AIM-RAMON V. DEL ROSARIO, SR. (AIM-RVR) CENTER FOR CORPORATE RESPONSIBILITY

The AIM-RVR Center for Corporate Responsibility, established in 2000, is one of first research centers concentrating on corporate responsibility and governance issues in the Asia-Pacific region. It aims to promote integrity among corporations through transparent, sustainable, and socially-accountable practices for maximum social impact. The Center also works to mainstream social innovation and social entrepreneurship, thereby transforming corporations into enterprises for society.

The Center believes that pushing the corporate responsibility agenda among companies including MSMEs and good corporate governance among the public and private sectors will create a conducive and resilient business environment that will lead to sustainable economies for lasting social value.

ASIAN INSTITUTE OF MANAGEMENT (AIM)

AIM is an Asian pioneer in management education. The Institute was founded in 1968 by a consortium of prominent business leaders, Philippine academic institutions, and Harvard Business School.

AIM is the first school in Southeast Asia to receive accreditation from the US-based Association to Advance Collegiate Schools of Business (AACSB), globally recognized as having the world’s highest standards.

Throughout its history, the Institute has sought to empower students to thrive in challenging, rapidly shifting environments. It achieves this by encouraging a more considerate, effective, and sustainable approach to business in society.

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CONTENT CONTRIBUTORS
Writers: Lolita Shaila P. Safaee-Chalkasra, Joyce Marie L. Pesca
Design: Sue del Rosario, Mel Baimaceda, Mica Valencia, Betsl Stojo
Editor: Beatriz Cecilia Monterenegro
Whenever an important milestone comes to pass, we tend to look back at our past in an effort to consider our present as well as our future. As the Asian Institute of Management celebrates its Golden Anniversary, we have had many opportunities to reflect as well as re-flex: paying tribute to the fruits of our legacy compels us to ensure that our current path and our way forward is just as storied and more important, equally relevant and sustainable.

The Asian Forum on Enterprise for Society 2018 Conference was one such opportunity for us to reaffirm our commitment to developing as well as engaging business leaders and managers to be responsible within society. With the AIM-RVR Center spearheading our efforts and in partnership with the Ramon Magsaysay Awards Foundation, we invited thought leaders across private, public, and nonprofit sectors to reimagine a future that promotes inclusive growth. A future that takes into account the phenomenal impact artificial intelligence and the use of data science can have to ensure sustainable progress throughout all of society, particularly among those in its peripheries.

It is our hope that as you read through these conference highlights, the valuable insights you gain will inspire you to do your share and help us bring about transformational change, not only for the better, but for all.

Mabuhay at maraming salamat po!

Dr. Jikyeong Kang
President and Dean
Asian Institute of Management
The Asian Institute of Management – Ramon V. Del Rosario, Sr. Center for Corporate Responsibility (AIM - RVR Center) has been at the forefront of engaging stakeholders in meaningful discourse on corporate social responsibility since 2002. This 2018, it has partnered with the Ramon Magsaysay Awards Foundation (RMAF) now on its 60th year, and in commemoration of AIM’s 50th anniversary, the AIM - RVR Center launched the Asian Forum on Enterprise for Society. The Forum is envisioned to become the premier platform for Asian enterprises and visionaries to spearhead the transformation of Asian societies by broadening the discourse on corporate responsibility towards social enterprise and innovation.

The Asian Forum on Enterprise for Society 2018 brought together almost 700 delegates from 33 countries at the Conrad Hotel in Manila for this year’s theme, “The Future Re-imagined”. The forum ignited thought-provoking discussions about how institutions, industries, and individuals will be impacted by the inevitable shifts ahead and highlighted inspiring narratives on how we can collectively innovate to shape a better and more inclusive future.

The success of the forum came from the collaborative effort of individuals and the generous support of organizations that share our advocacy in enabling enterprises for society. On behalf of the AIM - RVR Center, I would like to express my sincerest gratitude to our partners, sponsors, benefactors, speakers, and delegates.

Finally, I hope the images and ideas on the pages ahead spark a desire to build a better future for all beginning with your actions today!

Amb. Jose L. Cuisia, Jr.
Co-Chairman, Board of Advisors
AIM-RVR Center for Corporate Responsibility
Corporate Social Responsibility has grown from vanilla philanthropy to acts of making a difference. It is important for corporates or organisations to recognise their dependence on society. Success of societies determines success of organisations. Today, like never before, societies are at risk from issues ranging from poverty, healthcare, education, environmental degradation, human rights, widening youth skills gap, to diversity, inclusion and more. It is no longer an Option but an Imperative for organisations to engage with societies for mutual success. This is now more than just a responsibility.

It has been a privilege to see this conference evolve over the years, keeping pace with changing times and driving thought leadership in the region.

I would like to thank everyone who came together to make "The Future Re-imagined" mark an important milestone in the history of this platform that continues to draw the best and brightest minds in the Asian region and across the world.
674 delegates
16% academe
17% government and IOs
27% NGOs
40% corporations

33 countries represented
1 in 2 women
1 in 4 millennials

#AFES2018
8th trending topic on April 18, 2018

*According to Trendnalia Philippines*
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   Dyrah A. Basui
2 COLLABORATE TO FIND SMALL ANSWERS FOR BIG IMPACT ACROSS PERIPHERIES
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LESSONS FROM A FUTURE RE-IMAGINED

When imagining a future 50, 100 years from now, many offer visions of futuristic landscapes filled with skyscrapers, robots, flying cars. It is a future that is fast becoming a reality- but before we submit to this imminent vision, we pulled over from our highspeed existence for a couple of days and paused to ask, “Are we heading to the future that we want for our children’s children?”

