

MULTIDISCIPLINARY RESEARCH JOURNAL
CENTRAL PHILIPPINE UNIVERSITY
ILOILO CITY, PHILIPPINES
VOLUME 16, NUMBER 1, December 2017

Patubas



Native chicken



Students Leadership Training



Streamlining Workshop in Business Permits



Lemongrass (RTD)

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Patubas

MULTIDISCIPLINARY RESEARCH JOURNAL

CENTRAL PHILIPPINE UNIVERSITY

ILOILO CITY, PHILIPPINES

Volume 16, Number 1, December 2017

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ISSN 1908-515X

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**COMMERCIALIZATION OF LEMONGRASS
(*Cymbopogon citratus* Stapf.)
READY-TO-DRINK BEVERAGE PRODUCT
(Kalamansi-Ginger Flavor)**

*Jet R. Nillos, Evelyn R. Ybarzabal, Emma T. Gico,
Bernie C. Cangrejo and Mizpah C. Villalobos*

ABSTRACT

The lemongrass kalamansi-ginger ready-to-drink (LGKG RTD) beverage was previously developed to provide a healthy yet convenient alternative to beverage products sold in canteens. This study aims to determine the commercialization of the CPU LGKG RTD beverage in terms of consumer preference, acceptability, competitor analyses, and marketing strategy. The LGKG beverage product was most preferred in the Elementary Canteen and Dining Hall against two other competitor products. The product was acceptable to 472 of 500 respondents, 457 indicated a willingness to buy the product, and 435 preferred the price at P15-20. Test marketing of the product showed the lowest sales at P50 selling price, which was increased when the price was reduced. The RTD beverage product is not saleable.

INTRODUCTION

In 2013, CPU developed lemongrass ready-to-drink (RTD) beverages through CHED funding (Villalobos *et al.*, 2013). The RTD beverage products provide a solution to the concerns on health and wellness through their high citral content, high antioxidant activity, and great taste. These beverages serve as a healthy yet convenient alternative to soft drinks or those RTD products having artificial preservatives or sweeteners. The lemongrass kalamansi-ginger (LGKG) flavor, in particular, enables

the utilization of the local ingredients which are abundant and can be easily produced or acquired, such as lemongrass, kalamansi, and ginger. The next challenge for CPU is to produce these in large amounts to be served in school canteens and to commercialize the products so that more people are informed and can avail of the health benefits of antioxidants and citral (Figure 1).

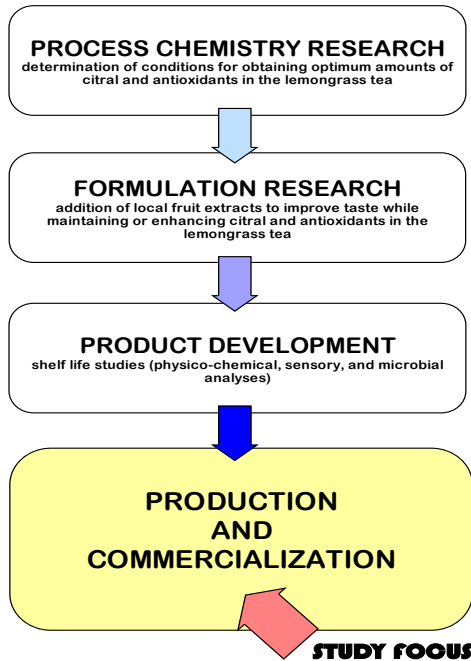


Figure 1. Product development process of CPU lemongrass beverage product

Commercialization is the last stage of new product development process. This is the stage at which the final decision is made to produce and introduce the new product to its target market (Udeagha, 2003).

New products are being introduced into the market everyday. Product development and innovation are full of risks since many new products fail upon being launched into the market. The company can introduce limited quantities of the product into the market. This is also known as “test marketing,” which aims to access consumer’s reactions in terms of demand and acceptability of the product. Small quantities of the product are test marketed in different geographical areas and age group to ascertain the reactions of consumers. During test marketing, reactions and complaints of consumers are taken. The speed of sales of the new product is noted for future projection of sales and profit. Market testing is essential to avoid major losses when large quantities of the product are produced and sent to the market. Once the results of test marketing are satisfactory, the company produces the goods in large quantities and fully market the product. This is also known as commercialization (Kotler & Keller, 2013).

Four factors were considered for the commercialization of the LGKG RTD beverage, namely:

- *When to introduce the product.* This is the best time to introduce CPU’s kalamansi-ginger lemongrass RTD beverage product in the market since most people are health-conscious, both young and old. There is also DepEd order no. 8 series of 2007 which prohibits all canteens in public elementary and secondary schools to sell carbonated drinks or any food products which are detrimental to the child’s health.

- *Where to market the product.* The product will be introduced first within the Central Philippine University campus, then later in the region, when facilities are capable of producing large quantities of the product.

- *Whom to sell the product.* The target market of the lemongrass RTD beverages are CPU constituents of all ages, as well as alumni.

- *How to introduce the product.* The product will be introduced initially by word of mouth. The University will eventually develop a good strategy to make the product very much acceptable in the target market.

Planning of commercialization follows after market testing. This involves analysis of both external and internal factors to generate information for the management to plan for commercialization. Three factors are analysed, namely, market, competitor, and company.

Market analysis. Market analysis defines the potential market for the new product, and the important aspect of market analysis is the examination of customer base. The company has to clarify numerous details that affect the buying behaviour of the potential customers. The customers are typically grouped with the use of geographic (countries, regions, cities), demographic (sex, age, income, education), psychographic (social classes, lifestyles) and behavioural (purchase occasions, usage rates) factors. These factors give basic knowledge for the management to analyze the differences between target customer groups (Kotler & Keller, 2013).

Competitor analysis. The planning of effective marketing strategies requires an understanding of the current competition situation in the target market. The competition can vary in intensity: it may be strong or mild. Any form of competition can be harmful to the company, but the lack of competition, in the long run, could lead to the same kind of results as if the company was facing intense competition. There are many examples of past companies which based their competitive advantage solely onto the proprietary base of technology and found out that after the expiration of patent protection, the seemingly sudden appearance of competition made them extinct. After the identification of the primary competitors, the company needs to assess the competitors' strengths and weaknesses and collect information about their general strategies and objectives (Kotler & Keller, 2013). SWOT (strengths, weaknesses, opportunities, and threats) analysis is helpful for this purpose.

Company analysis. Commercialization of a new product always affects a company's long and short-term cost-effectiveness. There will be a drain of resources until the new product achieves a

break-even point and begins generating cash-flow. In the company analysis the key points to be clarified are: 1) resources of company (finance, personnel, production capacity, etc.), 2) current products (if any) and their position on the market after the launch and 3) the company and the product image (Kotler & Keller, 2013).

Product

The lemongrass kalamansi-ginger ready-to-drink beverage product is the result of a two-year research and development process and consists of documentation and test results that show the product is more healthy and nutritious. Furthermore, the commercialization of Lemongrass product is different than any other product launches in the market. The lemongrass product even differs from the other beverage products because of its high antioxidants, high citral and great taste supported by the research study.

Product Information

Lemongrass beverage product (kalamansi-ginger flavor) is a non-carbonated, ready-to-drink (RTD) beverage using a blend of the decoction of lemongrass (*Cymbopogon citratus* Stapf.) sheaths with added kalamansi (*Citrofortunella microcarpa* Bunge.) and ginger (*Zingiber officinale* Rosc.) flavor. It is a product of research with high antioxidant activity, high citral content and great taste under the brand name LONGLIV.

Product Description

The beverage product is derived from the processing of mature, healthy and disease-free lemongrass sheaths which are decocted, strained and blended with the juice extracted from mature, healthy and fresh kalamansi, ginger tea and refined white sugar. The product is then strained, pasteurized and hot-filled into pre-sterilized containers.

Table 1.
Analytical Data of LGKG RTD and Selected Competitor Products

| | LGKG RTD | Competitor 1 | Competitor 2 | Competitor 3 |
|-------------------------------------|---|--------------|--------------|--------------|
| ^o Brix (Refractometer) | 10.0 | 8 | 11.6 | 10 |
| % Titrable Acidity (as citric acid) | 0.23 | | | |
| pH | 3.1 | 3.09 | 3.34 | 2.56 |
| Flavor | Typically acidic with characteristic blend of lemongrass, kalamansi and ginger flavor | | | |
| Color | Greenish yellow | | | |
| Standard Plate Count | ----- cfu/g | | | |
| Viable Yeast and Mold | ----- | | | |
| Net Weight | ----- | | | |
| Shelf Life | 17 days | | | |

Objectives of the Study

This study aims to determine the commercialization of CPU’s lemongrass ready-to-drink beverage kalamansi-ginger flavor in terms of

- consumer preference
- acceptability
- competitor analyses
- marketing strategy

Operational Definition of Terms

Commercialization – This is defined as the process of introducing the LGKG RTD into the market.

Introductory price – This refers to the initial price of LGKG RTD product sold to the CPU community.

Professional – This is used in the study in reference to those who are working regardless of age.

Pupil – This is used in the study in reference to those studying in elementary school.

Student – This is used in the study in reference to those studying in high school and college.

Unit cost – This is defined as the cost of LGKG RTD product per 330 mL bottle.

METHODOLOGY*Production of the LGKG RTD Beverage*

Lemongrass beverage production was done every Monday at the Food Laboratory (Room A104) of the *Dr. Lucio C. Tan* College of Hospitality Management at Central Philippine University, Jaro, Iloilo City. Production was done once a week for a period of four weeks, from February – March 2015. The unit cost for every 330 mL bottled product is P 35.95.

Determination of Consumer Preference

Testing for consumer preference was done in four sampling areas – Dining Hall, Uy Building, Elementary and High School Canteens in different time periods. Testing was done during peak hours: during lunchtime at the Dining Hall and Uy Building, and during recess time at the Elementary and High School canteens. Respondents were chosen using accidental sampling. The mechanics in conducting the survey in all areas were as follows: the lemongrass RTD beverage was placed side by side with two other related non-alcoholic, non-carbonated RTD beverage

products sold at the canteens. The three products were placed on a table corner in separate dispensers without brand names but coded with random numbers. All three products were given to every respondent to taste; then the respondent was asked to rate each according to his/her preference. The elementary students/pupils were guided in tasting the three coded products, and in answering the questionnaires. One hundred questionnaires were prepared per area for data collection. A separate preference survey questionnaire for children was prepared for elementary pupils/students. The questionnaires are valid and available in food science textbooks.

Determination of Acceptability of RTD Product and Price Preference

An open food evaluation survey of the RTD product was conducted at the same sampling areas at the Dining Hall, Uy Building, Elementary, and High School Canteens to determine the product acceptability and price preference of the lemongrass RTD according to age, gender, lifestyle, and income/allowance. The lifestyle was based on the type of drink the respondents drink almost everyday, and whether they are health-conscious or not. This time, the bottled product with the label was described as the lemongrass kalamansi-ginger RTD beverage, a product of CPU research and high in antioxidants and citral. The bottled products were displayed at one corner of the canteens during peak hours: lunchtime at the Dining Hall and Uy Building, while during recess time at the Elementary and High School canteens. The respondents were chosen using accidental sampling. A small amount of the product was given to every respondent to taste, then the respondent rated the product (package and content) acceptability and price according to his/her preference according to his/her age, gender, lifestyle, income/allowance. Elementary students/pupils were guided in answering the questionnaires. One hundred twenty-five questionnaires were prepared per area for data collection. A separate preference survey questionnaire for children was prepared for elementary pupils/students. The questionnaires were validated and approved by the Research Evaluation panel.

Market, Competitor, and Company analyses

Market analysis. The LGKG RTD product acceptability and preference of the respondents were determined.

Competitor analysis. Primary competitors were identified, and their strengths, weaknesses, opportunities, and threats (SWOT) were determined.

Company analysis. This was conducted to determine the company's long and short-term cost-effectiveness in terms of financial, manpower, and production capacity.

Development of Marketing Strategy

Strategies to attract more customers to buy the product was determined based on the market, competitor, and company analyses.

Determination of the Saleability of the RTD Product

After the conduct of preference and market testing, the LGKG RTD beverage was sold at an introductory price at La Azotea, Dining Hall, Uy Building, and the Elementary and High School canteen for four days. The sales were then determined.

Data Processing and Analysis

Data was processed using SPSS 16. The relationship between taste preference of different products in relation to age and gender was processed using cross-tabs. The relationship between product acceptability and price acceptability of the LGKG RTD beverage product with complete packaging in relation to age, gender, allowance/income, and lifestyle was analyzed using cross tab/chi-square test. Post-hoc analysis for results with a significant chi-square value was carried out using Microsoft Excel 16.

RESULTS AND DISCUSSION

Preference on Taste: Blind Testing

The consumer preference on the taste of the LGKG RTD in comparison with two other similar products was tested in four different canteens within CPU during their specific peak hours. Table 2 summarizes the characteristics of the respondents in the different dining areas according to age and gender.

The different canteens or food areas cater to different groups of people within the University. The High School Canteen caters to the high schoolers of ages 13 to 17 years, while the Elementary Canteen caters to pupils and students of 6 to 13 years of age. Both the Dining Hall and Uy Building have wider range of respondents from ages 12 years and below until 51 years and above since these cater to more consumers within the University. However, 84% of the respondents from the Uy Building Food Court were in the 13 to 20 years range, while only 2 to 4 % of the other age groups were present. Around one-third of the respondents are male while two-thirds are female. This shows that the Uy Building caters mostly to the high school and college students since it is nearer the High School Building and other Colleges, namely, Arts and Sciences, Business and Accountancy, Education, Computer Science, and CARES.

On the other hand, only 56% of respondents from the Dining Hall belong to the 13 to 20 years range, and 10 to 13 % are of the 12 years and below, 21 to 30, 31 to 40, or 41 to 50 years. Almost three-fourths of the respondents are females. This implies that the Dining Hall caters more to elementary pupils and their mothers or guardians, who are mostly females since its location is near the Elementary Building. The Dining Hall is also nearer the Main Gate of CPU, Weston Hall, and the Roselund Hostel and Guest Houses, which makes it more accessible to visitors and guests for snacks and meals. Thus, more respondents of ages above 21 years are present in this area compared to those in the Uy

Building. It is also observed that among the respondents, the female group was more than the male, except in the Elementary canteen.

Overall Consumer Preference in Four Testing Areas

High school students most preferred the taste of Competitor 3 RTD beverage and the LGKG RTD, the least (Table 3), while a handful of elementary students prefer the LGKG better than the other two similar beverages. The LGKG was preferred by more respondents in the Dining Hall but was least preferred by most respondents in the Uy Building.

Table 2.
Descriptive Characteristics of the Respondents (Blind Testing)

| Area (Number of Respondents) | Variables | Frequency | |
|---|---------------|--------------|----|
| <i>High School Canteen (n = 97)</i> | <i>Age</i> | 13 – 15 | 50 |
| | | 16 – 17 | 47 |
| | <i>Gender</i> | Male | 40 |
| | | Female | 57 |
| <i>Uy Building Food Court (n = 100)</i> | <i>Age</i> | 12 and below | 3 |
| | | 13 – 20 | 84 |
| | | 21 – 30 | 4 |
| | | 31 – 40 | 4 |
| | | 41 – 50 | 3 |
| | | 51 and above | 2 |
| | <i>Gender</i> | Male | 41 |
| | | Female | 59 |
| <i>Elementary Canteen (n = 100)</i> | <i>Age</i> | 6 – 10 | 56 |
| | | 11 – 13 | 44 |
| | <i>Gender</i> | Male | 51 |
| | | Female | 49 |
| <i>Dining Hall (n = 100)</i> | <i>Age</i> | 12 and below | 10 |
| | | 13 – 20 | 56 |
| | | 21 – 30 | 10 |
| | | 31 – 40 | 13 |
| | | 41 – 50 | 10 |
| | | 51 and above | 1 |
| | <i>Gender</i> | Male | 27 |
| | | Female | 73 |

Table 3.
Overall Consumer Preference Per Area

| Area | Frequencies for Product Preference | | |
|-----------------------------------|------------------------------------|--------------|--------------|
| | LGKG | Competitor 1 | Competitor 3 |
| High School Canteen (n=97) | | | |
| 1-Most preferred | 14 | 37 | 52 |
| 2-Less preferred | 22 | 49 | 29 |
| 3-Least preferred | 61 | 11 | 16 |
| | | | |
| Uy Building (n=100) | LGKG | Competitor 1 | Competitor 2 |
| 1-Most preferred | 20 | 57 | 26 |
| 2-Less preferred | 17 | 30 | 54 |
| 3-Least preferred | 63 | 13 | 20 |
| | | | |
| Elementary Canteen (n=100) | LGKG | Competitor 1 | Competitor 3 |
| 1-Most preferred | 12 | 5 | 4 |
| 2-Less preferred | 45 | 13 | 28 |
| 3-Least preferred | 43 | 82 | 68 |
| | | | |
| Dining Hall (n=100) | LGKG | Competitor 1 | Competitor 3 |
| 1-Most preferred | 39 | 30 | 34 |
| 2-Less preferred | 23 | 44 | 39 |
| 3-Least preferred | 38 | 26 | 27 |

High School Canteen. The LGKG showed the lowest preference among the three beverages based on taste, with around 63% of the respondents indicating the least preference and was most preferred by only 14%. Competitor 3, was the most preferred by 54% of the high school students. Competitor 1, was most preferred by 38% of the students.

Uy Building Food Court. The LGKG was most preferred by 20% of the respondents and least preferred by 63%. Competitor 1, was most preferred by 57% of the respondents, while Competitor 2, was most preferred by 26%.

Elementary Canteen. There is an apparent discrepancy of results for the elementary pupils since there was only a total of 21 out of 100 students who indicated most preferred for the three beverages and more than 100 students indicated least preferred for

all beverages. This is because they ranked two beverages twice for less or least preferred, and it was not controlled during the sampling process since the elementary pupils were allotted a very short recess time.

The LGKG was least preferred by 43% of the respondents. However, 68% and 82% of the respondents indicated the least preference for Competitor 3 and Competitor 1, respectively. There were 12% who indicated that they most prefer the LGKG; 5% most prefer Competitor 1, while 4% most prefer Competitor 3. Overall, it appears that very few elementary respondents prefer the LGKG RTD better than the other two beverages available in their canteen. However, the observation that only 21 out of the 100 respondents indicated most preferred based on taste means that the elementary pupils have the least liking for these kinds of beverages and may prefer other types of beverages such as soft drinks, choco- or milk drinks, or water.

Dining Hall. Among the respondents, 39% indicated that the LGKG is their most preferred according to taste, but 38% also signified the least preference for this product. Competitor 3 was most preferred by 34% and Competitor 1, by 30% of the respondents.

In terms of frequency counts or mode per RTD product per area, the LGKG was the most preferred in the Dining Hall and Elementary Canteen areas against the two other competitor products.

Consumer Preference According to Age

Table 4 shows and compares consumer preference of the lemongrass kalamansi-ginger RTD variant according to age in the four different canteens. The diversity of the age groups served by the food areas are depicted, with most of the respondents in the Uy Building and Dining Hall being in the 13 to 20 years age group, corresponding to the High School and College students.

High School Canteen. Thirteen of the 50 younger students aged 13 to 15 years old (Table 2) showed the most preference for the LGKG than the those in the 16 to 17 age group (1 out of 47). This response from the 13 to 15 age group accounts for the 13% out of the 14% of the overall respondents who indicated they most prefer the LGKG in this testing area. On the contrary, around 26 students from the younger group and 35 from the older group said that they least prefer the LGKG RTD. Both age groups most preferred competitor 3.

