

“MAPping th Future” Column in *INQUIRER*



“Institutionalizing innovation in your organization”

October 25, 2021

Mr. REYNALDO “Rey” C. LUGTU, JR.

Behind every crisis is opportunity, as the adage goes. Astute entrepreneurs and business executives embrace this as their mantra. They invest instead of hold back, may it be in people, property, and even in innovation. The latter is the wellspring of new processes and technologies, giving birth to undiscovered markets and even to creating new industries.

Famed economist Joseph Schumpeter referred to crises as “seedbeds of innovation and entrepreneurship.” “Innovations developed during crises generate the gales of creative destruction that launch new technologies, remake existing industries, and give birth to entirely new ones — setting in motion new rounds of economic growth,” as cited by The Atlantic.

There is a strong business case for organizations to double down on innovation during a crisis. According to a McKinsey study, “Organizations that maintained their innovation focus through the 2009 financial crisis, for example, emerged stronger, outperforming the market average by more than 30% and continuing to deliver accelerated growth over the subsequent three to five years,” Businesses can gain long-term advantages by understanding shifts amid a crisis and the opportunities they present.

But how can you institutionalize innovation in your organizations to build internal capabilities and create the growth engine when the economy bounces back? In our consulting work with organizations, we have helped institutionalize innovation by creating an innovation program with five pillars.

The first pillar is to create an innovation growth blueprint. This involves the senior management team defining innovation goals and boundaries as part of its strategic initiatives. These also define where the organization wants to be such as serving new

markets or creating a seamless digital customer experience. Then decision on resource allocations to run and execute the program and its outcomes must be defined as well. The next pillars include the innovation program components themselves.

Innovation training and enablement is the second pillar. This involves opening the mindsets of the employees to innovation possibilities and teaching the organization members on the tools and techniques in generating ideas and bringing them into fruition within the boundaries set by the company.

As part of our consulting work, we run several enablement programs and workshops to achieve these, such as ‘Design Thinking’, ‘Innovative Thinking’ and ‘Lean Principles’, to provide the methodologies for employees to bring about innovation in their respective departments or across groups.

When the target organization members are already enabled, the next pillars involve setting up the innovation process. The third pillar, which is the idea harvesting, involves setting up a system to gather and collect ideas from the employees through several channels such as a digital form, an app, or through the company intranet. This should be run by an innovation program administrator who consolidates the ideas generated, convenes an innovation council that screens the ideas, and monitor and communicates the screening results. This brings us to the fourth pillar, which is idea screening.

In idea screening, an innovation council composed of managers and executives from across departments is set up with the aim of reviewing the ideas gathered and selecting the top ideas on a quarterly basis. The quarterly finalists will bring their ideas to prototyping level to evaluate their desirability, feasibility, and viability. Finally, the top winners are selected at the end of the year.

The last pillar involves rewards and recognition to those which qualify in the quarterly and annual selection. They may involve monetary and non-monetary rewards such as inclusion to the Innovation Hall of fame. These will further motivate the organization members to think of innovations.

To institutionalize innovation across the organization, the ultimate measure is the change in the behaviors of the employees. The five pillars should be integrated into the key performance indicators of the organization members in order to make innovation a permanent part of the organization’s culture.

(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is the Co-Vice Chair of the MAP ICT Committee, CEO of Hungry Workhorse Consulting, a digital and culture transformation consulting firm, Fellow at the US-based Institute for Digital Transformation. He teaches strategic management in the MBA Program of De La Salle University.



Ms. PACITA “Chit” U. JUAN

“WHY THERE IS NO DEMAND FOR ORGANIC”

October 26, 2021

When people talk about the term “organic”, usually they confuse it with hydroponic, farm-raised products, anything that is green leafy vegetable or anything that seems to be fresh, regardless if it is certified or comes from an accredited supplier. But what is really organic?

Our journey with organic farming and organic retailing started more than 15 years ago when we attended the First Organic Coffee Conference in Kampala, Uganda. That must have been year 2004. Right about that same time, Patrick Belisario, an organic advocate started and NGO that would certify organic products in the Philippines. I met him and we soon travelled to coffee farms from up north in Kalinga to the south in Cavite, as he was my first organic consultant.

Fast forward to 2021 and Patrick and I again talk about our advocacy to promote Organic consumption and production. From just 5 farms in 2005, we now have about 120 farms that are certified organic BUT... all their products are usually for export markets. Imagine the growth from 5 to 120! How about products for local consumption? The growth of certified farms has been dismal from 6 in 2005 to just 50 in 2020. That low rate of growth is due to low market demand. I think it is because people think anything green is organic. Anything fresh is organic. So farmers do not see a need for organic certification if it is just for local consumption.

So the target stated by Patrick in 2003 to certify 50,000 hectares of sugarcane, turmeric, coconut was achieved, but for export markets. Not local. Do we not care about consuming certified organic produce? Or are we lacking in awareness and information?

So we asked each other? Why does the local consumer not pull the farmer along? Why does the farmer not care about organic certification? Even with the Dept. of Agriculture devoting Millions of resources for Organic Farming and FREE certification (you can even get a grant of P500,000 for organic certification), why is there not much growth in demand?

Why do we not care if what we are buying is organic?

First, farmers are not able to market their produce directly to consumers. Because there are consolidators and a pechay that’s organic also looks like a pechay that is not

organic, they get mixed up and the farmer who spent more time and money staying organic, alas, is not rewarded with a premium.

Second, the government may be concentrating on the production side and not the “market” side of what should be a continuum. Who will market or “sell” organic if not the farmers who spent more resources making sure they do not use chemical fertilizers and pesticides?

What happens then? The ones who survive are small farms selling to small markets. Take for example: the app called Session Groceries. They state if a vegetable comes from an organic farm or a traditional farm (meaning not organic). So when I buy from them, I choose the farm I get from and then I just trust that X farm is organic while the others are not.

How do we develop market demand for organic produce? Every consumer must be aware about traceability of the produce --- supermarket or retailer and back to the very farmer.

>QR codes could be used to show where these farms are.

>Consumers must look for a mark and pay a premium or reward to the farmer for helping us have access to healthier produce.

>We must look for a third party to verify and assure us that certification is important.

>We must help the farmer sell his “better” produce and be paid well for it (fair trade).