The recently concluded 2018 Asian Forum on Enterprise for Society was an exhilarating event that allowed us to share the room with fellow idealists who dared to dream a different, better future. With the keynote address from VP Leni reminding us to be steadfast on the human agenda over the tech agenda, we set off to discuss the trajectory of modern basic services that have the potential to improve the lives of everyone- employment, healthcare, education, security, energy, and urban development. There are innovations to enhance universal access, like community-based healthcare, alternative energy sources, smart cities, artificial intelligence, data science, super platforms, competency-based curriculum, social impact investing, etc. But when developed distinct from democratizing their benefits, these innovations can make the gaps they are meant to bridge wider- and where collective governance mechanisms, formed through multi-sectoral partnerships, become crucial.

PETA’s live performance not only entertained us - it provoked us to reflect upon our actions today. Actions that will become the bedrock upon which the backbone of the next generation’s future will be built. The members of the youth, whose participation raised the Asian Forum’s energy levels, have spoken with enthusiasm and hope that while the task ahead may seem insurmountable, they are ready to take the challenge head-on. So, with renewed purpose, we commit to coming together- to share ideas, to spark creativity, to forge collaborations, towards solving problems that can stretch boundaries and bring more people into the light of a brighter future.

Be with us.
COLLABORATE TO FIND SMALL ANSWERS FOR BIG IMPACT ACROSS PERIPHERIES

Vice-President Leni G. Robredo delivered the keynote address to open the Asian Forum on Enterprise for Society 2018. The following are edited excerpts.

Re-imagining the future is a critical conversation in the history of our world. We face a major turning point as we approach the so-called fourth industrial revolution and we all know that these kinds of planetary changes have always been accompanied by social unrest, institutional upheavals, and chaos.

This forum is momentous; the discussions could potentially solve many of the world’s intractable problems. It is hoped that these discussions will translate into real-world movements so that a re-imagined future becomes one that is full of hope and potential.

We have targeted 17 social development goals meant to end poverty, protect our planet, and ensure that all people live in peace and prosperity. But we must increasingly make sure that the human agenda is not subsumed by the technology agenda. The fourth industrial revolution should not just be about machines. It should keep the focus on humanity. The big problem is that much of innovation is driven by profit. Research and development are not cheap. Technology must also serve the capitalist or else it will never exist.

The solutions to this critical puzzle lie not in the big answer, but in the small ones put together collaboratively. We should attempt to introduce a new way of thinking or a new way of doing things to our community or local government units.

If you think about collective and individual transformations or about building bridges rather than walls, then we will have one shot. Collaboration seems too simple a solution to the world’s problems, but the truth is there is nothing easy about changing mindsets. It is the antithesis to the global rifts we see today. We need to institutionalize collaboration, to make it easier and more sustainable, such as public policy support solutions created through participatory governance. There is a need to consider how platforms, partnerships, and tools of collaboration can be used more proactively and powerfully to increase social cohesion, effect social transformation, and result in improvements in the human condition.

There is an emphasis on doing more things that are better. New models of engagement that work better by nation-building through collaboration. It is not impossible to solve many of the world’s problems if you look at it one person, one community, one problem at a time. It is not impossible when partners collaborate; when governments are open to interfacing with the marginalized and the disenfranchised; when collaboration is institutionalized; or when knowledge and opportunities are shared.
KEEPING UP WITH A FAST SHIFTING FUTURE

The rise of technology, in the past half-century, has greatly affected our future. But with the accelerated pace in technological progress, Mr. Ross Dawson, Founding Chairman of the Future Exploration Network in Australia, challenged all to re-imagine our possible future, especially in a vibrant and dynamic Asia. Mr. Dawson cited the boundaries between robots and humans blurring faster than ever. When humans increasingly interact with intelligent machines, the nature of who we are as individuals and as part of a collective- at home, school, work, etc., changes. Do we embrace this change? Or fear it?

What is also apparent is the increasing ubiquity of technology has shifted power downwards - from companies to customers, from employers to employees, from governments to cities, and from health providers to patients. And Mr. Dawson stated the downward flow of information, driven by participation through connective technology, tells us that we can and should expect for ourselves, our children, and others around us to have an extraordinary quality of life in a sustainable world. The extension of these expectations in the future will see the continuous power shift toward individuals, enabling more democratic expression and leading institutions to serve more individuals. To support people’s participation, Mr. Dawson emphasized that transparency from corporations and governments is expected.

Individuals easily connected through technology has elevated the power of networks, traditionally built into human’s biology and societal infrastructure, to give rise to platforms - a business structure based on an ecosystem where the value is created for others beyond corporates to participate. The question now, as Mr. Dawson posited, is “How do we take an appropriate share of that value for ourselves?”

In time, with businesses structures changing, the collective of empowered individuals has also brought a shift in the power of society. Mr. Dawson asked everyone to ponder on the possibilities brought about by this power shift and the leadership required to lead this new future.
According to Dr. Ayesha Khanna of ADDO AI in Singapore, forty-seven percent (47%) of jobs, especially routine ones that depend less on creativity, will be automated in the future. In the legal profession, Dr. Khanna mentioned lawyers previously study torts, contracts, and constitutional law cases by perusing books. With the advent of artificial intelligence, a new system called REVEL was developed. REVEL is an advanced legal analytics platform that makes reviewing cases faster and easier. Today, some law firms may consider investing in these types of systems rather than hiring a lawyer to perform such tasks.

Amidst development in artificial intelligence, Dr. Khanna asked, what will the new jobs in the future be? In the field of genetics alone, new subfields are personalizing medicine to suit patient’s needs at the individual level. Virtual realities and games can offer new “real” experiences. Artificial intelligence will not only provide jobs requiring math and coding skills but also will enhance jobs that will now require the need for social and creative skills when performing non-routine tasks.

It is society’s responsibility to think about the people who will lose their jobs because of artificial intelligence. Dr. Khanna championed the need for government-led initiatives to bridge the gap in people’s skills to keep up with the fast-paced changes artificial intelligence will bring.

