soicetal scenarios that are driving the solution.
- The *Manager* is responsible for requirements understanding and embodies understanding of those soicetal requirements in the *Project's* specifications.
- The manager has to create a soicetal model: take soicetal requirements and develop transformation models of deliver solutions, and adopting these models as necessary to fit all soicetalneeds. To show multiple soicetal views through models to communicate the ideas effectively.
- The *Manager* is responsible for the overall society's integrity and maintaining the vision of the offering from a VRCC perspective.
- The *Manager* ensures the leveraging of*Project* opportunities are identified, using soicetal models, and is a liaison between the functional groups to ensure that the leverage opportunities are well implemented.
- The *Manager* provides and maintains these societal models as a guide-lines for understanding the *Project*, guiding what should be done within the *Entity*, or its extrenal interaction.
- The *Manager* must represent the *Entity's* view on the VRCC by understanding all the necessary societal implecations.
- The *Manager* validates, refines, and expands societal models; andhe verifies assumptions, brings in societal matters experts, … In order to improve societal models and to further refine them, by adding as necessary new concepts and to make the results flexible and linked to current and expected societal requirements.

- The *Manager* should assess the value of solution-enhancing *Project* developments emanating from field work and incorporate these into societal models as appropriate.
- The *Manager* manages and continuously monitors societal models and updates them as necessary to show changes, additions, and alterations.
- The *Manager* is an agent of societal change, representing that need for the implementation of the VRCC.
- Societal models can be managed by the *Entity's* continuum

Using the Entity Continuum

Complex *Projects* require additional *Managers* to support societal changes. For different categories of *Managers* who are mainly technocrats, there is a need to perform cross-functional societal tasks. The combination of foundation, systems, solutions, and societal models, can be utilized by the*Project's*team. Each *Project* member has a specific focus, or specific roles and responsibilities, within the *Project*and its PIP. For a PIP an experienced *Manager* should be assigned to manage and lead the team members. The *Manager* has the role of a societal*Foundation Architect*, whose responsibility includes societal design and documentation at a technical reference model level; and the main types of societal architects are [22,23]:

- The Foundation Architect leads a group of the societal architects related to the *Project*. The main focus of the Foundation Architect is on *Entity's*APDs' functions required.
- The System Architect has the responsibility for architectural design and documentation at the EITTMSE and society's infrastructure level, like the management of the security sub-systems. A System Architect shields the Foundation Architect from unnecessary *Project's* details, like the EITTMSE. The focus of the System Architect is to deliver *Entity* wide EITTMSE solutions.
- The Industry Architect has the responsibility for VRCCand societal design and documentation at an industry or domain level. The focus of the Industry Architect is on industry problems and finding optimal societal .solutions.
- The Organization Architect has the responsibility for societalarchitectural design and documentation for specific *Entity's* organization(s). An Organization Architect re-uses artefacts from all other architects. The focus of the *Project's* optimal Architect and *Manager* for a given APD.

Transformational Societal Factors' CSFs

Based on the AHMM4P, literature review and DMS4VRCC, this CSA's CSFs/KPI were weight and the results are shown in Table 2. This CSA's result of rounded 8.20, which is low, is mainly due to societal transformation complexities. But that does mean that the VRCCandsocietal transformations can be feasible. As the societal transformation factors' CSA presented low results, the next CSA to be analyzed is the political societal factors.

Critical Success Factors	HMM enhances: KPIs	Weightings
CSF_Transformation_Societal_RatesOfChange	Complex	From 1 to 10. **08 Selected**
CSF_Transformation_SRtC_Effects	Complex	From 1 to 10. **08 Selected**
CSF_Transformation_EITTMSE	Complex	From 1 to 10. **08 Selected**
CSF_Transformation_Ethic_Legal	Possible	From 1 to 10. **09 Selected**
CSF_Transformation_Profile	Complex	From 1 to 10. **08 Selected**
CSF_Transformation_Continuum	Complex	From 1 to 10. **08 Selected**

valuation

Table 2. This CSA has the average of 8.20.