In these days where what we eat is a big help in increasing immunity to disease, we must help the farmer market directly to us. Or help the farmers group themselves into associations or groups that espouse organic farming. Only by that consolidation can we be assured of better and healthier produce. Be it rice, coconut sugar, coffee or vegetables.

As a consumer,

1. We must read and be more aware about the difference between organic and hydroponic.
2. We must support farmers’ groups and buy from them or ask our local retailer to patronize these farmers who practice organic agriculture.
3. We must know the difference between GAP (Good Agricultural Practices) vs Organic Farming Practices. Yes, there is a difference.
4. We must shift to organic eggs, vegetables, rice and coffee.

Until the consumer helps to drive demand, the organic farmer may go back to traditional ways using chemicals and pesticides, and just grow enough organic produce only for his family’s consumption.

So, if we want to eat healthier produce, we must play our part in the equation.

The final question: why is the government not driving the Organic movement? Makes you wonder what the powers that be are eating as their salads. Why do they not care much? I heard that in China, the biggest growth in organic markets happened when

people started to get sick and did not trust their own produce. They imported organic certified vegetables for the rich and powerful.

How about us? Is organic reserved only for the rich and powerful? Or do they even know the difference between healthy food and unhealthy vegetables, rice and coffee?

It's about time we discussed our options on what to eat and where to buy from. The farmer knows. But do we know our farmer? Makes you want to grow your own food if you'd not know your farmer.

Make the choice: Plant your food, or pay your organic farmer well. I am telling you the latter is the easier and better way to go.

Eat good, clean and fair food.

(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is Member of the MAP Diversity and Inclusion Committee, Chair of the Philippine Coffee Board, Councilor of Slow Food (www.slowfood.com) for Southeast Asia and is an advocate for organic agriculture. Feedback at [<map@map.org.ph>](mailto:map@map.org.ph) and [<pjuan29@gmail.com>](mailto:pjuan29@gmail.com). For previous articles, please visit [<map.org.ph>](http://map.org.ph))

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Vincent Lau
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October 28, 2021 1:00 PM -5:00 PM via Zoom

- Current and Emerging Technologies Used in the Industry
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- Workshop Part 2: ISTE Assessments
- Workshop Part 3: Integrating ISTE in the HRIS (Human Resource Information System) and SIS (Student Information System)
- Workshop Part 4: Integrating ISTE for Recruitment, Training and Human Resource Management
- Workshop Part 5: Integrating ISTE into the Curriculum and Setting Cut-off Standards for College Levels or Graduation Requirement



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Philippines Chapter



MR. REX WALLENTAN
Director
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MS. JUNESSA A. LUMBRES
Deputy Principal
Southville International School
and Colleges Special Programs
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PLANETARY AND GLOBAL HEALTH PROGRAM

The Future of Digital Health

Conversation Webinar

Wednesday, November 10, 2021
4:00 PM - 5:30 PM Manila Time



Register at bit.ly/stlukesdigitalhealth



Dr. Alvin Marcelo

Dr. Saira Ghafur

Dr. Ivy Patdu

Ms. Dorothea Koh

Mr. Cholo Tagaysay

Ms. Cherry Pie Valencia

Dr. Renzo Guinto





2nd MAP
NextGen CEO Web
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HOW CAN I BE A STEWARD OF THE FUTURE?

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October 22, 2021

Circular No. 116 - 2021

Subject: NOTICE OF ANNUAL GENERAL MEETING OF MAP MEMBERS FOR 2021

Dear MAP Member:

Please be informed that the Annual General Meeting of the Members of the Management Association of the Philippines (MAP) will be conducted virtually on November 22, 2021, Monday, from 12:30 PM to 2:30 PM via teleconferencing, pursuant to Securities and Exchange Commission (SEC) Memorandum Circular No. 6, Series of 2020, using the conferencing software VIRNEW. The VIRNEW link will be provided to you by email or Viber before the meeting.

The AGENDA for the MAP Annual General Membership Meeting will be as follows:

Part I - MAP Annual General Membership Meeting

1. Call to Order
2. Certification of Notice and Quorum
3. Approval of Minutes of the November 23, 2020 MAP Annual General Membership Meeting
4. MAP President's Report on the MAP's 2021 Programs and Activities, Membership Status and Financial Condition
5. Induction of New MAP Members
6. Other Matters

Part II - Awarding Ceremony for ***"MAP Management Man of the Year 2021"***

7. Reading of Citation for ***"MAP Management Man of the Year 2021"***
8. Conferment of the Award
9. Acceptance Speech of the Awardee
10. Closing Remarks
11. Adjournment

The MAP General Information Sheet and its attachments, minutes of the November 23, 2020 Annual General Membership Meeting, and other documents related to the November 22, 2021 meeting can be accessed through the new MAP website <map.net.ph>.

The meeting proceedings will be recorded in audio and video format via VIRNEW with live streaming via Facebook.

If you have questions about the conduct of the meeting, you may send an email to <map.map@map.org.ph>.

Thank you!

Issued on October 22, 2021 in Makati City.

Very truly yours,



MARIANNE B. HONTIVEROS
MAP Secretary

November 22, 2021, Monday, 12:30 PM to 2:30 PM



“MAP Management Man of the Year 2021” Awarding Ceremony and MAP Annual General Membership Meeting



Amb. CARLOS CHAN

“MAP Management Man of the Year 2021”

Chair, Liwayway Group





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 RAMON LOPEZ Secretary Department of Trade and Industry (DTI) SPEAKER	 DAVID ALMIRAL CEO & Founder, Multisys Technologies Corporation SPEAKER	 ZOE CHI Vice President J&T Express Philippines SPEAKER	 MARTHA SAZON President & CEO Mynt/ GCash SPEAKER	 DANTE "KLINK" ANG II President & CEO The Manila Times MODERATOR	 BEN KRITZ Columnist The Manila Times MODERATOR
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Screenshots from the October 25, 2021 MAP Special General Membership Meeting on “Ensuring Clean, Honest, Accurate, Meaningful and Peaceful Elections”



Special General Membership Meeting



ENSURING CLEAN, HONEST, ACCURATE, MEANINGFUL AND PEACEFUL ELECTIONS


October 25, 2021, Monday, 12:30 PM to 2:30 PM via ZOOM A Joint Project of MAP National Issues Committee and MAP Social Justice Committee


Speakers		Reactors		
 Comm. MA. ROWENA AMELIA V. GUANZON Commissioner Commission on Elections (COMELEC)	 Ms. MYLAC. VILLANUEVA Chair Parish Pastoral Council for Responsible Voting (PPCRV)	 Mr. AUGUSTO "Gus" C. LAGMAN National Chair, National Citizens' Movement for Free Elections (NAMFREL)	 Atty. CHRISTIAN "Chris" S. MONSOD Chair Eleksyon 2022 Koalisyon	 Dr. RONALD "Ron" U. MENDOZA Dean, Ateneo de Manila University - School of Government (ASOG)
Moderator				
 Ms. MARIANNE "Maan" B. HONTIVEROS Secretary, MAP Managing Director, CEO Advisors, Inc.				