In the emerging markets like Asia, Dr. Khanna explained that while there are many problems associated with artificial intelligence, there are also many reasons to be optimistic - including in the field of education. As she pointed out, “Artificial intelligence will bring the democratization of education to Asia because how else can one man teach hundreds of thousands of students if not with the help of artificial intelligence?”
GAME-CHANGING SUPER PLATFORMS IN ASIA

Though globalization and technological advancement make some people skeptical, others remain enthusiastic and excited about the emergence of super platforms in Asia. Citing a study that predicted 20 super platforms in the future, Prof. Jeffrey Towson of Peking University described how super platforms have become a staple for every aspect of our lives. There is a mobility platform for moving from one location to another; a commerce platform for buying and selling products and services; a financial services platform for payments and insurance; and a healthcare platform for booking an appointment and even consulting online with a doctor.

In the next years, the arrival of super platforms will bring the biggest transformations in the business landscape since the industrial revolution. Prof. Towson traced the evolution of China’s bike-sharing economy that has undergone a digital transformation process. The process began when digital leaders gave their customers exactly what products and services they needed or wanted. The next step is when operations are digitized and re-imagined. Prof. Towson asserted that “bike-sharing re-imagines the business model.” A re-imagined business model presents a way to circumvent several costs - from advertising to operating a shop and paying for the shipment of products. Thus, with less support required, more products and services can be provided. The final step in the digital transformation is the fall of industry boundaries as super platforms emerge. Over time, companies will release apps that will do and deliver everything a consumer asks for.

China has the fastest digital transformation in the world, according to Prof. Towson. In this transformation, he further explained that China’s business leaders expanded to Asia first, prioritizing Southeast Asia, as it is the region of strategic importance for China when it comes to expansion. Through it all, Prof. Towson encouraged people to welcome these as we are living in an amazing period, where super platforms provide unprecedented options for the delivery of products and services.

“We’re living through something never seen or experienced by people before,” Prof. Towson stressed. On the other hand, with super platforms changing how businesses operate, he also proposed that we need to “be agile, get ready to change. Be fast on your feet because this wave could easily throw you.”
POWERING DECISION-MAKING ENGINES ON NEW OIL

For centuries, oil was undisputedly the most sought-after commodity globally. Oil has virtually fueled the world with energy to produce electricity, power machinery and vehicles, and generate heat for homes and buildings. These days, The Economist has declared data as the new oil - the most valuable resource of today. The social media and email services, albeit free of charge, are being “paid for” with our information, our data as Dr. Erika Legara of Asian Institute of Management explained. Our so-called payments, our data and information are then being sold to the market for profit.

Dr. Legara posits that because we produce so much of this new oil, the term “smart” has repeatedly been used to describe humanity’s innovative creations and inventions. These include smartphones, smart cars, smart buildings, smart cities, and so on. “We’ve been producing so much data, and this has informed us and allowed us to understand the world around us better,” she adds.

The massive data collected has spawned “data science or big data analytics,” something that goes beyond data. As Dr. Legara clarifies, “Data science is the extraction and cleaning of data to examine patterns at which point predictive models may be built.” Beyond the complexity of the models that data scientists produce, decision-makers value the models that can tell them what needs be done.

Data science can be instrumental across different sectors in producing business value by improving efficiency, maximizing profit, and minimizing costs. But alongside its potential contribution to the world, data science also faces challenges foremost of which is the lack of data scientists who understand how data produce business value.

To address this challenge of data science, Dr. Legara introduced the first business-driven data science graduate program in the Philippines at the Asian Institute of Management, the Master of Science in Data Science. After all, Asia needs more data scientists trained in the business disciplines to harness what data science has to offer.
LIFELONG LEARNING TO BETTER COMMUNITIES

Mr. Mechai Viravaidya main thesis was that a school can be a bridge to take you over troubled waters - by serving students, their families, and the entire community. His Bamboo School in rural Northeast Thailand demonstrated exactly that - a lifelong learning center for all members of the community that functions as the hub for improving the quality of life and income in its surrounding environs.

Instead of educating by rote memorization, Bamboo School students learn concepts both by asking questions and, more important, by doing. Students master life and occupational skills by growing their own produce and tending their own livestock. They cook what they grow, take care of the elderly, and look after the children at the school’s daycare center. As part of committees and councils, students are empowered to play big roles and make important decisions - from admitting incoming students and hiring teachers, to purchasing what the school needs such as vans for school service.

To aid in community development, Bamboo School fees are paid by both students and their parents. They render four hundred hours of community service and plant four hundred trees every year. Class experiments and ideas hatched inside the classroom are all directed towards creating solutions to community problems. These often lead to commercial enterprises (e.g., solar torches) that benefit both the immediate community and the greater community as well. One example of the latter was when the school donated solar torches to Nepalese and Rohingya children affected by strife and displacement. Student-led livelihood projects have also generated funds for loans to families in the community that are living in poverty.

The Bamboo School has been recognized by the United Nations Population Fund as one of the world’s most innovative schools. Its School and Student-Based Integrated Rural Development (School-BIRD) program which is geared to promoting lifelong learning has been implemented nationally in Thailand in partnership with government schools. Today more than ever, the Bamboo School is getting closer to its objective of fostering social entrepreneurs, development leaders, and good community citizens who are honest, happy, caring, and resourceful. They live and breathe collaborative, egalitarian endeavors, possess positive life and work skills, and have grit. They are as resilient as the bamboo, the inspiration from which the school was built.
WAY FORWARD FOR CORPORATE RESPONSIBILITY

Traditionally, the primary goal of business has been to gain profit. Today, business goals have evolved beyond profits to include societal impact. From the onset, “corporate social responsibility” focused on a business's impact on society. These days, “corporate responsibility” strives to be more inclusive, spanning social, environmental, and economic impact.