POLITICAL SOCIETAL FACTORS

HD based Modern Democracy

Democracy is a political system and a form of government in which sovereignty comes from citizens. Descartes' adopted scholastic philosophy in which cities and polities are constructed using the same (mainly societal) principle. A constitution consisting of universal HD laws makes citizens become civilized by using and should succeed in establishing a HD based system. Such a system supports the relationships between communities,considering their societal traditions. HD needs a solid foundation and a proper method of political societalfactors which uses an overarching plan grounded on rational *Humanistic* principles. That was facilitated in the 18th century with the concept of separation ofpowers (by Montesquieu), universal suffrage, and the respect for civil liberties [41,42]. Democracy can have the form of [43]:

- Direct: Places all power in the hands of the citizen/individual, who votes for decisions, this sounds like an optimal form, but can it fail, like in the cases of extremism in Switzerland and Nazi Germany.
- Representative: Establishes an intermediary political actor between the citizen/individual and the state, like in the USA, which elected officials represent groups of citizen/individuals.
- Liberal: Is a political ideology in which representatives operate under liberal principles.
- Electoral: Is based on electoral vote, like in modern liberal democracies, and is a dominant-party system, which is *a category of parties/political organizations that have successively won election victories and whose upcoming defeat cannot be envisaged or is improbable for the foreseeable future.*
- Parliamentary: Puts power is in the hands of the legislative branch, like in Germany and the UK.
- Westminster: Is a parliamentary system comes from the Palace of Westminster.
- Presidential: Is mainly based on a parliamentary form.
- Soviet or Council: In which workers' councils named *soviets* (Russian for *council*), consisting of delegates, formed organs of legislative and executive power.
- Totalitarian: In which representatives make decisions, even if citizen/individuals are granted the right to vote but have no participation in decisions.
- Demarchy: Is governing random chosen decision makers.
- Non-Partisan: Uses universal-periodic elections without reference to political parties.
- E-Democracy: Citizen/individuals are eligible to participate equally in the implementation of laws; it encompasses social, economic, and cultural conditions and is a form of self-determination.
- Bioregional: Is a set of views based on naturally defined areas called bioregions, like eco-regions.
- Cellular: Uses a multi-level bottom-up structure, like small neighborhood governmental districts.
- Workplace: Uses voting, debates, adversarial process, … like in the workplace.
- Christian: Is a European version which includes conservatism and Catholic social teaching.
- Islamic: Specifies three basic features: Leaders, Subject to sharia, and Application od "shura", a special form of consultation.

- Jewish: Is the Israeli form used within the Declaration of Independence of 1948.
- Anticipatory: Uses civics and democratic decision making.
- Associationism: Uses *human welfare and liberty are both best served when as many of the affairs of a society as possible are managed by voluntary and democratically self-governing associations*.
- Bourgeois: Is a Bourgeois dominated system.
- Consensus: Is a consensus on decision-making.
- Constitutional: The authority is evidently stated and the electorate can remove bad governments.
- Delegative: Uses control, where citizens/individuals vote for delegates rather than in representatives.
- Deliberative: Uses deliberation is central to democracy.
- Centralism: Uses central democracy.
- Democratic Dictatorship: Is a *People's democratic dictatorship* like the China's system.
- Republican: Uses republican-democratic values.
- Economic: Uses stakeholders' influence and democracy.
- Ethnic: Uses ethnic dominance with a democratic facade.
- Grassroots: democracy is dominated by the lowest social level.
- Guided-Managed: Is an autocracy that is legitimated by elections but emptied of substantive meaning.
- Interactive: Promotes direct interaction to establish a fair society.
- Market: Is not Plato's *charming form of government, full of assortment and disorder, and providing a kind of equality to equals and uneven alike*but is based on free market democracy.
- Multiparty: Uses multiple political parties who control the *Entity*.
- New Democracy: Is based on Mao Zedong's *Bloc of Four Social Classes* theory.
- Participatory: Is based on the contribution of constituents in leading the *Entity*.
- Radical: Uses *Hegemony and Socialist Strategy: Towards a Radical Democratic Politics*, ...
- Semi-Direct: Uses a moderate to force democracy.
- Sociocracy: Is based on consent in democracy and cybernetic principles.

