Sustainable development and global competition:
Roles and responsibilities of developed and developing countries

By Ma. Andrea L. Santiago, DBA
Associate Professor, Business Management Department

The concept of sustainable development is not new. Since 1899, the United States had already enacted environmental protection laws that ranged from wildlife restoration, proper solid waste disposal, nuclear waste management, resource conservation towards the goal of clean air, clean water, and clean production (Harrison cited in Piascik, Fletcher, & Mendelson, 1999; Vernon, 1998). Its emergence as an international environmental political issue has its roots in the pre-war days (Miller, 1995). The issue was resurrected in the 1949 through an assembly of scientists who focused on environmental protection and conservation of non-renewable resources.

The Stockholm Conference in 1972 shifted environmental management from a political issue to a social and economic issue as well. The convolition of attendant issues that included wealth disparity, resource pricing, international trade and regulation was acknowledged in 1987 under the Brundtland Commission (Eden, 1996; Gray, 1996). This was confirmed in the “Agenda 21” under the Rio Declaration of 1992, more known as the “Earth Summit” (Piascik et al., 1999; Robertson, 1996). Figure 1-1 shows, through a time line, the frequently mentioned international conventions that has made an impact on the environmental issue.

So, what is sustainable development? It is considered by some to be an oxymoron (Goulet, 1995; Haavelmo cited in ADB, 1990; Munro, 1995). The terms “sustainable” and “development” are said to be contradictory. For one cannot develop if one’s development is controlled.

It is common knowledge that development requires the consumption of both renewable and non-renewable resources. Should the pace of development far exceed the capacity to replenish natural resources and to contain contaminants, then this deprives future generations of their own development (Juhasz, 1993; Miller, 1995). This is the essence of the combined words “sustainable development.” It calls for a balance between economic development and environmental consumption (Carley & Spapens, 1998; Hawken, 1996). This balance can be addressed by ensuring that human and natural resources are protected, sustained, and enhanced as further economic development is achieved not only for this generation, but future generations to come.

It has been suggested that consumption must be curtailed and that people should be less materialistic to relieve the pressure on the utilization of natural resources (Carley & Spapens, 1998). This suggestion has met with great resistance for developed countries that would like to maintain their supremacy and enjoy their lives, and for developing countries that would like to emulate the lives of people in better economic societies. The more acceptable view is to target for better economies with a strategic sustainable philosophy that focuses on sound environmental planning (Miller, 1995, p. 145).

Notwithstanding the debate, the evidence of natural resource depletion and environmental instability is readily felt. The El Niño and La Niña phenomena have already affected the economic development of agricultural based countries. The unabated pollution, generated from everyday fumes of vehicles alone, has affected the health of the populace. The decreased water levels of dams, the continuous tapping of water tables, and the infusion of toxic wastes into the waters, has drained and affected the level of potable water, a necessary resource for survival.

This is a global issue (Capra & Pauli, 1995; Juhasz, 1993; Miller, 1995). Countries become boundaryless as wastes and erosion destabilizes the ecological balance, not only of particular nations but, of all nations (Miller). Winds travel, oceans flow. Countries cannot operate in glass bubble to protect themselves from the fury of nature. Because the world is a bio-
sphere, there is great interdependence (Capra & Pauli; Carley & Spapens, 1998; Miller). All countries must work together towards finding creative solutions that can arrest the downward spiraling trend in the name of progress.

Amidst the concept of globalization, the law of nature dictates that there is an inequitable distribution of resources (Miller, 1995). There are societies with more wealth than others, just as there is an uneven distribution of wealth within societies. The irony is that the poorer nations are more heavily populated, thus exacerbating the great imbalance.

Miller (1995) claims that countries in the "third world" will have to address their own nation's concerns. These countries must develop policies that balance conservation efforts with economic development (Juhasz, 1993). However, these policies will surely affect the rest of the world since favoring economic development at the price of harming the environment translates to harming the environment of other nations as well. Unless of course, the alternative is for developing countries to forego their aspirations for better economies by supporting, without question, the demands for better environmentalism, as suggested by Robertson (1996).

Given this dilemma that developing countries face, there is a growing concern that for the world to achieve sustainable development, efforts should be made to redistribute wealth, rather than for each country to focus only on their economic growth (Miller, 1995). There is resistance as developed countries would like to deal only with issues of the environment, while developing countries would like to address the issue of inequity. The contention is that wealthier nations should bear the burdens of sustainable development since they have most benefited from the consumption of natural resources (Carley & Spapens, 1998; Intal, 1991).