"Corporate responsibility matters!" Thus did Prof. David Grayson of Cranfield University in United Kingdom begin as he shared key insights on corporate responsibility and its significance. He believes corporate responsibility is about how a business is run in a rapidly globalizing world where expectations of businesses are also growing and evolving. Beyond “doing good”, companies are discovering new business opportunities as they increase their commitment to corporate responsibility. Prof. Grayson said, “Many businesses nowadays have recognized opportunities by embedding the United Nation’s Sustainable Development Goals as part of their corporate responsibility.”

But businesses are at different stages of maturity in corporate responsibility. Starting from an initial “denial” stage, businesses move to a “compliance-only” phase aimed at avoiding risks. This may evolve to a “risk-mitigation” stage to address risk exposures. In the more advanced stages, businesses become “opportunity-maximizers”, becoming adept at spotting opportunities to gain profit while being corporate-responsible. To quote Peter Drucker, "Every single social and global issue of our day is a business opportunity in disguise."

Prof. Grayson asserted that business should be geared towards reaching this stage and become serious opportunity-maximizers. In the end, the goal is for business leaders to become “champions” - advocating for change so that everyone becomes corporate-responsible. To emphasize his point, Prof. Grayson cited Larry Fink’s letter to companies about how society has increasingly demanded and expected the private sector to respond to the wider societal challenges. With a sense of purpose, companies must not only focus on delivering good financial performance but exhibit their positive contributions to benefit all its stakeholders on the road to achieving prosperity.
OUR FUTURE IS NOW

PETA is a non-profit organization which rose to prominence with ground-breaking productions, remarkable for their artistry and social relevance, delivered in Filipino (the Philippines’ national language). In their live production during the Asian Forum, they evoked futurists in the past who foresaw our present—inviting everyone to do now what can make our dream of the future happen.
A HOPE OF INCLUSION FOR ASIA’S YOUTH

If we can imagine, shape, and inspire the future, what visions would come to mind? Panelists expressed their hopes and directed these towards the youth that make up most of the population in Asia, and specifically, Southeast Asia. They articulated their desire to see the youth address challenges surrounding inclusivity in technology, education, and financial progress.

Ms. Amanda Widarmono of We the Teachers in Indonesia stated that technology democratizes human interactions in accessing, sharing, and learning information. She contends that while a lot of technology is built to scale, systems that are built around biased historical information, or are against marginalized sectors, can magnify inequality.

Ms. Stephanie Sy of Thinking Machines in Philippines articulated that training algorithms based on these biases can become reflections of the worst in human nature. To mitigate the effect, data scientists handling extensive information must educate and inform the public of these biases. Ultimately, the goal is to build effective technology that ensures equality.

Mr. Anshu Gupta of Goonj in India cautioned against simply depending on new technology without deeply understanding societal issues. For greater impact, he encouraged decision makers to see issues through the lenses of the people whose problems they hope to address.

Prince Dr. Fattah of Baiduri Bank in Brunei concurred, declaring that new technology such as artificial intelligence has endless possibilities, which can be optimized depending on its use.

Ms. Widarmono gave an example of how new technology should be applied in education. Before teachers who make real human connections with students are replaced with robots, the fundamental problems in education must be addressed. One such application is harnessing new technology as a multiplier especially in the efficient delivery of educational content in areas where the teacher-student ratio is far from ideal, i.e., few teachers, many students.

Atty. Lilia De Lima, former Director General of Philippine Economic Zone Authority, saw the opportunity for a large, young population like that of the Philippines. Despite living below poverty levels, they can be more adequately educated through technology and become assets that can propel the country forward in economic development.

Mr. Gupta acknowledged that his desire to give back is rooted in his dreams of addressing issues of marginalization and poverty. He asserted that the most important thing is how we can break the process and system of marginalization. In response to this, Atty. De Lima stood up throw a challenge to the 1% of the world’s richest to donate 1% of their wealth in aid of the poor, as Warren Buffet did through his Giving Pledge.

Left to right: Anshu Gupta, Amanda Widarmono, Lilia De Lima, Prince Fattah, Stephanie Sy
INSTITUTIONAL RENEWAL FOR SECURITY

Unlike technological progress that has been steadily growing in a straightforward path, institutional progress is less linear. This is how the panel engaged in a thoughtful discourse on how to make the world a safer place for future generations to flourish. University of the Philippines Prof. Randolf S. David deeply believes that a safer world is an inclusive world. Unfortunately, he continued, the global system is structured on “a system of inclusion and exclusion,” consequently neglecting the integration of the marginalized in both developed and developing societies. This is because, Prof. David contended, the global UN-led institutions “have failed to evolve and match the complex problems of the world society.” Dr. Thitinan Pongsudhirak of Thailand’s Chulalongkorn University echoed this sentiment, stating the weakening and ineffective central authority and institutions from the UN.

Nonetheless, the different priorities of institutions, including governments, must be carefully considered as Dr. Chang Yau Hoon of Universiti Brunei Darussalam cautioned on the relativity of security, depending on the perspective and position of the individuals viewing the issue. Using the imposition of Martial Law in the island of Mindanao in the Philippines as an example, he observed the disparate views between non-residents, who criticize and are against it, and the residents, who support and feel safer with its implementation.

The challenge now is how to make the people who struggle everyday feel safe despite what Professor David described as “the instability that has come not just from the perturbations of the new technologies but also most importantly from their incoherent and often emotional responses to the complexities and challenges brought about by the evolution of a modern global society.”

With global governance experiencing power shifts and power transitions, Dr. Pongsudhirak added that the clash between the rising and the declining powers is inevitable; thus, requiring a need for institutions to be “renewed, reinvented, reshaped, and rebalanced.” Dr. Hoon acknowledged that with the current deterioration of global order, the world needs a new leadership to solve its security issues. As nation states become more committed to maintaining security, it is imperative to involve non-state actors such as NGOs, intellectuals and key opinion leaders, and companies instead of relying solely on the states to address issues of security.