Uy Building Food Court. The 13 to 20 age group (Table 2), among the other age groups, had the greatest influence on the preference of the RTD beverages. Within this group, 52 out of 84 (compare Table 4 with Table 2) indicated the most preferences for Competitor 1, 22 for Competitor 2, and only 12 indicated a most preference for the LGKG. Among the 63% of the total respondents who signified the least preference for LGKG within the Uy Building, 57% is accounted for by this age group (Table 4).

Table 4.
Consumer Preference According to Age

| Area | | Frequencies for Product Preference | | |
|-----------------------------------|--------------|------------------------------------|--------------|--------------|
| High School Canteen (n=97) | | LGKG | Competitor 1 | Competitor 3 |
| 1-Most preferred | 13-15 | 13 | 18 | 22 |
| | 16-17 | 1 | 19 | 30 |
| 2-Less preferred | 13-15 | 11 | 27 | 14 |
| | 16-17 | 11 | 22 | 15 |
| 3-Least preferred | 13-15 | 26 | 5 | 14 |
| | 16-17 | 35 | 6 | 2 |
| Uy Building (n=100) | | LGKG | Competitor 1 | Competitor 2 |
| 1-Most preferred | 12 and below | 1 | 3 | 0 |
| | 13-20 | 12 | 52 | 22 |
| | 21-30 | 3 | 0 | 1 |
| | 31-40 | 3 | 0 | 1 |
| | 41-50 | 0 | 2 | 1 |
| | 51 and above | 1 | 0 | 1 |
| 2-Less preferred | 12 and below | 0 | 0 | 3 |
| | 13-20 | 15 | 24 | 46 |
| | 21-30 | 0 | 3 | 1 |
| | 31-40 | 0 | 2 | 2 |
| | 41-50 | 1 | 0 | 2 |
| | 51 and above | 1 | 1 | 0 |
| 3-Least preferred | 12 and below | 2 | 0 | 0 |
| | 13-20 | 57 | 8 | 16 |
| | 21-30 | 1 | 1 | 2 |
| | 31-40 | 1 | 2 | 1 |
| | 41-50 | 2 | 1 | 0 |
| | 51 and above | 0 | 1 | 1 |

Continued Table 4

| Elementary Canteen (n=100) | | LGKG | Competitor 1 | Competitor 3 |
|-----------------------------------|--------------|------|--------------|--------------|
| 1-Most preferred | 6-10 | 7 | 4 | 3 |
| | 11-13 | 5 | 1 | 1 |
| 2-Less preferred | 6-10 | 19 | 8 | 16 |
| | 11-13 | 26 | 5 | 12 |
| 3-Least preferred | 6-10 | 30 | 44 | 37 |
| | 11-13 | 13 | 38 | 31 |
| Dining Hall (n=100) | | LGKG | Competitor 1 | Competitor 3 |
| 1-Most preferred | 12 and below | 0 | 5 | 6 |
| | 13-20 | 17 | 19 | 22 |
| | 21-30 | 6 | 2 | 2 |
| | 31-40 | 8 | 2 | 2 |
| | 41-50 | 7 | 2 | 2 |
| | 51 and above | 1 | 0 | 0 |
| 2-Less preferred | 12 and below | 3 | 3 | 3 |
| | 13-20 | 15 | 23 | 20 |
| | 21-30 | 1 | 6 | 4 |
| | 31-40 | 2 | 9 | 5 |
| | 41-50 | 2 | 3 | 6 |
| | 51 and above | 0 | 0 | 1 |
| 3-Least preferred | 12 and below | 7 | 2 | 1 |
| | 13-20 | 24 | 14 | 14 |
| | 21-30 | 3 | 2 | 4 |
| | 31-40 | 3 | 2 | 6 |
| | 41-50 | 1 | 5 | 2 |
| | 51 and above | 0 | 1 | 0 |

Elementary Canteen. Among the 56 pupils in the 6 to 10 age group, 30, 44, and 37 respondents said they least prefer LGKG, Competitor 1, and Competitor 3, respectively. Seven pupils of ages 6 to 10 and 5 of ages 11 to 13 signify they most prefer the LGKG. Thus, elementary pupils of the younger age group showed the least preference for the taste of all beverages, although both age groups prefer the LGKG better than the other beverages sold in the canteen.

Dining Hall. Among the respondents, 17, 19, and 23 out of 56 belonging to age group 13 to 20 indicate a most preference for LGKG, Competitor 1, and Competitor 3, respectively. Most of the respondents above 20 years old indicated that they most prefer the LGKG, with 6% (6 out of 10), 8% (8 out of 13), and 7% (7 out of 10) from the 21 to 30, 31 to 40, and 41 to 50 respective age groups contributing into the overall 39% who signified most preference for LGKG in the Dining Hall area. However, 7% and 24% of those who indicated the least preference for the LGKG in this area came from the younger group of ages 12 and below, and 13 to 20

years, respectively. Thus, in the Dining Hall area, it appears that age is an important factor for the preference of taste for LGKG.

Consumer Preference According to Gender

Data in Table 5 shows that more females than males said they most prefer the LGKG in the High School canteen (10 out of 57 females; there are 57 female respondents in the High School Canteen in Table 2) and Dining Hall (30 out of 73). The opposite is true in the Elementary Canteen and Uy Building, where 8 out of 51 males, and 11 out of 41, respectively, indicated they most prefer the LGKG drink.

Table 5.
Consumer Preference According to Gender

| Area | | Frequencies for Product Preference | | |
|-----------------------------------|--------|------------------------------------|--------------|--------------|
| High School Canteen (n=97) | | LGKG | Competitor 1 | Competitor 3 |
| 1-Most preferred | Male | 4 | 18 | 20 |
| | Female | 10 | 19 | 32 |
| 2-Less preferred | Male | 7 | 18 | 17 |
| | Female | 15 | 31 | 12 |
| 3-Least preferred | Male | 29 | 4 | 3 |
| | Female | 32 | 7 | 13 |
| Uy Building (n=100) | | LGKG | Competitor 1 | Competitor 2 |
| 1-Most preferred | Male | 11 | 23 | 10 |
| | Female | 9 | 34 | 16 |
| 2-Less preferred | Male | 5 | 12 | 23 |
| | Female | 12 | 18 | 31 |
| 3-Least preferred | Male | 25 | 6 | 8 |
| | Female | 38 | 7 | 12 |
| Elementary Canteen (n=100) | | LGKG | Competitor 1 | Competitor 3 |
| 1-Most preferred | Male | 8 | 3 | 3 |
| | Female | 4 | 2 | 1 |
| 2-Less preferred | Male | 23 | 6 | 15 |
| | Female | 22 | 7 | 13 |
| 3-Least preferred | Male | 20 | 42 | 33 |
| | Female | 23 | 40 | 35 |
| Dining Hall (n=100) | | LGKG | Competitor 1 | Competitor 3 |
| 1-Most preferred | Male | 9 | 13 | 5 |
| | Female | 30 | 17 | 29 |
| 2-Less preferred | Male | 9 | 10 | 11 |
| | Female | 14 | 34 | 28 |
| 3-Least preferred | Male | 9 | 4 | 11 |
| | Female | 29 | 22 | 16 |

Acceptability of the Lemongrass Kalamansi-Ginger RTD

A total of 500 respondents in Dining Hall, Uy Building food court, Elementary and High School Canteens participated in the food evaluation survey. Presented in Table 6 are the characteristics of the respondents. The majority were of ages 13 – 18 years (40.4%), females (60.2%), and students (51.2%). These belong to the various allowance or income brackets. One hundred thirty-four of them (26.8%) claimed that they mostly drink soft drinks everyday, while almost half (48.6%) drink juices or tea everyday. The majority (87.2%) also signified that they are health-conscious.

Table 6.
Descriptive Characteristics of the Respondents (Open Evaluation)

| Variables (N = 500) | Frequency | % |
|-------------------------------|-----------|------|
| Age | | |
| 12 and below | 105 | 21.0 |
| 13 – 18 | 202 | 40.4 |
| 19 – 24 | 73 | 14.6 |
| 25 and above | 120 | 24.0 |
| Gender | | |
| Male | 199 | 39.8 |
| Female | 301 | 60.2 |
| Category | | |
| Pupil | 100 | 20.0 |
| Student | 256 | 51.2 |
| Professional | 144 | 28.8 |
| Allowance/Income (PhP) | | |
| <i>Students/Pupils</i> | | |
| 50 and below | 161 | 32.2 |
| 51 – 100 | 68 | 13.6 |
| 101 – 150 | 23 | 4.6 |
| 151 – 200 | 46 | 9.2 |
| Above 200 | 58 | 11.6 |
| <i>Professionals</i> | | |
| Below 1000 | 54 | 10.8 |
| 1001 – 2000 | 25 | 5.0 |
| 2001 – 3000 | 16 | 3.2 |
| 3001 – 4000 | 12 | 2.4 |
| Above 4000 | 37 | 7.4 |
| Everyday drink | | |
| Soft drinks | 134 | 26.8 |
| Fruit juice | 95 | 19.0 |
| Iced tea | 80 | 16.0 |
| Hot tea | 57 | 11.4 |
| Powdered juice drink | 11 | 2.2 |
| Others | 123 | 24.6 |
| Health-conscious | | |
| Yes | 436 | 87.2 |
| No | 64 | 12.8 |

Overall Acceptability

Table 7 shows that 472 respondents expressed that they like the lemongrass product. The frequency counts based on various variables are further shown, with the chi-square test for independence values. Among the respondents who indicated that the product was acceptable, most were of ages 13 – 18 (184), females (285), students (234), and health-conscious (412). The acceptability or liking of the product was significantly associated with age ($\chi^2 = 11.312, p < 0.05$) and category ($\chi^2 = 12.913, p < 0.01$), but not with gender, allowance, income, everyday drink or health-consciousness. Both age (Cramer’s V = 0.15, $p < 0.05$) and category (Cramer’s V = 0.161, $p < 0.05$) has low but significant association with overall acceptability. Pairwise comparisons between age in association to acceptability indicated significance in ages 25 and above ($p_{adjusted} < 0.00625$), while pairwise comparisons in category showed significance in the students and the professionals ($p_{adjusted} < 0.00083$) group.

Table 7.
Acceptability of the Lemongrass RTD Beverage

| (N = 500) | Yes (n = 472) | | No (n = 28) | | Stat. Analyses |
|-----------------|---------------|--------|-------------|------|---|
| Age | f | % | f | (%) | $\chi^2 = 11.312^*$, df=3 Cramer’sV=0.15* $p_{adjusted} = 0.00625$; df=1 |
| 12 and below | 99 | 94.29 | 6 | 5.71 | |
| 13 – 18 | 184 | 91.09 | 18 | 8.91 | |
| 19 – 24 | 69 | 94.52 | 4 | 5.48 | |
| 25 and above*** | 120 | 100.00 | 0 | 0.00 | |
| Gender | f | % | f | 6.03 | $\chi^2 = 0.116$, df=1 |
| Male | 187 | 93.97 | 12 | 5.32 | |
| Female | 285 | 94.68 | 16 | 5.32 | |
| Category | f | % | f | 6.00 | $\chi^2 = 12.913^{**}$, df=2 Cramer’sV=0.161* $p_{adjusted} = 0.00833$; df=1 |
| Pupil | 94 | 94.00 | 6 | 8.59 | |
| Student*** | 234 | 91.41 | 22 | 0.00 | |
| Professional*** | 144 | 100.00 | 0 | 0.00 | |

Continued Table 7

| Allowance/Income (PhP) | | | | | |
|--|-----|---------------|----|------------------------|-------------------------|
| <i>Students/Pupils</i> 50 and below 51 – 100 101 – 150 151 – 200 Above 200 | f | % | f | 7.45 | $\chi^2 = 3.203, df=4$ |
| | 149 | 92.55 | 12 | 10.29 | |
| | 61 | 89.71 | 7 | 0.00 | |
| | 23 | 100.00 | 0 | 10.87 | |
| | 41 | 89.13 | 5 | 6.90 | |
| | 54 | 93.10 | 4 | 6.90 | |
| <i>Professionals</i> Below 1000 1001 – 2000 2001 – 3000 3001 – 4000 Above 4000 | f | % | f | 0.00 | ----- |
| | 54 | 100.00 | 0 | 0.00 | |
| | 25 | 100.00 | 0 | 0.00 | |
| | 16 | 100.00 | 0 | 0.00 | |
| | 12 | 100.00 | 0 | 0.00 | |
| | 37 | 100.00 | 0 | 0.00 | |
| Everyday drink Soft drinks Fruit juice Iced tea Hot tea Powdered juice drink Others | f | % | f | 8.21 | $\chi^2 = 10.389, df=5$ |
| | 123 | 91.79 | 11 | 3.16 | |
| | 92 | 96.84 | 3 | 8.75 | |
| | 73 | 91.25 | 7 | 3.51 | |
| | 55 | 96.49 | 2 | 18.18 | |
| | 9 | 81.82 | 2 | 2.44 | |
| | 120 | 97.56 | 3 | 2.44 | |
| Health-conscious Yes No | f | % | f | 5.50 | $\chi^2 = 0.059, df=1$ |
| | 412 | 94.50 | 24 | 6.25 | |
| | 60 | 93.75 | 4 | 6.25 | |
| * $p < 0.05$ | | ** $p < 0.01$ | | *** $p < p_{adjusted}$ | |

This implies that the LGKG product is most acceptable to those of ages 25 and above, and the students and professionals, and this product should be sold to these age and category groups among the others. However, the product is equally acceptable whether the consumer is male or female, and regardless of how much the daily allowance of the students/pupils are. The product is also equally acceptable regardless of the type of everyday drink of the respondents, and whether they are health-conscious or not.

Willingness to Buy

A total of 457 respondents signified that they are willing to buy the LGKG product (Table 8). The majority of the respondents willing to buy were aged 13 to 18 (181), females (283), students (230), and health-conscious (397). The willingness to buy the product was significantly associated with age ($\chi^2 = 20.101, p < 0.01$), gender ($\chi^2 = 6.604, p < 0.05$), category ($\chi^2 = 23.315, p < 0.01$) and students' daily allowance ($\chi^2 = 12.766, p < 0.05$), but not with everyday drink or health-consciousness. Age (Cramer's V = 0.201, $p < 0.05$), gender (Phi = -0.115, $p < 0.05$), category (Cramer's V = 0.216, $p < 0.05$), and daily allowance of students (Cramer's V = 0.15, $p < 0.05$), were all weakly but significantly associated with willingness to buy. Pairwise comparisons between age as associated in willingness to buy was significant in ages 12 and below, and 25 and above ($p_{adjusted} < 0.00625$), while pairwise comparisons in category showed significance in the pupils and the professionals ($p_{adjusted} < 0.00083$) group.

Table 8.
Willingness to Buy the Lemongrass RTD Beverage

| (N = 500) | Yes (n = 457) | | No (n = 43) | | Stat. Analyses |
|-----------------|---------------|--------|-------------|-------|------------------------------------|
| Age | f | % | f | % | $\chi^2 = 20.101^{**}$, df=3 |
| 12 and below*** | 88 | 83.81 | 17 | 16.19 | Cramer'sV=0.201* |
| 13 – 18 | 181 | 89.60 | 21 | 10.40 | $p_{adjusted} = 0.00625$; df=1 |
| 19 – 24 | 68 | 93.15 | 5 | 6.85 | |
| 25 and above*** | 120 | 100.00 | 0 | 0.00 | |
| Gender | f | % | f | % | $\chi^2 = 6.604^*$, df=1 |
| Male*** | 174 | 87.44 | 25 | 12.56 | Phi= -0.115* |
| Female*** | 283 | 94.02 | 18 | 5.98 | $p_{adjusted} = 0.0125$; d=1 |
| Category | f | % | f | % | $\chi^2 = 23.315^{**}$, df=2 |
| Pupil*** | 83 | 83.00 | 17 | 17.00 | Cramer'sV=0.216* |
| Student | 230 | 89.84 | 26 | 10.16 | $p_{adjusted} = 0.00833$; df=1 |
| Professional*** | 144 | 100.00 | 0 | 0.00 | |

Continued Table 8

| Allowance/Income (PhP) | | | | | |
|-------------------------------|-----|--------|----|-------|--|
| <i>Students/Pupils</i> | f | % | f | % | $\chi^2=12.766^*$, df=4 Cramer'sV=0.189* $p_{adjusted}=0.005$; df=1 |
| 50 and below | 134 | 83.23 | 27 | 16.77 | |
| 51 – 100 | 57 | 83.82 | 11 | 16.18 | |
| 101 – 150 | 23 | 100.00 | 0 | 0.00 | |
| 151 – 200 | 44 | 95.65 | 2 | 4.35 | |
| Above 200 | 55 | 94.83 | 3 | 5.17 | |
| <hr/> | | | | | |
| <i>Professionals</i> | f | % | f | % | ----- |
| Below 1000 | 54 | 100.00 | 0 | 0.00 | |
| 1001 – 2000 | 25 | 100.00 | 0 | 0.00 | |
| 2001 – 3000 | 16 | 100.00 | 0 | 0.00 | |
| 3001 – 4000 | 12 | 100.00 | 0 | 0.00 | |
| Above 4000 | 37 | 100.00 | 0 | 0.00 | |
| <hr/> | | | | | |
| <i>Everyday drink</i> | f | % | f | % | $\chi^2=3.794$, df=5 |
| Soft drinks | 118 | 88.06 | 16 | 11.94 | |
| Fruit juice | 88 | 92.63 | 7 | 7.37 | |
| Iced tea | 72 | 90.00 | 8 | 10.00 | |
| Hot tea | 53 | 92.98 | 4 | 7.02 | |
| Powdered juice drink | 10 | 90.91 | 1 | 9.09 | |
| Others | 116 | 94.31 | 7 | 5.69 | |
| | | | | | |
| <i>Health-conscious</i> | f | % | f | % | $\chi^2=0.516$, df=1 |
| Yes | 397 | 91.06 | 39 | 8.94 | |
| No | 60 | 93.75 | 4 | 6.25 | |

*p<0.05

**p<0.01

*** p<p_{adjusted}

Thus pupils, 12 years old and below, and professionals, of ages 25 and above, are most willing to buy the product, and it is best to sell the LGKG RTD product to these groups. However, all professionals, regardless of the take-home income per payday are willing to buy the product. Also, both male and female groups are willing to buy the product.

Price Preference

There were four price ranges evaluated for the respondents' preference, and as expected, the majority of the respondents (435) chose the lowest price of P15 to P20 (Table 9). These respondents were mostly of ages 13 to 18 (167), females (264), students (215), and health-conscious (378). Forty-seven respondents were

willing to buy the product at P21 to P25, nine who will buy it at P26 to P30, and also nine who are still willing to buy at a price range of P31 to P35. The respondents' price preference of the product was significantly ($\chi^2 = 12.703$, $p < 0.05$) associated with category only, but not with the age, gender, income or allowance, and health-consciousness. The association was weak but significant (Cramer's $V = 0.113$, $p < 0.05$).

Since these were the first production capacity and commercialization trials conducted for the LGKG RTD beverage, it was not foreseen at the time of drafting of the acceptability questionnaire that the production cost would be high. The choice of the lemongrass RTD variant was based on a previous taste test which showed LGKG as the most preferred variant according to taste preference. However, this formulation consists of more ingredients and is also the most tedious to prepare among the four variants. The other variants were Lemongrass-Original flavor, Lemongrass-Kalamansi flavor, and Lemongrass-Dalandan flavor, which consist of fewer ingredients and require less work upon production. During the preparation of the questionnaires, the price choices were based on the price of the similar products available at the Canteens and Dining areas of CPU. Another question should have been added "Are you still willing to buy the product at P50 and above?"