Western Economic Development

Wealthy countries are being accused as being infatuated with material goods (Carley & Spapens, 1998). Due to this lifestyle orientation, propagated by businessmen who encourage greater consumption, there has been considerable stress on the planet's resources that are not keeping pace with the increase in its consumption. For instance, wealthy countries are the largest users of power despite their smaller populations. Thus, on a per capita basis, wealthy countries populated by only 20% of the world's population are said to be over-consuming the earth's resources (Carley & Spapens, 1998; Robertson, 1996). In addition, they have contributed largely to the generation of carbon dioxide emissions, determined to have affected the ozone layer that in turn has caused global warming. Carley and Spapens claims this contribution is almost seventy-five percent (75%) computed on a cumulative basis.

Finally, with the consumption of more goods, there is a proportionate generation of wastes. These wastes are generated in the extraction of raw materials necessary to produce the goods, in the production of the goods itself, and in the disposal of goods that have exceeded their useful lives. Waste has become an issue because of the limited space for its safe disposal.

At the start of the industrial revolution, the consumption of natural resources, generation of emissions, and accumulation of wastes were tolerated (Hawken, 1996; Vernon, 1998). With growing population, the production of more goods and the resulting damage to the environment became overwhelming. To their credit, the developed countries were the first to recognize the dangers of unabated environmental abuse. Thus laws were enacted mandating resource conservation, pollution control and the proper waste disposal.

The growing concern for their own nation's environmental condition and the necessity to remain competitive, prompted the industrialists to situate their facilities where the resources were more abundant and where environmental regulations were less stringent. The most obvious location is the other side of the world composed of developing, emerging, and underdeveloped nations1.

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Figure 1-1. Time line displaying the most cited conventions on sustainable development
The move to the other side benefited the wealthier countries. For one, they maintained harmony with their own nations’ demand for environmental protection. Thus, pollution levels decreased substantially and greening efforts eased the strain on their natural resources. More importantly, they were able to set their manufacturing facilities to areas where natural and human resources were cheaper. This translated to more profits for businesses as costs of production decreased.

The move also benefited the developing nations. The relocation of facilities meant bigger investments in their country that would help their own economic development. This meant more employment opportunities for the growing number of inhabitants who needed the income to survive.

The Competitive Injustice

The down side of course, which developed countries do not appear to want to take responsibility for, is that the burden of their consumption was shifted to developing countries. They may have solved the problems in their nations but consciously or unconsciously transferred these problems to nations who felt they had no choice but to accept development within the terms set by the developed countries. Consequently, the resources of developing countries have been consumed at disproportionate rates.

The greater population has had to forego access to their own resources for the benefit of the developed countries that they served. Moreover, it has been noted that most of the heavy polluting industries were relocated to the developing countries (Hart, 1997). Not only has this resulted in direct environmental impacts such as acid rains, but it has also put a considerable tax on the health of the densely populated areas. Since the governments of these nations have had insufficient resources for social welfare, the increase in income that resulted from foreign investments did, and does, not suffice to meet basic medical expenses.

Thus, it would seem that poor countries have become even poorer as these countries have paid a bigger share of the costs to benefits of which they had limited access to (Miller, 1995).

The situation is exacerbated with the unconscionable dumping of hazardous and solid wastes in the territories of developing nations. Already the developing countries do not have the financial resources nor do they have the technology to properly dispose of these wastes (Miller, 1995). Despite this, the dumping from one side of the world to the other continues.

Miller (1995) theorizes that the relationship between developed and developing countries (discussed as north and south issues) has its roots in the period of colonization. The great dependency of the colonies on the colonizing country that resulted in the exploitation of their resources continues way beyond the period of colonization. Because of their economic state, developing countries continue to vie among themselves for polluting industries that will bring in dollar investments (Vernon, 1998). Thus, the downward spiral.

Sustainable Development Revisited

In its truest sense, sustainable development calls for the wealthier countries that have benefited most from environmental consumption, to assist the poorer countries in the development of their economies without exploiting their inherent disadvantages. Under the basic principle of fairness, people responsible for harming the environment must take the first and positive role towards addressing the issue.