Left to right: Randolf S. David, Chang Yau Hoon, Thitinan Pongsudhirak, Bradley Googins.
LOOKING PAST TO SEE EDUCATION’S FUTURE

The panel's discussion began with an interesting premise from Mr. Derrick Latreille, Chief Learning Officer of AC Education: to comprehend the future of education, first it is critical to understand its past. To serve the industrial revolution in the 1700s, the education system was designed to sort individuals out and educate them for their specialized roles in the industrialized workplace. Dr. Chito Salazar of PHINMA Education Holdings concurred that the structure and demands of work influence how schools produce graduates.

Members of the panel agreed that the current education system might not be addressing the needs of students today. The traditional content-driven lecture, where supposedly more “learned” individuals occupy the front of the classroom “teaching” students, according to Dr. Salazar, is no longer optimal. Instead of teaching students “what” to learn, they must be taught “how” to learn. The changing demands of work in fast moving industries fueled by technology and artificial intelligence (AI) necessitate an education system that is driven by skill and competency, Dr. Salazar explained.

Mr. Mechai Viravaidya, Population and Community Development Association’s Founder and Chairman, went further: aside from advocating more time spent outside the classroom performing more competency-based activities, he also stressed the importance of an education system incorporating values and principles. He said this is important to produce citizens who work towards being happy and productive because they learn, at a young age, to exhibit respect, honesty, generosity, and helpfulness.

But the artifacts of a traditional educational system, like national standardized exams which measures students’ specific knowledge, prevent the schools from evolving. Mr. Latreille shared how AC Education addressed this challenge by putting specific subjects into domains wherein students can exercise their intelligence or develop a particular kind of thinking or develop a skill. However much AI can offer, Mr. Latreille stressed that one must identify the kind of thinking AI cannot acquire and then train students on the type of thinking they can provide instead. This will prevent future employees from losing their jobs and careers to AI.

Left to right: Chito B. Salazar, Derrick Latreille, Mechai Viravaidya, Roby Alampay
COMMUNITY-BASED INNOVATIONS IN HEALTHCARE

During this session, the panel shared their experiences and opinions on how community-based innovations in healthcare can improve people’s access to this basic human right. For Ms. Runa Khan, Friendship’s Founder and Executive Director, delivering healthcare services in rural Bangladesh is hampered by remoteness. She further stated that limited access to healthcare services required the development of an ecosystem based on the socio-economic and geographical conditions of the rural areas. This is more important than adopting the healthcare standards designed by doctors, universities, and systems in cities. As she succinctly stated, “When you are suffering, no other development intervention is possible.”

Founder and Chairman of the Chi Heng Foundation, Mr. Chung To, discovered that a customized approach to the community-based model was more effective in delivering state-sponsored HIV treatment to many rural areas in China. Adopted from an approach he observed in Haiti, the direct-observation therapy where medical professionals physically administered the medication to patients, while primitive, was responsive in addressing the poor compliance to medication intake and the beneficiaries’ limited understanding of the treatment.

For Ayala Corporation, adopting a community-based approach was an opportunity to provide accessible and affordable quality healthcare to the underserved in the urban areas of the Philippines. Mr. Paolo Maximo F. BorromeoPresident of Ayala Healthcare Holdings explained the initiative of pioneering community-based primary healthcare clinics in Metro Manila is the company’s conscious effort to impact society through the concept of shared value, integrated into the fabric of Ayala’s businesses. However, he shared that in the endeavor to improve inclusivity in healthcare, sustainability remains a challenge from a private sector perspective. Thus, a multi-sectoral partnership approach among the government, the private sector, and the academe to address specific needs of the market is critical.

In China, where conglomerates are also engaged in private-driven healthcare, Mr. To said that quality might not be better than the public-led healthcare initiative. Perhaps, he opined, a social-enterprise model that is both quality and socially driven needs to be explored. Ms. Khan further added that providing healthcare is not enough—beyond medical care, the whole ecosystem needs to improve education, food, and safety; to support people’s right to healthy lives.

In the end, Mr. Borromeo asserted there is no one way to look at inclusive healthcare; instead the focus should be geared toward inclusive innovation and how to best serve the underserved with sustainable business models.

Left to right: Chung To, Paolo Maximo F. Borromeo, Runa Khan
ENERGY TO POWER THE FUTURE

While ecological shifts may make cleaner sources of energy an imperative, panelists discuss the complexity around the evolution of the energy sector amidst these developments as now, more than ever, our daily lives still revolve around the use of energy.

Country Chairman of Shell Companies Philippines, Mr. Cesar G. Romero shared how their scenario planning incorporates ingenious ways to provide cleaner energy in the future. This cleaner energy must also be produced in a sustainable and ecologically friendly manner, implying a more efficient system considering it is cheaper to produce a liter of oil than a liter of water. Moreover, while technological advances have reduced the cost of solar energy, more energy-intensive industries such as iron manufacturing, plastic production, and isolation materials still rely heavily on oil to operate.

A bigger challenge, according to Mr. Romero, is providing cleaner energy especially to people that do not have reliable access to basic energy. That number is at 1.2 billion for people without any access at all and another 1 billion for those with access but can be unreliable.

This number of people without reliable access to energy is caused by the lack of democratization in the ownership and use of energy. With few energy owners in the world, social inequity in energy pricing and distribution exists. Sustainable energy, according to Dr. Harish Hande, CEO of SELCO in India, is a possible solution to the distribution and ownership challenges. He elaborated, “Sustainable energy breaks the myths of the present delivery mechanism (and) decentralizes the way energy can be provided. It is where the poor become owners, innovators, and entrepreneurs rather than the poor being looked upon as a source of cheap labor or subsidy beneficiaries.”

