

“MAPping th Future” Column in *INQUIRER*



“Blindsided by the Market and GDP is Never Enough”

November 8 and 15, 2021

Mr. JOHN CLIFFORD “Cliff” M. EALA

Blindsided by the Market

Social enterprise, sustainable products, workplace diversity and inclusion, work-life balance, and mental health – these are words I never spoke or heard of when I was a kid. Back then, the only balance I knew was on a see-saw, and I worried about my health only when I started to shiver from fever. Today, I have three kids – 26, 24, and 22 years old. One millennial, two zillennials. I hear them and their friends mention and discuss carbon emissions, balance, and mental health. The emergence of these topics in their conversations signals a shift in how we should think about ourselves, manage our affairs, and run our organizations and society. We have to tweak our frameworks or models of thinking and doing. One of these is the free market model.

Walk into your neighborhood wet market, and you’ll see buyers and sellers of all sorts of products. Take the case of Aling Nita, who sells GG (galunggong fish). She sells at a specific price and is willing to sell at a lower price if you buy more. Many people look, haggle, and buy.

The so-called classical and neoclassical economists tell us that self-interest motivates all this buying, selling, and negotiation. They also figuratively refer to an invisible hand that orchestrates all this self-interested activity toward agreed market prices between buyers and sellers, a.k.a. market players. This state of agreement is often alluded to as market equilibrium. This framework we’ve been using since the 19th century to explain the interplay of these three elements (buyers, sellers, and market price) is what we will call the free market model or Model for short.

The Model from the wet market applies to a larger community of buyers and sellers of others goods and services traded in a city, province, country, and among countries. This fascinating yet straightforward Model informs much of our governance and

business decisions and behavior. As with all frameworks to explain reality, our Model makes assumptions. For instance, it assumes buyers and sellers always act rationally and have complete information on prices and goods. Our Model also creates unintended side effects. These side effects are known as externalities because they aren't part of the Model.

Let's look at two of these side effects – devaluation of the priceless and inequality of wealth.

Side Effect 1: Devaluation of the Priceless

The first side effect of the Model is the devaluation of the priceless. The Model uses the idea of price to measure value, say, P190 is the value of one kilo of GG. In day-to-day conversations, we use price and value interchangeably, and unconsciously, we end up thinking, “Only things that have a price are valuable,” or worse, “If it has no price, it has little or no value.”

Price leaves out what has value but is priceless in the real world – unpaid work, natural resources, and social capital. Unpaid work at home like daily cleaning, cooking, and caring, all necessary to get the economic actors productive, have value but aren't priced. Unpaid work of community volunteers in orphanages, elderly homes, medical missions, mentoring initiatives, feeding programs, and disaster response are undeniably valuable but aren't priced either. Natural resources and energy used as input to production aren't priced. Their extraction, distribution, and profit margins are, but not the resources themselves. Waste disposal into the biosphere's water and air isn't priced. Seemingly intangible social capital, present when we describe a community or society as ‘generous’, ‘willing to help’, or with ‘strong social support’, isn't priced either. Despite not showing up in GDP figures, social capital as trust and reciprocity resulting from social networks spurs economic activity. (Gross Domestic Product or GDP is a standard measure of national economic activity.)

The market may produce public goods like roads, electricity, water, and communication infrastructure because these are prominent enablers of economic activity. But, left to its own, the market has no mechanism to support priceless goods.

Side Effect 2: Wealth Inequality

The second side effect is wealth inequality. This inequality is a natural phenomenon. Many are born into it, but we must correct our ways of thinking, working, and living that aggravate it. The Model ignores increasing wealth accumulation from free market reign. Due to the reinforcing feedback loop of wealth and market power, both create a wealth inequality trap. The wealthy gain more negotiating power in the daily buying and selling, leverage this power to push prices up if they are sellers, or down if they are buyers, and accumulate more wealth as a consequence. A vicious cycle of wealth concentration ensues. We can't consider this a mere ‘side’ effect. It is impactful enough to undermine the competitive nature that makes the Model work in the first place.

Some may argue that we should focus on poverty, not wealth inequality. Yes, poverty is a thorn, but reducing it does not absolve inequality. Wilson and Pickett, in their

book *Spirit Level*, provide strong empirical evidence that national inequality, not wealth, brings about worse social outcomes in teenage pregnancy, mental illness, drug use, obesity, crime, school dropouts, life expectancy, social mobility, and trust. Higher inequality is also associated with weaker environmental policies and higher ecological degradation.