Table 9.
Price Preference of the Lemongrass RTD Beverage

| (N = 500) | P 15 – 20 (n=435) | | P 21 – 25 (n = 47) | | P 26 – 30 (n = 9) | | P 31 – 35 (n = 9) | | Stat. Analyses |
|------------------------------|----------------------|-------|-----------------------|-------|----------------------|------|----------------------|------|---|
| Age | f | % | f | % | f | % | f | % | $\chi^2=15.363,$ df=9 |
| 12 and below | 90 | 85.71 | 9 | 8.57 | 4 | 3.81 | 2 | 1.90 | |
| 13 – 18 | 167 | 82.67 | 26 | 12.87 | 4 | 1.98 | 5 | 2.48 | |
| 19 – 24 | 630 | 86.30 | 79 | 9.59 | 1 | 1.37 | 2 | 2.74 | |
| 25 and above | 115 | 95.83 | 57 | 4.17 | 0 | 0.00 | 0 | 0.00 | |
| Gender | f | % | f | % | f | % | f | % | $\chi^2=1.282,$ df=3 |
| Male | 171 | 85.93 | 20 | 10.05 | 3 | 1.51 | 5 | 2.51 | |
| Female | 264 | 87.71 | 27 | 8.97 | 6 | 1.99 | 4 | 1.33 | |
| Category | f | % | f | % | f | % | f | % | $\chi^2=12.703^*$ df=6 Cramer'sV=0.113* |
| Pupil | 850 | 85.00 | 99 | 9.00 | 4 | 4.00 | 2 | 2.00 | |
| Student | 215 | 83.98 | 32 | 12.54 | 3 | 1.17 | 6 | 2.34 | |
| Professional | 135 | 93.75 | 66 | 4.17 | 2 | 1.39 | 1 | 0.69 | |
| Allowance/Income(PhP) | | | | | | | | | |
| Students/Pupils | f | % | f | % | f | % | f | % | $\chi^2=5.977,$ df=12 |
| 50 and below | 133 | 82.61 | 20 | 12.42 | 4 | 2.48 | 4 | 2.48 | |
| 51 – 100 | 558 | 80.88 | 94 | 13.24 | 2 | 2.94 | 2 | 2.94 | |
| 101 – 150 | 210 | 91.30 | 14 | 4.35 | 0 | 0.00 | 1 | 4.35 | |
| 151 – 200 | 413 | 89.13 | 47 | 8.70 | 1 | 2.17 | 0 | 0.00 | |
| Above 200 | 501 | 86.21 | 77 | 12.07 | 0 | 0.00 | 1 | 1.72 | |

Continued Table 9

| | | | | | | | | | |
|-------------------------|-----|--------|----|-------|---|------|---|------|---------------------------|
| Professional s | f | % | f | % | f | % | f | % | $\chi^2=10.306,$ df=12 |
| Below 1000 | 49 | 90.74 | 3 | 5.56 | 2 | 3.70 | 0 | 0.00 | |
| 1001 – 2000 | 24 | 96.00 | 0 | 0.00 | 0 | 0.00 | 1 | 4.00 | |
| 2001 – 3000 | 15 | 93.75 | 1 | 6.25 | 0 | 0.00 | 0 | 0.00 | |
| 3001 – 4000 | 12 | 100.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | $\chi^2=22.702,$ df=15 |
| Above 4000 | 35 | 94.59 | 2 | 5.41 | 0 | 0.00 | 0 | 0.00 | |
| Everyday drink | f | % | f | % | f | % | f | % | |
| Soft drinks | 120 | 89.55 | 10 | 7.46 | 3 | 2.24 | 1 | 0.75 | |
| Fruit juice | 75 | 78.95 | 15 | 15.79 | 0 | 0.00 | 5 | 5.26 | |
| Iced tea | 68 | 85.00 | 8 | 10.00 | 2 | 2.50 | 2 | 2.50 | $\chi^2=1.549,$ df=3 |
| Hot tea | 50 | 87.72 | 4 | 7.02 | 3 | 5.26 | 0 | 0.00 | |
| Powdered juice drink | 10 | 90.91 | 1 | 9.09 | 0 | 0.00 | 0 | 0.00 | |
| Others | 112 | 91.06 | 9 | 7.32 | 1 | 0.81 | 1 | 0.81 | |
| Health-conscious | f | % | f | % | f | % | f | % | |
| Yes | 378 | 86.70 | 43 | 9.86 | 7 | 1.61 | 8 | 1.83 | |
| No | 57 | 89.06 | 4 | 6.25 | 2 | 3.13 | 1 | 1.56 | |
| *p<0.05 | | | | | | | | | |

Market, Competitor and Company Analyses

The analyses of various aspects of the LGKG RTD in comparison with the other similar beverages sold at the different dining areas of CPU are presented in Table 10.

Table 10. Market, Competitor and Company Analyses

| | Long Liv | Competitor 1 | Competitor 2 | Competitor 3 |
|------------------------------|--|---|---|--|
| Overview and Profile | Product of Central Philippine University Research aimed at Health and Wellness Registered with Intellectual Property Office of the Philippines (UM 2-2013-000410) To be distributed within Iloilo city | Product of Coca Cola bottling company Local and International distribution | Product of Universal Robina Corporation First ready to drink tea in the Philippines Local and International distribution | Home-made/Cottage Industry Distributed within Iloilo City |
| Competitive Advantage | Healthier product Optimized citral, high antioxidants, great taste Uses indigenous raw materials, e.g., tanglad | Brand Equity | Mechanized Brewing and bottling | Healthy product |
| Target Market | From elementary pupils to professionals, seniors and the health conscious people | Health conscious people | Individuals who are concerned about physical appearance and aging | Health conscious people |
| Marketing Strategies | Promotion (during research events) Catering during University-wide and Special Events Participation in Trade Fair Operation of Daily kiosks at Canteens Advertise in CPU website | TV commercials are aired mostly in ABS CBN, GMA, etc. (top celebrity endorser) Sponsoring event Facebook Account Sales promotion | TV commercials are aired mostly in ABS CBN, GMA, etc. (top celebrity endorser) Sponsoring event Facebook Account Sales promotion | "libod" and consignment |
| Selling Price | 330 ml – P50.00 | 480ml- P19.50 – P27.00 | 355 ml – P17.50 – P25.00 500 ml – P19.50 – P 25.00 | 330ml – P25.00 |
| Distribution Channels | Direct Channel Producer Consumer Areas Canteens Catering Events | Intensive Distributive Channel Producer Wholesaler Retailer Consumer Areas Supermarket Convenience Stores Sari-sari Stores Groceries Restaurants Canteens | Intensive Distributive Channel Producer Wholesaler Retailer Consumer Areas Supermarket Convenience Stores Sari-sari Stores Groceries Restaurants Canteens | Direct Channel Producer Consumer Areas Canteens Other areas within Iloilo city |

Continued Table 10

| | | | | |
|-----------------------------|--|--|---|--|
| <p>Strengths</p> | <ol style="list-style-type: none"> 1. A thorough study was done to LONGLIV product (research and development) 2. Knowledgeable and skilled personnel involved 3. The product was protected of intellectual property (patented). 4. More healthy benefit can be obtained from drinking of LONGLIV product 5. Has a good location 6. Has a good relationship with the supplier of lemongrass | <ol style="list-style-type: none"> 1. Largest Market Share 2. Strong image of branding 3. Customer Loyalty 4. Has international standards | <ol style="list-style-type: none"> 1. Already established and well-known product 2. Manufacture its own PET bottles and has packaging division 3. Cost Advantage 4. Affordable price 5. Increasing sales | <ol style="list-style-type: none"> 1. Competitive Pricing 2. Made of natural ingredients |
| <p>Weaknesses</p> | <ol style="list-style-type: none"> 1. High production cost 2. No available laboratory exclusively for making LONGLIV product 3. The start-up cost was high (equipment and facilities) 4. Establishing a reputation in the market will be challenging 5. Small business units | <ol style="list-style-type: none"> 1. Water Management | <ol style="list-style-type: none"> 1. Nutritional value almost at level with the soft drink's calorie content. | <ol style="list-style-type: none"> 1. Small business units |
| <p>Opportunities</p> | <ol style="list-style-type: none"> 1. Additional income to the supplier of lemongrass 2. Growing community of lemongrass 3. High demand for healthy RTD beverage products especially the Department of Education passed the resolution that only healthy RTD beverage can be sold in the canteen 4. Potential for other uses of waste lemongrass such as essential oil 5. Additional income or allowance to work students | <ol style="list-style-type: none"> 1. Growing demands 2. Global market | <ol style="list-style-type: none"> 1. Growing snacks market 2. Improve market penetration 3. Affordability of the product compared with other RTD offered in the market | <ol style="list-style-type: none"> 1. Growing demands |
| <p>Threats</p> | <ol style="list-style-type: none"> 1. The prices of competitor products are lower compared to LGKG RTD 2. Similar product already exist in the market and competitors have loyal customers already 3. Failure of suppliers to meet quality requirements of raw materials 4. Price increases from suppliers of raw materials (lemongrass, kalamansi, and ginger) 5. Scarcity of lemongrass | <ol style="list-style-type: none"> 1. Raw material sourcing (water) 2. Indirect Competitor 3. Many beverage manufacturers are venturing into the RTD | <ol style="list-style-type: none"> 1. Many beverage manufacturers are venturing into the RTD 2. Indirect Competitor 3. Bad publicity | <ol style="list-style-type: none"> 1. Price changes 2. Financial capacity 3. Increase in labor cost 4. Scarcity of raw materials |

Marketing Strategy

Possible strategies are listed in Table 10, which includes promotion of the product during research events; including the product at catering services during University-wide and special events; participating in trade fairs; serving the product daily in kiosks at canteens in the University, and advertising the product at the CPU website. This entails united effort among key Colleges in the University, e.g., CHM and CBA. It is considered that the best way to make the product attractive is to store the product in dispensers and sell the product to consumers in plastic cups over ice. Furthermore, making the product as a base to make cocktail mix is another way of attracting consumers as they see their drinks creatively prepared before them.

It is also essential to emphasize the benefits of the RTD product so as to outweigh the cost. Table 11 shows the benefit positioning of the lemongrass beverage against the other brands. The unique feature of this product is the various phytochemicals contributed by three ingredients which provide more health benefits than the other beverage products. Phytochemicals from lemongrass tea possess anticancer (Dudai *et al.*, 2005; Halabi & Sheikh, 2014; Thangam *et al.*, 2014), anti-inflammatory (Figuerinha *et al.*, 2010; Francisco *et al.*, 2011) and antioxidant (Cheel *et al.*, 2005) activities. Phytochemicals from ginger also possess anticancer and antioxidant activities (Zaeoung *et al.*, 2005). Kalamansi naturally contains Vitamin C and antioxidant phytochemicals.

Table 11. *Benefit Positioning vs. Brand Matrix*

| | Long Liv | Competitor 1 | Competitor 2 | Competitor 3 |
|--------------------|--|---|-----------------------------|---------------------------------------|
| Phytochemicals | Antioxidants from lemongrass, ginger, kalamansi Citral Vitamin C | Antioxidants from tea leaves | Antioxidants from tea lives | Antioxidants from kalamansi Vitamin C |
| Preservatives | none | none | none | none |
| Artificial flavors | none | Yes: Caramel color; lemon juice from crystals | Yes: Caramel color; | none |
| Availability | Limited | Unlimited | Unlimited | Limited |
| Sugar-free | no | no | no | no |

Salability of the RTD Product

The salability of the lemongrass beverage product is shown in Table 12. In the first two days, the “libod” system was employed in various areas, while the products were simply put on display at La Azotea Dining Area on Days 3 and 4. Pricing of the product was set at P50 on the first day and reduced on the succeeding days. When the price was high, only few bottles were bought. More consumers bought the product at a lower price.

Table 12. Sales during the Test Marketing

| Day 1 @ P 50/bottle (Libod system) | | | |
|------------------------------------|---------------------|-----------|------------------|
| | Produce (Bottle) | Sold | Ending Inventory |
| High School | 25 | 1 | 24 |
| Elem/Univ Gym | 25 | 17 | 8 |
| Uy Building | 25 | 8 | 17 |
| Nursing | 25 | 0 | 25 |
| | 100 | 26 | 74 |
| | Beginning Inventory | Sold | Ending Inventory |
| Day 2 @ P 30/bottle (Libod system) | | | |
| Nursing | 25 | 23 | 2 |
| La Azotea | 49 | - | 49 |
| | 74 | 23 | 51 |
| Day 3 @ P 25/bottle | | | |
| La Azotea | 51 | 25 | 26 |
| Day 4 @ P25 buy 1 take 1 | | | |
| La Azotea | 26 | 18 | 8* |

*The eight remaining bottles were given to selected people as a sample of the product.

CONCLUSION AND RECOMMENDATION

The LGKG RTD beverage product was most preferred in the Elementary Canteen and Dining Hall against two other competitor products. The majority of the respondents indicated that the LGKG was acceptable and that they were willing to buy the product at the price of P15 to P20. The product was not saleable.

Based on the results, it was recommended that the selling of the LGKG RTD beverage in canteens and dining areas all over CPU must be pursued. The high selling cost must be reduced by displaying the product in dispensers in one corner/kiosk of a canteen and selling in plastic cups as alternative packaging.

Younger consumers, e.g., elementary students, should be educated of healthy choices in terms of food, beverages, and lifestyle. Thus, BS Advertising majors could be encouraged to create media production projects focusing on the benefits of healthy choices, e.g., exercise, diet and lemongrass tea intake.

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**ESTABLISHING BASELINE INFORMATION FOR
ORGANIC AGRICULTURE IN PANAY
AND GUIMARAS, PHILIPPINES**

Reynalddo N. Dusaran and Manuel C. Palada

EXECUTIVE SUMMARY

This study was conducted to establish baseline information for organic agriculture practitioners in Region VI. Specifically, the study aimed to A) identify the organic agriculture stakeholders in Panay and Guimaras; B) classify the stakeholders according to the following categories: 1) Advocates, 2) Practitioners, a) Input producers (specify), b) Organic crop/animal/special products producer/farmer, c) Organic products processors, d) Financiers, e) Organic products/inputs trader, f) Technology providers/developer; C) describe the personal and household profile of organic agriculture stakeholders in Panay and Guimaras; D) describe the farm profile and farming practices of organic agriculture practitioners in Panay and Guimaras; E) describe the marketing practices of organic crops and livestock practitioners in Panay and Guimaras; F) determine the accreditation status of the organic agriculture practitioner in Panay and Guimaras; and, G) determine the problems in organic farming encountered by the organic agriculture practitioners in Panay and Guimaras, their suggestions and recommendations to promote organic agriculture.

The study is purely descriptive and used the one-shot survey design. Data were gathered from 3,626 identified organic agriculture practitioners in the Panay and Guimaras using an instrument developed for this study. Complete enumeration of the organic agriculture practitioners was conducted through the assistance of the Department of Agriculture RFU 6, Provincial Agriculture Offices and Municipal/City Agriculture Offices. The interviewers were organized from the different provinces with the assistance of their respective Provincial Focal Persons for Organic

Agriculture. Data processing and generation of tables was done at the University Research Center of Central Philippine University by using Statistical Package for Social Sciences (SPSS) Version 17. Since this is a purely descriptive study, frequency distribution tables and means were the main statistical tools used which likewise served as the basis for analysis and interpretation of data.

CONCLUSIONS

Based on the findings of the survey the following are concluded:

1. The respondents were predominantly from the Province of Iloilo, organic crop producers, had been into organic practice for more than three years, married, Roman Catholics, males, 50 years old and above, with high school or elementary level of education, farmers by major occupation, and earning less than Php 10,000 per month.

2. The respondents' households were composed of three to four members with a mean household size of 4.08, with one to two members of their households involved in organic agriculture and with a monthly household income of less than Php 10,000.00 with an average of 2.09 household members contributing to their household income.

3. The respondents have houses with floors mostly made of wood/bamboo or concrete/tiles; walls made of wood/bamboo, and roofs made of GI sheets. They have household utilities to include toilets, electricity, pipe-in water system and mobile phones; and household assets which included cooking pans and utensils, radio, television, and electric fans.

4. Only less than one-tenth of the respondents have a family business, and their business assets included motorcycle/tricycle, tools, retail stores, and farm machineries.

5. The major means of solid wastes disposal by the respondents was through composting and use of garbage pit while their wastewater disposal was open surface drainage.

6. The respondents generally owned their home lots and are members of farmers' organization.

7. The great bulk of the respondents have farms and were into farming with an average of 1.84 ha of landholdings; of which an average area of 1.5 ha was devoted to agriculture and of which an average of 0.80 ha was devoted to organic agriculture. They generally owned their farms at an average of 1.15 ha.

8. The respondents were generally into organic crops project in farms which were mostly lowland and rainfed with bananas and coconut as major crops.

9. In terms of land area planted, coffee had the highest mean area of 1.27 ha and followed by rice (1.09 ha). Highest mean production was in rice (2.8 tons) while bananas had the lowest (216.32 kg).

The respondents were earning less than Php 50,000 annually from organic crop production with an average of Php 17,424.64 per year from organic crop production.

10. The organic crop producer respondents used or practiced manual land preparation using small tools or animals, own produced seeds/planting materials, direct seeding or transplanting in crop establishment, hand weeding for weed control, no answer/no fertilization or home-made organic fertilizers and no answer or do not practice anything to control pests and diseases.

11. In post-harvest, the respondents practice manual harvesting, a combination of manual threshing and mechanical threshing, no answer or do not clean or blow their products, no answer or do not dry their products or do sun drying if necessary, and no answer or use no storage facility.

12. Those who were into organic livestock production were generally into native chicken production with an average of 9.3 heads of breeders, of which they were able to produce annually an average of 2,286.67 chicks, 996.67 pcs of eggs, and an average of 51.97 heads of chicken; and earn an average of Php 8,885.16 yearly.

13. The livestock raiser-respondents were raising their animals under semi-confinement mode, with housing consisted of ground or soil floors, bamboo slots walls and GI sheets roofing,

using home-made ration source out from their own produce, and not using any means of maintaining the health of livestock or give no answer.

14. There were only two special organic products producers, a honey and a mushroom producer with 5 colonies and 40 piles of production stocks, of which they were able to produce an average of 5.0 liters of honey and 560 kg of mushrooms and earn an average of P 13,225.00 per year from local individual consumers, households and institutional buyers.

15. There were a total of 13 organic products processors, mostly processing food products which are banana-based with an average production of 791.42 kg and an income of not more than Php 10,000 per year. Their raw materials are mostly bananas, of not more than 10 kg, from their own produce, not certified as organic and considered as very adequate.

The organic products processors considered local individual customers as their market, with organic products processing mostly on-farm, and considered as an individual undertaking.

16. The 82 organic inputs producers mostly produced concoctions and vermicast at an average production of 204.35 li and 1,005.07 kg, respectively; with average annual earnings of Php 16,360.00. All were using plants/leaves as raw materials, 1,047.81 kg on the average, from their own produce, not certified as organic, and adequate.

The organic inputs producers identified local individual customers as their market, with production largely carried out on-farm, as an individual undertaking, and carried out by an average of 5.2 workers.

17. The 13 traders of organic products/inputs mostly trade organic inputs at a volume of more than 100 units (kg), largely from their own produce, earning an average of Php 25,569.23 annually, with individual farmers/producers or associations/organizations as markets, with on-farm trading stations, operated as an individual enterprise and involve an average of 9.6 workers.

18. The 13 organic agriculture financiers were mostly financing organic crop production by providing individual/personal

loan, payable after harvest/production, and earning an average of Php 25,569.23 annually from their financing activity which is basically an individual undertaking.

19. The 23 organic agriculture-related technology developers/providers, mostly on concoctions and vermicomposting; mostly provided free of charge, hence, reported no earnings or provided no answer. These are mostly farm-based and classified as an individual undertaking.

20. The 40 organic agriculture advocates were mostly in organic crop production advocacy, in their individual capacity and with self-funded advocacies mostly carried out through various means.