Moving forward, panelists concluded that to address these challenges in the energy industry, stronger collaboration among consumers, industry, and the government is needed. As Dr. Hande emphasized, “We should take away the concept of placing energy at the center and ask ourselves what energy should really be used for.”

Left to right: Harish Hande, Cesar G. Romero, Bradley Googins
Panelists were quick to point out that the future of work is not about man versus machines. Instead, it is a future that involves humans and machines working together to solve the world’s toughest challenges. Artificial intelligence (AI) can help business processes become more efficient by optimizing routine jobs. Mr. Rahul Mehrotra of Maluuba in Canada works in an environment that constantly uses AI. He introduced the term “intelligence amplification” as artificial intelligence, in practice, amplifies human intelligence.

And what human intelligence or skills will be needed to thrive in the future? For AIM Associate Professor Dr. Erika Legara, this crucial skill is the ability to learn and to adapt to the speed of this evolution that will become even more rapid in the future. Basic human qualities like curiosity and perseverance, according to Wafagames Founder and CEO Ms. Kathy Gong, are essential—because even as machines are unparalleled at accuracy and computation, only humans are capable of feelings and creativity. “This is precisely how we should approach engineering, science, and humanities,” said Dr. Ayesha Khanna, ADDO AI Co-founder and CEO. After interacting with Eastern Europeans, Dr. Khanna discovered a people who regarded math and science as poetry. It was then she realized that “the truth is something to discover, work for – it is not an answer.”

In a future of work with different modalities involving a diversity of intelligences and technologies, Dr. Khanna called on the government and non-profits to find ways to train people across all demographics and diverse domain knowledge and expertise on how to be part of heterogeneous teams. Dr. Legara supported this collaboration among governments, industries, and executives to work toward greater social inclusion at work. She further elaborated that collaboration may involve a multi-disciplinary approach to teaching data science in a business school to create technical people who understand the business and industry environment where data science tools can be applied.

To increase the impact of AI in solving the world’s biggest challenges, including the widening gap between the rich and the poor in developing nations, and the greater digital divide between developed and developing societies, Dr. Khanna reminded the participants to ensure that AI is integrated into economics and sustainable development. Meanwhile, Dr. Legara advocated for greater government support, specifically in the Philippine context, to aid the private sector in becoming more informed about and gain access to AI and data science.

Left to right: Rahul Mehrotra, Kathy Gong, Ayesha Khanna, Erika Legara, David Grayson
MONEY FOR DREAMERS

In this interactive discussion, social entrepreneurs and funders share experiences and expertise in raising capital for social ventures.

Mr. Korawit Booranakit of Socialgiver stated that, from the social entrepreneur’s perspective, it is imperative that startups exercise prudence in partnering with investors. Given the mission of social enterprise, investors (such as those in Socialgiver’s network) must not only be interested in the return on investment but also in the social impact of the enterprise. Rags2Riches President Ms. Therese Clarence Fernandez-Ruiz also emphasized the necessity of having a deep understanding of the social enterprise's business model when looking for an investor. This ensures a match between the financial needs of the enterprise with the investor’s expectations.

Based on her experience marketing products made by community artisans, conflicts can easily arise between the company’s true priority (social impact to artisans) and meeting the bottom line (product sales to customers). Ms. Fernandez-Ruiz avers that the social entrepreneur must be certain to “make the right choices for the enterprise,” especially in managing the expectations of investors along with other stakeholders.

Ms. Kathy Gong of WafaGames also echoed the balance that the entrepreneur needs to achieve between the enterprise’s return on investment and social impact. She further encouraged social entrepreneurs to think of relationships with investors in the long-term because “you are going to live through the lifetime of your enterprise,” she said.

From an investor's perspective, Ms. Diane Dugan-Eustaquito explained the concept of adventure capital for early-stage startups, as provided by IdeaSpace Foundation where she is Executive Director. Even before a startup can establish a profitable business model or gain traction, IdeaSpace's role is to come in and provide adventure capital to develop the venture. If a prospective startup can obtain the buy-in of the foundation with its initial concept, then it is more likely for the budding entrepreneur to convince its target consumers to try its product and purchase it. In turn, the startup attracts more funding down the road.

AIM COO Mr. Terry Alan Farris pointed to the potential of Asian family businesses. Traditionally giving back to the community through philanthropy, they can evolve into more serious investors in enterprises with social impact. This form of investment has gained more traction, with the establishment of the Impact Investing Exchange in Asia, according to its director Mr. Pranay Sampson. Such a platform will provide social entrepreneurs more access to financial capital to support their dream of social change becoming a reality.

Left to right: Korawit Booranakit, Diane Dugan-Eustaquito, Terry Alan Farris, Kathy Gong
GOVERNANCE: GOOD AND MAINLY ABOUT LAWS?

In a spirited debate on whether good governance is mainly a matter of effective implementation of laws and regulations, or, the practice and efficiency of good leadership skills, Prof. David Grayson of Cranfield University and Mr. Edgar O. Chua of Makati Business Club presented their positions for the audience’s consideration.

Prof. Grayson argued that good governance is primarily about laws and regulations because the rule of law is the very foundation of good governance. Basing his position on the United Nations Commission on Human Rights (CHR) definition of good governance, he stated the manner whereby good governance must be exercised, that is, “free of abuse and corruption, and with due regard to the rule of law.”

In opposing this position, Mr. Chua reverted with a statement by United Nations Economic and Social Commission for Asia and the Pacific (ESCAP): good governance has other characteristics beyond its accordance with the rule of law, namely: it is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, and equitable and inclusive.

Prof. Grayson pointed that the United Nations ESCAP’s analysis regarded the rule of law as the basis of good governance and agreed with Mr. Chua that laws and regulations on their own are not enough. Rather than solely constituting good governance, the law is its basis. But while he emphasized the significance of human rights as fundamental to a just and humane society, the absence of an unbiased, effective implementation of laws and regulations translates into what is missing if a state aims to become a well-governed society. “Bad laws make bad governance and vice versa,” said Prof. Grayson.