Both side effects call for some solutions. Here are two – strong institutions and a socially-oriented mindset.

Solution 1: Strong Institutions

Institutions for public goods monitor, regulate, and correct these market externalities. They should also support the development of the ignored valuable goods that are unpriced by the market. They should govern and use their purchasing power to steer economic activity and innovation to provide public goods, temper the excesses of the market, and develop unpaid work, natural resources, and social capital. These institutions include local government units, regulatory bodies, government-owned and controlled corporations, public hospitals and schools, the military, and the police. The Asian Development Bank, in its 2020 publication *Asia's Journey to Prosperity: Policy, Market, and Technology Over 50 Years*, confirms that economic development needs strong institutions to complement efficient markets and an effective state. “Strong institutions ensure the orderly functioning of markets and accountability of the state.”

We need robust institutions, decoupled from personality politics, because free markets don't sit in a vacuum. They are embedded in a social ecosystem that defines its functions and corrects its malfunctions through legislation and effective governance. “Good governance requires strong institutions, and it must be brought down to the level of the individual,” emphasized Dr. Jess Estanislao at the recent launch of his book *Governance of the Philippines: As a Republic, 1946-2021*. Well-crafted laws and good governance come through dependable institutions.

Solution 2: Socially-Oriented Mindset

Self-interest is only part of what we are and will get us only part of what we want to be. The same 19th century neoclassical economics that popularized the concept of our free market model has typified you and me as the homo economicus or economic man. Economic man is individualistic, utilitarian, and rational, aptly described in Raworth's words as “standing alone, money in hand, calculator in head, and ego in heart.” This view of man is another concept we need to tweak. We are economic beings, but we are also social, altruistic, and emotional ones. As social individuals, our survival and well-being are inextricably tied to others. As altruistic beings, we love our partners, rear our kids, care for our elderly, help out a work colleague, console a friend, help an old woman cross the street, volunteer at medical missions, serve at food kitchens, and contribute to the open-source digital community. We also act on emotion, habits, and biases. Check the evidence from behavioral economics. Our biases and habits trigger emotional responses. We sell when the stock price is down, we fear losing more than gaining the same amount (loss aversion bias), and we value a car more once we drive it home than when it is in the showroom (endowment effect). Our emotions unconsciously nudge us toward altruism and gratitude.

A socially-oriented mindset is considerate about the impact of our actions on the well-being of others and predisposes us who have to act as stewards for those who have not. This mindset underlies distributive policies and practices that promote priceless goods and temper wealth inequality. It allows us to take on an identity that goes beyond moneymaking.

Take a person acting as an agent of governance for public or private enterprise. A socially-oriented agent realizes she is a steward, more than just a moneymaker. Our beliefs about who we are shape who we become. If the agent believes she is just a moneymaker, then all she'll strive for is to make money. Studies show, for instance, that the way we answer a survey varies based on whether the researchers frame it as a Consumer Reaction Survey or a Citizen Reaction Survey. 'Consumer' and 'citizen' prime different values in us that cause different behaviors. Consumers display a stronger association with wealth, status, and success than citizens do. Our agent should live by self-oriented values that underlie governance like integrity, meritocracy, discipline, hard work, mental agility and openness, resilience, and self-belief. She should also display socially-oriented values of altruism, solidarity, volunteerism, preferential concern for the poor, and ecological care. These values intrinsically motivate behavior that returns value to the priceless and mitigates wealth inequality.

Beyond Economic Man

Social enterprise, sustainable products, workplace diversity and inclusion, work-life balance, and mental health are ideas that transcend the goals of economic man. They reflect aspirations for richer human flourishing. To achieve a society that provides conditions that help us flourish, let's design our governance and policies that strengthen our institutions and support a socially-oriented view of ourselves as citizens. To take this forward, as we will see in the next article, GDP is not and never enough.

GDP is Never Enough

In my previous article, *Blindsided By The Market*, I explained the need for robust institutions and a socially-oriented mindset to counter two side effects of the neoclassical market model - devaluation of the priceless and inequality of wealth. These side effects are called externalities. Left alone, the market has no mechanism to explain and support them. The idea of economic man is also precarious, not because it is useless but because it is incomplete. Yes, we're individualistic, utilitarian, and rational, but we're also social, altruistic, and emotional.