This idea may be difficult for wealthier countries to accept. The developed countries have always maintained their supremacy, even fighting among themselves to determine which country is the most superior. Given this attitude, there may be little to save the planet. Even if the developed countries decrease their level of consumption and invest in the environment by designing products that utilize minimal resources, generates no waste, and emits zero pollution, for as long as developing countries continue their extractive industries and current practices of despoiling the environment just to survive, then the entire planet will suffer. It is actually to the best interest of developed countries to ensure that the ecological imbalance is arrested (Robertson, 1996). This can only be done by addressing the issue of global inequity. Understandably, the developed nations have the financial resources and technology to do so.

This is not to suggest that developed countries should subsidize the economies of their poorer counterparts and that the latter should sit-and-wait for alms. The pardoning of international debt in payment of ecological as suggested by the UNCED (cited in Miller, 1995) may sound very appealing to developing nations. But the true solution would be for both sides of the world to cooperate and for each to take full responsibility for their own actions (White, 1998). As obvious and practical as it would seem, and despite the constant clamor for cooperation, this has yet to be seen.

A major bloc that greatly influences international policy and has taken over some of the responsibilities of government (through privatization) is the business group that insist competitive advantage can only be gained from lowered operating expenses. What cannot be seen is that investment in the environment can be a source of competitive advantage and may, in the long-term, result in lower operating expenses.

The World Business Charter for Sustainable Development (WBSCD) comprised of over 1,000 firm-members is willing to commit to environmental investments but they will not commit to addressing the issue of inequity (Miller, 1995). They argue greatly for the concept of free trade and fair competition. Yet competition is not fair. The prices of their goods do not reflect the true costs of production. It does not assume the social and environmental costs attributed
Figure 1-2. The relationship and roles of developed and developing countries on the issue of sustainable development.
to utilizing the resources and destroying the environment of less wealthy nations.

The Overseas Economic Cooperation Development (OECD) has long suggested the inclusion of environmental costs through the polluter’s pay and user’s pay principles (Dommen, 1993). Under the polluter’s pay principle, the business should bear the costs of environmental protection. On the other hand, under the user’s pay principle, the resource price to form part of production costs should include all costs associated with resource utilization including opportunity costs. According to Juhaez (1993, p. 40), these opportunity costs include “the capital, operation and maintenance of providing the resources, the depletion cost and various environmental damage costs associated with the provision of the resource.”

With these two pay principles alone, the poorer nations should be able to benefit from the utilization of their resources. The developed countries would exercise more discretion in the exploitation of resources since there is now a price attached to this and the developed countries may utilize the revenues for research and development projects on environment protection, among others. As suggested by Miller (1995), the resources can be used for research and development projects on environment protection, among others.

However, arriving at the proper resource price is quite complex as there are technical and political problems involved (Intal, 1991). There are also other attendant issues to resource pricing and Dommen, in the book “Fair Principles” discusses this at length. Briefly, the possible increase in the price of goods will make it more difficult for the poorer sector to afford these goods. A possible solution would be to provide an income support for the marginalized taken from the payment by user’s of the social and environmental costs. Dommen (1993) suggests this be in the form of better education or job creation.

Notwithstanding, with the two pay principles implemented, the developed countries may be encouraged to design their products to utilize lesser resources and to produce lesser hazardous wastes. This would mean lower social costs that may translate to lower revenues for developing countries. However, it would mean more resources to be shared among their populace and shifts the burden of resource conservation to the nation that utilizes the resource.

Clearly the issues related to sustainable development are complex. For the developed countries, the issue is economic growth while for developing countries the basic issue is survival. Since both sides of the world will be affected by ecological imbalance, each must do its share. Developed countries may begin by paying a fair price for the resources they utilize. Developing countries on the other hand must squarely face the problem that prevents it from moving forward – uncontrolled population growth.

The relationship of developed and developing countries with respect to the issue of sustainable development is best illustrated in figure 1-2. The illustration shows that with cooperation and with each nation contributing fairly to the solution of ecological imbalance, an equitable distribution of costs and benefits is expected. While it would be optimistic to hope for the elimination of poverty, it would be sufficient that future generations be allowed a chance to live in this world with the ecology in tact.

References


The musical role of the classical guitar on television advertising

By Milette L. Zamora  
Assistant Professor, Marketing Management Department

Introduction

This paper aims to determine if the Classical Guitar is, as an instrument, capable of contributing to the factors that impact the reception of and response to television advertising messages.