To which, Mr. Chua countered with the question, “Who determines what a bad law is?” He argued that the more important question is, “What is ethical?” Laws and regulations may be legal components of government and society yet may not necessarily be ethical. As an example, Mr. Chua cited the practice of avoiding payment of the correct taxes in some jurisdictions. This is considered wrong but not necessarily illegal. Ultimately, his position resonated more with the audience.

Left to right: David Grayson, Edgar O. Chua, Timothy Ong
SMART, LIVABLE CITIES FOR THE NEW CENTURY

Megacities, with at least 10 million residents, are on the rise. As more people flock towards urban areas, panelists describe their vision of smart, livable cities for the new century and how central government, city authorities, businesses, and civil society play a part in such an urban development.

A livable city of the future, Dr. Arturo G. Corpuz of Ayala Land Inc. simply said, is a city that works- with well-functioning infrastructures, making everyone productive, efficient, innovative, and safe. It is a city for everyone- with access to quality basic education, healthcare, and housing, not considered luxuries, but open to all. And it is a city to be enjoyed outdoors, a visual Dr. Corpuz attributed to Bogota, Columbia’s Mayor Enrique Peñalosa. Dr. Ayesha Khanna’s vision of a new smart city also incorporates a democratized infrastructure built around platforms by an ecosystem of public-private partners involving government, businesses, and individual stakeholders. With the installation of CCTV cameras a given in smart cities, Dr. Khanna emphasized the importance of balancing this with people’s right to privacy. Authorities handling the data collected from installed devices should do so with transparency and accountability toward the citizens they serve (i.e., providing information on what data is collected, how it is used, etc.).

The existence of poverty, especially on the fringes of megacities and which may involve employees of businesses, is another risk that smart cities face. Left unchecked, poverty can spread and will need to be mitigated. To address the real risk of poverty, Dr. Corpuz suggested government intervention in mandating onsite, in-city housing so that at-risk individuals in the peripheries may be included in enjoying the benefits that smart, livable cities provide.

AIM professor Dr. Christopher P. Monterola concurred on the centrality of people in every city that is built, with the most important ingredient being the city’s ability “to fulfill the potentials, the aspirations of its people.” Ultimately, Dr. Monterola surmised, practically everyone would be residing in urban cities by the turn of the 22nd century. While providing services such as energy, transportation, and other basic utilities are cheaper in densely populated areas (compared to areas where population is dispersed), the challenge is not merely in understanding the scalability of such services- instead, the planning should focus on solutions that the ecosystem can collaboratively create to provide the space for people to have secure, fulfilled, and complete lives.

Left to right: Christopher P. Monterola, Ayesha Khanna, Arturo G. Corpuz, David Grayson

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The Sisters of Mary Girlstown Hand Bell Ringers is a group belonging to a non-stock profit, non-profit, and non-paying high school run by the Sisters of Mary of the Poor Congregation in Silang, Cavite City (Philippines). The school caters to the children of the poorest of the poor families in the Philippines and provides students with food, shelter and clothing until they graduate.
MAGSAYSAY PEOPLE RESOURCES CORPORATION WINS THE 2018 INTEL-AIM CORPORATE RESPONSIBILITY AWARD

The Magsaysay People Resources Corporation, a leading human resource company in the shipping industry based in the Philippines, was recognized as the winner of the prestigious 2018 Intel-Asian Institute of Management Corporate Responsibility Award (IACRA). The company won among entries from seven countries in Asia and was acknowledged for its inclusive and CSR-embedded business model.

Doris Magsaysay Ho*, Magsaysay Group of Company’s President and CEO reaffirmed the company’s commitment to playing a larger role in addressing issues of poverty and development by identifying and building their supply chains to incorporate inclusive business models and practices. She noted that most of society belong to the bottom of the pyramid but if this is to improve, a shift towards inclusive and sustainable business models, while requiring a completely different mindset, must be done. As a result, the “We Care” program is Magsaysay’s guiding principle in addressing the social and economic development needs of seafarers, employees, their families, and the communities wherein the company operates.

The prestigious IACRA is presented by the Asian-Institute of Management Ramon V. del Rosario, Sr. Center for Corporate Responsibility (AIM-RVR Center) in partnership with Intel Corporation. Over the last 16 years, the AIM-RVR Center has become one of the leading research and program centers focused on corporate responsibility in Asia. Intel is a leading technology innovator and a corporate responsibility leader. The annual award is a testament to the advocacy of the AIM-RVR Center and Intel that CSR can truly be sustainable only when it is integrated into the company’s business model and regarded as fundamental to its strategy.

After a rigorous selection process, the award is given to honor the company in Asia that has taken a fully embedded approach to corporate social responsibility (CSR) in its business model. The main criterion of the award is that the company has made CSR an integral part of the way business is done and has implemented CSR programs with significant impact and sustainability in all appropriate areas of operations. The company should be regarded as a role model and should exert positive influences on its stakeholders, peers, and the community. Ultimately, IACRA recognizes the company and not its specific CSR programs or projects.

*In a keynote speech delivered at 2017 PACIBER Conference, Asian Institute of Management, Makati City, Philippines.
“With the diverse set of speakers and delegates, the idea on what the future might be and the wisdom on how we can create a positive impact to it in order to have a more inclusive world was clearer. As a social entrepreneur, it inspired me to do more and be more.

This has been the most insightful and inspiring conference I have attended so far. Kudos to AIM and RMAF for convening this event!”

- Ma. Trina Celine Cugtas

“This forum was a very good experience in sharing and opening the minds to a vision of a future where inclusion is a byword, where women are empowered, where relevant education is a must, where ethics and justice is a part of all endeavors, where science and technology are not to be feared but embraced as partners in progress and used for the good and advancement of mankind, and eventually where poverty is eliminated. May we all, in big ways or small, contribute to this.”