Economic well-being and national economic growth have been preoccupations if not the primary concerns of individuals and societies. We've come to measure progress predominantly through Gross Domestic Product (GDP), a standard measure of national economic activity. Gross National Product (GNP) and Gross National Income (GNI) are similar measures, but let's stick to GDP for our purpose here. In the frenzy of economic activity, we forget that our holistic well-being lies in economic achievement and beyond. Therefore, we should enrich our GDP yardstick with measures that internalize the externalities and reflect our social, altruistic, and emotional nature.

Unfortunately, not enough attention is paid to non-economic indicators in the press or public discourse because GDP is what gets you a privileged seat at the table, whether at the G20 (a forum of the largest global economies) or ASEAN. We must complement GDP with measures that track the abilities of the state and society to provide the basic conditions for holistic human flourishing while keeping within ecological limits. Basic conditions include food, healthcare, education, water and sanitation, work, housing, and security. Ecological limits stop climate change, chemical pollution, ozone depletion, and air pollution.

Well-Being Yardsticks

Researchers and advocates who believe that GDP is lacking have identified indices that include or focus exclusively on non-economic outcomes that reflect human flourishing or floundering. Here are three of those indices.

UNDP's Human Development Index (HDI) includes indicators on life expectancy, knowledge, and GNI per capita. Norway is the top country. The Philippines is 107th out of 189.

The World Happiness Index (WHI) by the Sustainable Development Solutions Network covers GDP per capita, social support, life expectancy, freedom to make life choices, generosity, and perceptions of corruption. Finland, another Scandinavian country, tops it. Norway is no. 5. The Philippines is 52nd out of 153.

The Social Progress Index (SPI) by the Social Progress Imperative measures basic human needs like healthcare and water; foundations of well-being like education and environment; and opportunity like rights and freedom. Again, Norway is on top. Finland is the 3rd. The Philippines is 98th out of 163. I prefer SPI because it excludes GDP from its indicators. As such, SPI allows studies of how social progress varies relative to GDP (and other economic indicators) and vice versa.

Collab Imperative

HDI, WHI, and SPI are supportive of the seventeen UN Sustainable Development Goals (SDGs). In the Philippines, at the enterprise level, multinational corporations Unilever, P&G, Nestle, and Colgate-Palmolive, and locals Ayala, Metro Pacific, and SM have declared their support for SDGs. The SEC released its Sustainability Reporting Guidelines for Publicly-Listed Companies in 2018. The Bangko Sentral ng Pilipinas through circular 1085 paved the way for banks' environmental and social reporting. Corporate responses to SDGs vary. Some are indifferent.

Others pretend to adopt sustainability practices for image building alone. This pretension is prevalent enough to deserve its own label: greenwashing, the whitewashing of sustainability practices.

Some do only what contains costs or generates revenue. Finally, others move towards zero impact or even take an exemplar role in social and ecological sustainability.

The pursuit of most SDGs, is either mandated by law or adopted through self-regulation. As consumers and producers, and in our non-economic roles as spouses,

parents, children, caretakers, friends, citizens, voters, collaborators, and volunteers, we are catalysts for the broad adoption of sustainability practices. This pursuit is as much a collaborative effort as it is an individual one. The Pasig River will never get cleaned up if only some manufacturers treat their wastewater while others don't. Basic human sustenance will stay beyond reach if only some pay minimum wages while others don't. Corporate tax havens will continue if only some countries abide by a global minimum tax rate with others don't. Worse, the select do-gooders turn uncompetitive, and the market punishes them.

I recognize that the ideas in this article and the previous one bear on many policies - cash transfer, universal healthcare and education, progressive taxation, labor, competition, corporate reporting, investments and credit, environmental and safety compliance, corruption, and much more. I don't attempt to put forward any policy recommendations here. But, I do attempt to shine the light on the following:

1. Robust institutions and a socially-oriented mindset should inform the roles of markets, government, institutions, and our identities and values. They should enrich the way we think about our society's challenges, priorities, and solutions.
2. GDP is not and never enough. We are both individualistic and social. Our fulfillment heavily relies on understanding ourselves, so we must pursue a balanced mix of goals and hold ourselves accountable to holistic indicators.