Recording... LIVE on Custom Live Streaming Service View



Ms. MARIANNE "Maan" B. HONTIVEROS



Myla Villanueva PPCRV


Mr. GUS LAGMAN


Christian S. Monsod


Dr. RONALD "Ron" U. MENDOZA


Dr. William Yu


Mr. AUGUSTO "Gus" C. LAGMAN

Unmute Start Video Participants 88 Q&A 8 Chat 27 Share Screen Raise Hand Pause/Stop Recording Leave

Screenshots from the October 26, 2021 MAP Webinar on “EDSA BUSWAY: Assessment and Way Forward”



MAP CEO Academy Webinar



EDSA BUSWAY: Assessment and Way Forward

October 26, 2021, Tuesday, 12:30 PM to 2:30 PM via ZOOM *A Project of MAP Transportation and Infrastructure Committee*

Speakers



Dr. VAUGHN F. MONTES
National Consultant to the Public-Private Partnership (PPP) Center, NEDA



Engr. RENE SANTIAGO
CEO
Bellwether Advisory Services, Inc.



Dr. ROBERT SIY
Co-Convenor
Move as One Coalition

Q&A Panel Members



Mr. REX C. DRILON II
Member, MAP T&I Committee
Chair, Institute of Corporate Directors (ICD)



Usec. GLICERIO "Glicer" V. SICAT
Member, MAP T&I Committee
Former Undersecretary, DOT
Consultant, Inter Pacific Capital Corp.

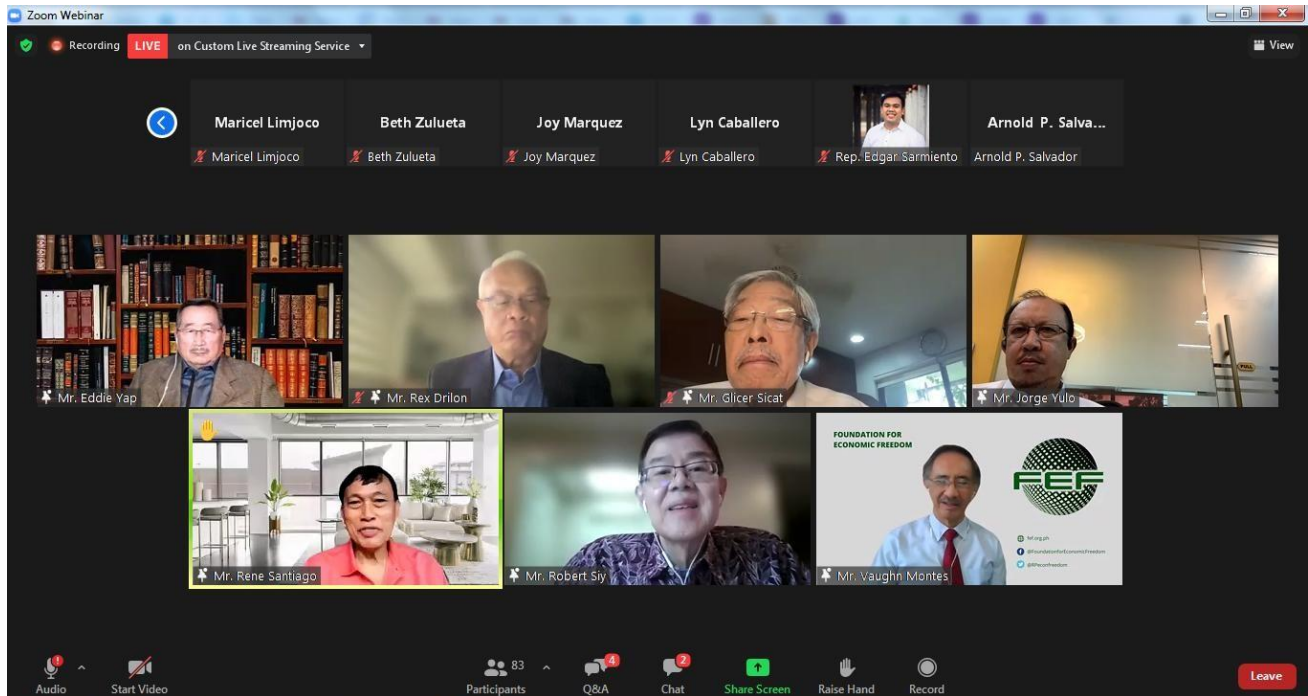


Mr. JORGE M. YULO
Member, MAP T&I Committee
President and CEO
1 Document Corp.

Moderator



Mr. EDUARDO "Eddie" H. YAP
Chair, MAP Transportation and Infrastructure (T&I) Committee
President and CEO, Clairmont Group



The screenshot shows a Zoom Webinar interface. At the top, it indicates 'Recording LIVE on Custom Live Streaming Service'. Below this is a list of participants: Maricel Limjoco, Beth Zulueta, Joy Marquez, Lyn Caballero, Rep. Edgar Sarmiento, and Arnold P. Salvador. The main area displays a grid of video feeds for several speakers: Mr. Eddie Yap, Mr. Rex Drilon, Mr. Glicer Sicat, Mr. Rene Santiago, Mr. Robert Siy, Mr. Vaughn Montes, and Mr. Jorge Yulo. A logo for the 'FOUNDATION FOR ECONOMIC FREEDOM (FEF)' is also visible. At the bottom, the Zoom control bar shows options for Audio, Start Video, Participants (83), Q&A, Chat, Share Screen, Raise Hand, Record, and Leave.

