

FROM THE EDITOR

Here at the dawn of the 21st century, shifting socio-cultural conditions, rapidly evolving technology, an uncertain economy, and a volatile political situation have prompted organizations to continually learn, innovate, and adapt themselves. The concept of the “learning organization” was popularized by Peter Senge in his influential 1990 work *The Fifth Dimension*. According to Senge, learning organizations are those “where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together” (p. 3). This is, of course, the ideal scenario. This edition of our journal seeks to highlight the attempts of firms to become learning organizations – continually learning, continually innovating, continually adapting.

Cesar C. Rufino (*Lagged Effect of TV Advertising on Sales of an Intermittently Advertised Product*) examines the soundness of a long-established “pulsing” policy adopted for consumer products, and discovers that the response of sales to advertising impulses is rarely instantaneous. Firms can use this knowledge to improve their advertising planning.

Octavia Leeman and Jaime S. Ong (*Lost and Found Again: Subjective Norm in Gym Membership*) endeavor to better understand the relationship between attitude, subjective norm, and behavioral intention in the context of gym membership. With the changeable behavior of clients, gym operators (and companies of a similar nature) may need to use different marketing appeals in retaining current members, on the one hand, and in recruiting new members and recovering lost ones, on the other.

Arnel Onesimo O. Uy, Edward F. Murphy, Jr., Regina A. Greenwood, Jaime A. Ruiz-Gutierrez, Terrell G. Manyak, and Bahaudin Mujtaba (*A Preliminary Exploration of Generational Similarities and Differences in Values among the United States, United Kingdom, Iceland, Japan, Korea, Colombia, and the Philippines*) investigate generational similarities and differences among working adults in six countries. They find that societal values have changed since Rokeach’s research found generational patterns in the 1970s. This has implications on how firms should market themselves to different generations.

Jeden O. Tolentino (*Benchmarking the Home Pages of the Top Multinational Manufacturing Corporations in the Philippines*) examines the Web presence of multinational manufacturing corporations in the Philippines by evaluating their home pages. With the world becoming smaller because of the Internet, firms must be able to adapt to the new norm of having a presence in the World Wide Web.

Christopher E. Cruz (*The Patent System and the Quest for Affordable Medicines*) examines how the patent system in the Philippines affects the public’s access to affordable medicine. Finding that Filipino-owned pharmaceutical companies are having difficulty competing with multinational corporations, he recommends ways by which they can adapt and help bring down the prices of medicine in the Philippines.

Finally, Syed Abdus Samad (*Planning or Warfare: On Urban Allocation of Land*) reviews the subject of the urban allocation of land. He looks beyond the firm and focuses on the city as a unit, finding that urban land needs to be unshackled, and that old politics needs to be erased from the minds of the new generation of rulers. This will be to the benefit of everybody.

The authors of the articles in this edition of the *DLSU Business & Economics Review* aim to highlight The Learning Organization. Everyone must know how the whole organization works. Everyone must then set aside old ways of thinking, and become self-aware and open to others. Finally, everyone must understand and agree to a plan of action and work together to accomplish the plan.

JEDEN O. TOLENTINO
Managing Editor