Many social and ecological problems I mentioned are like Covid-19. We can't solve them anywhere if we don't work to solve them everywhere. Our futures are inseparably bound on these ones and can be solved only through collaboration.

Share, Speak Up, Show the Way

In closing, I invite you to share, speak up, and show the way. Share successes of good governance and strong institutions. Share successes of socially-minded initiatives for poverty alleviation, education, and healthcare. Speak up against mismanagement, social inequity, and ecological abuse. Pick your fights, but speak up. Show the way to providing basic conditions for holistic human flourishing within ecological limits. Good governance, social concern, environmental care start with the individual but inspire others only when authentically displayed.

*(The 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 a member of MAP NextGen Committee, Founder and CEO of technology firm Synerbyte Ltd., and author of the book Sh*tty Places & Selfish People: 7 Rules of Engagement. Reach or follow him at www.linkedin.com/in/cliffeala/, www.facebook.com/cliffeala, www.instagram.com/cliff.m.eala/, or cliff@cliffeala.com.*



“Is our slide to the bottom irreversible?”

November 17, 2021

Sec. RAFAEL “Raffy” M. ALUNAN III

Political season is upon us. As in all national elections, everyone’s distracted by it. Trolling, black propaganda, partisan mudslinging, backstabbing and all the negatives of self-serving politics are overpowering the nation’s consciousness. Once again it will be about winnability at all costs. Voters will be entertained and pandered to; lots of money will flow to buy the vote and the count. Substantive intergenerational and nation-building issues will be skimmed through; no depth, no breadth, no cogent plan to deal with it. We keep electing the unworthy, yet, foolishly expecting different results.

Time and again it’s been said that we’re a society that’s long on rhetoric and posturing but short on action and performance. We go through the motions merely to gain favor. To use an overused cliché, we talk the talk but don’t walk the talk. We’re good planners but terrible implementors. We don’t mean what we say nor say what we mean. No word of honor; it’s just a word. Everyone wants to be the boss giving orders without ensuring that the work was thorough, on time, within budget and according to specs. We want the best in life the quickest way possible by hook or by crook. Taking the short cut is endemic in the way we do things.

Self-interest continues to lord it over the national interest. It suits our short-cut mentality. Self-interest is naturally divisive, which explains our fractured state. On the other hand, protecting the national interest requires unity of common purpose despite our socio-cultural diversity. United we are not. Example: geopolitical debates almost always boil down to who’s pro-American or pro-China. Nowhere in sight is our national interest. If at all, a passing mention without understanding what it is and what it takes to protect and advance it.

If we were real patriots (at least a critical mass of, say, 1/3 of the population), we won’t be tolerating repeated inefficiency, crime, corruption, treachery and negligence that’s defined us through decades without learning its lessons, like only an idiot nation can. But then again, patriotism is just another word to mouth just to sound good. Our national decay began with the failure of education, yet, we haven’t arrested the slide that we’ve been squawking about for decades. Which explains the loss of our moral compass; the lack of knowledge of everything, critical thought and patriotism; and limited sense of civic duty and responsibility.

Ok, enough said. Let's tackle a crucial matter – the absolute necessity for us to think long-term; a firm vision of what we want to be; how we're going to go about it; and the kind of people we need to have in places of command and control beyond the term of one administration to sustain the journey to the next level. Obviously we're not like the great powers that think in terms of decades. We love short cuts, right? They set their goals way in advance, then engage in backward planning to map out their building blocks in stages with specific strategies, measures and metrics. They strive long and hard to earn their place in the sun.

One private institution that's helping government institutions to think and plan long-term, i.e., transforming the way they think and do things, is the Institute for Solidarity in Asia founded by former Secretary of Finance Jesus Estanislao. The ISA uses the Performance Governance System based on the Balanced Scorecard to help them and private corporations re-invent themselves; professionalizing and modernizing for the long pull; resetting mindsets to ensure continuity of effort until the vision is attained, after which they'd start over aiming for the next level.

From where I sit, the results have been promising but not without episodes of backsliding or freezing subject to changes in leadership, degree of commitment to the program and quality of the team or bureaucracy in each organization to sustain the effort. In the case of government, I noted through the years that while elements considered to be its vital arms, legs and organs are participants, Malacañan's overwatch has been perceived to be minimal at best. National and local government continue to dysfunction in many areas of statecraft, lacking direction and integration of effort to harness national power, from the bottom up, in the national interest.