All these types of democracies depend on many CSFs like the role of geopolitics.

Role of Geopolitical Events

Major geopolitical events like World War (WW) 1 (WW1), WW2, regional wars (Ukraine, Syria, Libya), cold-war, result in important societal-changes which impose new societal strategies, values, plans, and rules (like the Marshall plan)…Unfortunately, today we are witnessing a form of a *globalized civil war* because of the following facts:

- The actual France's President Macron mention's the actual situation as a war economy (*une économie de guerre*…).
- 2020 Beirut's explosion which is one the biggest conventional explosion and is believed to be provoked by Iran-Syrian services; these brutal services intervene also in various parts of the globe, likein Ukraine and are terrorizing the MEA and the MA.
- Notions of bio and nuclear wars, which can inflict high casualties.
- The Anglo-Saxon disorientation and the emergence of new coalitions, where the USA's and UK's military misadventures in the MEA, Southern-Asia, Africa, Afghanistan have put an end to the decades of global military dominance. That results

in a new type of *Western* coalition between the USA, UK, Australia, India, Canada and very probably Israel.

- The rise and fall of neo-feminism, which focuses on the disruption of traditional political systems.
- The Ukrainian (and East-Europe's) crises are provoked by the attempt to seize territory and wealth.
- The European Union (EU) is facing major challenges, like in: 1) Ukraine, east-Europe and the Balkans; 2) North-Africa's/Asia's immigration crisis; 3) MEA's and MA's instabilities; 4) Emergence of far-right movements; 6) Social and societal instabilities; 6) BREXIT like movements; 7) SOGFP misdeeds; and others.
- Latin America's leftist reorientation and the rise of far-right.
- Africa is facing galloping demographic changes, desertification/poverty, and Islamic extremism; in which the *West* is losing its influence.
- South-Asian spring and the rise of China is provoking confrontation with the USA, in which the *West*, hast lost its influence and even credibility.
- Natural resources and especially oil/energy which are mainly directed by Russia, Saudi-Arabia, China, Iraq, Libya, and Iran are diverting from *West's* grip.
- The eternal Arab instability, Israel/Philistine conflict's, Dangerous Iranian Nuclear project will change the balance of powers in the epic region.

The mentioned geopolitical status and the evident decline of the *West* will see the rise of France, China and India, but there are major *Risk*s like the installation of*Dictatorships*, decline of ecology, Biotech/Wars, weapons of mass-destruction, and Financial & resources disorder.

Financial and Resources Disorder/Management

Conflicts, rising intolerance/racism, and anti-Semitism brought and are still the origins of many disasters, directed extinction wars, which are also financially motivated.Such cruel SOGFP misdeeds confirm that millenniums-old envy and greedinessare still dangers. Ultimately, the existing worldwide order cannot prevent such a SOGFP scenarios, which has occurred in many other countries in the MEA (especially Lebanon) and other parts of the world [24]. The evolution of ethics can bring an end to extremism, manipulations, and bring to trial SOGFP countries who commit crimes against humanity [42]. There is obviously a need for an HD pattern. The ongoing financial crisis, since 2007, has seen the beginning of a major financial crisis-change that is mainly due to CICOE and SOGFP excessive greediness. SOGFP is the jumpstart of what can be called *geo-economic and financial terrorism* that is defined as a strategy aimed for the economic destabilization by a group, like a Swiss bank. Such SOGFP actions have immense on brutal societal changes [25,26]. MD's predatory culture considers iteslf above the law and in the consequent global crisis that became visible in the 2008 has showed SOGFP's (mainly Switzerland's) extreme greediness…

Figure 5. Credit-Suisse's downslide.