21. The respondents market their products as fresh or live products, on a not very regular frequency, with very variable volume and prices depending on the nature of the product, within their municipalities, usually in the public market and on a wholesale basis.

22. Almost the same proportion of respondents claimed that there is an organic section in their market and there is no organic section in their market and more than one-third of them believed that there is a need for an organic market in the municipality.

23. The prices of the products are mostly jointly agreed by both the seller and the buyer or set by the buyer, and the most usual buyers are the traders and direct consumers.

24. Most of the respondents did not give any answer as to their accreditation status, and more than one third admitted that they are not accredited.

25. The most common problems encountered by the respondents included insect pests, diseases, lack of supply of organic inputs, capital/financing, and low production. Given the problems, they recommended more training on farm technology/transfer, provision of capital, provision of organic inputs, provision of Farm-to-market roads and continuous practice of organic agriculture.

GENERAL RECOMMENDATIONS

Based on the findings and conclusions of the survey, the following are recommended:

1. The fact that the respondents were predominantly from the Province of Iloilo implies that there are more practitioners in Iloilo than in other provinces. It is therefore recommended that more efforts should be made to encourage more practitioners in other provinces.

2. Given the relatively low monthly household income of the households, deliberate efforts should be made by concerned agencies to improve the household income maybe by encouraging them to go into family business and providing them with necessary assistance.

3. Since not all of the respondents' farm holdings were devoted to organic agriculture, realizing the regional target for conversion to organic agriculture can be easier realized by encouraging and supporting the present practitioners to convert their remaining farm areas to organic agriculture, specifically for organic rice production.

4. Since a few respondents (3.5% to 4.3%) who claimed to be organic crop practitioners are still using chemicals to control weeds and pests and diseases and inorganic fertilizers, efforts must be made by concerned agencies to ensure that production practices of organic practitioners should really conform with the prescribed organic production protocols. This should be clearly emphasized in the IEC materials and extension activities to promote organic agriculture.

5. The integration of organic livestock production like native chicken production is strongly recommended to make use of organic agriculture by-products and their animal wastes as components of composts while at the same time augmenting the income of the farmer practitioners.

6. Since a number of respondents (3.3% to 4.4%) who claimed to be organic livestock practitioners are still using commercial feeds and antibiotics, efforts must be made by concerned agencies to ensure that production practices of organic

livestock practitioners should really conform to the prescribed organic production protocols. This should be clearly emphasized in the IEC materials and extension activities to promote organic agriculture.

7. The production of special organic products like mushrooms and honey, organic products processing and organic inputs production should be encouraged as complementary activities and additional sources of income.

8. The presence of traders and financiers in organic agriculture indicates the need for these services and support but if handled by private individuals would have its negative impact on the producers and the consumers. This implies the intervention of the government in these support services.

9. The presence and operation of organic agriculture-related technology developers/providers and advocates should be encouraged and supported by the government, specifically the organic agriculture program, as these are largely self-financed and provided free of charge.

10. There is a need to standardized products as bases for pricing and to come up with standardized prices to guide both the producers and the consumers or organic products.

11. There is a need to establish an organic section in the municipal public market as mandated by RA 10068 to support and facilitate the production and marketing of organic products.

12. Since only very few of the practitioners are accredited, a mechanism for more practical modes of accreditations, requirements, and costs wise should be considered.

13. Given the common problems encountered by the respondents like insect pests, diseases, lack of supply of organic inputs, capital/financing and low production, their recommendations like more training on farm technology/transfer, provision of capital, provision of organic inputs, provision of farm-to-market roads and continuous practice of organic agriculture may be considered.

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**PERCEPTION OF STUDENT LEADERS ON THE
INFLUENCE OF CPU LEADERSHIP TRAINING
SEMINAR IN THEIR LIVES**

*Margen A. Java, Alfred C. Morales
and Albert Jan Matthew A. Java*

ABSTRACT

This descriptive-relational study was conducted to determine the awareness of and attitudes towards leadership training seminar offered by the university and the perceived influence of this training in the lives of student-leaders. This made use of one-shot survey design augmented by qualitative data gathered through Focus Group Discussion. The respondents were the 165 student-leaders of Central Philippine University who had attended the Leadership Training Seminar conducted by the Student Development and Programs for the last three years (2013 – 2015). Data collected were processed and analyzed using Statistical Package for Social Sciences (SPSS) for Windows (Windows 10.0 version). Based on the findings of the study, the following conclusions are drawn: most of the respondents are females, aged 21 years old and older, belong to the Colleges of Arts and Sciences; Education; and Nursing and Allied Health Sciences; graduates of public high schools and living with their parents or staying in boarding houses; are affiliated with academic organizations; are officers of their organizations; attended the 2014 and 2013 Leadership Training Seminar (LTS); and were involved in both academic and non-academic organizations during their high school days; had no previous knowledge about it; are aware that the OSA/SDP/OSS/ Scholarship Office is the office in charge of the activity; are aware that key officers of their organization should attend; and believed that this activity is meant to enhance their leadership skills as student-leaders. The respondents have either moderate or high awareness of the LTS and have a very favorable attitude towards the LTS. The sex of the respondents has a bearing on the perceived influence of LTS in their lives. As for the overall influence of the LTS, the respondents felt that they became improved leaders; disciplined and better persons now serving without expecting a return and now have a heart to serve and trust God.

INTRODUCTION

Schools are a place of learning. They mold students to become good leaders, followers, and useful citizens of the country. It is a miniature community reflecting the culture of the neighborhood or community in which it is found (Diesto, 2006).

Central Philippine University is a non-stock, non-profit Christian Institution of higher learning, where a well-rounded program of education is offered under influences that strengthen faith and build up character with the motto: “*Scientia et Fides.*” Moreover, it is mandated by the 1987 Philippine Constitution that all higher education institutions like CPU shall establish, maintain and support a complete, adequate, and integrated system of education relevant to the needs of the people and society (Commission on Higher Education Memorandum Order No. 09, Series of 2013). Hence, CPU has offered Leadership Training Seminar (LTS) for student leaders of the different recognized student organizations, year after year. This training primarily includes Self Awareness and Self Leadership. This also includes activities which promote goal setting, leadership, problem-solving and critical thinking, communication, and team building which are necessary skills of a leader.

The LTS for accredited student organizations is being facilitated by the Student Organization Committee (SOC) through the office of Student Development Programs and innovations are effected with the aim that better services could be given to students. Attendance to this seminar by the official representative of a student organization is mandatory. It has been assumed throughout the years, that all these programs are effective in influencing the lives of students, specifically, the student-leaders, although no study had been conducted regarding it.

However, after a program has been implemented, it needed to be evaluated as proven by the literatures cited by Java and Java (2015). For example, the Kapwa Upliftment Foundation, Inc. initiated an agroforestry component for its Malabog Comprehensive Livelihood and Health Promotion Project in Malabog, Davao City in 1989, five years after, an assessment of this project was done (from <http://serp-p.pids.gov.ph/printable.php3?tid=1503> as cited by Java and Java, 2015). The study of Java and Java (2015) regarding awareness of, attitude towards and involvement of CPU students in spiritual programs and the perceived impact on their lives showed that the different spiritual activities and programs of the university had contributed to the changed life that the students have.

These cited studies proved that there is indeed a need to conduct an evaluation and impact of programs once they had been established. Hence, this study on the perceived influence in the lives of student-leaders of Leadership Training Seminar offered by the university needs to be conducted in order to know whether the conduct of this LTS is worth the money, time, effort being afforded it through the years.

Objectives of the Study

This study was conducted to determine the awareness of and attitudes towards leadership training seminar offered by the university and the perceived influence of this training in the lives of student-leaders.

Specifically, this study aimed to determine the:

1. personal characteristics of the respondents;
2. characteristics of the respondents in terms of their awareness of and attitude towards leadership training seminar

offered by the University and the perceived influence of this training in their lives;

3. awareness of respondents of leadership training seminar offered by the University and the variation in this awareness according to their personal characteristics;

4. attitude of respondents towards leadership training seminars offered by the University and variations in this attitude according to their personal characteristics;

5. relationship between the awareness of respondents of leadership training seminar offered by the University and their attitude towards this training;

6. relationship between the awareness of respondents of the leadership training seminar offered the University and the perceived influence of this seminar in their lives;

7. relationship between the attitude of respondents towards leadership training seminar offered the University and the perceived influence of this seminar in their lives;

8. relationship between the personal characteristics of respondents and the perceived influence of this leadership training seminar offered by the University in their lives; and,

9. describe the FGD participants according to their profile, their awareness of the conduct of the LTS, their attitude towards it, its influence in their lives and their recommendations for the future conduct of such an activity.

Theoretical/Conceptual Framework and Hypotheses

- The theory which serves as the backbone of this study is the Field theory by Lewin (Neill, 2004). According to him, behavior is determined by the totality of situation of an individual. The student leaders respond either positively or negatively toward the Leadership Training Seminar depending upon their awareness of and attitude towards this said program. In this study, it is believed that the behavior of student-leaders, that is, their awareness of and attitude towards Leadership Training Seminar

offered by the university may greatly influence their perception of the influence of such in their lives.

- Moreover, attitudes give people the desire to perform (Clark, 2004). This truth is affirmed by Fazio (1983) in his Attitude- to-Behavior Process Model which states that “attitudes can guide a person’s behavior even when the person does not actively reflect and is deliberate about the attitude.” It is assumed that attitude will determine behavior. In this study, awareness of student-leaders of the leadership training activity/program may help them to have a positive attitude towards this program which may influence their lives as a whole.

- Moreover, knowledge and attitudes are important determinants of behavior (as cited by Java & Java (2015) from Brehm & Kassin,1996). This study assumes that the awareness of student-leaders of Leadership Training Seminar offered by the university may influence their attitude towards this activity and may further influence their participation in this program. Such knowledge imparted to them may result in either favorable or unfavorable attitude toward this activity/program. Those with favorable attitude may participate actively with this activity. This is so because attitudes (as cited by Java & Java from Baron and Byrne, 1991), are general evaluations people make about themselves, other persons, objects, social matters or issues. They involve a person’s likes and dislikes, preferences and aversions, toward specific aspects of the external world.

- Personal characteristics such as age, sex, college, type of high school graduated from, location of high school graduated from and living arrangement while studying at CPU, position and type of organization, and awareness of and attitude towards LTS are the antecedents and independent variables in this study respectively, which are expected to have some bearing on the dependent variable which is perceived influence of LTS in ones’ life.

• It could be seen from the discussion that indeed the above variables play a significant role in the perceived influence of LTS in the lives of student-leaders. In relation to the above discussions, the assumed interplay of the variables is shown in the diagram in Figure 1.

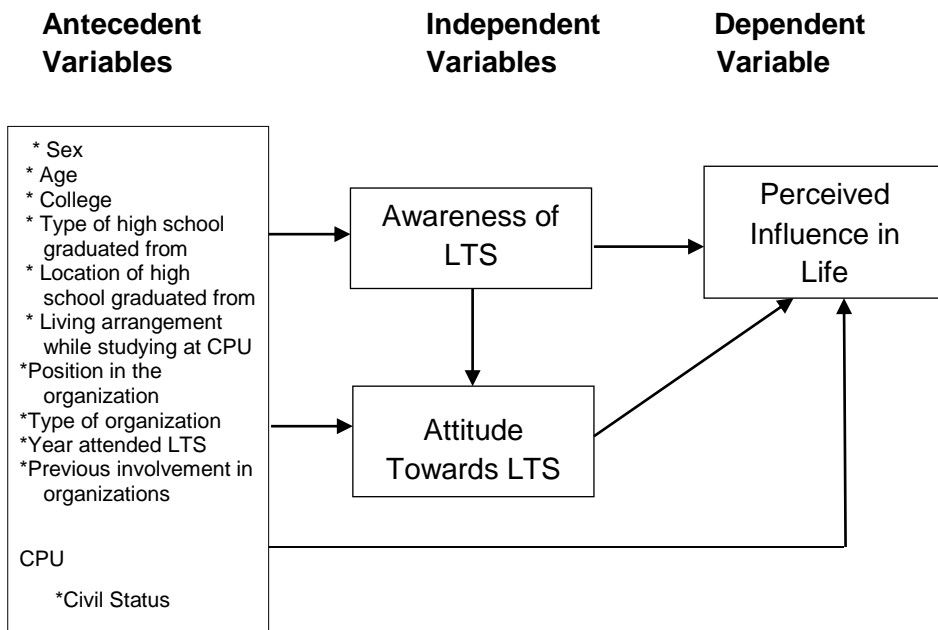


Figure 1. Schematic Presentation of the Relationship of the Variables in the Study

Hypotheses of the Study

Based on the study objectives, the following were the hypotheses of the study:

1. There are no significant variations in the awareness of respondents of leadership training seminar offered by the University and the variation in this awareness according to their characteristics;

2. There are no significant variations in the attitude of respondents towards leadership training seminar offered by the University and variations in this attitude according to their characteristics;

3. There is no significant relationship between the awareness of respondents of leadership training seminar offered by the University and their attitude towards this training;

4. There is no significant relationship between the awareness of respondents of the leadership training seminar offered by the University and the perceived influence of this seminar in their lives;

5. There is no significant relationship between the attitude of respondents towards leadership training seminar offered the University and the perceived influence of this seminar in their lives; and,

6. There is no significant relationship between the personal characteristics of respondents and the perceived influence of this leadership training seminar offered by the University in their lives.

Scope and Limitation of the Study

The study was conducted at Central Philippine University during the school year 2016 – 2017. Both qualitative and quantitative data were gathered. The qualitative data were gathered through a Focus Group Discussion (FGD) participated by selected student leaders through the years and was conducted by the researchers themselves while the quantitative data were gathered using a researcher-made questionnaire based on the results of the FGD. The researchers contacted these student leaders using all means of communication.

METHODOLOGY

This is a descriptive-relational study. A one-shot survey design was used to answer the objectives of the study. Qualitative data collected through FGD were used to validate and substantiate discussions and analysis. The study area and population included student-leaders of Central Philippine University who had attended the Leadership Training Seminar conducted by the Student Development and Programs from 2013 to 2015. The computed sample size is 177 at a confidence level of 95.0%, and a margin of error of 2.5% (The Research Advisors, 2006). However, after exhausting all means to reach the respondents, a total sample reached was 175 including the 10 FGD participants.

RESULTS AND DISCUSSION

Profile of Respondents as to sex, age, college, type and location of high school graduated from, living arrangement while studying at CPU, category, and position in the organization, year attended the LTS and previous involvement in organizations during high school.

In terms of their sex, the females are a little bit more than the males. In terms of their age, almost three-fifths are aged 21 years old and older while a little less than one-half are aged 20 years old and younger and their mean age is 21.25 years. As to the college of the respondents as participants of the leadership training seminar, the top three of the colleges where they belonged are Arts and Sciences; Education; and Nursing and Allied Health Sciences.

As to the type of high school graduated from, more than one-half of them graduated from public high schools while a little over one-fourth graduated from private sectarian high schools and the rest from private non-sectarian high schools. As to the location

of high school graduated from, there is a little disparity in the number of respondents who graduated from high schools either located in the cities and towns while around one-tenth of them graduated from high schools located in barangays. As to their living arrangement while studying at CPU, a little less than one-half of the respondents are living with their parents, a little more than one-fourth of them are staying in boarding houses while around one-third of them are either living with relatives, in the dormitory or a combination of any of these living arrangements.

As to the category of the organization they are involved in, more than one-half are affiliated with academic organizations, a little less than one-fifth are involved either in religious, or special organizations respectively. As to position in the organization, the majority of those who attended are officers of the organizations where they are affiliated such as president, vice president, chairman, grand chancellor, and other positions.

As to year attended the LTS, more participant-respondents had attended the 2014 and 2013 LTS. As to their involvement in campus organizations during high school, a little less than one-third of them were involved in both academic and non-academic organizations, either as members or officers, a little less than one-fourth of them are involved in purely non-academic organizations and activities, while a little less than one-tenth are involved in purely academic organizations and activities and a little over one-third of them had no involvement in any organization or activity during their high school years.

Table 1.

Profile of the Respondents as to Sex, Age, College and Type and Place of High School Graduated From (N = 165)

| Profile/Categories | f | % |
|---|------------|--------------|
| Sex | | |
| Male | 76 | 46.1 |
| Female | 89 | 53.9 |
| Total | 165 | 100.0 |
| Age | | |
| 20 and below | 70 | 42.4 |
| 21 and above | 95 | 57.6 |
| Total | 165 | 100.0 |
| Mean Age = 21.25 | | |
| College | | |
| Agriculture, Hospitality Management, Medicine (BSHFLM) | 7 | 4.2 |
| Arts and Sciences | 29 | 25.5 |
| Business and Accountancy | 42 | 6.1 |
| Computer Studies | 10 | 15.8 |
| Education | 26 | 24.2 |
| Engineering | 40 | 2.4 |
| Nursing and Allied Health Sciences | 11 | 17.6 |
| Total | 165 | 100.0 |
| Type of High School Graduated From | | |
| Public | 95 | 57.6 |
| Private Sectarian | 42 | 25.5 |
| Private Non-Sectarian | 28 | 17.0 |
| Total | 165 | 100.0 |
| Place of High School Graduated From | | |
| Barangay | 17 | 10.3 |
| Town | 69 | 41.8 |
| City | 79 | 47.9 |
| Total | 165 | 100.0 |

Table 2.

Profile of the Respondents as to living arrangement while studying at CPU, position, and type of organization and year when attended the LTS and previous involvement in organizations of the respondents (N = 165)

| Profile/Categories | f | % |
|---|------------|--------------|
| Living Arrangement while in School | | |
| Living with Parents | 80 | 48.5 |
| Living with Relatives | 16 | 9.7 |
| Dormitory | 12 | 7.3 |
| Boardinghouse | 47 | 28.5 |
| Others & Combination | 10 | 6.1 |
| Total | 165 | 100.0 |
| Position in the Organization | | |
| President/Vice President/ Chairman/ Grand Chancellor | 72 | 43.6 |
| Other Officers | 56 | 33.9 |
| Members | 37 | 22.4 |
| Total | 165 | 100.0 |
| Category of the Organization | | |
| Academic | 86 | 52.1 |
| Special | 29 | 17.6 |
| Cultural & Arts/Fraternity/Sports | 18 | 10.9 |
| Religious | 32 | 19.4 |
| Total | 165 | 100.0 |
| Year Attended the LTS | | |
| 2013 | 44 | 26.7 |
| 2014 | 66 | 40.0 |
| 2015 | 55 | 33.3 |
| Total | 165 | 100.0 |
| Involvement in Campus Organizations during HS | | |
| No Involvement | 60 | 36.4 |
| Academic involvement | 13 | 7.9 |
| Non-Academic involvement | 41 | 24.8 |
| Both Acad & Non-Acad Involvement | 51 | 30.9 |
| Total | 165 | 100.0 |

Profile of Respondents as to knowledge from whom learned, office in- charge of the activity, who can attend and objectives of the LTS

As to from whom did they learn the program from, almost one-half of the respondents did not learn it from anyone or had previous knowledge about it; a little less than one-third of them learned about it from the senior members of their organization while the rest of the respondents learned from different sources such as council officers/friends and some offices in the university and bulletin board announcements. As to knowledge of what office is in charge of the activity, the majority are aware that the OSA/SDP/OSS/Scholarship Office is the office in charge of the activity, although, the name of the office changed from time to time. As to awareness of who can attend, two-thirds of the group is aware that key officers of their organization, such as president, vice president, treasurer, secretary, executive committee leaders and the like should attend. However, if the key officials are not available, then the designated member of an organization can attend as attested by more than one-fifth of them.

As to knowledge of the objective of the LTS, majority of them believed that this activity is meant to enhance their leadership skills as student-leaders; a little less than one-fifth of them believe that this activity is to hone student-leaders in all areas of their lives, thus, becoming a better person; as well as to become good stewards and united in their cause.