Its perceived lack of involvement is unfair to those who diligently hammered out the National Security Policy for 2017-2022, and the 2018 National Security Strategy that flowed from it, that was based on the security-development nexus. They could do a better job if only the national leadership would be more attentive, purposive and decisive in enforcing the approved policy and strategy. A thorough performance audit is in order to determine to what extent the country's national security interests have been accorded proper planning and resource allocation, and whether our elements of national power have been enhanced in the process.

For example: Have our collective actions and recorded performance been reflective of our core national values of maka-Diyos (God-fearing), makatao (humane), makabayan (patriotic) and maka-kalikasan (pro-environment)? To what extent has the national interest - national, economic, human and ecological security – been considered in the conduct of statecraft? Have our instruments of national power - political and legal; diplomatic; informational; intelligence; economic and technological; military and law enforcement – been effectively harnessed for a whole-of-nation approach to solve endemic problems and build our nation better?

For those of us who've come across various metrics from authoritative sources on how we rate and rank versus other nations - i.e. education, economy, quality of life, maturity, governance, integrity, will power, defense, justice and patriotism - I'd say that, over-all, we're in the second quartile from the bottom. Now, to get back to where I began, I don't hear any party or candidate for high office giving us a sense of what they'll do about these vital issues. Maybe as the campaign revs up, I may perceive a

candidate or two possessing the right stuff. They may capture my vote and yours, but will they be counted? That's for another op-ed.

(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, Chair of Philippine Council for Foreign Relations, Vice Chair of Pepsi-Cola Products Philippines, Inc. and sits on the boards of other companies as Independent Director).

MAP Officers for 2022



Ramon V. del Rosario Sr. Center for Management Excellence
Unit 608, Ayala Tower One
Ayala Triangle, Ayala Avenue
1226 Makati City, Philippines
Tel: (632) 7751-1150 to 52
E-Mail: map.map@map.org.ph
MAP Website: map.org.ph

November 9, 2021

Circular No. 118 – 2021

Subject: MAP Officers for 2022

Dear Fellow MAP Member:

It is our honor to formally announce the MAP Officers for 2022 who were elected in today's (November 9, 2021) Joint Meeting of the 2021 and the 2022 MAP Boards of Governors via ZOOM:

President



Mr. ALFREDO "Fred" E. PASCUAL
Lead Independent Director, SM Investments Corporation

Vice President



Dr. DONALD PATRICK "Donald" LIM
Chief Operating Officer, DITO CME Holdings, Inc.

Treasurer



Mr. WILSON P. TAN
Chair and Country Managing Partner, SGV & Co.

Assistant Treasurer



Mr. ROMEO "Romy" L. BERNARDO
Managing Director, Lazaro Bernardo Tiu & Associates

Secretary



Ms. MARIANNE "Maan" B. HONTIVEROS
Managing Director, CEO Advisors, Inc.

Governor



Mrs. VICTORIA "Vicky" P. GARCHITORENA - ARPON
Consultant, Family Philanthropy and Corporate Social Responsibility

Governor



Atty. ALEXANDER "Alex" B. CABRERA
Chair Emeritus and ESG Leader, Isla Lipana & Co./PwC Philippines

Governor



Dr. CIELITO "Ciel" F. HABITO
Chair, Brain Trust, Inc.

Governor

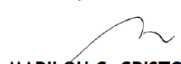


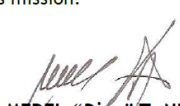
Sec. ROGELIO "Babes" L. SINGSON
President and CEO, Metro Pacific Water

On behalf of the MAP Nomination and Election Committee (NOMELEC), we would like to thank you for the confidence and support you provided to the outgoing MAP Board in its efforts to advance the MAP's mission of *Promoting Management Excellence for Nation-Building*. Kindly extend the same level of commitment to the incoming MAP Board.

Let us all continue to work together in pursuing the MAP's mission.