SOGFPs apply a coordinated legal and financial locked-in trap, especially for foreigners and foreign investors.It represents alsoan unwritten concept that can at any moment sweep out the financial resources from an *Entity* and even powerful countries like the USA, UK and France; and can ruin many *Entities* like Lebanon, who saw its richness dilapidated by Swiss banks. Swiss banks and other MD oriented institutions are under no supervision whatsoever; and are free to operate. Major Swiss banks, like Credit Suisse, are seeking billions from investors in make-or-break shake-up activities; where they plan to raise billions from investors, to cut thousands of jobs, and shift its focus from investment activities towards extremely rich clients, but their SOGFP reputation is preceding them. Knowing that Swiss banks are behind colossal financial crimes that were intentionally neglected by the *West*, which can be interpreted as a form of organized global corruption, especially in the highest political circles. Figure 5 shows the fall of a major SOGFP institution, the Credit-Suisse, which is actually paying its brutal vision. At the same time, these same Swiss banks have hidden trillions in dubious banks [27,28]. SOGFP are also responsible for major ecological catastrophes. The Nobel prize winner, the British economist, Angus Deatoon, had warned about destructive SOGFPs professionals, labeled as *Predators*, who graduated from business schools, like Chicago school, and the Swiss HEC, and many others [29]. Such SOGFP profiles are the biggest threats to *Projects* and even *Entity's* stability, becausetheir motivation is extreme cupidity… Besides Switzerland, colossal multinationals like the TGAFAM which does not pay any taxes and at the same monopolizes the world's freedom of expression by applying fake controls of news and anti-hate policies… The culmination of this cultural banalization when Bezos and Musk consider themselves as new Prophets, this shows the state of world's democracies… Maybe they should start by paying their taxes. TGAFAMs dominate the world of EITTMSE/ICS, knowledge management, and practically all modern domains of life. Their ICS/technological and economic/financial are monopolistic and dangerous to HD based *Entities*, because they have both by the power of their actions on the economic and the (already) corrupt political elite-world, by: Financing public services, their monopole of information and for the use for their exclusive advantage.This produces biases on political choices, and control of the very fundamental*freedom of expression*. TGAFAMs has an undeniable influence on all civilizations using a monopolistic strategy which is a form of a global undemocratic colonization. TGAFAM's major *Risk* is their disrespect for privacy, freedom of expression, and the role of global monopole [30].

Political Societal Factors' CSFs

Based on the AHMM4P, literature review and DMS4VRCC, this CSA's CSFs/KPI were weight and the results are shown in Table 3. This CSA's result of rounded 7.75, which is low, is mainly due to political transformation complexities and SOGFP misdeeds. But that does mean that the VRCC and political transformations can be feasible. As the political

transformation factors' CSA presented very low results, the next CSA to be analyzed is the central societal factors.

Critical Success Factors	AHMM enhances: KPIs	Weightings
CSF_Political_Societal_RoleOfHD	Complex	From 1 to 10. **08 Selected**
CSF_Political_Societal_RoleOfGeopoliticalEvents	Complex	From 1 to 10. **08 Selected**
CSF_Political_Societal_RoleOfTGAFAM	Complex	From 1 to 10. **08 Selected**
CSF_Political_Societal_RoleOfFinance_SOGFP	VeryComplex	From 1 to 10. **07 Selected**

valuation

Table 3. This CSA has the average of 7.75.

CENTRAL SOCIETAL FACTORS

Demography, Environment and Ecology

Various ecological major changes, like climate changesarecausing major natural disaster and with the important increase of global surface temperatures, the possibility of more droughts and increased intensity of storms occur. These climate and ecology deregulations are one of the most important reasons for migration from the South towards the North; and results in major changes in demographics and hence in societal changes. Demographic trends in the *West*has various societal implications which most its regions are rural and remote, are having extreme decline in their populations. These societal situations cause the acceleration the economic decline of these regions and that widens the gap between the very wealthy and the poor regions/categories of people (mainly foreigners). Thus, the demographical based societal transformation severely affects political scenery and the rise of various types of extremisms, like the Europocentric extremism and another important reason is the heavy concentration of population in urban centers [38]. Economic/financial slowdowns and climate/ecology deregulations will worsen the situation and societal constructs [39]. All the mentioned facts are main dangers for *Projects* and the evolution of artefacts of mass destruction are alarming.