Table 3.

Profile of the Respondents as to knowledge from whom learned, office in- charge of the activity, who can attend and objectives of the LTS (N = 165)

| Profile/Categories | f | % |
|--|------------|--------------|
| From Whom Learned | | |
| None | 82 | 49.7 |
| Council Officers | 7 | 4.2 |
| Senior Members | 48 | 29.1 |
| Student Dev't. & Programs | 6 | 3.6 |
| Bulletin Board Announcements | 3 | 1.8 |
| Friend | 15 | 9.1 |
| Guidance Services Center | 1 | 0.6 |
| CPUR | 3 | 1.8 |
| Total | 165 | 100.0 |
| Office In-Charge of the Activity | | |
| None | 18 | 10.9 |
| OSA/SDP/OSS | 120 | 72.7 |
| CPUR | 8 | 4.8 |
| Guidance Services Center | 5 | 3.0 |
| Scholarship Office | 9 | 5.5 |
| AYALA | 3 | 1.8 |
| NSTP | 1 | 0.6 |
| Multiple Answers | 1 | 0.6 |
| Total | 165 | 100.0 |
| Who Can Attend the LTS | | |
| None | 7 | 4.2 |
| Member of Recognized Organization | 44 | 26.7 |
| Exec. Committee or Student-Leaders | 22 | 13.3 |
| President & Treasurer of Student Orgs | 50 | 30.3 |
| Everyone | 13 | 7.9 |
| Officers of Organizations | 27 | 16.4 |
| All First Year Students | 2 | 1.2 |
| Total | 165 | 100.0 |
| Objectives of the LTS | | |
| NA/Forgot | 19 | 11.5 |
| To have the student-leaders in all areas of life | 29 | 17.6 |
| To enhance the leadership skills of the student-leaders. | 90 | 54.5 |
| To be good stewards and united in their cause. | 26 | 15.8 |
| To become better person. | 1 | 0.6 |
| Total | 165 | 100.0 |

Awareness of LTS

The respondents have either moderate or high level of awareness of the LTS.

Table 4.
Awareness of Respondents of LTS (N = 165)

| Awareness of LTS | f | % |
|-------------------------|------------|--------------|
| High | 75 | 45.5 |
| Moderate | 90 | 54.5 |
| Total | 165 | 100.0 |

Mean = 3.76

Variations on Awareness of LTS

There were slightly more female, older respondents who graduated from public high schools located in the city, belonging to the different colleges, with different living arrangements while in school, either an officer or member of the different categories of organizations, regardless of year LTS attended, with or without involvement in high school organizations have a high level of awareness of LTS. However, when these personal characteristics of the respondents were related to their awareness of LTS, the analysis of variance is not significant, hence, it could be said that these personal characteristics of the respondents are not related to their awareness of LTS.

Table 5.
Distribution of the Awareness of Respondents of the University's LTS according to their profile

| Respondents' Profile | Awareness of LTS | | | | | | Mean |
|---|------------------|-------|----------|-------|-------|--------------------------------|-------------------|
| | High | | Moderate | | Total | | |
| | f | % | f | % | f | % | |
| Sex | | | | | | | |
| Male | 35 | 46.7 | 41 | 45.6 | 76 | 46.1 | 3.74 - High |
| Female | 40 | 53.3 | 49 | 54.4 | 89 | 53.9 | 3.79 - High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High |
| t- test = -0.261 | | | | | | Sig. (2-tailed) = 0.794 | |
| p > .05 not significant at .05 alpha | | | | | | | |
| Age | | | | | | | |
| 20 years old and below | 37 | 49.3 | 33 | 36.7 | 70 | 42.4 | 3.64 - High |
| 21 years old and above | 38 | 50.7 | 57 | 63.3 | 95 | 57.6 | 3.85 - High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High -- |
| t-test = -1.097 | | | | | | Sig. (2-tailed) = 0.274 | |
| p > .05 not significant at .05 alpha | | | | | | | |
| College | | | | | | | |
| CARES/ CHM/ BS HFLM | 2 | 2.7 | 5 | 5.6 | 7 | 4.2 | 3.29 - Mod |
| CAS | 15 | 20.0 | 14 | 15.6 | 29 | 6.7 | 3.45- High |
| CBA | 19 | 25.3 | 23 | 25.6 | 42 | 25.5 | 3.50 -High |
| CCS | 5 | 6.7 | 5 | 5.6 | 10 | 6.1 | 4.20-High |
| CoEd | 14 | 18.7 | 12 | 13.3 | 26 | 15.8 | 4.04-High |
| CoEn | 14 | 18.7 | 26 | 28.9 | 40 | 24.2 | 4.03- High |
| CNAHS | 6 | 8.0 | 5 | 5.6 | 11 | 6.7 | 3.91-High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High -- |
| F- test = 0.691 | | | | | | Sig. = 0.657 | |
| p > .05 not significant at .05 alpha | | | | | | | |
| Type of High School Graduated From | | | | | | | |
| Public | 45 | 60.0 | 50 | 55.6 | 95 | 57.6 | 3.72 - High |
| Private Sectarian | 16 | 21.3 | 26 | 28.9 | 42 | 25.5 | 3.81- High |
| Private Non-Sectarian | 14 | 18.7 | 14 | 15.6 | 28 | 17.0 | 3.86 - High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High -- |
| F- test = .639 | | | | | | Sig. = .529 | |
| p > .05 not significant at .05 alpha | | | | | | | |
| Location of High School Graduated From | | | | | | | |
| City | 34 | 45.3 | 45 | 50.0 | 79 | 47.9 | 3.80- High |
| Town | 28 | 37.3 | 41 | 45.6 | 69 | 41.8 | 3.64 - High |
| Barangay | 13 | 17.3 | 4 | 4.4 | 17 | 10.3 | 4.12 - High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High -- |
| F-test= 3.827 | | | | | | Sig. =0.024 | |
| p < .05 significant at .05 alpha | | | | | | | |
| Living Arrangement while Studying at CPU | | | | | | | |
| Living with Parents | 35 | 46.7 | 45 | 50.0 | 80 | 48.5 | 3.74- High |
| Living with Relatives | 6 | 8.0 | 10 | 11.0 | 16 | 9.7 | 3.69- High |
| Dormitory | 6 | 8.0 | 6 | 6.7 | 12 | 7.3 | 4.00-High |

Table 5 continued

| | | | | | | | |
|--|----|---------------------|----|-------|-----|-------|-------------------|
| Boarding House | 24 | 32.0 | 23 | 25.6 | 47 | 28.5 | 3.83- High |
| Others/ Combination | 4 | 5.3 | 6 | 6.7 | 10 | 6.1 | 3.50- High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High -- |
| F-test= 0.322 | | Sig. = 0.863 | | | | | |
| Position in the Organization | | | | | | | |
| President/Vice President/ Grand Chancellor | 32 | 42.7 | 40 | 44.4 | 72 | 43.6 | 3.89 - High |
| Other Officership | 26 | 34.7 | 30 | 33.3 | 56 | 33.9 | 3.63 - High |
| Members | 17 | 22.7 | 20 | 22.2 | 37 | 22.4 | 3.73 - High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High -- |
| F-test = 0.265 | | Sig. = 0.851 | | | | | |
| p > .05 not significant at .05 alpha | | | | | | | |
| Category of the Organization | | | | | | | |
| Academic | 39 | 52.0 | 47 | 52.2 | 86 | 52.1 | 3.71 - High |
| Special | 15 | 20.0 | 14 | 15.6 | 29 | 17.6 | 3.76 - High |
| Cultural & Arts/ Fraternity/ Sports | 7 | 9.3 | 11 | 12.2 | 18 | 10.9 | 3.94 - High |
| Religious | 14 | 18.7 | 18 | 20.0 | 32 | 19.4 | 3.81 - High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High -- |
| F-test = 1.610 | | Sig. = 0.160 | | | | | |
| Year Attended | | | | | | | |
| 2013 | 19 | 5.3 | 25 | 27.8 | 44 | 26.7 | 3.77 - High |
| 2014 | 26 | 34.7 | 40 | 44.4 | 66 | 40.0 | 3.58 - High |
| 2015 | 30 | 40.0 | 25 | 27.8 | 55 | 33.3 | 3.98 - High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High -- |
| F-test = 1.451 | | Sig. = 0.237 | | | | | |
| p > .05 not significant at .05 alpha | | | | | | | |
| High School Involvement | | | | | | | |
| No Involvement | 26 | 34.7 | 34 | 37.8 | 60 | 36.4 | 3.48-High |
| Academic Involvement | 6 | 8.0 | 7 | 7.8 | 13 | 7.9 | 4.08-High |
| Non-Academic Involvement | 16 | 21.3 | 25 | 27.8 | 41 | 24.8 | 3.68- High |
| Both | 27 | 36.0 | 24 | 26.7 | 51 | 30.9 | 4.08-High |
| Total | 75 | 100.0 | 90 | 100.0 | 165 | 100.0 | 3.76 - High -- |
| F-test =0.641 | | Sig. = 0.590 | | | | | |
| p < .05 significant at .05 alpha | | | | | | | |

Attitude Towards LTS

Almost all of the respondents have a very favorable attitude towards the LTS.

Table 6.
Over-all Attitude of Respondents Towards LTS. (N = 165)

| Attitude Towards LTS | f | % |
|-----------------------------|------------|--------------|
| Unfavorable | 1 | 0.6 |
| Favorable | 45 | 27.3 |
| Highly Favorable | 110 | 66.7 |
| Very Highly Favorable | 9 | 5.5 |
| Total | 165 | 100.0 |

Net Score of Attitude = 98.9

Variations in Attitude towards LTS

The tendency of respondents to have a very highly favorable, highly favorable or favorable attitude toward LTS program of the university is not influenced by their personal characteristics such as sex, age, college, type of high school graduated from, location of high school graduated from and living arrangement while studying at CPU, position, type of organization and year when attended LTS and previous involvement in organizations. This means that irrespective of their personal characteristics, their attitude towards LTS program of the University is favorable.

Table 7.

Distribution of the Respondents Attitude Towards the University's LTS according to their profile

| Respondents' Profile | Attitude Towards LTS | | | | | | | | | | | |
|---|-----------------------|------|------------------|------|-----------|------|-------------|-----|-------|-------|-----------|--------------------------|
| | Very Highly Favorable | | Highly Favorable | | Favorable | | Unfavorable | | Total | | Net Score | Mean |
| | f | % | f | % | f | % | f | % | f | % | | |
| Sex | | | | | | | | | | | | |
| Male | 4 | 5.3 | 52 | 68.4 | 19 | 25.0 | 1 | 1.3 | 76 | 100.0 | 97.4 | 42.05 - Highly Favorable |
| Female | 5 | 5.6 | 58 | 65.2 | 26 | 29.2 | | | 89 | 100.0 | 100.0 | 42.96- Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| t-test = -1.268 Sig. (2-tailed) = .207 | | | | | | | | | | | | |
| p > .05 not significant at .05 alpha | | | | | | | | | | | | |
| Age | | | | | | | | | | | | |
| 20 years old and below | 3 | 4.3 | 46 | 65.7 | 21 | 30.0 | | | 70 | 100.0 | 100.0 | 42.57 - Highly Favorable |
| 21 years old and above | 6 | 6.3 | 64 | 67.4 | 24 | 25.3 | 1 | 1.1 | 95 | 100.0 | 97.9 | 42.52 - Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| t-test = -0.939 Sig. (2-tailed) = .077 | | | | | | | | | | | | |
| p > .05 not significant at .05 alpha | | | | | | | | | | | | |
| College | | | | | | | | | | | | |
| CARES/ CHM/ BSHFLM | 1 | 14.3 | 3 | 42.9 | 3 | 42.9 | | | 7 | 100.0 | 100.0 | 43.43 - Highly Favorable |
| CAS | 2 | 6.9 | 17 | 58.6 | 10 | 34.5 | | | 29 | 100.0 | 100.0 | 42.72 - Highly Favorable |
| CBA | 3 | 7.1 | 32 | 76.2 | 7 | 16.7 | | | 42 | 100.0 | 100.0 | 43.67 - Highly Favorable |
| CCS | | | 7 | 70.0 | 3 | 30.0 | | | 10 | 100.0 | 100.0 | 41.40 - Highly Favorable |
| CoEd | 2 | 7.7 | 18 | 69.2 | 6 | 23.1 | | | 26 | 100.0 | 100.0 | 43.04 - Highly Favorable |
| CoEn | 1 | 2.5 | 28 | 70.0 | 10 | 25.0 | 1 | 2.5 | 40 | 100.0 | 95.0 | 41.50 - Highly Favorable |

Table 7 Continued

| | | | | | | | | | | | | |
|---|---|------|-----|------|----|------|---|-----|-----|-------|-------|--------------------------|
| CNAHS | | | 5 | 45.5 | 6 | 54.5 | | | 11 | 100.0 | 100.0 | 40.8 - Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| F-test =0.189 Sig. = 0.088 | | | | | | | | | | | | |
| Type of High School Graduated From | | | | | | | | | | | | |
| Public | 6 | 6.3 | 59 | 62.1 | 29 | 30.5 | 1 | 1.1 | 95 | 100.0 | 97.8 | 42.27- Highly Favorable |
| Private Sectarian | 1 | 2.4 | 32 | 76.2 | 9 | 21.4 | | | | 42 | 100.0 | 42.81- Highly Favorable |
| Private Non- Sectarian | 2 | 7.1 | 19 | 67.9 | 7 | 25.0 | | | | 28 | 100.0 | 43.04 - Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| F-test = 0.403 Sig. = 0.669 | | | | | | | | | | | | |
| Location of High School Graduated From | | | | | | | | | | | | |
| City | 3 | 3.8 | 53 | 67.1 | 23 | 29.1 | | | 79 | 100.0 | 100.0 | 41.96 - Highly Favorable |
| Town | 5 | 7.2 | 43 | 62.3 | 20 | 29.0 | 1 | 1.4 | 69 | 100.0 | 97.1 | 43.00- Highly Favorable |
| Barangay | 1 | 5.9 | 14 | 82.4 | 2 | 11.8 | | | 17 | 100.0 | 100.0 | 43.36- Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| F-test =0.930 Sig. =0.397 | | | | | | | | | | | | |
| Living Arrangement while Studying at CPU | | | | | | | | | | | | |
| Living with Parents | 2 | 2.5 | 56 | 70.0 | 22 | 27.5 | | | 80 | 100.0 | 100.0 | 42.08- Highly Favorable |
| Living with Relatives | 2 | 12.5 | 9 | 56.3 | 5 | 31.3 | | | 16 | 100.0 | 100.0 | 42.63- Highly Favorable |
| Dormitory | | | 10 | 83.3 | 2 | 16.7 | | | 12 | 100.0 | 100.0 | 43.25- Highly Favorable |
| Boarding House | 4 | 8.5 | 28 | 59.6 | 14 | 29.8 | 1 | 2.1 | 47 | 100.0 | 95.8 | 43.04- Highly Favorable |
| Others/Combination | 1 | 10.0 | 7 | 70.0 | 2 | 20.0 | | | 3 | 100.0 | 100.0 | 42.90- Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| F-test = -0.050 Sig. =0.688 | | | | | | | | | | | | |

Table 7 Continued

| Position in the Organization | | | | | | | | | | | | |
|------------------------------|----------|------------|------------|-------------|-----------|-------------|----------|------------|------------|--------------|-------------|---------------------------------|
| Pres/VP/Grand hancellor | 5 | 6.9 | 48 | 66.7 | 19 | 26.4 | | | 72 | 100.0 | 100.0 | 42.75- Highly Favorable |
| Other Officership | 3 | 5.4 | 36 | 64.3 | 16 | 28.6 | 1 | 1.8 | 56 | 100.0 | 96.5 | 42.30- Highly Favorable |
| Members | 1 | 2.7 | 26 | 70.3 | 10 | 27.0 | | | 37 | 100.0 | 100.0 | 42.49- Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| F = 1.329 Sig.=0.219 | | | | | | | | | | | | |
| Category of the Organization | | | | | | | | | | | | |
| Academic | 2 | 2.3 | 62 | 72.1 | 22 | 25.6 | | | 86 | 100.0 | 100.0 | 42.55- Highly Favorable |
| Special | 5 | 17.2 | 15 | 51.7 | 18 | 27.6 | 1 | 3.4 | 29 | 100.0 | 93.1 | 42.93- Highly Favorable |
| Cultural & Arts/Frat/Sports | 2 | 11.1 | 13 | 72.2 | 3 | 16.7 | | | 18 | 100.0 | 100.0 | 44.11- Highly Favorable |
| Religious | | | 20 | 62.5 | 12 | 37.5 | | | 32 | 100.0 | 100.0 | 41.28- Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| F = -0.010 Sig. = 0.930 | | | | | | | | | | | | |
| Year Attended | | | | | | | | | | | | |
| 2013 | 2 | 4.5 | 28 | 63.6 | 13 | 29.5 | 1 | 2.3 | 44 | 100.0 | 95.3 | 42.18- Highly Favorable |
| 2014 | 5 | 7.6 | 40 | 60.6 | 21 | 31.8 | | | 66 | 100.0 | 100.0 | 42.42- Highly Favorable |
| 2015 | 2 | 3.6 | 42 | 76.4 | 11 | 20.0 | | | 55 | 100.0 | 100.0 | 42.96- Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| F = 0.732 Sig. = 0.463 | | | | | | | | | | | | |
| High School Involvement | | | | | | | | | | | | |
| No Involvement | 1 | 1.7 | 39 | 65.0 | 19 | 31.7 | 1 | 1.7 | 60 | 100.0 | 96.7 | 41.43-Highly Favorable |
| Academic Involvement | 1 | 7.7 | 8 | 61.5 | 4 | 30.8 | | | 13 | 100.0 | 100.0 | 42.08-Highly Favorable |
| Non-Academic Involvement | 3 | 7.3 | 28 | 68.3 | 10 | 24.4 | | | 41 | 100.0 | 100.0 | 43.27- Highly Favorable |
| Both | 4 | 7.8 | 35 | 68.6 | 12 | 23.5 | | | 51 | 100.0 | 100.0 | 43.37-Highly Favorable |
| Total | 9 | 5.5 | 110 | 66.7 | 45 | 27.3 | 1 | 0.6 | 165 | 100.0 | 98.9 | 42.54 - Highly Favorable |
| F = 1.178 Sig.=0.320 | | | | | | | | | | | | |

Perceived Influence of LTS in the Lives of Respondents

Majority of the respondents perceived that the LTS had influenced their lives to a great and very great extent respectively.

Table 8. *Perceived Influence of LTS to Respondents (N = 165)*

| Perceived Influence of LTS | f | % |
|-----------------------------------|------------|--------------|
| No Change/Still | 19 | 11.5 |
| Some Extent | 34 | 20.6 |
| Great Extent | 75 | 45.5 |
| Very Great Extent | 37 | 22.4 |
| Total | 165 | 100.0 |

Mean = 2.24

Net Score of Perceived Influence = 77.0%

Explanations for this Change

These changes specifically are in the areas of their personal, academic, social, emotional, psychological, and spiritual life. In the personal area, around three-fourths of the respondents perceived that changes had been made in this area such as they came out of their comfort zone and became persistent to accomplish every task. In the academic area, more than one-third of the respondents felt that they were now able to balance their academic and leadership responsibilities and now able to manage their time wisely. In the social aspect, around one-half of them said that they were able to gain new friends, became more sociable, and had improved their social skills. In the emotional aspect, more than one half of them had been helped in how to deal with conflicts,

problems, emotions in the organizations and that they had developed their patience in coping with emotions and feelings. In the area of their psychological life, three-fifths of them became more open-minded, firm in their decisions, became more time conscious and role model to others. Finally, in the area of their spiritual life, a little less than three-fifths of them became more intimate with God as well as their faith was strengthened.