“MAP Bulletin Board” Viber community

Dear MAP Member:

Please join the “MAP Bulletin Board” Viber community. All MAP announcements will be posted there.

To join, please click on the following link:

<https://invite.viber.com/?g2=AQB96LUTksl4X03UidOSgWDEPCjwdBfZLGFrjkuDpC1j%2FCpAHFFj0kgzkmWL2hvc>

Thank you!

ARNOLD P. SALVADOR
MAP Executive Director

MAP Talks on Youtube

<https://www.youtube.com/user/TheMAPph>

Interview of MAP Ease of Doing Business Committee Vice Chair JADE ROXAS-DIVINAGRACIA on the "Top executives upbeat about recovery, disappointed with vaccine rollout" in "CNN Philippines" hosted by Rico Hizon on September 17, 2021:



<https://www.youtube.com/watch?v=0NBUe5VdE8Y>

Video Recording of the September 14, 2021 MAP International CEO Conference



FACEBOOK - <https://www.facebook.com/map.org.ph/videos/914003119213053>

YOUTUBE – www.youtube.com/TheMAPph

Speakers' presentations <https://mapceoconference.ph>

Video Recording of September 13, 2021

Media Briefing for PwC-MAP 2021 Philippine CEO Survey Results



<https://us02web.zoom.us/rec/play/ePHQ1MYFfIOO8H1ffs1S17T0rPie3lYi9Y9bZ9muGekk85gnLNg4KswJTOIzzppR1b5xE5u-gZck4N0Lh3zzMutz-rez-c6>

Video Recordings of MAP GMMs

- 1. October 25, 2021** MAP Special General Membership Meeting on “Ensuring Clean, Honest, Accurate, Meaningful and Peaceful Elections” with COMELEC Commissioner MA. ROWENA AMELIA V. GUANZON and Parish Pastoral Council for Responsible Voting (PPCRV) Chair MYLA C. VILLANUEVA as speakers and Mr. AUGUSTO “Gus” C. LAGMAN, National Chair of National Citizens' Movement for Free Elections (NAMFREL), Atty. CHRISTIAN “Chris” S. MONSOD, Chair of Eleksyon 2022 Koalisyon, and Dr. RONALD “Ron” U. MENDOZA, Dean of Ateneo de Manila University - School of Government (ASOG)
- 2. October 12, 2021** MAP General Membership Meeting on "Addressing the Learning (Education) Crisis” with Secretary LEONOR M. BRIONES of the Department of Education (DepEd), Ms. RINA LOPEZ BAUTISTA, Co-Founder and President of Knowledge Channel Foundation, and Mr. RAMON R. DEL ROSARIO, JR., Chair of Philippine Business for Education (PBEd)
- 3. September 7, 2021** MAP-PMAP Annual Joint General Membership Meeting (GMM) on “Leap-frogging Digital Talent Development” with Ms. JO ANN ROSARY ASETRE, APAC Customer Success Manager of Lee Hecht Harrison, Usec. EMMANUEL REY R. CAINTIC, Undersecretary for Digital Philippines of the Department of Information and Communications Technology (DICT), Sec. FORTUNATO T. DE LA PEÑA of the Department of Science and Technology (DOST), Mr. REX WALLEN TAN, General Manager of Hopkins International Partners, Inc., and EurIng. HENRY K. H. WANG, International Advisor and Author, President of Gate International and Member of G20/B20 Global Taskforce, as speakers
- 4. August 25, 2021** MAP Special GMM on “ADDRESSING THE COUNTRY’S HUNGER PROBLEM” with Cabinet Secretary KARLO A.B. NOGRALES, Philippine Business for Social Progress (PBSP) President REYNALDO ANTONIO D. LAGUDA, and Ms. MARGOT TORRES, Private Sector Lead of *Pilipinas Kontra Gutom!* As speakers; and *Tanging Yaman* Foundation Chair, Fr. MANUEL V. FRANCISCO, S.J.!, Brain Trust, Inc. Chair, Dr. CIELITO F. HABITO, and Maginhawa Community Pantry Founder ANA PATRICIA NON as Reactors
- 5. August 18, 2021** MAP Arts & Culture Lecture and Virtual Tour of “*HERITAGE AND ANCESTRAL HOMES*” featuring Ms. JOVY ACUZAR, Corporate Marketing Director of *Las Casas Filipinas de Acuzar*, and Mr. DEXTER MANANSALA, Arts & Culture Director of *Las Casas Filipinas de Acuzar*
- 6. August 10, 2021** MAP General Membership Meeting on “ENSURING THE COUNTRY’S ENERGY SECURITY” with Sen. SHERWIN T. GATCHALIAN, Chair of Senate Committee on Energy, as the main speaker and Atty. RAY C. ESPINOSA, President and CEO of MERALCO, Atty. JOSE M. LAYUG, JR., President of Developers of Renewable Energy for AdvanceMent, Inc. (DREAM), and Atty. ANNE E. MONTELIBANO, President of Philippine Independent Power Producers Association (PIPPA), as Reactors

7. **July 13 2021** MAP General Membership Meeting on “Governance Champions: HOW INDEPENDENT DIRECTORS CREATE VALUE?” with Atty. ANGELICA “Nenet” LAVARES, Director of Metrobank and Prulife UK; Mr. ALFREDO “Fred” E. PASCUAL, Lead Independent Director of SM Investments Corporation, Ms. FLORENCIA “Flor” G. TARRIELA, Former Independent Director and Board Chairwoman of the Philippine National Bank (PNB) and the first and only Independent Director Chairwoman in the Commercial Banking Industry; and Mr. ROMAN ZYLA, Senior Corporate Governance Officer and currently the Regional Corporate Governance Lead for East Asia Pacific of the International Finance Corporation; as Panelists; and Mr. JONATHAN JUAN “JJ” DC. MORENO, Co-Vice Chair of the MAP Corporate Governance Committee and Chief Strategy and Governance Officer of Metro Retail Stores Group, Inc. (MRSGI), as Emcee/Moderator.

