

Building permit approvals growth slows to 5.7%

APPROVED building permit applications picked up by 5.7% year on year to 38,263 in the fourth quarter, according to Philippine Statistics Authority.

The growth rate in permit issuances represents a turnaround from the 7.8% contraction from a year earlier, though it eased from the 6.5% growth rate posted in the third quarter of 2021.

The building projects covered by the permits issued during the period were equivalent to 7.915 million square meters (sq.m.) of floor area valued at P90.897 billion. Floor area and value totals were up 21.3% and 24.8%, respectively, from a year earlier.

Permits for residential projects, which accounted for 73.2% of the total, increased by 8.1% to 27,998. These

projects were valued at P48.40 billion with a floor area of 4.440 million sq.m. Single homes made up 82.7% of all residential projects, declining 0.6% year on year to 23,152 permits.

Non-residential projects tallied 5,816 approved construction permits during the period, up 11%.

Commercial construction accounted for 3,831 approved permits

(up 18.5%); agricultural, 209 (up 5.0%); and other non-residential, 203 (up 35.3%).

Institutional building permits declined by 0.6% to 1,070, while industrial projects fell by 13% to 503.

Permits for additions to existing structures rose by 91.8% to 1,051 in the fourth quarter, while alteration and repair permits declined by 24.7% to 3,398.

The Calabarzon region — composed of provinces of Cavite, Laguna, Batangas, Rizal, and Quezon — accounted for 25.6% of all approved building permits in the fourth quarter with 9,811, followed by Central Luzon with 14% or 5,371 and Central Visayas with 11.6% or 4,432. — **Mariedel Irish U. Catilogo**

FULL STORY



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OPINION

Winning consumers with a future-fit operating model

(Second of two parts)

Consumer product companies face the challenge of transforming to stay relevant to rapidly changing consumer needs, but global research commissioned by EY reveals concerns in whether leaders are taking the right actions to steer their organizations. In a recent global C-Suite survey, "Becoming Future Fit: Challenges and Opportunities for Today's Consumer Products Companies," which was commissioned by EY from MIT SMR Connections, 86% of the surveyed C-Suites said transformation was essential to become future-ready, but they face uneven progress due to conflicting priorities and a shortage of talent necessary to facilitate change. Unless companies find ways to overcome these hurdles, they will fail to achieve their transformation goals and grow increasingly out of step with the demands of tomorrow's consumers.

In the first part of this two-part article, we discussed the first two key design principles necessary to drive agility, responsiveness and resilience: becoming part of dynamic business ecosystems and building upon data and analytics with data fabric. In this second part, we discuss the remaining three key design principles: encouraging talent flexibility, innovating at scale and embedding Purpose into every facet of the organization.

For these principles to be at their most effective, it is best that organizations excel in all rather

than merely do well in one or two, and they must be accomplished in a manner that builds and sustains trust not just with consumers but with their people and all their ecosystem partners.

ENCOURAGE TALENT FLEXIBILITY

Transformation will require developing people with deep skills in key areas such as data transformation, but organizations will also need generalists across functions capable of working together in new ways. An adaptive workforce and culture will be able to thrive when supported by emerging technologies and new methods of collaboration in a reimagined workplace. In the EY 2021 Work Reimagined Employee Survey, emphasis is placed in putting humans at the center with the future of work enabled by transformative digital tools.

INNOVATE AT SCALE

Everyone must be involved in the effort to innovate. People on the frontlines are often the best sources of ideas, as they deal with consumer and ecosystem partners directly and on a daily basis, but these ideas are often either not captured or are weighed down by rigid processes.

By taking a future-back approach to strategic planning, investing in data and moving toward resilient supply networks driven by data, companies will be able to innovate at scale and enable hyper personalization. The most successfully in-

novative ideas support technologies and cultures that capture, rapidly develop and scale ideas that work, and move to the forefront of reshaping both customer and industry expectations.