Though there has been some significant research on the role of music in advertising in general, Dr. Eduardo Roberto, Professor at the Asian Institute of Management, remarks that no significant moneys have been invested in the thorough study of this area. He theorizes that the reason for this may be that there isn't much monetary reward or notable recognition in the discipline of advertising scoring.

This theory may lend more credence to the fact that neither is there any extensive discussion of this discipline in books about advertising.

A page or two is as far as the books would furnish with regard to the use of music in advertising. Belch and Belch, 1998) state that "(music) can be used to get attention, break through the advertising clutter, communicate a key selling point, help establish an image or position, or add feeling." 

"...music can work through a classical conditioning process to create positive emotions that become associated with the advertised product or service. Music can also create a positive mood that makes the consumer more receptive toward the advertising message."

Belch and Belch (1998) further state that: "Jingles can be used by themselves as the basis for a musical commercial," and that "in some commercials, jingles are used more as a form of product identification and appear at the end of the message."

It is with these premises that the author has chosen to attempt to provide an impetus toward the acceptance of the classical guitar as a major contributor to advertising scoring.
Major Considerations in Regarding Music as a Stimulus

A. Symbolism in Music

Lippman (1999) states "symbolism entails a relation between two different kinds of experience, one somehow pointing to the other, and this is a type of relation that music presents in remarkable variety, for music is an extremely intricate activity." This activity that music requires comes between the composer, the performer and the audience. But, he continues, "...the complexity of musical symbolism does not end with the various persons concerned; it exists in the symbols themselves, for music involves not only auditory symbols - melody, harmony, rhythm, tone-colour, structure, dynamics, and so on - but visual ones also, in its instruments and performers and notation,..."

The same considerable variety is also presented by the entities that may be symbolized: physical objects and motions, feelings and moods, abstract ideas and conceptions, and even music itself, both as a physical event and as an emotional experience. The experience of music awakens an inherent receptiveness in the person. Sound awakens the auditory receptors of being.

Lippman (1999) continues: "Auditory as well as visual sensations are nearly always represented as symbols of external events, and heard music will invariably represent the tonal sources and the motions of musical performance, in a symbolism present to everyone but the performer himself." He concludes that "from the dynamic point of view, music is the symbol of a series of events: a succession of tensions and efforts and motions."

Furthermore, Lippman continues with an analysis of the imitation of sound by music.

"Like the natural or normal representation, imitation is concerned with presenting physical entities; but as a kind of deceit, it is active only when the composer practices it."

"In representing musical instruments or in imitating sounds of the external world, music symbolizes by presenting the auditory part of events, but it is evidently incapable of becoming this kind of symbol for objects that make no sound.

"Yet silent events and things, and happenings whose sounds are not distinctive enough to represent them, can be symbolised in music by a resemblance of form, a similarity or even an identity of structure...."

While symbolism by means of imitation of sound is restricted essentially to representing physical events and objects - and really only audible events and objects - symbolism based on pattern seems capable of representing ideas themselves."

The preceding discussion shows the receptiveness of being to, first of all sound, and then the reception to structured sound, which is music.

Auditory functions in a person will recognize the patterns of structured and unstructured sound and invariably analyze such, but what is most important when regarding music is the effect of it when intersensory relations begin. Lippman (1999) states:

"...symbolism occurring by means of intersensory relationships is dependent upon a response to music that, ideally, is spontaneous and follows psychological and physiological laws regarding hearing and vision or hearing and touch.

"Not so much the structural aspects of music come into play here, for these are almost always consciously apprehended, but rather the elemental attributes of tone: pitch, volume, brightness, tone-colour, loudness, and so on."

Any student of music will tell you that the character of the music they play on any instrument will always carry the study of pitch, volume, brightness, tone-colour, loudness, and so on. The author would like to add a tone character that she feels is unique to the classical guitar - contrast.

B. Music as Physical Experience and Used as Distraction

The American Psychological Association has looked into the functions of the brain with regard to hearing sound, and in particular, music. In the publication the APA Monitor, Azar (1991) discusses the technical aspects of how the brain maps out music. She writes:

"The 30,000 or so auditory nerve fibres of each human ear pass this frequency information to neurons in the brain stem, and from there the information gets passed to higher centres and, ultimately, the auditory cortex, where the conscious experience of sound takes place."