8. **June 8, 2021** MAP General Membership Meeting on "ADDRESSING THE CLIMATE CRISIS" with Deputy Speaker LOREN LEGARDA, Representative of Lone District of Antique of House of Representatives, Mayor ANDRES “Andy” D. DANGEROS, Mayor of Municipality of Sablayan, Occidental Mindoro, and Mr. ILLAC ANGELO “Illac” A. DIAZ, Founder and Executive Director, Liter of Light and MyShelter Foundation

Video Recordings of MAP Webinars

9. **October 25, 2021** MAP Webinar on “*EDSA BUSWAY: Assessment and Way Forward*”

10. **October 19, 2021** MAP Webinar on “*Monetizing Data*”

11. **September 29, 2021** MAP Arts & Culture Lecture on “*From Grassland to Metropolis: Evolution of Makati CBD*”

12. **September 28, 2021** MAP Webinar on “THE RISE OF CHALLENGER BANKS (BSP-Approved Digital Banks)”

13. **July 21, 2021** MAP Arts and Culture Lecture on "INVESTING IN ART AND RARE COLLECTIBLES: The View from the Auction Room" featuring Mr. RAMON “Richie” E.S. LERMA, Co-Founder, Chair and Chief Specialist of Salcedo Auctions

14. **June 25, 2021** MAP Webinar on ““BPOs, Exporters and OFWs: How can they bring the Dollar Income back?” with Director LEVINSON ALCANTARA, Director for Pre-Employment Services Office of the Philippine Overseas Employment Administration (POEA); MAP Member BENEDICT HERNANDEZ, Chair of IT & Business Process Outsourcing of the Philippines, Inc. (IBPAP); and MAP Member SERGIO ORTIZ-LUIS, President of Philippine Exporters Confederation (PhilExport)

15. **May 31, 2021 MAP Webinar on "Transformational Land Transportation Systems" with Usec. TIMOTHY JOHN R. BATAN, Undersecretary for Railways of the Department of Transportation (DOTr), and Atty. MARTIN DELGRA III, Chair of the Land Transportation Franchising and Regulatory Board**
16. **May 4, 2021 MAP Webinar on "THE DIGITAL UPHEAVAL IN FINANCE - Implications for Developing Markets" with Prof. RANDALL S. KROSZNER, Deputy Dean for Executive Programs and Norman R. Bobins Professor of Economics of The University of Chicago Booth School of Business**

MAP Legacy Series 2019 on ANC featuring the following:

17. **MMY 1996, Mr. DAVID M. CONSUNJI**
18. **MMY 1998, Gov. GABRIEL C. SINGSON**
19. **MMY 1999, Mr. HENRY SY, SR.**
20. **MMY 1967, Mr. WASHINGTON Z. SYCIP**
21. **MMY 2006, Dr. GEORGE S.K. TY**
22. **MMY 1992, Amb. ALFONSO T. YUCHENGO**

The MAP Lifestyle Masters on Living Well and Aging Well

Happy Birthday to the following MAP Members who are celebrating their birthdays within October 1 to November 30, 2021

October 1

1. Mr. EMMANUEL "Noel" S. BORLONGAN, Public Affairs and Advocacy Director, Johnson & Johnson

October 2

2. Mr. MICHAEL HARRIS "Michael" CONLIN, President and CEO, Henry & Sons Trading and Manufacturing Company, Inc.
3. Atty. TEODORO "Teddy" A. Y. KALAW IV, Principal, Kalaw & Associates Law
4. Ms. JUDITH V. LOPEZ, Independent Director; Chair, Audit Committee and Risk Compliance Oversight Committee, Philippine Veterans Bank
5. Mr. JOSE FELICIANO "Tito" SANTOS, VP for Finance and Treasurer, Ateneo de Manila University
6. Mr. RICHARD RAYMOND "Ricky" B. TANTOCO, President and COO, Energy Development Corporation

October 3

7. Mr. RONNIE B. ALCANTARA, Trustee, CIBI Foundation, Inc.
8. Ms. MARIA TERESITA "Marites" T. DAGDAG, President, Clorox International Philippines, Inc.

October 4

9. Mr. FRANCIS C. LAUREL, President, Toyota Batangas City

October 5

10. Mr. ANTHONY "Tony" T. ROBLES, President, Coastside Homes Properties Inc.
11. Mr. JOSE JESUS "JJ" F. ROCES, Director of Shared Services, Intercare Chiropractic Center, Inc.

12. Mr. RAUL B. TAN, President and CEO, Howden Insurance & Reinsurance Brokers (Phil.) Inc.

October 6

13. Mr. D. ARNOLD A. CABANGON, President, Fortune Life Insurance Co., Inc.
14. Mr. JOSE VICTOR "Victor" P. PATERNO, President and CEO, Philippine Seven Corporation
15. Ms. MARRIANA "Hannah" H. YULO, Chief Investment Officer and SVP for Corporate Finance, DoubleDragon Properties Corporation

October 7

16. Mr. SAEED MOHAMMAD AHMAD ALI AHMAD, General Manager Philippines, Etihad Airways
17. Mr. JESUS JOEY "Joey" T. MARCELO, CEO, Sante International Inc.
18. Atty. FELIX "Dodie" T. SY JR., Managing Partner, Insights Philippines Legal Advisors

October 8

19. Ms. MARIA CRISTINA "Ginbee" L. GO, President, BPI Family Savings Bank

October 9

20. Mr. EDGAR "Ed" O. CHUA, CEO, De La Salle Philippines
21. Ms. ANDRONICA "Nica" T. ROMA, President and General Manager, Nikka Trading

October 10

22. Atty. MARIE-ROSE "Tenten" BARRAMEDA LIM, President, Citicorp Capital Philippines, Inc.
23. Mr. JOSE MA. ANTONIO "Jam" M. MACALINO, Country Head, Asset Services, CBRE GWS IFM PHILS. CORP.
24. Mr. RENATO "Rene" B. PADILLA, General Manager, Philippine International Convention Center (PICC)
25. Mr. MAGTANGOL "Doy" A. ROQUE JR., President, M2.0 Communications, Inc.
26. Atty. MARIA GEORGINA "Gina" J. SOBERANO, Principal, Tax, KPMG R. G. Manabat & Co.