Table 9.
Reasons/Explanations for Change (N = 165)

| Reasons/Explanations for Change | | f | % |
|---------------------------------|--|------------|--------------|
| Personal Life | | | |
| | Come out of my comfort zone, to be persistent and accomplish every task | 75 | 45.5 |
| | Reflect on my personal strengths and weaknesses | 34 | 20.6 |
| | God-centered perspective in facing life's reality | 4 | 2.4 |
| | Learn to trust/became more confident | 10 | 6.1 |
| | NA/No Change | 42 | 25.5 |
| | Total | 165 | 100.0 |
| | Net Score of Change in Personal Life | | 49.1 |
| Academic Life | | | |
| | Balance academic and leadership responsibilities/time management | 59 | 35.8 |
| | Gain more knowledge/more effective in classroom team projects | 21 | 12.7 |
| | Encouraged to study more/improved grades | 22 | 13.3 |
| | Join organizations/become more active | 4 | 2.4 |
| | Patience & perseverance/dedication/goal-oriented/more responsible | 12 | 7.3 |
| | NA/No Change | 47 | 28.5 |
| | Total | 165 | 100.0 |
| | Net Score of Change in Academic Life | | 43.0 |
| Social Life | | | |
| | Help in dealing w/ others – different types of people w/ different attitudes | 43 | 26.1 |
| | Gained new friends/become more sociable/improve social skills | 71 | 43.0 |
| | Can communicate well with others already w/ confidence | 12 | 7.3 |
| | NA/No Change | 39 | 23.6 |
| | Total | 165 | 100.0 |
| | Net Score of Change in Social Life | | 52.8 |

Table 9 continued

| Emotional Life | | | |
|---------------------------|---|------------|--------------|
| | Help how to deal with conflicts, problems, emotions/ in the organizations - develop patience – coping with emotions/feelings | 88 | 53.3 |
| | Shoulder to cry on | 3 | 1.8 |
| | Have positive and confident/trust/compassionate | 11 | 6.7 |
| | NA/No Change | 63 | 38.2 |
| | Total | 165 | 100.0 |
| | Net Score of Change in Emotional Life | | 23.6 |
| Psychological Life | | | |
| | Help me to be open-minded, firm in decision/to be more time-conscious/role model manage self | 99 | 60.0 |
| | Power of words | 2 | 1.2 |
| | Sensitive to people/balance time – trust | 6 | 3.6 |
| | NA/No Change | 58 | 35.2 |
| | Total | 165 | 100.0 |
| | Net Score of Change in Psychological Life | | 29.6 |
| Spiritual Life | | | |
| | To be humble, for we are equal in God’s eyes, to serve one another and to have the heart of a servant – leader | 19 | 11.5 |
| | More intimate w/ God/Strengthen faith | 96 | 58.2 |
| | Transparency in leadership | 2 | 1.2 |
| | NA/No Change | 48 | 29.1 |
| | Total | 165 | 100.0 |
| | Net Score of Change in Spiritual Life | | 41.8 |

Activities that Contributed to the Changes or Improvement in One’s Life

Most of the students could not name the activity that had contributed much to the change in his/her life. However, for those who had verbalized these activities, these are challenge by choice/teamwork, and a combination of all these activities.

Table 10.

Activities in the LTS which Contributed to the Positive Changes in the Respondents' Lives

(N = 165)

| Activities in the LTS that Contributed Positive Changes | f | % |
|--|------------|--------------|
| None | 95 | 57.6 |
| Trust Activities | 9 | 5.5 |
| Challenge by Choice/Team Work /Spider Web | 21 | 12.7 |
| Visioning | 5 | 3.0 |
| Panel Discussion/Talk | 9 | 5.5 |
| Self-Awareness/Got To Know You | 2 | 1.2 |
| Synergy/Human Pipeline/Moon Ball | 4 | 2.4 |
| Competition vs. Collaboration/Chaos | 7 | 4.5 |
| Graduation/Washing of Feet | 2 | 1.2 |
| Combination | 11 | 6.7 |
| Total | 165 | 100.0 |

Over-all Influence of the LTS in the lives of the Respondents

Around two-fifths of the respondents felt that they became an improved leader in their organization and inside the classroom; a little over one-fourth of them felt that they became a disciplined/better person; they now serve without expecting a return or that they have now a heart to serve and trust God; and around one-tenth of them had an awesome and life changing experience that created a great impact in their lives.

Table 11.

Over-all Influence of the Leadership Training Seminar to Lives of Respondents (N = 165)

| Influence of the LTS | f | % |
|--|------------|--------------|
| Become an improved leader in an organization & inside the classroom clasclassroom | 65 | 39.4 |
| Disciplined/better person | 42 | 25.5 |
| Serve without expecting a return, have the heart to serve, trust God | 20 | 12.1 |
| Awesome/Life changing/Great impact | 17 | 10.3 |
| NA/No Change | 21 | 12.7 |
| Total | 165 | 100.0 |

Net Score of the Over-all Influence of LTS = 74.6%

Relationship between the Awareness of Respondents of LTS and their Attitude towards the training

Regardless of the level of awareness of LTS of the respondents, whether high or moderate, they have a favorable attitude towards these programs. This means that the level of awareness of LTS of the respondents does not have an influence on their attitude towards this activity.

Table 12.
The Relationship Between Respondents' Awareness of LTS and their Attitude towards the training (N = 165)

| Awareness of LTS | Attitude Towards the Training | | | | | | | | | |
|------------------|-------------------------------|--------------|------------------|--------------|-----------|--------------|-------------|--------------|------------|--------------|
| | Very Highly Favorable | | Highly Favorable | | Favorable | | Unfavorable | | Total | |
| | f | % | f | % | f | % | f | % | f | % |
| High | 5 | 55.6 | 49 | 44.5 | 21 | 46.7 | | | 75 | 45.5 |
| Moderate | 4 | 44.4 | 61 | 55.5 | 24 | 53.3 | 1 | 100.0 | 90 | 54.5 |
| Total | 9 | 100.0 | 110 | 100.0 | 45 | 100.0 | 1 | 100.0 | 165 | 100.0 |

Chi-square = 1.267 df = 3 p = 0.737 Not Significant

Relationship between the Awareness of Respondents of LTS and the Perceived Influence on their Lives

There is no great disparity between the perceived influence of LTS in the lives of those students with a high and moderate awareness of LTS offered by the university. However, when awareness of LTS of the respondents was correlated with its

perceived influence on their lives, the Chi-square value is not significant. This means that the awareness of LTS of the respondents is not related to the perceived influence of this activity in their lives; regardless whether the students have low, moderate or high level of awareness of this program offered by the university, the perceived influence of this activity in their lives is the same.

Table 13.

The Relationship Between Respondents' Awareness of LTS and the Perceived Influence of LTS in their Lives (N = 165)

| Awareness of LTS | Perceived Influence of the LTS | | | | | | | | | |
|------------------|--------------------------------|--------------|-------------|--------------|--------------|--------------|-------------------|--------------|------------|--------------|
| | No Change/ Still | | Some Extent | | Great Extent | | Very Great Extent | | Total | |
| | f | % | f | % | f | % | f | % | f | % |
| High | 8 | 42.1 | 15 | 44.1 | 35 | 46.7 | 17 | 45.9 | 75 | 45.5 |
| Moderate | 11 | 57.9 | 19 | 55.9 | 40 | 53.3 | 20 | 54.1 | 90 | 54.5 |
| Total | 19 | 100.0 | 34 | 100.0 | 75 | 100.0 | 37 | 100.0 | 165 | 100.0 |

Chi-square = 0.159 df = 3 p = 0.984 Not Significant

Relationship between the Attitude of Respondents towards LTS and the Perceived Influence on their Lives

When the attitude of the respondents was correlated with the perceived impact of this activity on their lives, the Chi-square value is significant. This means that the attitude of the respondents is related to the perceived impact of this activity on their lives; those students with highly favorable or more positive attitude

towards this activity are more likely to have felt or perceived impact of this activity on their lives. Hence, awareness and highly favorable attitude towards this activity of a student can mean a positive impact of this program in his life.

Table 14.
The Relationship Between Attitude of Respondents Towards LTS and the Perceived Influence of LTS in their Lives (N = 165)

| Attitude Towards LTS | Perceived Influence of the LTS | | | | | | | | | |
|-----------------------|--------------------------------|--------------|-------------|--------------|--------------|--------------|-------------------|--------------|------------|--------------|
| | No Change/ Still | | Some Extent | | Great Extent | | Very Great Extent | | Total | |
| | f | % | f | % | f | % | f | % | f | % |
| Very Highly Favorable | | | 1 | 2.9 | 3 | 4.0 | 5 | 13.5 | 9 | 5.5 |
| High Favorable | 8 | 52.1 | 20 | 58.8 | 53 | 70.7 | 29 | 78.4 | 110 | 66.7 |
| Favorable | 11 | 57.9 | 12 | 35.3 | 19 | 25.3 | 3 | 8.1 | 45 | 27.3 |
| Unfavorable | | | 1 | 2.9 | | | | | 1 | 0.6 |
| Total | 19 | 100.0 | 34 | 100.0 | 75 | 100.0 | 37 | 100.0 | 165 | 100.0 |

Chi-square = 25.375 df = 9 p = 0.003
Significant

Relationship between the Respondents’ Profile and the Perceived Influence of LTS on their Lives

When the respondents’ profile was correlated with the perceived influence of LTS on their lives, it was found out that the sex of the respondents is the only one which is related to it. This means that the sex of the respondents is related to the perceived influence of LTS in their lives. Females are more likely to be influenced greatly by LTS than males. The greater tendency of

females to be greatly influenced by the LTS program of the university may be explained by the notion that women are more emotional than men.

However, all the other characteristics such as age, college, type of high school graduated from, location of high school graduated from and living arrangement while studying at CPU, position, type of organization and year when attended LTS and previous involvement in organizations of the respondents are not related to the perceived influence of LTS in their lives. This means that regardless of their age, whether they are younger or older, the college where they belong, the type of high school graduated from, the location of high school graduated from, the living arrangement while studying at CPU, the category of the organization the academic, special, cultural and arts, religious, sports or fraternity, the, the year of the LTS attended whether they attended the LTS in 2013, 2014 or 2015 previous involvement in organizations in high school whether they are involved or not in an organization during their high school years there is a perceived influence of LTS in their lives.

Table 15.
Relationship Between the Personal Characteristics of Respondents (Sex, Age, College and Type and Place of High School Graduated From) and the Perceived Influence on Lives of Respondents (N = 165)

| Characteristics | Perceived Influence on Respondents' Lives | | | | | | | | | |
|---|---|-------------|-------------|-------------|--------------|-------------|-------------------|-------------|------------|--------------|
| | No Change/Still | | Some Extent | | Great Extent | | Very Great Extent | | Total | |
| | f | % | f | % | f | % | f | % | f | % |
| Sex | | | | | | | | | | |
| Male | 12 | 15.8 | 22 | 28.9 | 28 | 36.8 | 14 | 18.4 | 76 | 100.0 |
| Female | 7 | 7.9 | 12 | 13.5 | 47 | 52.8 | 23 | 25.8 | 89 | 100.0 |
| Total | 19 | 11.5 | 34 | 20.6 | 75 | 45.5 | 37 | 22.4 | 165 | 100.0 |
| Chi Square =10.299 df =3 p = 0.016 Significant | | | | | | | | | | |
| Age | | | | | | | | | | |
| 20 y.o. & below | 8 | 11.4 | 14 | 20.0 | 28 | 40.0 | 20 | 28.6 | 70 | 100.0 |
| 21 y.o. & above | 11 | 11.6 | 20 | 21.1 | 47 | 49.5 | 17 | 17.9 | 95 | 100.0 |
| Total | 19 | 11.5 | 34 | 20.6 | 75 | 45.5 | 37 | 22.4 | 165 | 100.0 |
| Chi Square =2.867 df =3 p = 0.413 Not Significant | | | | | | | | | | |
| College | | | | | | | | | | |
| CARES/CHM/BSHFLM | 2 | 28.6 | 2 | 28.6 | 2 | 28.6 | 1 | 14.3 | 7 | 100.0 |
| CAS | 4 | 13.8 | 8 | 27.6 | 13 | 44.8 | 4 | 13.8 | 29 | 100.0 |
| CBA | 1 | 2.4 | 7 | 16.7 | 23 | 54.8 | 11 | 26.2 | 42 | 100.0 |
| CCS | 2 | 20.0 | 2 | 20.0 | 6 | 60.0 | | | 10 | 100.0 |
| CoEd | 3 | 11.5 | 4 | 15.4 | 8 | 30.8 | 11 | 42.3 | 26 | 100.0 |
| CoEn | 6 | 15.0 | 10 | 25.0 | 15 | 37.5 | 9 | 22.5 | 40 | 100.0 |
| CNAHS | 1 | 9.1 | 1 | 9.1 | 8 | 72.7 | 1 | 9.1 | 11 | 100.0 |
| Total | 19 | 11.5 | 34 | 20.6 | 75 | 45.5 | 37 | 22.4 | 165 | 100.0 |
| Chi Square = 23.124 df = 18 p = 0.186 Not Significant | | | | | | | | | | |
| Type of High School Graduated From | | | | | | | | | | |
| Public | 12 | 12.6 | 22 | 23.2 | 41 | 43.2 | 20 | 21.1 | 95 | 100.0 |
| Private Sectarian | 5 | 11.9 | 6 | 14.3 | 19 | 45.2 | 12 | 28.6 | 42 | 100.0 |
| Private Non-Sectarian | 2 | 7.1 | 6 | 21.4 | 15 | 53.6 | 5 | 17.9 | 28 | 100.0 |
| Total | 19 | 11.5 | 34 | 20.6 | 75 | 45.5 | 37 | 22.4 | 165 | 100.0 |
| Chi Square =3.261 df =6 p = 0.775 Not Significant | | | | | | | | | | |
| Location of High School Graduated From | | | | | | | | | | |
| City | 11 | 13.9 | 18 | 22.8 | 36 | 45.6 | 14 | 17.7 | 79 | 100.0 |
| Town | 7 | 10.1 | 15 | 21.7 | 29 | 42.0 | 18 | 26.1 | 69 | 100.0 |
| Barangay | 1 | 5.9 | 1 | 5.9 | 10 | 58.8 | 5 | 29.4 | 17 | 100.0 |
| Total | 19 | 11.5 | 34 | 20.6 | 75 | 45.5 | 37 | 22.4 | 165 | 100.0 |
| Chi Square =5.401 df =6 p = 0.493 Not Significant | | | | | | | | | | |

DISCUSSION

On the whole, this descriptive-relational study which made use of one-shot survey design had determined the awareness of and attitudes towards leadership training seminar offered by the university and the perceived influence of this training in the lives of student-leaders. This study found out that most of the respondents are females, aged 21 years old and older, belonged to

the Colleges of Arts and Sciences; Education; and Nursing and Allied Health Sciences; graduates of public high schools and living with their parents or staying in boarding houses; are affiliated with academic organizations; are officers of the organizations where they are affiliated in; attended the 2014 and 2013 LTS; and were involved in both academic and non-academic organizations during their high school days. Most of the respondents had previous knowledge about it; are aware that the OSA/SDP/OSS/Scholarship Office is the office in charge of the activity; are aware that key officers of their organization should attend, and believed that this activity is meant to enhance their leadership skills as student-leaders. The respondents have either moderate or high awareness of the LTS and have a very favorable attitude towards it. Majority of the respondents perceived that the LTS had influenced their lives. These influences specifically are in the areas of their personal, academic, social, emotional, psychological, and spiritual life. As for the overall influence of the LTS, the respondents felt that they became improved leaders in their organization and inside the classroom; disciplined and better persons now serving without expecting a return and now have a heart to serve and trust God.

Regardless of the level of awareness of LTS of the respondents, they have a favorable attitude towards these programs. The awareness of respondents of LTS does not influence their perceived influence of this activity in their lives while their attitude towards it influenced the perceived influence of this activity on their lives. Respondents' sex has a bearing on the perceived influence of LTS in their lives. However, age, sex, type and location of high school graduated from, living arrangement while studying at CPU, position in the organization, year attended the LTS and previous involvement in organizations during high school of the respondents do not have influence on the perceived influence of LTS in their lives.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the findings of the study, the following conclusions are drawn:

- Most of the respondents are females, aged 21 years old and older, belong to the Colleges of Arts and Sciences; Education; and Nursing and Allied Health Sciences; graduates of public high schools located either in the cities or towns and living with their parents or staying in boarding houses; are affiliated with academic organizations; are officers of the organizations where they are affiliated in; attended the 2014 and 2013 LTS; and were involved in both academic and non-academic organizations during their high school days;

- Most of the respondents did not learn about the conduct of LTS from anyone or had previous knowledge about it; are aware that the OSA/SDP/OSS/Scholarship Office is the office in charge of the activity; are aware that key officers of their organization, such as president, vice president, treasurer, secretary, executive committee leaders and the like should attend; and believed that this activity is meant to enhance their leadership skills as student-leaders;

- The respondents have either moderate or high awareness of the LTS.

- Almost all of the respondents have very favorable attitude towards the LTS;

- Majority of the respondents perceived that the LTS had influenced their lives to a great and very great extent respectively. These changes specifically are in the areas of their personal, academic, social, emotional, psychological, and spiritual life. They came out of their comfort zone and became persistent to accomplish every task; were now able to balance their academic and leadership responsibilities and able to manage their time wisely; were able to gain new friends, become more sociable, and had improved their social skills; had been helped in how to deal

with conflicts, problems, emotions in the organizations; became more open-minded, firm in their decisions, more time conscious and role model to others; and, became more intimate with God as well as their faith was strengthened;

- Most of the students could not name the activity that had contributed much to the change in their lives, but for those who could these are teamwork and a combination of all the activities;

- As for the overall influence of the LTS, the respondents felt that they became improved leaders in their organization and inside the classroom; disciplined and better persons now serving without expecting a return and now have the heart to serve and trust God;

- Regardless of the level of awareness of LTS of the respondents, whether high or moderate, they have a favorable attitude towards these programs. This means that the level of awareness of LTS of the respondents does not influence their attitude towards this activity; that regardless of the level of their awareness of this activity, be it moderate, or high, their attitude towards this activity is favorable;

9. The awareness of respondents of LTS does not influence their perceived influence of this activity in their lives; regardless whether they have low, moderate or high level of awareness of this program offered by the university, the perceived influence of this activity in their lives is the same;

10. The attitude of the respondents influenced the perceived influence of this activity on their lives; those students with highly favorable or more positive attitude towards this activity are more likely to have a felt or perceived influence of this activity on their lives. Hence, awareness and highly favorable attitude towards this activity of a student can mean a positive influence of this program in his life; and,

11. The sex of the respondents has a bearing on the perceived influence of LTS in their lives. Females are more likely to be influenced greatly by LTS than males. The greater tendency of females to be greatly influenced by the LTS program of the university may be explained by the notion that women are more emotional than men. However, the age, sex, age, type and

location of high school graduated from, living arrangement while studying at CPU, position in the organization, year attended the LTS and previous involvement in organizations during high school of the respondents do not have influence on the perceived influence of LTS in their lives. Regardless of the sex, age, type, and location of high school graduated from, living arrangement while studying at CPU, position in the organization, year attended the LTS and previous involvement in organizations during high school of the respondents, there is a perceived influence of LTS in their lives.

Recommendations

Based on the findings and conclusions of the study, the following are hereby recommended:

- It is suggested that this program be continued and even be improved and strengthened. Moreover, the use of technology in promoting and in disseminating information regarding this activity needs also to be tapped;
- A more in-depth qualitative study may be done regarding the lived experiences of student-leaders; and,
- Other variables may be considered in the replication of this study.