With regard to understanding and anchoring messages, Azar (1991) refers to Dr. Jamshed Bharucha, stating:

"He believes the neurons learn to recognise tones and chords from the musical structure in their environment.
We believe in a musical culture," said Bharucha.

"For example, the chords in Western music differ from those in Indian music. Bharucha believes people's brains develop special connections that help them recognize the chords of their culture."

This physical experience shows that the reception of sound and music gets processed in the brain and interpreted into cogitable thought. Given the studies done by Belch and Belch (1998) and Lippman (1999), these thoughts are then translated into intelligible meaning either inherent in the mind or experienced through culture.

It is important for us to remember these situations as the paper attempts to apply these brain functions to the instrument aside from the structure of music.

The responses to different types of sound - and as discovered by the APA, structured sound which is music - becomes quite effective in projecting different messages to individuals.

But how then can this be translated into a medium that is used to communicate to mass audiences?

Meyer (1996) discusses a set of situations that enables the psyche to be open and receptive to messages conveyed through what he terms as Distracting Activities. Given that music inherently has rhythm, he maintains that a state of rhythmic chanting, stomping, clapping and the sort, especially within a group, presents an opportunity for an individual to "deindividuate".

This "deindividuation" produces a state of loss of self resulting in a higher level of responsiveness to surroundings and its stimuli.

"When high levels of social arousal combine with diffused responsibility, people may abandon their normal restraints and lose their sense of individuality. Such 'deindividuation' is especially likely when, after being aroused and distracted, people feel anonymity while in a large group. The result is diminished self-awareness and self-restraint and increased responsiveness to the immediate situation, be it negative or positive” (Meyer, 1996).

This last point is very interesting. In a study in the Developmental Clinical Psychology and Psychiatry Journal, it was found that in the teenage market, at least, music carries the brunt of conveying messages and unfortunately negatively influencing the psyche of the youth.

The article discussing rock music and music videos has found that: "...in one study only 30% of teenagers knew the lyrics to their favourite songs (Greenfield et al., 1987.) Even if the students knew the lyrics, their comprehension varied greatly."


However, four studies indicate that a preference for heavy metal music may be a significant marker for alienation, substance abuse, psychiatric disorders, or risk-taking behaviors during adolescence (King, 1988; Klein et al., 1993; Tanner, 1981; Weidinger & Demi, 1991).

This is very intriguing because there seems to be a possibility that music, in itself, is enough to convey not only the ideas, emotions or motives of the composer, but to engage the listener in a seemingly pre-composed behavior.

Given that the role of advertising is to engage the consumer in behavior in accord with communication strategy, the role of music in the presentation of messages must be given due importance.

The above discussion presents to the author the importance of the structure and effect of music. To consolidate the argument, the author makes a proposal summarized in Table 1.

The author, too, feels emboldened to make the following conclusions:

1. That sound can summon emotional, physiological and psychological responses from persons;

Table 1. How music may be utilized in advertising

<table>
<thead>
<tr>
<th>Music is used to:</th>
<th>Which may:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Get attention</td>
<td>1. Represent physical events</td>
</tr>
<tr>
<td>2. Rise above advertising clutter</td>
<td>2. Embody external events</td>
</tr>
<tr>
<td>3. Communicate a key selling point</td>
<td>3. Be retained by the listener</td>
</tr>
<tr>
<td>4. Establish an image</td>
<td>4. Arouse emotional experiences</td>
</tr>
<tr>
<td>5. Add feeling</td>
<td>5. Conjure ideas and animate feelings</td>
</tr>
<tr>
<td>6. Create a mood that makes the listener receptive toward the message</td>
<td>6. Communicate ideas through the latent responses with regard to different types of sound</td>
</tr>
</tbody>
</table>
2. That structured sound - music -
can, by itself, rouse an individual or a
group to action;
3. That the recognition of the differ-
ent sounds and the study of these
sounds can help identify and isolate in-
dividual sounds that may be used to
rouse independent emotions and trans-
late these to appropriate behavior, and in
the case of advertising, buying behav-
ior, brand recognition and product pref-
erence.

It is with this foundation that the pa-
per will attempt to show that the clas-
sical guitar is capable of, as an individual
instrument, contributing to the re-arousal
of primordial instinctive responses to
sound, in particular, the sound of the clas-
sical guitar.