Artefacts of Mass Destruction

The evolution of Biotech and (Iranian) Nuclear weapons are major geopolitical*Risk*s; where also China has made major advances in these domains, and is a forefront of expanding and exploiting this type of weapons. Latest massive pandemics like COVID-19, which has lab origins… Which has inflicted immense damage to the *West*. But in the *West*, France's *Humanistic* approach was evident and had imposed strict confinements, spending, and the mobilizations of its efficient public sector/population, which makes France the best HD based*Entity*. A very astonishing and unhuman and MD attitudes, sere the so-called Nordic/Swedish, and Swiss approaches, in which very little was done, and has left people to their own fate and especially homeless, poor, migrants/foreigners… Knowing that North-Europe/Sweden and Switzerland praise themselves for a high standard of democracy, HRs, standard, and equality, but when it comes to finance (or money); they seem to forget the *Humanistic* part of democracy. In this major crisis *Western* corporations (except France) have made trillions of USDs in massive profits; and many companies and individuals have multiplied their richness, mainly because they have absorbed the largest part of the public spending. The COVID-19 crisis is a major test for multilateralism and there is a need for a *Humanistic* approach to support the poor [45]. And of avoid that countries (like North Europe/Sweden and Switzerland) and companies (mainly consulting) get richer who gained trillions and avoided to pay taxes [46]. This all comes at the same time with massive immigrations waves, climate change, and other major central factors.

Other Major Central Factors

Other *Factors* that can have important influence on *Projects* and hence on societies, are:

- The *Profile*in relation with central topics, who must have in-depth understanding of all *Project's* domains and has societal specialist skills. Such skills englobe knowledge of domains that have impacts on societies and their evolution. He must also have Polymathic-holistic capacities [23,40].
- The role of assets/resources management, where justice is essential in cases of unethical SOGFP's intentions [6]. SOGFP misdeeds can cause brutal societal-changes and there is a need to defend weaker societies. Therefore, justice must promote trust by applying ethics/transparency, fairness/equality, tolerance...
- *Risks*' and statuses evaluation is complex and needs the use of methodologies to improve *Project's* success-rates. Accounting-oriented management of *Risks* promotes off-shoring and ruthless growth. It can have a negative effect on *Projects* because it may promote confused and contradictory results.
- HD is optimal for VRCC which supports government's sovereignty which comes from citizens and not from other sources, like finance.
- An *Entity's* constitution must include *universal human rights*, and laws which civilizes societies and establishes a long-term HD based politicalsystem. Such a politicalsystem supports the relationships between communities and considers their traditions in the context of societal changes.
- A *Project* needs a solid societal foundation and a proper method of management which uses a *Project* plan grounded on rational *Humanistic* principles.
- When implementing a *Project*, it is crucial to evaluate the influence of societal change in the *Entity*. *Managers* recognize must take into consideration this *Factor* [47].
- The role of education is central, and the *Entity* must establish an educational plan that supports societal changes [48].
- An *Entity*, Project, and VRCCcan be influenced by Global Indirect Collusions (GIC).

CICs and the VRCC

A collusion refers to un-official or secret agreements which can be unethical or even SOGFP motivated, but anCIC denotes the situation in which various major geopolitical events can *indirectly* profit an opportunistic global actor and it results in confiscating regions, wealth, or other like in Iraq, Ukraine, Lebanon, and other. Such events privilege CICs because:

- The 1970' was a turning period in which major events have caused societal changes, like [49]: 1) Elections of UK's ultra-conservatives, Margret Thatcher and USA's Ronald Reagan, who took a radical neoliberal approach, which discriminated weaker *Entities,* and can be considered as the forefront of Eurocentric far right; 2) Islamic Iranian revolution and the rise/transformation of the extremist Shia-Muslim approach; 3) Various communist victories in Central-Asia, Indochina and Africa; 4) Turkish intervention in Cyprus; 5) The Assassination of Aldo Moro and Saudi-Arabia's King Faisal…; 6) Major changes in Central and South-America; 7) Rise and fall of Pan-Arabism, that was a jumpstart of Sunni extremist groups like el-Qaeda, Daesh, Islamic-state…; 8) Arabo-Israeli war(s) and the Philistine dislocation; 9) Evolution of demography… These events are in fact a major civilizational decline that probably resulted in the Ukrainian war and another major crisis.
- These crises are a partial decline of the materialistic*West*, mainly its MD driven part, but there is immense hope in South-Europe's (especially France), to lead another version, or an HD based *West.* The HD based *West* will be more efficient in confronting *Dictatorships*. There is a suicidal denial for the MD based *West* to note

that the world has shifted to the *East* and that the world of tomorrow will be governed from Asia [50].