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ACKNOWLEDGMENT

First and foremost, we would like to praise and thank God that we were able to finish this research work. To the people who, in one way or another, extended help to this work, we say thank you to:

Central Philippine University, University Research Center for giving us this opportunity to be able to conduct this study;

Dr. Reynaldo N. Dusaran, former Director of the University Research Center for his suggestions and encouragement all along the way;

Dr. Mary O' Penetrante, Acting Director of the University Research Center for her suggestions;

The panel of examiners for their comments and suggestions which greatly helped improves the quality of our written work;

Mrs. Ma. Jean R. Dagohey-Palomata, for her patience in doing the statistical and clerical work;

The FGD Participants who took time out from their busy schedules in order to be a part of it; and,

Ciara, Tala and Roy who helped us contact the respondents by all means especially through text, facebook and messenger.

Once again, thank you to all of you, and indeed, to God be the glory!

**STREAMLINING WORKSHOPS IN BUSINESS PERMITS
AND LICENSING SYSTEM OF THE CITIES
OF PUERTO PRINCESA, TAGBILARAN
AND ZAMBOANGA**

*Mary 'O T. Penetrante, Dimpna C. Castigador, Levi O. De los
Santos, Jr., Rezia Duerme, Joel H. Somosierra
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SUMMARY

The United States Agency for International Development (USAID) through its Strengthening Urban Resilience for Growth with Equity (SURGE) Project has been providing direct technical assistance to six selected cities under the Cities Development Initiative (CDI) program. Three of these are the cities of Puerto Princesa, Tagbilaran, and Zamboanga which are in the second batch of the CDI.

Building on the business permitting reforms started by another USAID-funded project- Investment Enabling Environment (INVEST) from 2011 to 2014 in the first three CDI cities namely Batangas, Iloilo, and Cagayan de Oro, SURGE will provide assistance in helping the three cities move towards a fully-automated BPLS and Building and Occupancy Permits system. In the second batch of CDI cities (Puerto Princesa, Tagbilaran, and Zamboanga), the project will help the cities streamline their business permitting processes, construction permitting and set up of Business One-Stop Shops.

In the first quarter of 2016, as part of the diagnostic phase in reducing the cost of doing business, the Project assessed the business permit renewal processes, inspection systems and the Business One Stop Shops (BOSS) of its six partner cities, representing the first phase of its city-level engagement.

In the second quarter, this benchmarking activity was identified following the experiences of the previously-assisted CDI cities of Batangas, Iloilo and Cagayan de Oro that a direct exposure through a study tour to other cities with reformed business permitting systems will be relevant, useful and inspiring for the assisted cities. Following the study tour, BPLS workshops were conducted in the six CDI partner cities.

This report addresses Task 2.2.2 Streamline business facility construction permitting process, Output 2.2.1.1.3 Workshop/Training/Study Tours on BPLS Streamlining and BPOS Automation.

INTRODUCTION

USAID SURGE Project and Focus Cities

The Strengthening Urban Resilience for Growth with Equity (SURGE) Project of the United States Agency for International Development (USAID) seeks to develop secondary cities that are more balanced and resilient with sustainable economic growth. One of the project's components seeks to promote low emission local economic development strategies thereby fostering efficient government service and improving the investment climate in the Philippines through direct technical assistance to six selected cities under the Cities Development Initiative (CDI) program.

Building on the business permitting reforms started by another USAID-funded project- Investment Enabling Environment (INVEST) from 2011 to 2014 in the first three CDI cities namely Batangas, Iloilo, and Cagayan de Oro, SURGE will provide assistance in helping the three cities move towards a fully-automated BPLS and Building and Occupancy Permits system. In the second batch of CDI cities (Puerto Princesa, Tagbilaran, and

Zamboanga), the project will help the cities streamline their business permitting processes, construction permitting and set up of Business One-Stop Shops.

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JMC 2010 and 2016

In 2010, the Department of Trade and Industry (DTI) and the Department of the Interior and Local Government (DILG) passed Joint Memorandum Circular (JMC) No. 01 series of 2010 on the “Guidelines in Implementing the Standards in Processing Business Permits and Licenses in All Cities and Municipalities.” This JMC had Republic Act (RA) No. 9485 or the Anti-Red Tape Act (ARTA) as the legal basis for re-engineering business processing systems at the local level.

In August 2016, JMC 2016 was released jointly by the DILG, DTI and the Department of Information and Communications Technology (DICT) on the Revised Standards in

Processing Business Permits and Licenses in all Cities and Municipalities in the Philippines. A comparison of JMC 2010 and JMC 2016 is shown in Table 1 below.

Table 1.
Comparison of JMC 2010 and JMC 2016

| Indicators | JMC 2010 | | JMC 2016 | |
|-----------------------------|---|---|--|--|
| | New Application | Renewal Application | New Application | Renewal Application |
| Form | Unified | Unified | Unified | Unified |
| Steps | 5 | 5 | 3 or less | 3 or less |
| Processing time | Max of 10 days (per ARTA) but LGUs are enjoined to take only five days or less | Maximum of 5 days (per ARTA) but LGUs are enjoined to take only one day or less | Less than one day; maximum of one day | One day; maximum of 1.5 days |
| Signatories | Two on the permit | Two on the permit | Two on the permit | Two on the permit |
| Requirements for new permit | <ul style="list-style-type: none"> Filled-out unified form Securities and Exchange Commission (SEC)/DTI/Cooperative Development Authority (CDA) Certificate Location Map Barangay Clearance Occupancy Permit | <ul style="list-style-type: none"> Filled-out unified form Previous business permit Barangay clearance | <ul style="list-style-type: none"> Proof of business registration, incorporation, or legal personality (i.e., DTI/ SEC/ CDA registration) Basis for computing taxes, fees, and charges (e.g., business capitalization); Occupancy Permit, if required by national laws (e.g., Building Code) and local laws; Contract of Lease (if Lessee); Barangay clearance (for business applicants who does not need an occupancy permit). | <ul style="list-style-type: none"> Basis for computing taxes, fees, and charges (e.g., Income Tax Returns); Barangay clearance |

USAID SURGE Project Assessment Results for the Three Cities

From January to February 2016, USAID SURGE contracted third-party groups, local universities, and research institutions and individuals, to assess the extent of compliance of its partner cities with JMC 2010. A time and motion study of selected applicants, documentation of Business One Stop Shop (BOSS) operations and the inspection process, and a client satisfaction survey were conducted. Based on the assessment, the results for the three cities are shown in Table 2.

Table 2.
Assessment Results of the Three Cities¹

| Indicators | Type of Application | Puerto Princesa | Tagbilaran | Zamboanga |
|---------------------------|---------------------|------------------------------|-------------------|---------------------------------|
| Forms | New | 3 | 4 | Each office issues its own form |
| | Renewal | 3 | 9 | 8 |
| Steps | New | 20 | 11 | 18 |
| | Renewal | 20 | 13 | 21 |
| Processing time | New | 5 days, 2 hours | 6 days, 2 hours | 3 days, 2 hours |
| | Renewal | 11 days, 3 hours, 52 minutes | Six days, 5 hours | 1 day, 4 hours |
| Signatories on the permit | New/Renewal | 2 | 2 | 1 |
| Requirements | New | 2 | 2 | |
| | Renewal | 2 | 3 | 2 |

¹Integrated Assessment Report On Business Registration and Inspections Processes: Cities Of Puerto Princesa, Tagbilaran, Zamboanga, Batangas, Iloilo, and Cagayan De Oro

Note: Shown in Table 2 are BPLS indicators mentioned in Table 1. Other indicators measured in the study (e.g., no. of offices visited) are not shown.

All the three cities have more forms, steps and processing time than the JMC 2016 standard. The processing time is a maximum of one day in JMC 2016 for new permits, for example, but Puerto Princesa, Tagbilaran, and Zamboanga have at least five, six and three days respectively. Of the three cities, the processing time of Zamboanga City for renewals meets the standard (maximum of 1.5 days), but it has the most number of steps.

Training Workshop Activities and Outputs

Puerto Princesa City

Day 1 (August 30, 2016)

During the opening program, the Mayor voiced out his support for the BPLS streamlining. This was followed by expectations setting and the presentation of USAID SURGE on Investments and Economic Growth. The JMC definition of indicators was then tackled.

There were two groups, one for new business permits and one for renewals. It appeared that during this year, most requirements were post-processed instead of pre-processed.

Based on the discussions, the parameters for BPLS are shown below:

Table 3.
Puerto Princesa City Indicators Before the Streamlining Workshop

| Indicators | New | Renewal |
|--------------------|-----------------|------------------------------|
| Steps | 20 | 20 |
| Forms | 3 | 3 |
| Required Documents | 2 | 2 |
| Signatures | 2 | 2 |
| Elapsed Time | 5 days, 2 hours | 11 days, 3 hours, 52 minutes |

Puerto Princesa City uses E-tracks, a computer system developed by private service providers for local government units particularly on their Tax Revenue and Collection System (TRACS).

Several prospective strategies to streamline the BPLS were discussed such as co-locating the offices involved in a step or process, pre and post inspection of business establishments, automation and file sharing, use of electronic signature, and use of positive findings and negative list. Participants raised concerns about sharing of data, the completeness of requirements, and the management of backroom operation. It was observed that there is a need to, among others, strengthen the Joint Inspection Team, effectively disseminate BPLS reforms, and strictly implement local and national ordinances.

Day 2 (August 31, 2016)

Some streamlined models were presented during the morning session. Introduction to BOSS layout was also tackled. In the afternoon, two key issues were identified: the need for a memorandum of agreement (MOA) or understanding (MOU) with the Bureau of Fire (BFP) to facilitate co-location of BFP personnel during the assessment of taxes and fees. Further, the BPLO needed additional personnel. This is already in the pipeline through Sanggunian Panglungsod (SP) legislation.

There is also an Executive Order (EO) on joint inspection. This, however, has to be reviewed.

Day 3 (September 1, 2016)

Classification of buildings as to high, medium and low risk was taken up as a continuation of discussions on joint inspection.

Mr. Ramon Antonio Mendoza, Acting Assistant Treasurer for Operations of Cagayan de Oro (CDO) City, shared the experience of CDO on the implementation of automation. According to him, there are four key factors for sustainability of reform initiatives: people (assigning permanent employees and not job order to key tasks), good software, hardware, and support from management.

Discussions on the BOSS location, whether in the new or the old city hall, were tackled. Participants noted that the assessment and payment must be adjacent.

The agreed steps are shown in the below figures (Figure 1 and Figure 2). For new business permit process, the first step is the applicant submits the filled-out Unified Form (UF) and the required documents (DTI/SEC/CDA, Occupancy permit if required by National Law, Barangay Clearance if not required of Occupancy Permit, and Contract of Lease if lessee) to Window 1 (BPLO) who verifies the application for validity and completeness. The accepted application will be forwarded by the BPLO officer to the Tax Division officer for assessment of taxes and fees which will be done using backroom operation. A Tax Order of Payment (TOP) will be generated and together with all the application documents will be given back to the BPLO officer who will then give these documents to the applicant. When the applicant decides to proceed to payment (2nd step), the TOP and payment for taxes and fees will be submitted to the cashier in the CTO office (Window 2) for processing. Official receipts will be issued to the applicant which will be used to step 3, claim the Business Permit in Window 1 (BPLO).

Almost the same process will be followed for the renewal application but only barangay clearance is to be submitted and no need to fill out an application form. Instead, an interview with the applicant will be done to update the information that was electronically captured during the application for new business permit. Once the updating of information is completed, the applicant will go through step 2 and step 3 as described above.

A pre-registration process should be done prior to the application of new business permit to allow the applicant secure all the required documents such as Occupancy permit, Barangay Clearance, and Contract of Lease while a post-inspection will be done by the JIT to verify the information declared in the application by the applicant and to monitor the status of their

compliance to regulatory requirements of concerned government agencies.

It may be noted that the indicators of these processes meet the JMC 2016 requirements in all aspects. The numbers of steps are reduced: from 20 to 3 for both new and renewal. Processing time is also reduced from five days for new and 11 days for renewal to about one hour for both new and renewal as well as the number of forms used, from 3 to 1 for new and 3 to 0 (digitized) for renewal application.

Figure 1. Proposed New Business Permit Process for Puerto Princessa City

Figure 2. Proposed Renewal Business Permit Process for Puerto Princessa City

During the open forum, the following were identified as priority concerns:

- Training for existing personnel should start now. Basic training would have to be user training.
- Additional computers need to be purchased immediately.
- Hardware capacity must be increased.
- Generator is needed in case of brownout.

They also identified the actions that need to be done and these are enumerated below:

- Create a separate window for persons with disability (PWD), senior citizens and pregnant women to lessen queuing;

- There has to be a simulation before the actual operation. This could be set up in October and the dry run could start in the first week of November 2016;
- A queuing number has to be given by the security guard;
- Amend the ordinance on BOSS Board or create a BPLS technical working group (TWG) through an ordinance, and;
- The Fire Marshal should initiate a MOA with the LGU. DILG will help BFP on this.
- Having a satellite office is possible, but it is still being studied.

The participants came up with an action plan (shown below) for the implementation of the BPLS reforms.

Table 4.
Action Plan of Puerto Princesa City

| No. | Solutions | Activities | Target Date of Completion | Responsible Unit or Person | Resources Needed | External Support Needed | Remarks |
|-----|---|--|---------------------------|---|---------------------------------------|-------------------------|--|
| 1 | Creation of BPLS TWG | Secure EO creating TWG | September 09, 2016 | City Administrator (Atty. Ma. Elena Rodriguez) | | | |
| 2 | Finalization of BPLS process (New/Renewal) | Review proposed BPLS process (New and Renewal) | September 16, 2016 | BPLO Head (Ms. Aurea Pallaya); Member - BPLS TWG | Supplies, snacks | | Integrate management inputs/ translate to two dialects |
| 3 | Forging of agreements with BFP and other NGAs | Prepare/sign MOA with LGU and Fire Marshall | September 23, 2016 | Fire Marshall (Mr. Nilo Caabay Jr.) and City Administrator and DILG (Mr. Rey Maranan) | Supplies, snacks | | |
| 4 | Setting up of BOSS | Ensure that BOSS is set up | Oct 1st week 2016 | IT Head (Mr. Roneson Senday-diego) and BPLO Head (for unified form: BFP) | Additional computers, wiring, cabling | Support of NGAs | Includes checking where BOSS will be set up and how to arrange process |
| | | Coordinating with NGAs | | | Snacks | | |
| | | Procure equipment | | | Generator | | |
| | | Design Unified form | | | Furniture | | |
| | | Train BOSS personnel | | | for purchase of supplies/equipment | | |
| | | Conduct dry run | | | | | |
| | | | | | Extra man-power from GSO and Eng'g | | |
| | | | | | Signages | | |
| 5 | Institutionalization of JIT | Conduct training to JIT | Sept. 1st week 2016 | JIT Head (Ma. Theresa Rodriguez) | Vehicle fuel | | |
| | | Prepare IEC materials | starting Sept. 16, 2016 | Information Officer | Supplies | | |
| | | Generate positive findings/negative list | Nov. 16, 2016 | JIT Head (Ma. Theresa Rodriguez) | Supplies, food | | |
| 6 | Secure EO for the new process | Draft EO and propose for approval | Sept. 2nd week 2016 | BPLO Head with coordination from CTO | | | |

The proposed streamlined process for new and renewal applications, BOSS layout, and JIT processes were presented to the city’s key local officials (City Mayor, City Administrator, BPLO chief, and City Treasurer) to get their reaction and comments. After some clarifications and suggestions especially from the city mayor, there were enhancements made in the first step of the proposed processes. It was agreed that there would be assigned personnel who will do the checking and verification of the

applications and another assigned personnel who will do the interview and updating of applicant's information to avoid congestion of applicants in step 1.

The proposed BPLS reforms were initially accepted by key officials, and the city mayor instructed the concerned departments to have all the documents finalized to ensure compliance with budgetary requirements and to start the preparation for the next renewal period following what was agreed during the workshop.

During the closing remarks, the mayor said that the enhanced BOSS can be located in the new city hall and the City Social Welfare Department will be relocated to the old city hall. He also requested that the budget for hardware be allocated to jumpstart the implementation of the BOSS. It was also decided to have an officer-for-the-day to entertain complaints.

As there is already a BOSS Board, there is a need to create a BPLS TWG. The Mayor approved the creation of a BPLO oversight working committee instead. During the closing program, he said that the city government is committed to support the BPLS initiatives to enhance the delivery of BPLS services.

Overall, the plan of Puerto Princessa City will meet JMC 2016 standards.

Tagbilaran City

Day 1 (September 6, 2016)

A total of 27 participants from the LGU attended. The assessment of new and renewal business permit processes ended with the following indicators:

Table 5.
Tagbilaran City Indicators Before the Streamlining Workshop

| Indicators | New | Renewal |
|-----------------|------------------------------|---------------------------|
| Steps | 20 | 13 |
| Forms | 5 | 3 |
| Req'd Documents | 15 | 12 |
| Signatories | 22 | 17 |
| Travel Time | 37.6 minutes | 22.5 minutes |
| Waiting Time | 7 days, 53 minutes | 4 days, 5 hrs, 55 minutes |
| Processing Time | 6 days, 1 hr, 43 minutes | 1 day, 2 hrs, 11 min |
| Elapsed Time | 13 days, 3 hrs, 13.6 minutes | 6 days, 28.5 minutes |

In the afternoon, the focus was on gaps and streamlining the BPLS. For both new and renewal, the following were the steps agreed upon by the participants using JMC 2016 as reference:

Table 6.
Proposed Streamlined Steps of Tagbilaran City

| Steps | Office | No. of Signature | Processing Time |
|--|--------|------------------|-----------------|
| • Submit application and required documents* | BPLO | | 10 min |
| • Pay taxes and fees | CTO | 1 | 2 hours |
| • Claim Business Permit | BPLO | 1 | 15 min |
| Total = 3 steps | 3 | 2 | 2 hours, 15 min |

| Steps | Office | No. of Signature | Processing Time |
|--|--------|------------------|-----------------|
| • Submit application and required documents* | BPLO | | 10 min |
| • Pay taxes and fees | CTO | 1 | 2 hours |
| • Claim Business Permit | BPLO | 1 | 15 min |
| Total = 3 steps | 3 | 2 | 2 hours, 15 min |

**With BFP co-locating at BPLO and with assessment as backroom activity*

The participants were quite active and helpful in the resolution of issues. Many of their questions were addressed and this reflected on their feedback, e.g. “it provided me more knowledge on how to streamline the process,” “streamlining of the process is possible” and “cooperate with other offices for effective service.”

Day 2 (September 7, 2016)

The day started with a review of the previous day’s learnings and a refresher of the proposed new and revised processes for Tagbilaran City. This was followed by an open forum related to the proposed processes.

One of the concerns raised was on unregistered businesses. The lead trainer, Dr. Mary O’ Penetrante, discussed the critical role of barangay centers in addressing this. Barangay Captains will need to be encouraged, similar to what is being done in some LGUs, to inspect businesses before giving barangay clearances regularly.

On the unified form, the provisions of JMC2016 were reviewed. Participants decided to add the field for gender and to tailor-fit some fields (e.g., taxes) to Tagbilaran City. The I.T. Head was chosen to design the unified form for the LGU taking into consideration the needs of the other offices.

Questions that could be addressed by inspection were raised since Day 1 as it appears that some participants were not familiar with how year-round inspection could address some streamlining concerns, e.g., generation of negative list. As to who should intervene regarding occupancy if a permit is for residential but actual inspection is commercial, it was agreed to have this addressed at the backroom level. Participants also decided to separate the inspection by Real Property Tax Division. Participants requested for a sample EO on JIT to be sent to them.

The BOSS guidelines were presented, and it was agreed to have the BOSS at the New City Hall. There was an identified need to check the speed of the system in the retrieval of data and computation of taxes and fees. There is also a need to have a dry-run before the business renewal period.