October 11

27. Prof. PAOLO ANTONIO "Paolo" L. AZURIN, Head of Investment Banking - Philippines, CLSA Exchange Capital, Inc.
28. Mr. ROBERTO JOSE "Bobby" L. CASTILLO, President and CEO, EEI Corporation
29. Mr. NICASIO "Nic" L. LIM, Senior Advisor, JG Summit Holdings, Inc.
30. Mr. VLADIMIR "VJ" M. MANUEL, Chief Innovation and Growth Officer, Pointwest Technologies Corporation

October 12

31. Mr. SHAILESH "SB" BAIDWAN, President, PayMaya Philippines, Inc.
32. Ms. MARISSA DEL MAR, President, Millicent Productions
33. Mr. RAUL C. PAGDANGANAN, President and CEO, Cardinal Santos Medical Center
34. Dr. ENRIQUE "Ricky" Y. YAP JR., EVP, Manila Hotel
35. Mr. FRANK S. GAISANO, Chair and CEO, Metro Retail Stores Group, Inc. (MRSGI)

October 13

36. Mr. EDUARDO "Eddie" H. YAP, President and CEO, Clairmont Group

October 14

37. Atty. CARLOS ALFONSO "Caloy" T. OCAMPO, Founding Partner and Senior Partner, Ocampo and Manalo Law Firm
38. Mr. ARTHUR "Art" R. TAN, CEO, Integrated Micro-Electronics, Inc.

October 15

39. Mr. AURELIO NOEL "Noel" G. DAYRIT, President and Head of Investment Banking and Advisory, Maybank Kim Eng Capital, Inc.
40. Mr. ANDRES "Andi" M. LICAROS JR., President and CEO, Asian Hospital, Inc.
41. Atty. GIANNA R. MONTINOLA, SVP, Far Eastern University (FEU)

October 16

42. Dr. EDWARD "Ed" L. FERREIRA, Special Envoy of the Duterte Administration to the Republic of Kazakhstan and President and CEO, Ferycor International Management Group, Inc.

October 17

43. Dr. DONALD PATRICK "Donald" L. LIM, COO, DITO CME Holdings Inc.

44. Mr. JAIME NOEL "*Joel*" SANTOS, President and Co-Founder, Thames International School
45. Ms. MARIA MARGARITA "*Margot*" TORRES, Managing Director, Golden Arches Development Corporation (McDonald's Philippines)

October 18

46. Mr. AURELIO "*Rey*" O. ANGELES, President, Filipinas Multi-Line Corporation
47. USec. ERNESTO "*Nesty*" G. CAROLINA, Administrator, Philippine Veterans Affairs Office (PVAO)
48. Mr. PATRICK C. PARUNGAO, Center Head, UST Global, Inc.
49. Mr. DAVID ANDRE "*David*" P. SISON, President, Mamamia Foods, Inc.
50. Mr. BRYAN SPENCER "*Bryan*" U. YAP, President and COO, Lepanto Consolidated Mining Company

October 19

51. Ms. TERESITA "*Tessie*" SY COSON, Vice Chairperson, SM Investments Corporation
52. Ms. NIKKI TANG, CEO, DMARK Corporation

October 20

53. Mr. RODELIO "*Dode*" C. ARCILLA, President, Enterprise Information Technology Corporation (EITC)
54. Mr. LEONARDO "*Dong*" R. ARGUELLES JR.
55. Dr. ALFREDO "*Alran*" R.A. BENGZON
56. Mr. CEZAR "*Bong*" P. CONSING, former President and CEO, Bank of the Philippine Islands (BPI)
57. Atty. RUBEN T. DEL ROSARIO, Managing Partner, Del Rosario & Del Rosario Law Offices
58. Mr. PATRICK RICHARD "*Patrick*" D. REIDENBACH, President, Ubaldo Reidenbach Solutions, Inc. (UR Solutions)

October 21

59. Mr. ROBERTINO "*Robert*" E. PIZARRO, President, A. Brown Company, Inc.

October 22

60. Dr. JIKYEONG KANG, President and Dean, Asian Institute of Management (AIM)
61. Ms. MARIA ROSARIO "*Charrie*" YULO-NG, Managing Director, Carmelray Industrial Corporation
62. Atty. EUNEY MARIE MATA "*Euney*" J. PEREZ, Managing Partner, Mata-Perez, Tamayo and Francisco Attorneys-at-Law
63. Mr. OSCAR ALESON "*Oscar*" TORRALBA, Chair and CEO, Town Holdings Corporation

October 23

64. Mr. IAN PHILIPPE "*Ian*" W. CUYEGKENG, EVP and COO, Philippine British Assurance Co., Inc.
65. Mr. JOSE BEN "*Joeben*" R. LARAYA, Chair, ULTREX Management and Investments Corporation
66. Dr. SIEGFRED "*Yeye*" L. MANAOIS, Chief, Piers Inspection Division, MICP, Bureau of Customs
67. Mr. ERICSON "*Eric*" SUPAN MARANAN, CFO, Sante International Inc.

October 24

68. Ms. NATIVIDAD "*Nabbie*" N. ALEJO, Co-Founder and Managing Director, Alpha Primus Advisory, Inc.
69. Mr. CESAR R. CONCIO JR., Chair, Vision Exponents, Inc.
70. Ms. MA. CRISTINA "*Angel*" SANTIAGO ROSALES, President and CEO, Professional Payroll Specialists Inc. (PPSI)

October 25

71. Ms. MARIVIC H. DEL PILAR, Vice President, Victory Liner, Inc.
72. Dr. ROBERTO "*Obet*" P. SALVINO, President and Chair, Salvino Agri-Industrial Machinery
73. Mr. JAMES G. VELASQUEZ, President and CEO, Philippine Telegraph and Telephone Corporation (PT&T)

October 27

74. Ms. DIANA "*Dianne*" P. AGUILAR, Chair, SB Capital and Investments Corp.
75. Mr. REX C. DRILON II, Vice Chair, Center for Excellence in Governance
76. Mr. JEFFREY "*Jeff*" C. LIM, President, SM Prime Holdings, Inc.
77. Mr. BENJAMIN "*Ben*" S. SANTOS, President, AS Realty Corporation

