

Goldilocks traces its roots to the collaboration and complementary talents of the women, whose collective love for good food fueled what has been transformed into the global enterprise today. In 1966, two sisters Milagros and Clarita, and their sister-in-law, Doris, decided to open a small bakeshop along to the Pasong Tamo Street, Makati. The sisters have already been dabbling in the business for some time --- Milagros, by supplying chiffon slices to a number of Manila's canteens, and Clarita, by baking and decorating cakes during special occasions in Bicol --- when they decided to take their hobby one step further. A third sister, Maria Flor, suggested that they name the enterprise "Goldilocks", after the character in a fairy tale, aiming to make it easier for children and their mothers to remember its name; and because it suggested luck and prosperity. Over the years, Goldilocks did prosper, but not due to mere luck. The sisters' dedication, hard work and business sensibilities led to a second branch just two years after the pioneering outlet began operating.

From ten employees and two display stands, Goldilocks has become a global brand, expanding to over a total of 250 stores in the Philippines and overseas; and hiring thousands of local employees. The opening day total sales of P574 back in 1966 has multiplied thousand of times over, reaching a system-wide sales of P5.9 billion by the end of 2007.

## THE MARKET

For the most Filipinos, the Goldilocks fairytale has two versions: a golden-haired lass who encounters the three bears, and the bakeshop that has become an integral part of the Filipino way of life. Now on its 42nd year, Goldilocks remains that company and more. At the forefront of its industry, the company enjoys a substantial lead over competitors in all aspects of performance. National consumer surveys have consistently identified Goldilocks as the landslide winner in customer satisfaction indices such as Awareness Conversion (the ability to translate brand awareness to actual trial) and Share of Heart (the emotional approach to measuring preference). Indeed according to a 2005 study by AC Nielsen, the world's leading market research and information firm, Goldilocks enjoys a total product awareness of 100 percent, with seven out of 10 respondents mentioning it first. More impressively, Goldilocks has managed a full conversion of awareness-to-trial, and has done exceedingly well in retaining trial to regular purchase. It enjoys a committed customer base, and continues to attract even more.

## RECENT DEVELOPMENTS

Most Filipinos consider Goldilocks not only a brand, but also a Filipino Institution. In fact its popular tagline, "How thoughtful, how Goldilocks" has evolved over the years into "How thoughtful, how Pinoy (colloquial for 'Filipino')", and later to "Ang sarap magmahal ng Pinoy!", embracing a culture and tradition that goes beyond the name. Yet Goldilocks has also decided to reposition itself as a global brand- as a well-loved, homegrown enterprise primed to serve the rest of the world. Following the principle of "thinking global, strategizing regional, and acting local", it maintains the exact homegrown goodness of its products in overseas markets, but endeavors to acquaint multicultural tastes with its menu items as well. As a result, its hold in the international market continues to strengthen. From one branch in Los Angeles, California in 1976, Goldilocks has expanded to other key cities in the United States such as San Francisco, Las Vegas, Sacramento, and San Diego, for a total of 19 U.S stores. Its first outlet in East Coast will soon open, with others sure to follow. Likewise, the two Goldilocks outlets in Canada will undoubtedly encourage more branches to open due to its remarkable success.

### Historical Background

Goldilocks has also tapped markets in several Southeast Asian countries such as Thailand, Singapore, and Hong Kong. Moreover, it has received a considerable number of requests to open in the Middle East, mostly from Overseas Filipino Workers and expatriates.

<http://philippinerivers.com/sagippasig/aboutus.html>

### Vision

Sagip Pasig Movement envisions a society that works as one for a balanced ecosystem towards the improvement of life for the succeeding generations.

### Mission

To achieve its vision, SPM will mobilize community participation through the establishment of a movement of strong and capable community-based organizations working towards the rehabilitation of the Pasig and other river systems.

### Goals

- Establish 50 Clean River Zones in communities along the river
- Develop compelling advocacy and information campaigns exposing issues and promoting alternative ways to rehabilitate the Pasig and other river systems using micro and macro media
- Build SPM into a viable and professional institution towards effective and efficient delivery of its services

### Strategies

- Organize Clean River Zones in strategic communities around the Pasig River ecosystem through the mobilization of all the concerned social sectors and the formation of functional confederal bodies.
- Promote and project various alternative ways of rehabilitating Pasig River ecosystem by undertaking comprehensive advocacy and information campaigns addressing both the policy makers and the general public.
- Undertake and disseminate various studies and researches that shall broaden the knowledge base and sharpen public awareness on the significance of rehabilitating the Pasig River ecosystem.
- Build the human resource capabilities of SPM workers, community leaders and members along the knowledge-attitude-skills-habits requirements to successfully undertake the Pasig River rehabilitation program.
- Mobilize funds/resources from donor agencies and partners both local and international through long term SPM programs and related project agreements.

### Brief History

In 1993, Sagip Pasig Movement was established by First Lady Amelita Ramos from among thirty non-government organizations. SPM's task is to organize residents along the riverbanks and tributaries to participate in efforts to rehabilitate Pasig River.