Traditional perspectives
from the advertising
industry toward the
classical guitar

Emily Abrera, Chairperson of
McCann Erickson, Philippines Inc.,
shares that the classical or even the
acoustic guitar suffers a stereotypical
image when it comes to its use in adver-
tising.

Creative departments have conven-
tionalized the idea that the guitar is most
associated with the Filipino psyche's ex-
pression of pure nationalistic love
through the art form called the kundiman,
or the situation of unrequited love in the
form of the harana.

Alongside with that impression, mel-
nancholy is the top-of-mind intellec-
tion that is most identified with the acoustic
guitar. This view is validated by Junjim
Into, Creative Director for J. Walter Th-
ompson, as he states, "Creatives don't
normally look for the classical guitar. It's
not really traditional to use this instru-
ment and normally the music is left to the
recommendations of the jingle maker.''

Into also admits that it is not tradi-
tional to use organic instruments unless
absolutely germane to the objectives of
the campaign. If the campaign needs a

Table 2. The Tonal Capabilities of the Classical Guitar (demonstrate)

<table>
<thead>
<tr>
<th></th>
<th>Arpeggio</th>
<th>10. Strum Hard</th>
<th>19. Slur</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Strum</td>
<td>11. Chord</td>
<td>20. Tap-on</td>
</tr>
<tr>
<td>8.</td>
<td>Tambour</td>
<td>17. Slide</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Snare</td>
<td>18. Whistle</td>
<td></td>
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</tbody>
</table>

classy edge, for example, then most likely
a fully orchestrated score will be used.
It also becomes uneconomical to
represent the classical guitar because the
synthesizer usually fabricates many of
the seemingly fully orchestrated scores.
Besides, the synthesizer can imitate almost
all types of sound, making a full-
score easier and cheaper to make.

Although the classical guitar has
been used in television advertising, its
use has been very stereotypical. Limit-
ing the use of the classical guitar to
kundimans and haranas severely limits
its possible contribution to message con-
veying. As a matter-of-fact, the most
widely used sound from the classical
guitar is the CBB stinger.

Tonal capabilities of the
classical guitar

The question may be raised that the
classical guitar is an acoustic guitar, but
the electric guitar includes steel-string
guitars, folk guitars and 12-string coun-
try guitars. The distinction must be made
against the electric guitars whose sound
is unnaturally produced and amplified.

Professor Ruben Reyes, UST Con-
servatory of Music, describes the clas-
sical guitar as, "an organic instrument that
the human ear immediately recognizes as
an instrument not making any fake
sound."

The ear will take note of the sound of
a classical guitar immediately as some-
thing different from other instruments.
As an instrument, not even a synthesizer
can imitate the classical guitar.

Even if a synthesizer can sound like
one, the sound produced by the synthe-
sizer is only an approximation of its
sound. Reyes states that the classical
guitar is well recognized because the
human ear has been inured to its con-
stitutive sound.

Many may not be able to identify the
sound with the instrument, but the rec-
ognition of the sound of a classical gui-
tar captures and holds the attention of
the listener.

It is with this pride in the instrument
that the author presents the tonal capa-
bilities of the classical guitar (see Table 2).

Conclusions

The paper does not totally advocate
the use of the classical guitar in televi-
sion advertising, nor is it the conclu-
sion of the paper that only the classical
guitar is capable of awakening inter-
and extrasensory perceptions in the consumer.

But the author believes that music, in
general, and the classical guitar, in par-
cular, can make the following contribu-
tions:

1. Recognition of the compound and
numerous ways that persons react and
respond to music.
2. To maximize the associations be-
tween sound and emotions.
3. Recognize that the classical guitar and its capabilities may be used to awaken the senses to recognize different sounds that may be used to trigger predisposed responses from the person.

4. Recognize the existing associations between sound and emotion, whether or not they have been awakened or tapped, and to maximize the responses from these emotions through, but not limited to, the classical guitar.

5. To use the tonal qualities of the classical guitar to seek, recognize and awaken responses from the person.

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Telephone interview with Eduardo Roberto, Professor, Asian Institute of Management, conducted 17 February 2000.

Telephone interview with Emily Abrera, President and CEO, McCann-Erickson, Philippines, Inc., conducted 21 February 2000.

Telephone interview with Ruben Reyes, Professor, University of Santo Tomas, conducted 21 February 2000.

SUSTAINABLE...

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1 For easier reference, these nations shall be grouped under the heading of “developing” countries.

2 United Nations Commission on Environmental Development

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