October 28

78. Ms. DOROTHY DRYSDALE, Head, Internal Communications, Marsman Drysdale Group
79. Mr. PAULINO "*Jun*" B. FERNANDEZ, JR., CEO, Global CoMRCI

80. Atty. TERESITA "Tess" J. HERBOSA, Of Counsel, ACCRALAW

October 29

81. Mr. GERARD "Jerry" H. BRIMO, President and CEO, Nickel Asia Corporation (NAC)
82. Mr. RAMON R. DEL ROSARIO JR., President and CEO, PHINMA, Inc.
83. Ms. VIRGINIA GARRIDO LANE, VP and Treasurer, Lane Moving and Storage, Inc.
84. Mr. REYNALDO "Rey" C. LUGTU JR., President and CEO, Hungry Workhorse Consultancy, Inc.
85. Ms. RIZALINA "Riza" G. MANTARING, Board Director, Sun Life Grepa Financial Inc.
86. Mr. ARIEL C. ONG, President, First Philec

October 30

87. Atty. PATRICK T. AQUINO, Head of Energy Utilization Management Bureau, Department of Energy (DOE)
88. Atty. ROBERTO "Boy" N. DIO, Senior Litigation Partner, Castillo Laman Tan Pantaleon & San Jose
89. Ms. ANNA IRMINA "Minette" B. NAVARRETE, President, Kickstart Ventures, Inc.

October 31

90. Mr. EDGARDO "Ed" H. ANGELES, President and CEO, Selegna Holdings Corporation
91. Mr. ARSENIO "Toto" G. BARCELONA, President, Harbest Agribusiness Corporation
92. Dr. CATHERINE "Karen" V. DE ASIS, Chief Brand Strategist, MKS Marketing Consulting and Training Corporation
93. Mr. ANTHONY OUNDJIAN, Managing Director and Senior Partner, Boston Consulting Group (BCG) Southeast Asia
94. Mr. LEONCIO "Joey" D. PAZ, VP - Interbranch Operations and Head of ICT, Simplex Industrial Corporation
95. Ms. MILAGROS "Mila" F. SERING, COO and Senior Managing Director, Seven Seven Global Services, Inc.

November 1

1. Ms. ARLEEN MAY "Ayen" S. GUEVARA, SVP and Chief Investment Officer, Philam Life

November 2

2. Mr. ANTONIO "Tony" C. MONCUPA JR., CEO, East West Banking Corporation
3. Mr. ROMEO "Romy" D. UYAN JR., COO, China Banking Corporation

November 3

4. Ms. NERISSA "Neri" S. REYES, President, AVANTI People Partnership International, Inc.

November 4

5. Mr. JERAHMEEL FANDRALL "Jer" B. CHEN, GM and VP-Finance, Trans-tec International Marketing Phils. Inc.
6. Mr. CHARLES A. GAMO, Director, Strategic Investments, PTC Holdings
7. Ms. GWENDOLYN "Gwen" DE LARA KELLEY, Chief Technology Officer, The Insular Life Assurance Co., Ltd.
8. Mr. EDGARDO "Ed" G. LACSON, President, MIS Maritime Corporation
9. Ms. KRISTINE "Tin" ROMANO, Managing Partner, McKinsey & Company November 4
10. Mr. DONAVAN YU, CEO, Journeytech, Inc.

November 5

11. Mr. FEDERICO "Fred" V. BORROMEO
12. Mr. ANTONIO "Tito" A. HENSON, Chair and CEO, Access and Projects Management, Inc.

November 6

13. Mr. DENIS H. NIXON, President, Cornerstone Performance International Inc.

November 7

14. Mr. J. ANTONIO "Jun" A. CABANGON JR., Chair and CEO, Fortune General Insurance Corporation

November 8

15. Mr. JOSE MARI "Jomari" H. BANZON, President, SM Development Corporation
16. Mr. OSCAR J. HILADO, Chair, Philippine Investment Management (PHINMA) Inc.

November 9

17. Engr. FERDINAND *"Ferdj"* G. INACAY, President and CEO, Chief Sustainability Officer, Franklin Baker Company of the Philippines
18. Mr. RENATO *"Rene"* C. SUNICO, President, Republic Cement & Building Materials, Inc.
19. Mr. SALVADOR *"Dory"* G. TIRONA, President, COO and CFO, Lopez Holdings Corporation

November 10

20. Atty. EMERICO *"Rico"* O. DE GUZMAN, Managing Partner, ACCRALAW
21. Mr. WILLIAM *"Willy"* L. LIM, President, Eastern Wire Manufacturing, Inc.
22. Mr. MANUEL *"Dmi"* LOZANO, SVP, CFO and CIO, Aboitiz Equity Ventures, Inc.
23. Mr. JOSE *"Joe"* E. MADDATU, Managing Director, ENZI Corporation

November 11

24. Mr. FELIX ENRICO *"Rico"* R. ALFILER, Vice Chair, Philippine National Bank (PNB)
25. VP JEJOMAR *"Jojo"* C. BINAY, Former VP, Republic of the Philippines
26. Atty. FREDIERIC *"Eric"* B. LANDICHO, Managing Partner and CEO, Navarro Amper & Co. / Deloitte Philippines
27. Mr. GUILLERMO *"Guilly"* D. LUCHANGCO, Chair and CEO, The ICCP Group of Companies
28. Ms. LOURDES GRACE *"Grace/Des"* B. MAPALAD, President, TransGlobal Consolidators, Inc.
29. Mr. BENJIE YAP, Chair and CEO, Unilever Philippines

November 12

30. Mr. ARISTOTLE JOSEPH *"AJ"* C. ADIVISO, CEO, President and General Manager, SA Technologies Philippines, Inc.
31. Ms. ROSITA *"Nanette"* CERES LEGASPI-AGUAS, Human Resources Head, UL Skin Sciences Incorporated, United Laboratories Inc.
32. Dr. PATERNO *"Pat"* V. VILORIA, President, Small Enterprises Research and Development Foundation
33. Ms. ANFENG *"Jane Wan"* WAN, VP - Business Development, Philippine Oppo Mobile Technology Inc.