EMBED A PURPOSE-LED STRATEGY

The purpose of an organization defines its value propositions, its role in ecosystems, how it attracts and retains talent, its partners and which consumers it serves. Although purpose and sustainability are key drivers of value, they are not always made an integral part of operations. Although sector-specific issues vary, a purpose-led growth strategy can address critical issues of trust, technology, trade and sustainability while keeping humans at the center of every decision.

As leaders look to reframe for the future of their organizations, investors, consumers, employees and the wider society mandate them to become more purpose-led in creating long-term value. The objectives are growth that is accelerated yet sustainable, a stronger market position, and a better working world for all stakeholders.

KEY ACTIONS FOR A FUTURE-FIT OPERATING MODEL

While there is no clear finish line in the race to become future fit, organizations that transform around the five principles will be in a much better position to stay ahead of changing market forces. Fostering better relationships with their consumers will lead to long-term relationships on foundations of trust while being in a stronger

position to collaborate with partners with increased agility, enabling them to bring products to market quicker.

CEOs can take three key actions that are crucial in delivering a future-fit operating model, the first of which is to set a leadership vision that disrupts organizational barriers. Although the organization is on a transformation journey, it is essential to ensure the entire organization is on the journey as well. CEOs are meant to challenge the orthodox and inspire action, but the Becoming Future Fit global survey reveals that 63% of leaders expected corporate culture to be a source of resistance, while 55% cited the failure to orchestrate a transformation roadmap to be another potential barrier.

Second, CEOs must be realistic in setting timelines to build capabilities. In the global survey, 61% of leaders said it was critical to create a flexible talent pool within two years, but an adjunct professor quoted in the survey reports that it takes three to seven years just to onboard everyone, align incentives, and get buy-in.

Lastly, leaders must start from what is necessary in the future, and not based on what they are capable of today. The global survey found that although 77% of leaders said they had the emerging technologies necessary to transform their operating model, 70% identified the need to upgrade their technology infrastructure as a significant barrier to transformation. This contradiction highlights the gap between having the needed capabilities for today instead of

tomorrow, creating consequences in delivering the transformation agenda.

THE NEED FOR CONTINUOUS ADAPTATION

It should be established that there is no single business model that can win in the future at scale, as CEOs will need to deliver many different models, strategies and propositions from a core operating model. Leaders will need to keep adapting business strategies and priorities to anticipate potential disruptors and reflect volatile market conditions.

This requires a perspective that does not make the present and future mutually exclusive. Leaders must employ the mindset that the value they create today will fund their transformation in the future, while investments made in future transformation will aid in creating value today — presenting the opportunity to create a virtuous cycle.

This article is for general information only and is not a substitute for professional advice where the facts and circumstances warrant. The views and opinions expressed above are those of the author and do not necessarily represent the views of SGV & Co.

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SUITS THE C-SUITE

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TELEVISION

- Huwag pabayaang naka-standby mode ang TV at ibang appliances dahil kumokonsumo pa rin ito ng kuryente. Tanggalin ang mga ito mula sa saksakan kung hindi ginagamit.

NGAYONG TAG-INIT, MAGING WAIS. MASINOP NA PAGGAMIT, UGALIIN. IWAS BROWNOUT NA, MENOS GASTOS PA.

Tipid Tips

ILAW

- Para mas maliwanag ang mga bumbilya, punasang maigi ang mga ito para matanggal ang mga dumi at alikabok.
- Gumamit ng Compact Fluorescent Lamps (CFL) o LED bulbs.

AIRCON

- Linisin ang aircon filter at condenser kada anim na buwan.
- Isara ang pinto at mga bintana bago buksan ang aircon para mas madaling lumamig.

PLANTSA

- I-schedule ang pagpaplantsa ng isang beses sa isang linggo. Gawin ito sa off-peak hours o bago mag-9AM o pagkatapos ng 9PM.

REFRIGERATOR

- I-defrost ang ref kapag lampas na sa ¼ pulgada ang yelo.
- I-check nang mabuti ang pinto ng ref para masigurong hindi tumatagas ang lamig.

BENTILADOR

- Regular na linisin ang fan blades ng bentilador para mas malakas na ang hangin, mas matipid pa sa konsumo.