- Kathryn Lising

“Well curated, great selection of the speakers and facilitators. Of course, quality also applies to the audience. It was such an amazing audience. Topics were all relevant and timely. It wasn’t difficult to resonate with all of the sessions, regardless of which industry you’re coming from. It was also nice that for each topic, audiences were invited to stretch and re-imagine.”

- Michaela Ortega

“My experience with the 2-day Forum themed “The Future Re-Imagined” brought me to a point where I can at least see a bit of what will happen in the near future and prepare for the new ideas and new opportunities that came about and learn from the well selected speakers of what they have to offer and share what they have personally experience . . . those information are priceless.”

- Edsel Dominado

Mr. Mechai stated that social responsibility starts with individual responsibility and education is key in developing people’s mindset to think beyond themselves and how their behaviors and actions can impact other people. Be it the government, private sectors or individuals, we are all responsible for the consequences of our actions. How we treat the people and the environment now will determine what the future will be. What can I contribute to the organization that I work with and the society that I belong? I realized I have a key role to play in determining a better future for us all.

ALICHIT PHOMMAHACK, MM
Coordinator, Swisscontact (Laos)

I found the Asian Forum to be a perfect venue to learn about the trends and innovations affecting enterprises and to establish networks. This event was where businesspeople, entrepreneurs, academics, government officers, student leaders and non-profit workers were gathered together in one roof to discuss about the crucial role of enterprises in building and realizing social ideals amidst technological megatrends and changes in global interactions. Overall, the Asian Forum provided an intriguing glimpse of the future and accentuated the importance of enterprises in promoting a socially desired future.

MARK L. PANGANIBAN, MIB
Management Associate, Citibank (Asia Pacific)

Both the insights from Dr. Legara regarding data management as the new oil and Prof. Towson on how the emergence of Asian super platforms changes everything provided significant insights on how organizations, such as local governments who have a very intricate organizational structure, should invest and prioritize data management, and mainstream the use of new technologies in government processes and services. Luckily for the City Government of Makati, we have long embraced the concept of a smart city and is currently working on programs and projects that would lead the City to becoming the first digital City in the Philippines.

JOYCE B. SY, RSW, MSW
Planning Officer, Makati City (Philippines)

I learned in the Asian Forum that future-proofing means tailor-fitting education with what would matter in the future. Given the advancement in technology and the rapid changes in society’s dynamics due to rising population but decreasing resources, it is important to determine means on how to harness technology to ensure sustainability. Prepare the youth to lead innovations and develop their practical skills so they approach learning as a way for initiating, not merely reacting or following, changes in the future. In time, we can build younger generations that are not only future-proof but also future changers and molders.

AL-ROZANO PALATTAO, MIB
Management Associate, Citibank (Asia Pacific)
SPEAKERS

Roby Alampay  
Editor-in-Chief, Business World

Jaime Augusto Zobel de Ayala  
Chairman and CEO, Ayala Corporation

Korawit Booranakit  
Business Development and Strategic Partnership Manager, Socialgiver

Paolo Maximo F. Borromeo  
President, Ayala Healthcare Holdings

Edgar O. Chua  
Chairman, Makati Business Club

Dr. Arturo G. Corpuz  
Director, Ayala Land Inc.

Prof. Randolf S. David  
Professor Emeritus of Sociology, University of the Philippines

Ross Dawson  
Founding Chairman, Future Exploration Network

Diane Dungan-Eustaquio  
Executive Director, IdeaSpace Foundation - First Pacific Holdings

Terry Alan Farris  
COO, Asian Institute of Management

Prince Dr. Fatmah  
Chairman, Baiduri Bank

Therese Clarence A.C. Fernandez-Ruiz  
President and Founding Partner, Rags2Riches

Kathy Gong  
Co-Founder and CEO, WafaGames

Dr. Bradley Googins  
Executive Director Emeritus, Center for Corporate Citizenship 
Boston College

Prof. David Grayson  
Emeritus Professor, Cranfield University

Anshu Gupta  
Founder, Goonj

Dr. Harish Hande  
Chief Executive Officer, SELCO

Dr. Chang Yau Hoon  
Director of Center for Advanced Research, Universiti Brunei Darussalam

Runa Khan  
Founder and Executive Director, Friendship

Dr. Ayesha Khanna  
Co-Founder and CEO, ADDO AI

Derrick Latreille  
Chief Learning Officer, AC Education

Dr. Erika Legara  
Associate Professor, Department of Analytics, information and Operations 
Asian Institute of Management

Atty. Lilia De Lima  
Former Director-General, Philippine Economic Zone Authority

Rahul Mehrotra  
Product Manager, Maluuba

Dr. Christopher P. Monterola  
Professor and Head, School of Innovation, Technology and Entrepreneurship 
Asian Institute of Management

Dato Timothy Ong  
Chairman, Asia Inc Forum

Philippine Educational Theatre Association (PETA)

Dr. Thitinan Pongsudsichirak  
Director - Institute of Security and International Studies 
Chulalongkorn University

Leni G. Robredo  
14th Vice President 
Republic of the Philippines

Cesar G. Romero  
Country Chairman, Shell Companies in the Philippines

Dr. Chito B. Salazar  
President and CEO, PHINMA Education Holdings

Pranay Samson  
Associate Director, Impact Investment Exchange

Stephanie Sy  
Founder and Lead Data Scientist, Thinking Machines

Chung To  
Founder and Chairperson, Chi Heng Foundation

Prof. Jeffrey Towson  
Professor of Investment, Guanghua School of Management 
Peking University

Mehchai Viravajaya  
Founder and Chairman 
Population and Community Development Association

Amanda Widarmanto  
Founder and Executive Director, We The Teachers