November 13

34. Atty. SAMUEL *"Sammy"* O. ABELLERA, Chair and President, Kamayan International, Inc.

November 14

35. Amb. ALBERT F. DEL ROSARIO, Chair, Gotuaco, del Rosario Insurance Brokers, Inc.
36. Ms. DORIS MAGSAYSAY HO, President and CEO, Magsaysay Maritime Corporation
37. Mr. VIRGILIO *"Ver"* L. PEÑA, Director, Everest Academy Manila
38. Gov. AMANDO *"Say"* M. TETANGCO JR., Independent Director, Belle Corporation

November 15

39. Mr. KELVIN ANG, CEO, The Philippine American Life and General Insurance Company (Philam Life)
40. Mr. CLARO *"Cid"* P. BONILLA, EVP - Chief Strategy and Financial Officer, The Insular Life Assurance Co., Ltd
41. Mr. ALBERTO *"Abet"* S. VILLAROSA, Chair, Security Bank Corporation

November 16

42. Ms. MA. SALVE *"Salve"* I. DUPLITO, President, Empower and Transform, OPC
43. Ms. LINDA PECORARO, General Manager, Conrad Manila
44. Ms. FAY ANGELICA *"Fay"* SUPREMO, General Manager, Computrade Technology Philippines, Inc.
45. Ms. MARIA ROWENA VICTORIA *"Row"* M. TOMELDAN, President and CEO, AyalaLand Logistics Holdings Corporation

November 17

46. Mr. CARLOS *"Do"* C. EJERCITO, Chair, Northern Access Mining Inc. (NAMI)
47. Mr. ALBERT MITCHELL *"Mitch"* LARRAZABAL LOCSIN, FVP, PLDT, Inc.
48. Mayor CEZAR *"Cezar/Zar"* T. QUIAMBABO, Mayor, Municipality of Bayambang, Pangasinan

November 18

49. Mr. DOM FREDRICK *"Dom"* ANDAYA, Director and Head of Office Services, Colliers International
50. Mr. AMADO *"Odon"* DEL ROSARIO, Corporate Affairs Director, PGA Cars, Inc.

November 19

51. Mr. JAVIER “JJ” J. CALERO, Chair, Full Circle Communications
52. Consul-Gen. VICENTE “Vince” J. CARLOS, Honorary Consul General, Consulate of the Republic of Cote d'Ivoire
53. Mr. AUGUSTO “Gus” C. LAGMAN, President, Logic Management, Inc.

November 20

54. Ms. ROSSANA A. FAJARDO, Partner, PH Consulting Head, SGV & Co.

November 21

55. Mr. ANTHONY “Tony” B. SOTELO, President and CEO, J Anthony Management Consultants, Inc.
56. Ms. ANNBEL “Ambe” C. TIERRA, Senior Managing Director, Accenture, Inc. (Philippines)

November 22

57. Ms. MARIA GRACIA PIA “Pia” L. ARELLANO, President and CEO, Transunion Information Solutions, Inc.
58. Mr. ABELARDO “Abe” P. BASILIO, COO for Manila Water Operations, Manila Water Company, Inc.
59. Ms. MARIA CECILIA “Lia” O. FRANCISCO, Founder and CEO, CREDITBPO TECH INC.

November 23

60. Mr. LANCE Y. GOKONGWEI, President and COO, JG Summit Holdings, Inc.
61. Ms. KATHRINA “Karrie” CAPELLAN ILAGAN, Managing Director, Cisco Systems Management B.V.
62. Mr. HERNAN P. SAN LUIS, Treasurer, Beyond Property Management Services

November 24

63. Mr. JOSE EDUARDO “Joey” B. ANTONIO, Chair, Century Properties Group, Inc.
64. Mr. REGINALDO ANTHONY “Reggie” B. CARIASO, SVP and Head of Strategy, Products and Support - Corporate Banking, Bank of the Philippine Islands (BPI) November 24
65. Ms. MARIA VICTORIA “Marivic” C. ESPAÑO, Chair and CEO, P&A Grant Thornton
66. Ms. MARIA CRISTINA “Teh” R. OPINION, President and CEO, bneXt
67. Mr. STEVEN TAN, President and CEO, Bermaz Auto Philippines, Inc.

November 25

68. Mr. IGNACIO ALEJANDRO “Nacho” MIJARES ELIZONDO, President and CEO, CEMEX Holdings Philippines
69. Mr. ANTONIO “Tony” S. LOPEZ, President and CEO, BizNewsAsia Philippines, Inc.

November 26

70. Mr. RAY SILVESTRE “Ray” N. CANILAO, President and CEO, Global Executive Solutions Group, Inc.
71. Mr. NAPOLEON “Polly” L. NAZARENO
72. Amb. ALFREDO “Fred” M. YAO, Chair Emeritus, Philippine Business Bank

November 27

73. Mr. JOHN REINIER “Reinier” H. DIZON, VP for Strategy and Business Development, Republic Cement & Building Materials, Inc.
74. Mr. RUDY G. FULO, President, Cargohaus, Inc.
75. Ms. ELIZABETH “Beth” H. LEE, CEO, eMotors, Inc.
76. Mr. ANTONIO “Tony” A. LOPA, Chair and President, EquitiWorld Securities, Inc.
77. Ms. VICKY CASTILLO “Vicky” L. TAN, Formerly Principal Director and Head of Department of Communications, Asian Development Bank (ADB)

November 28

78. Mr. RENATO “Rene” M. TANSECO, Chair and CEO, Automated Technology (Philippines), Inc.

November 29

79. Ms. KATHERINE “Trin” P. CUSTODIO, Executive Director, World Wide Fund for Nature or WWF Philippines
80. Mr. IAN R. GARCIA, CEO, TSM Shipping (Phils.), Inc.
81. Mr. OSCAR ENRICO “Ren-ren” A. REYES JR., SVP, PLDT, Inc.

November 30

82. Mr. J. CARLITOS "*Itos*" G. CRUZ
83. Ms. MARIANNE "*Maan*" B. HONTIVEROS, Managing Director, CEO Advisors, Inc.
84. Mr. ATSUSHI "*A-N*" NAJIMA, President and Managing Director, Nissan Philippines, Inc.

Condolence to the bereaved family of the following:

**MAP Life Member OSCAR "*Oskie*" C. DE VENECIA,
Chair of Basic Energy Corporation,
who passed away on October 20, 2021 at the age of 89.**

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