- The HD based *West* can stop the violence against minorities, especially in the MEA and in North-Africa [51].
- The MD based *West* and accountants' *Dictatorships* have destroyed the human intuitive risk culture that must be redeveloped. All *Risks* (Fires, slavery, floods, submersions, avalanches, nuclear, industrial risks, …) must be predicted [52].
- Wokism, racialism, are new tools of societal and *Entity's* deconstructions spread anti-Semitism and anti-White racism is incompatible with HD [53].
- MD based *West*'s decline is causing: 1) Sweden's, Hungary's, Italie's convergence to Eurocentric far right; 2) China's global lead; 3) Unneeded reginal wars; 4) Islamic terrorism; 5) SOGFP flagrant crimes; 6) Famine and food crisis, Pandemics (COVID-19, Cholera…).
- Societal divides: 1) Neo-feminism causing gender divide; 2) Generations young-old divide; 3) Vegetarian divide; 4) Extreme ecologism…
- As shown in Figure 3, ICs have permitted USD's rise and the EURO's fall. The real winner is the USD and it shows clearly that there is the will that the USA control world's wealth. And the clear losers are: 1) Europe, which is drastically weakened; 2) Reginal wars' victims who are destroyed; and 3) 3rd world countries which are facing famine and are simply…ignored.
- Such CICs' results create two global groups the *Hunters* (USA, Russia, China…) and the Hunted (weak *Entities* andEurope...)

Chaos and CICs are a need for *powerful* economies, but societal transformations/HD need a long time to be established and cannot be done in extremely short time; and that contradicts MD's goals. To avoid being hunted *Entity*, it must integrate an HD based VRCC.

Central Societal Factors' CSFs

Based on the AHMM4P, literature review and DMS4VRCC, this CSA's CSFs/KPI were weight, and the results are shown in Table 4. This CSA's result of rounded 7.75, which is low, is mainly due to central transformation complexities and global confusions. But that does mean that the VRCC and central transformation factors cannot be implemented. As the central transformation factors' CSA presented very low results, the next step is to execute the PoC.

Critical Success Factors	HMM enhances: KPIs	Weightings
CSF_Central_Transformational_Demography_Ecology	Complex	From 1 to 10. **08 Selected**
CSF_Central_Transformational_MassDestruction	VeryComplex	From 1 to 10. **07 Selected**
CSF_Central_Transformational_CIC	Complex	From 1 to 10. **08 Selected**
CSF_Central_Transformational_VRCC	Complex	From 1 to 10. **08 Selected**
CSF_Central_Transformational_OtherFactors	Complex	From 1 to 10. **08 Selected**

valuation

Table 4. This CSA has the average of 7.75.

THE PROOF OF CONCEPT

The PoC is implemented using a Framework and uses CSAs including the *Handle Claim Process* that comes with the EA modelling tool [54]; the first phase was the varication of the literature review's outcome.

The Literature Review's Outcome

The literature review outcome confirmed RQ's credibility based on the references and sources. The already mentioned case study [54] based PoC to implement VRCC models; and the goal is to show the possibility that *Project* can transform an *Entity*, where the first step is to rationalize societal factors and possibilities in the form ofa portfolio of scenarios.

Portfolio Rationalisation Scenarios

The PoC selected the sets of CSAs and CSFs to satisfy *Project*'s requirements, where the case study map to the *Entity's* strategic goals. The ADM phases, are: 1) In EA's Phase A or the Architecture Vision phase, to setup VRCC's roadmap; 2) In Phase B, it needs to setup *Entity's* target architecture and the set of VRCC'srequirements; 3) In Phase C or the Gap Analysis phase, there is a need for modelling a target VRCC's infrastructure landscape; 4) Phase D or the Target Technology Architecture and Gap Analysis phase needs the final *Entity's*VRCCdesign capacities; 5) In Phases E and F, Implementation and Migration Planning to evaluate the *Project*'s status. *Project*'s capabilities to support the PoC's execution process.