Strategies for massive information and education campaign (IEC), once the proposed processes are approved, were presented by the lead trainer.

Day 3 (September 8, 2016)

The discussions on the JMC, BOSS and joint inspection yielded the following streamlined processes:

The agreed steps are shown in the below figures (Figure 1 and Figure 2). For a new business permit process, the first step is the applicant submits the filled-out Unified Form (UF) and the required documents (DTI/SEC/CDA, Occupancy permit/OBO Clearance/Locational Clearance, Contract of Lease or Lessor's Permit if lessee and Barangay Clearance) to Window 1 (BPLO) who verifies the application for validity and completeness. The BPLO officer will forward the accepted application to the Tax Division officer for assessment of taxes and fees which will be done using backroom operation. A Billing Statement will be generated and together with all the application documents will be given back to the BPLO officer who will then give these documents to the applicant. When the applicant decides to proceed to payment (2nd step), the Billing Statement and payment for taxes and fees will be submitted to the cashier in the CTO office (Window 2) for processing. Official receipts will be issued to the applicant which will be used to step 3, claim the Business Permit in Window 1 (BPLO).

For the renewal application, only barangay clearance and affidavit of an undertaking for the declaration of gross sales are to be submitted to update the information that was electronically saved in the city's database during the application for a new

business permit. Once the updating of information is completed, the applicant will go through step 2 and step 3 as described above.

A pre-registration process should be done prior to the application of new business permit to allow the applicant to secure all the required documents such as Occupancy permit, Barangay Clearance, and Contract of Lease. This will also enable the concerned agencies to prepare a negative list to be used as a reference by the BPLO during the checking and verification of business permit application. A post-inspection will be done by the JIT to verify the information declared in the application by the applicant and to monitor the status of their compliance to regulatory requirements of concerned government agencies. A negative list will also be prepared based on the results of the JIT inspection and to be submitted to the BPLO for use during the processing of business permit application.

With these reforms, it is expected that the city would be able to meet the JMC 2016 requirements in all aspects. The numbers of steps are reduced: from 14 to 3 for new, and from 15 to 3 for renewal. The unified form will be adopted. Required documents are reduced from 13 to 4 for new, and from 8 to 2 for renewal. The number of signatures will match the JMC 2016 standard (two). Elapsed time for new is reduced from more than three days for new and about four days for renewal to about two hours for both new and renewal.

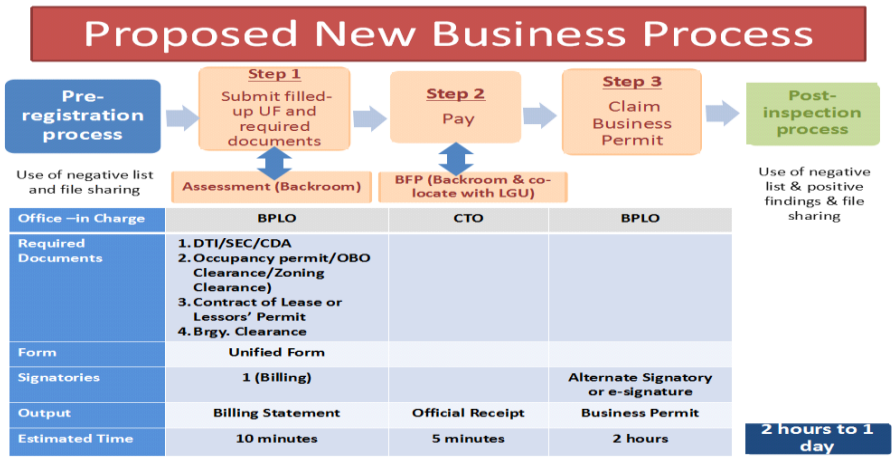


Figure 3. Proposed New Business Permit Process for Tagbilaran City

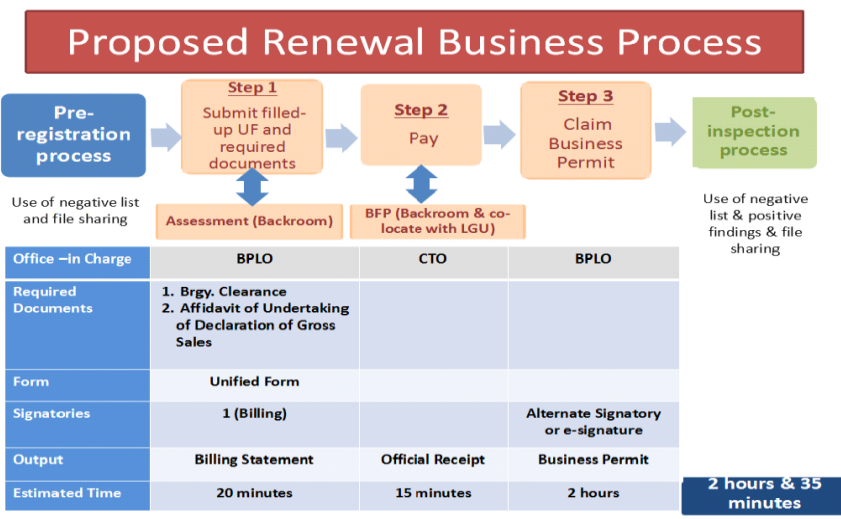


Figure 4. Proposed Business Permit Renewal Process for Tagbilaran City

Discussions about the action plan yielded the following output:

Table 7.
Action Plan of Tagbilaran City

| No. | Solutions | Activities | Target date of completion | Responsible unit or person | Resources needed | External support needed |
|-----|---|---|--|---|--------------------------------------|--|
| 1 | Creation of BPLS TWG | Preparation of EO | September 16, 2016 | BPLO Head | Snacks / Supplies | City Program Coordinator (SURGE) |
| 2 | Development of streamlined BPLS process (new & renewal) | Preparation of EO | September 16, 2016 | BPLO Head | | |
| 3 | Review the design of the unified form | Development of digitized unified form for Tagbilaran City | September 23, 2016 | ICT Head | | |
| 4 | Forging of agreement between BFP & LGU | Preparation of MOA | 3rd week of September | BFP Head; DILG Head; City Administrator ; ICT Head with Mayor; CEO and Budget Officer | c/o Office Budget | |
| 5 | Setting up BOSS & requisite system | Following up of a request for hardware, cabling | September 15, 2016 | | | |
| | | Procurement of additional hardware & cabling | Purchase - 2nd week of Oct 2016 | | | |
| | | | Delivery - 1st week of Nov 2016 | | | |
| | | Installation of equipment, etc. | 1st week of Nov 2016 | ICT Head | Snacks | |
| | | Preparation & setting up of IEC materials/signages | 1st week of Nov 2016 | GSO; IT; BPLO | Funds for signages, supplies, snacks | |
| 6 | Orientation/training of LGU/BFP & other staff (with simulation) | Activity design & budget approval | Sept. 19 (Design) Sept. 26 (Budget out) | Design - Ma'am Linda Paredes; Budget - CTO | | |
| | | Conduct of training/simulation | 1st week of Oct. 2016 | HR & IT | | |
| 7 | Creation of JIT | Preparation of EO for JIT | September 16, 2016 | BPLO; City Mayor's Office | Snacks/Supplies | BFP & other concerned NGAs & USAID SURGE |
| 8 | Training of JIT Team | Training of JIT Team | End of Oct 2016 | BPLO Head | | |
| | | Preparation of negative list | Submission of negative list by Nov. 2016 | BPLO Head | | USAID SURGE CPC |
| 9 | Preparation/conduct of IEC | Preparation of IEC materials | September 23, 2016 | Media Bureau; BPLO Head/TWG | GSO, CMO, Budget, HRMO, BPLO | DILG/DTI & USAID SURGE CPC |
| | | Dissemination/distribution/conduct of IEC | September 30, 2016 | Media Bureau; Information Officer | | USAID SURGE CPC |
| 10 | Monitoring/evaluation of BPLS/reforms | Conduct of monitoring & evaluation activities | Starting Jan. 3, 2017 | DILG | | |

Zamboanga City

Day 1 (October 18, 2016)

A total of 12 from the LGU attended the training workshop. The focus for the day was on assessment of steps for new and renewal of business permit. Proposed streamlined steps were also discussed. At the end of the day, the indicators for Zamboanga are as shown below:

Table 8.
Zamboanga City Indicators Before the Streamlining Workshop

| Indicators | New | Renewal |
|-----------------|------------------------------|---------------------------|
| Steps | 20 | 13 |
| Forms | 5 | 3 |
| Req'd Documents | 15 | 12 |
| Signatories | 22 | 17 |
| Travel Time | 37.6 minutes | 22.5 minutes |
| Waiting Time | 7 days, 53 minutes | 4 days, 5 hrs, 55 minutes |
| Processing Time | 6 days, 1 hr, 43 minutes | 1 day, 2 hrs, 11 min |
| Elapsed Time | 13 days, 3 hrs, 13.6 minutes | 6 days, 28.5 minutes |

The proposed streamlined steps are shown below:

Table 9.
Proposed Streamlined Steps for Zamboanga City

| Steps | Office | No. of Signatures | Time |
|--|--------|-------------------|---------------------|
| <ul style="list-style-type: none"> Undergo interview and get tax order of payment | BPLO | 1 | 80 minutes |
| <ul style="list-style-type: none"> Pay and claim business permit | CTO | 1 | 12 minutes |
| TOTAL | 2 | 2 | 1 hr and 32 minutes |

Support strategies that were identified include:

- Intensive IEC on pre-registration requirements;
- Information sourcing from the Philippine Business Registry;
- A vicinity map and an info desk;

Day 2 (October 19, 2016)

The session for the day started with a review of the previous day's discussions. The following were then presented and discussed:

- Unified form provisions of the new JMC
- System flowchart of the proposed streamlined process presented by Zamboanga LGU
- Proposed new business process

It was also confirmed that the steps for renewal would be the same as that for new permits except that the requirements will be fewer. Backroom operations were discussed extensively during this part.

As the LGU already drafted a unified form, the proposed form was subjected for review and further streamlining. A routing slip will also be used with time in and time out data.

Regarding the BOSS layout, the LGU also presented its suggested BOSS to be located at the convention center. It is estimated that the venue could accommodate 400 people. So far, there is no concern with BFP regarding the fielding of personnel to the BOSS. The participants suggested some freebies for the applicants, such as water. The location of restrooms and boards for queuing numbers were also identified. The agreed BOSS process flow is shown below:

- Get queuing number, submit the unified form and get tax order of payment.
- Get queuing number for payment, pay to CTO and claim business permit.

The LGU has already identified the CTO as the lead for the JIT. The BPLO will act as the secretariat. Major challenges that were raised and discussed included:

- The need to have a police clearance;
- How the backroom will operate;
- Synchronization of expiration dates of locational and other clearances with business permitting process. It was agreed that client will pay only for remaining period during which time the business permit is not yet expired; and
- RPT assessment.

Day 3 (October 20, 2016)

On automation, an officer from the Department of Information and Communication Technology (DICT) and an LGU officer from Tanay, Rizal presented the computer system that LGU Tanay is using for their business permitting process. Inputs on the USAID E-Peso Project were also presented in relation to BPLS automation. Additional inputs on automation were then given by the lead trainer.

Action planning was done in the afternoon. There were councilors who attended the closing program. The final streamlined processes are shown in the following figures.

Just as the other two cities mentioned above, the City of Zamboanga developed a streamlined BPLS processes that involve two steps. First, the applicant will be interviewed to get business related-information. When the application is accepted for processing, a TOP will be generated using a back room operation.

A Tax Order of Payment (TOP) will be issued to the applicant which should be submitted to the cashier during the payment process. Official receipts of payments and a signed business permit will be issued to the applicant. The same process will be used to process a renewal application. A pre-registration will be done as well as the post-inspection to be conducted by the JIT.

It may be noted that these meet the JMC 2016 requirements in all aspects. The numbers of steps are reduced: from 20 to 2 for new, and from 13 to 2 for renewal. The unified form will be adopted. Required documents are reduced from 15 to 4 for new, and from 12 to 2 for renewal. The number of signatures will match the JMC 2016 standard (two). Elapsed time for new is reduced from more than 13 days for new and about 6 days for renewal to about 1.5 hours for both new and renewal.

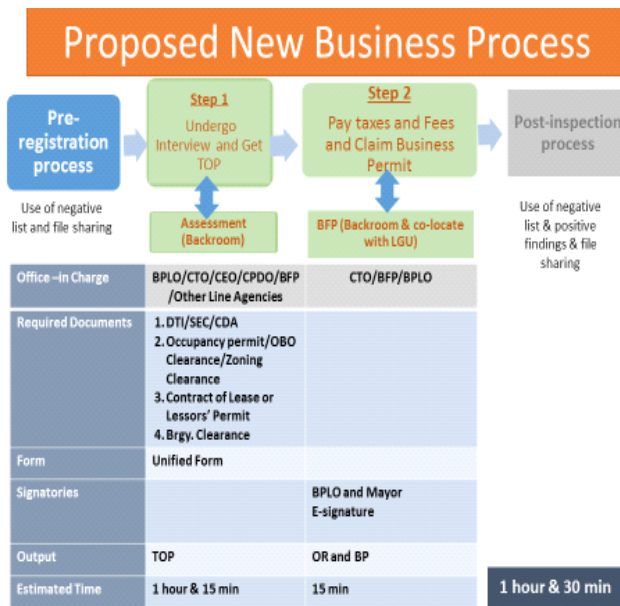


Figure 6. Proposed New Business Permit Process of Zamboanga City

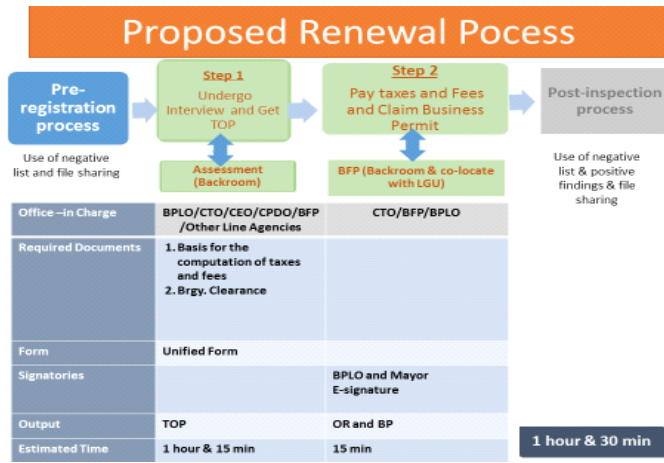


Figure 7. Proposed Renewal of Business Permit Process of Zamboanga City

Discussions about the action plan yielded the following table:

Table 10.
Action Plan of Zamboanga City

| No. | Solutions | Activities | Target Date of Completion | Responsible Unit or Person | Resources Needed | External Support Needed | Remarks |
|-----|--|--|--|--|-----------------------------|-------------------------|---------|
| 1 | Creation of BPLS TWG; Institutionalization of JIT; and secure EO for new Process | Meeting of JIT members; Presentation of BPLS reforms and signing of EO | Oct. 25, 2016 Oct. 28, 2016 | CTO BPLO CPDO | Snacks Venue Supplies | SURGE | |
| 2 | Finalization of BPLS process (New/ Renewal) | Improvement of tax assessment module | Nov. 30, 2016 | CSD | | SURGE | |
| 3 | Setting up of BOSS | Set up of interim BOSS and preparation of all the materials needed in the BOSS | Nov. 30, 2016 Within Nov. 2016 First week Dec 2016 | BPLO BPLO HRMO BPLO with all concerned agencies BPLO PIA With all concerned agencies | Signages | SURGE | |
| | | Training of front-line personnel | | | | | |
| | | Dry run of BOSS | | | | | |
| | | Preparation and distribution of IEC materials (tri-media) | | | IEC materials | | |

Since only few selected participants attended the workshop in Manila, it was agreed that the department heads of the BPLO, the City Treasurer's office and City Planning Office, BFP with the support from the City counselors who attended the workshop will finalize the workshop outputs (that include proposed streamlined processes for new and renewal application, BOSS process layout, JIT proposed inspection processes and the BPLS reform action plan) and will be presented to the City Mayor and other concerned agencies for approval. Once approved, they will start implementing the reforms immediately since there are only a few weeks left before the renewal period in January. The SURGE city program coordinator will also help in organizing a presentation meeting and in monitoring the implementation process.

General Observations and Conclusion across the Cities

- It was observed that automation is seen to be important in streamlining BPLS in the three cities. Although there are available computer software that may be used for this purpose, peculiarities in each city's processes (e.g. effective local policies, the dynamics between and among the business sectors and the LGU, their longtime practices and accepted norms, level of ICT utilization, available resources, and readiness to adopt automation) require customization of these computer software to address the need of each of these cities. Failure to do so may result in reverting to the old system. Case in point is the experience of Cagayan De Oro City and Iloilo City.
- Across the three cities, some offices have limited knowledge of the entire permitting process thus their appreciation of why their output (quality) is an important input to the next process is also limited. This situation also limits the ability of the personnel to identify and apply appropriate corrective measures when a problem occurs. Thus an amalgamation of non-compliance is often unavoidable. Case in point: increasing non-compliance with an occupancy permit, zoning

ordinances, safety and security even beyond the given grace period after the business permit was released.

- Differing interpretation of government rules and regulations among concerned government agencies often disadvantage the business applicants. For example, there is a differing interpretation of affidavit of the oath of undertaking as stated in the Unified Form In one city; this affidavit has to be notarized while in another city, the owner or manager has to sign this oath of undertaking.
- Among the BPLS processes, JIT receives less attention from the implementers. In fact, in all the three cities some JIT functions are being performed by non-regular/permanent employees who have minimal or no training in conducting an inspection.
- There is a strong level of commitment in all the three cities toward streamlining their BPLS. The experiences of other cities that have already streamlined were helpful.
- The presence of the city mayor or the mayor's representative during the closing program encouraged a greater level of commitment from the participants. Issues that need the feedback of the Mayor also got settled immediately.
- All three cities aimed for two to three steps only which initially, for some participants, was impossible to do.
- Having a national level JMC helps in pushing for streamlining of business permit processes.
- There are enablers that help the LGUs meet the JMC standards: co-location of BFP, BOSS, year-round inspection, and sharing of data.

RECOMMENDATIONS

- When designing computer software for BPLS automation in LGUs, it is better to involve key LGU personnel at the early stage of the project development so that their customization

need can be considered in designing the system. This will also enable the key personnel to easily understanding how the system works thus increasing adaptability and sustainability.

- Good understanding of the entire BPLS process among employees of the concerned departments would enable early detection of (possible) problems and the identification of appropriate corrective measures thus minimizing its ripple effect in the system. An orientation among LGU employees on how the BPLS system works is important. This will also provide a good avenue to thresh out gray areas, spot possible bottlenecks and harmonize initiatives of the different offices.
- There should be an orientation on the IRR of government rules and regulations among the LGU employees to enhance understanding and harmonized implementations of these IRR.
- Skills training among JIT members are important.
- Invite key persons from the offices involved in the BPLS process to provide immediate feedback and to facilitate faster decision-making during the workshop.
- Provide the LGUs (not just Tagbilaran) with a copy of a MOA that can be used by the LGU and BFP. This may also need coordination with DILG, so this could be pursued at the national level rather than leaving this for each LGU to draft its own. LGUs can revise to contextualize the terms to fit their need.
- Provide training to LGUs and other offices involved in the BPLS in adopting automation especially in designing an integrated database and IT infrastructure that will enable year-round BOSS operation and computer-based JIT operation.
- Conduct an assessment of the actual BPLS processes in the three cities within January 2017 to confirm implementation of BPLS reforms.
- A study tour is recommended for other cities that seek to streamline their BPLS. In the case of the three cities in this study, their exposure trip prior to the workshop was a good springboard for their own initiatives at streamlining.

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