Sagip Pasig Movement has become a byword synonymous to all efforts to revive the river, which is what 'Sagip Pasig' literally translates into English. It is the first NGO to implement river rehabilitation program through community development. It has an impressive track record in its public disclosure campaign and community-based waste management program. Aside from the two, research and documentation, resource mobilization and linkaging complete SPM's program of action.

<http://sagipasigmovement.wordpress.com/about/>

Once known to be the one of the most beautiful rivers in the country, the 27 kilometer long Pasig River is now biologically dead. This sorry state

can be attributed to the unabated dumping of garbage, untreated industrial effluents and domestic liquid waste into the river and its tributaries.

In the 1990's the Philippine government embarked on a grand rehabilitation effort by organizing different agencies to work together to bring the river back to life.

By 1993, 30 NGOs, then headed by First Lady Ming Ramos, took cognizance of the importance of stakeholder participation and established the Sagip Pasig Movement. It was then led by Green Forum Phils. SPM was formally incorporated in 1997.

SPM's task is to mobilize residents, academe, markets and industries in focused areas along riverbanks into clean, coordinative and capable communities. This is SPM's unique strategy of river rehabilitation, establishing Clean River Zones

### What are Clean River Zones (CRZs)?

SPM recognizes that the tragic condition of the Pasig River is brought about by a host of problems, the solutions to which range from the political to the technical. Aware that it can only do so much and yet must, do it well, SPM is focusing on the aspect of the rehabilitation efforts that has been given less attention – the activation of the communities and stakeholders as resource managers and program partners.

Towards this end, SPM has developed a unique model of community-based river rehabilitation and development that is premised on the principle that to sustain rehabilitation efforts, the various stakeholders must be organized into a social movement of Clean River Zones that are:

- *Capable of mobilizing participants for advocacy issues relevant to the area;*
- *Multi-sectoral yet coordinative in all river rehabilitation efforts;*
- *Able to organize participants into a structure that make the most efficient and effective use of their resources; and,*
- *Able to employ strategies and programs that allow them to achieve their goals.*

The CRZs are envisioned as composed of organized communities that practice sustainable management of community waste from residential, commercial and industrial sources. The members in the CRZ possess a high degree of awareness on environmental issues affecting them and are capable of mobilizing the community to act as one. The CRZ has institutionalized coordinative bodies or core groups that have clear administrative operational structure.

### CRZ Criteria

To fully declare an area as a Clean River Zone, several criteria are observed:

- *A multi-sectoral Forum shall have been formed and operationalized*
- *All participating sectors should have been formed and operationalized*

The secretariat is composed of seasoned developmental workers headed by Secretary-General, Ms. Myrna J.H. Jimenez. SPM's legal

- *All participating sectors should have a functional program on river rehabilitation*
- *Linkages to the local government should have been established and strengthened*
- *Established community-based waste management programs shall have created a visible impact on the community*

A marked improvement in the aesthetic environment shall have been observed.

### Core Program

During its inception, SPM identified 407 target barangays situated in nine cities and municipalities in Metro Manila. Since then, SPM has organized communities in Manila, San Juan, Mandaluyong, Quezon City and Pasig. Through community-based waste management projects, SPM has helped reduce solid waste pollution in the river from 10% in 1990 to 5% in 1998. SPM conducts environmental information and education campaigns as well as capability-building seminars. It organizes identified sectors in riverbank communities to establish Clean River Zones.

It was also active in policy advocacy for the passage of the Solid Waste Management Act and the Clean Water Act. SPM holds fora and symposia to inform the public of the salient features of these environmental laws.

The Annual **Lason sa Ilog Pasig Awards**, SPM's public disclosure program, pressured numerous industries to install wastewater treatment facilities. Within the ten years of Lason awarding, Pasig River's industrial pollution decreased to 35% from 45%.

In 2002, SPM expanded its program in the context of Population, Health and Environment. By 2005, SPM has operationalized population management and health service components in its river rehabilitation projects.

In 2005, SPM launched its first book entitled *Unfinished Business*, documenting the impact of its public disclosure program. It has also hosted the First National Summit on the State of Philippine Rivers during the celebration of the International Earth Day for that year.

In 2008, it has continued to host with the DENR a National River Forum on Water Conservation during the celebration of the International Water Day.

### Current Undertakings

Now in its 16th year in the first quarter of 2009, and targeting critical areas along the Pasig River system, SPM is mainstreaming the Clean River Zone Program in partnership with local government units. By convening these communities and integrating the CRZ in barangay development plans, SPM foresees a more sustainable river rehabilitation program.

As secretariat of the International Earth Day Network-Philippines, SPM hopes to gather more sectors to engage in environmental work.

As a movement, it shall continue to work for the rehabilitation of Pasig River and other water bodies in the country.

### People Behind SPM

SPM's strength lies in its community. It takes pride in having developed community leaders who have now risen to the ranks of its Board of Directors:

counsel is Atty. Wigberto "Toby" Tañada Jr. who is also one of its volunteer advocates.

SPM works with an extensive network of partners from people's organizations, schools, civic groups, commercial establishments, government agencies and local government units, rallying together for the rehabilitation of Pasig River.