Sincerely,


MARILOU C. CRISTOBAL
Chair, MAP NOMELEC


MEDEL "Ding" T. NERA
Vice Chair, MAP NOMELEC

FORTHCOMING EVENTS



invite you to



with
Richard H.K. Vietor
Baker Foundation Professor,
Paul Whiton Cherington Professor of Business Administration, Emeritus
and
Kristin E. Fabbe
Jakurski Family Associate Professor of Business Administration, HBS

Nov 17, 2021 | 8-9:30 am Manila time | 7-8:30 pm Manila time
Nov 18, 2021 | 8-9:30 am Manila time | 7-8:30 pm Manila time
Nov 19, 2021 | 8-9:30 am Manila time | 6-7:30 pm, 8-9:30 pm Manila time

Participation Fee: US \$312.09 (Inclusive of Service Fee)



PAYMENT OPTIONS

Via Paypal and Credit Card Payment: jc.paypal@johnclements.com

Via Bank Wire Transfer/Remittance:

Bank Name: Security Bank Corporation
Bank Address: Security Bank Centre, 6776 Ayala Avenue,
Makati City, Philippines

Beneficiary Account Name: John Clements Consultants, Inc.
Beneficiary Account Number: 0551-005464-201
Bank Swift Code: SETCPHMM

If you pay via Bank Wire Transfer or Credit Card,
please send a screenshot of payment proof to
caroldominguez@me.com
and we will send you the learning portal access,
discussion materials, and Zoom link.

ABOUT THE PROFESSORS



Professor Vietor is Baker Foundation Professor of Business Administration at the Harvard Business School. He teaches courses on the international political economy. Before coming to the Business School in 1978, Professor Vietor held faculty appointments at Virginia Polytechnic Institute and the University of Missouri at Columbia. He received a B.A. in economics from Union College (1967), an M.A. in history from Hofstra University (1971), and a Ph.D. in history from the University of Pittsburgh (1975). He has been the recipient of a National Endowment for the Humanities Research Fellowship, the Harvard-Newcomen Postdoctoral Fellowship in Business History, and the Newcomen Award in Business History.

Professor Vietor's research on business and government policy has been published in numerous journals and books.

For his courses in business-government relations and environmental management, Professor Vietor has published more than one hundred and eighty case studies on energy policy, the regulation of natural gas, nuclear power and hazardous wastes; on strategy and deregulation in airlines, railroads, telecommunications, and financial services; and on the national development strategies of a dozen countries.



Kristin Fabbe is a Jakurski Family associate professor in the Business, Government, and International Economy Unit. Her primary expertise is in comparative politics, with a regional focus on the greater Mediterranean region.

At HBS, Kristin teaches the course Globalization and Emerging Markets. Previously she taught Business, Government and the International Economy in the MBA required curriculum.

Kristin is a faculty affiliate at the Middle East Initiative at the John F. Kennedy School of Government's Belfer Center and the Harvard Center for European Studies. She sits on the steering committee of Harvard's Center for Middle East Studies and the AIWaleed Islamic Studies Program. She is an Associate Editor at the Review of Middle East Studies.

Professor Fabbe received her PhD in political science from the Massachusetts Institute of Technology. She also holds an MSc in international relations from the London School of Economics and a BA in history from Lewis and Clark College. Before joining HBS, she was an associate professor of government and international relations at Claremont McKenna College.

RSVP

MJ NAVIDA
Number: 0917-528-0460
E-mail: maryjune.navida@johnclements.com

CRIS MERCADO
Number: 0917-501-6242
E-mail: cris.mercado@johnclements.com

We are cordially inviting you to a 7-session discussion on What's Happening in the World, to be facilitated by Harvard Professors Richard Vietor and Kristin Fabbe. The discussion is happening on November 17 to 19, 2021.

For a registration fee of \$312.09 (including service fee), you will receive the following:

1. Access to the Learning Portal
2. Discussion materials and case studies
3. Zoom link to the sessions

Please click the link to register - <https://www.eventbrite.com/e/whats-happening-in-the-world-tickets-189342347057>