PoC's Execution

The PoC creates an AHMM4P's instance which uses the selected sets of CSFs which are presented and evaluated in Table 5.

CSA Category of CSFs/KPIs	Influences transformation management	Average Result
Applied Research Method	Feasible	From 1 to 10. 9.25
Transformational Societal Factors	Complex	From 1 to 10. 8.20
Political Societal Factors	VeryComplex	From 1 to 10. 7.75
Central Societal Factors	Very Complex	From 1 to 10 7.75

Evaluate First Phase

Table 5. The *Project's* outcome is (rounded) 8.24.

The required *Project* and VRCC skills have mappings to specific CSFs and the used microartefacts are designed using EA, and Framework. The *Project* defines relationships between the VRCC main Framework artefacts like the set of societal evolution's requirements. The PoC uses the Frameworkclient's interface, where the starting activity is to setup CSAs and CSFs. After that the setup interface was activated, the scripting interface was launched to implement the needed Frameworkmicroartefacts to process the defined CSAs. The sets of CSFs are linked to a specific node of the HDT and the existing Framework microartefacts. The scripts link the AHMM4P instance to the set of actions that are processed in the background. The AHMM4P-based HDT uses services that are called by the DMS4VRCC actions. The *Project* instance and its related CSFs, Framework actions, were setup to be used; then the scripts were launched. AHMM4P's main constraint to implement the *Project* is that CSAs for simple *Entities* components, having an average result below 8.5 will be ignored. In the case of the current CSF evaluation an average result below 7.5 will be ignored. This work's conclusion with the result of 8.24 implies that *Project*'s integration is very complex and probably fail, especially for smaller weak *Entities*, where the initial phase should try to integrate VRCC and there is need to follow this article's recommendations.

CONCLUSION AND RECOMMENDATIONS

The actual geopolitical context and open confrontation between the *West* and the *East* will result in the rise of France, China and India, but there are important *Risks* like the emergence of dictatorships, ecology crisis, regional wars and other. Weaker *Entities* and societies must implement a GAC to face SOGFP misdeeds. The author's works have proved SOGFP's influence on brutal societal-changes, and especially concerning Lebanon. Unfortunately, Lebanon's wealth was plundered and transferred to Switzerland. *Projects* can provoke SRtC and therefore societies must implement SRfC(s).The VRCCneeds a high-quality pseudo-confederal system which is optimal for providing multilingual/multiculturism, and cross-functional capabilities complex *Projects*; but weak *Entities'*geopolitical situationsare today precarious. Theseweak *Entities* human resources are their primal asset which is unlimited, and that can be used for complex challenges by delivering local*Manager* profiles to drive societal changes. This *Research's* empirical phase proved that the RQ is credible and delivers an optimal *Manager* profile and the selecting of the optimal *Factors* for the VRCC. The most important recommendations are:

- The Framework was used to implement the *Project* and the literature review, and they acknowledged a knowledge gap, and it delivers a set of VRCC recommendations.
- The *Research* uses the AHMM4P's HDT for solving societal problems and drive the VRCC.
- This *Research* confirms the need for a *manager's*optimal curriculum for societal changes.
- *Entities*can hardly cope with heterogeneous societal complexity, which is due to the hyper-evolution of technologies, finance, and competition.
- The *Project* and VRCC must be capable of implementing important societal changes.
- The VRCC is optimal to change the society, but it needs to use the right speed in order not to provoke SRtC.
- The VRCC needsbe aware of locked-in and SOGFP and blocking its activities.
- The VRCC encompasses societal, political, and central factors of changes.
- The latest news on Switzerland's banking system's difficulties that are mainly due to lack of confidence and SOGFP misdeeds, confirm the author's research approach on transformation projects.

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