## Accomplishments

- SPM is the sole agency in the Philippines that specifically focuses on designing and implementing a model on community-based river rehabilitation.
- In the last 15 years that SPM has been operational, it has been the focus of research and study on community-managed environmental programs by the United Nations Development Program, Green Forum exchange program, the University of the Philippines [UP] Center on Integrative Development Studies, UP College of Social Work and Community Development, the Asian Social Science Institute, the Asian Development Bank Technical Study Group, the World Bank, and the Philippine Business for Social Progress.
- Since 1998, the SPM has organized 205 *barangays* along the Pasig River System. These are located in the cities of Manila, Quezon, Makati, Mandaluyong, and Pasig and San Juan, all in Metro Manila.
- 110 core groups have been formed that act as the main coordinative groups in the implementation of the various activities. 23 conferential bodies, the culminating act of the organizing work, have been established.
- 32 CBWMs have been put in place consisting of: improvement of household garbage collection particularly in inaccessible areas, segregation of recyclables, setting-up of buy-back centers for the collection of the recyclables, rehabilitation of communal toilet facilities, and the installation of garbage traps in strategic areas of the river. These CBWM Projects have gained the attention of several institutions and have been cited by both local government units, and local and international agencies.
- SPM has increased its membership from 30 in 1993 to 222 organizations as of January 2006. These consist of community-based and non-governmental organizations.
- A core group of industries has been formed in Zone 71, Manila, consisting of Unilever-Philippines, Coca-Cola Bottlers, YSS Laboratories, the Philippine Long Distance, Honda, Isuzu, and Telephone Company and government agencies such as the National Power Corporation and the National Food Authority. The industry core group seeks to assist the existing CBWMs in the Paco-Ermita area as well as to identify areas of sustainable cooperation between the residential communities and the industries.
- SPM was co-convenor in the Unilever's CRZ RoadMap and the successful "Who-Cares We-Do" National Campaign
- Similarly, a core group of food establishments was organized composed of the following leading fastfood chains: McDonald's, Jollibee, Greenwich, 7-11, Goldilocks and Tropical Hut. The core group commits itself to assist the SPM in its public information campaigns. SPM now sits as the sole NGO member of the Technical working group for Quick Service Restaurants Association (QSR).
- A student core group composed of 57 student organizations from the Philippine Normal University, the Technological Institute of the Philippines, and Adamson University, San Beda College, has been organized. The core group serves as a venue for popularizing as well as initiating school-based waste management projects.
- The government's Department of Environment and Natural Resources [DENR] is in the process of deputizing SPM community leaders to monitor the compliance of manufacturing firms and industries to environment

regulations. The deputized community advocates were comprehensively trained in the conduct of 1st and 2nd level monitoring of industries by the Metropolitan Environmental Improvement Program of the DENR and the US-based Global Rivers Environmental Education Network.

- The SPM was an active member of the Pasig River Rehabilitation Commission. SPM was also a member of the Steering Committee of the Asian Development Bank Technical Assistance on the Pasig River and provided substantial input in the formulation of the Solid Waste Management Strategy of the ADB.
- SPM was a member of the Senate Technical Committee on the drafting of the Clean Water Bill and ran a successful information and signature campaigns for the enactment as well as its implementation.
- Recipient of the Danish International Development Assistance (DANIDA) for piloting Clean River Zone Projects in Manila, San Juan and Mandaluyong.
- Organized the First National Summit on the State of Philippine Rivers funded by UNDP in cooperation with International Earth Day Network Philippines and the DENR.
- Adopted the operational framework of Population, Health and Environment (PHE) because of the dense population of riverbank communities, serious issue of health, sanitation and hygiene and the degraded state of Pasig river and its tributaries with partners and networks like the Philippine Legislative Committee for Population and Development, Reproductive Health Network, Save the Children and USAID.
- Established the Resource Center for Philippine Rivers based at Polytechnic University of the Philippines, Mabini Campus, Sta. Mesa Manila housing the Clean River Zone Institute for short term courses on community-based river rehabilitation.
- Organized the First International Day of Action for Rivers in the Philippines in response to networks of rivers around the world events every March 14.
- Conducted the research on the impact of SPM's public disclosure documenting ten cases of selected most improved industry awardees and dangal awardees along pasig river basin.
- Conducted the annual fluvial parade for Pasig river.
- Organized and sustained the Malayang Anak ng Sining Community Theater (MASCOTHEA), SPM's cultural arm in popularizing the public information and advocacy requirements of the movement.
- SPM was the secretariat of Earth Day Network Philippines for three years (2004-2005-2006).

<http://www.llda.gov.ph/AboutUs.html>

- The LLDA was organized by virtue of Republic Act No. 4850 as a quasi-government agency with regulatory and proprietary functions. Through Presidential Decree 813 in 1975, and Executive Order 927 in 1983, its powers and functions were further strengthened to include environmental protection and jurisdiction over the lake basin's surface water. In 1993, through Executive Order 149, the administrative supervision over LLDA was transferred from the Office of the President to the Department of Environment and Natural Resources (DENR).