SPEAKERS

 Charlie Villaseñor Chairman & CEO PASA & TransProcure	 VP Leni Robredo Vice President of the Philippines	 Joseph Martinez Retired Managing Director & Global Chief Procurement Officer, Bank of New York Mellon	 Ying McGuire CEO & President, National Minority Supplier Development Council	 Lora Cecere Founder, Supply Chain Insights	 Beth Morgan Founder & CEO, boom!
 Jinchang Lai Principal Operations Officer of Asia and Pacific, International Finance Corporation	 Alex Saric Chief Marketing Officer, Ivalua	 Peter Maquera Senior Vice President Enterprise Group, Globe Telecom	 Philip Cheng Vice President of Sales & General Procurement Asia Pacific, IBM	 Gilbert Santa Maria President & Chief Operating Officer, Philippine Airlines	 Dexter Lee SVP, Fuel Strategy and Planning Officer, Philippine Airlines
 Aida Maria Talavera Director of the Project Management Office, Commission on Audit	 Jonathan Ravelas Vice Chief Market Strategist, BDO Unibank Inc.	 Manuel Baeuml APAC Supply Chain Advisory, Amazon Web Services	 Aaron Leonard Regional Director, EcoVadis	 Marja Cecilia Alonzo State Auditor & Acting Assistant Director, Commission on Audit	 Dr. Januario Veloso Jr. Neurophysiologist, Philippine General Hospital
 Snehal Pandit Vice President, SCM Profit	 Gabriel Rosales President, B2B Negocios	 Louis Wong Sales Director, APAC, Ivalua	 Cliff Entrekin CEO, Convergence Capital	 Richard Strollo Vice President of Supply Chain, ADR International	 Robin Jackson CEO, ADR International
MODERATORS:					
 Tonet Rivera Former SVP of Global Supply Chain, Mead Johnson Nutrition	 Tess Owen Former VP of Logistics, Macy's	 Walter Buczynski Senior Trainer, PASIA	 Edgar LaBenne Senior Trainer, PASIA		

Attendance to this conference will earn equivalent (CEH) Continuing Education Hours for achieving and maintaining professional certifications.

18 2021 NOVEMBER
THURSDAY
8:00 AM - 4:30 PM • 8 HRS GMT

19 2021 NOVEMBER
FRIDAY
8:00 AM - 4:30 PM • 8 HRS GMT

The Great Supply Chain Reset:
Respond, Fortify, & Innovate

VIA  **zoom - REGISTER FOR FREE!**

WEBINAR ID: 896 9836 5592

PASSCODE: pasia2021

SCAN THIS TO REGISTER



 @pasiaglobal

For more inquiries, you may contact us on: (+63) 9175600176 • (+63) 9399082084
info@pasia.org | www.pasia.org



CONFERENCE THEME
Energized Countries. Empowered Communities.

<p>Sustainable • Socially-inclusive</p> <p>Sustainable energy for all using renewable and alternative energy resources</p>	<p>Zero unserved and underserved: Access to reliable, adequate and cost-effective electricity</p>	
<p>Smart • Synergized • Scalable</p> <p>Advanced and resilient power grid</p>	<p>Greater synergy and collaboration</p>	<p>Deployment of innovative solutions</p>

CEPSI 2021: PROVISIONAL PROGRAM

Update as of September 27, 2021



DAY 3: NOVEMBER 18, 2021 (THURSDAY)

7:30 AM	Log-in of Delegates to Virtual Room
8:00 AM – 9:00 AM	C-Suite Roundtable Discussion Greening the Boardroom: Sustainability as a Corporate Priority <ul style="list-style-type: none"> Ariel Ong, President and CEO, First Philec, Inc. Jaime Azurin, President and CEO, Meralco Powergen Corp. Emmanuel Rubio, President and CEO, Aboitiz Power Corp. Eric Francia, President & CEO, AC Energy Corp. Francis Giles Puno*, President & COO, First Gen Corp. <p>Moderator Raymond Ravelo, Chief Sustainability Officer, Meralco</p>
9:00 AM – 11:00 AM	Concurrent Technical Paper Presentations
10:00 AM – 12:00 PM	Young Engineers and Scientists Cyber Summit <ul style="list-style-type: none"> Gil Quiniones, President & CEO, New York Power Authority Gisela Concepcion, President, Philippine-American Academy of Science and Engineering Francis Anthony De Guzman, Proponent, Filipino Sign Language to Speech Converter Raymund John Naguit, Chairperson, The Youth for Mental Health Coalition, Inc. <p>Moderators</p> <ul style="list-style-type: none"> Anna Victoria Dave, L&D Partner, Meralco Leonardo Nogas, Jr., Project Engineer, Meralco

11:00 AM – 12:00 PM	Exhibits
12:00 PM – 3:00 PM	Concurrent Technical Paper Presentations
3:00 PM – 4:30 PM	Energy Regulators Cyber Summit Smart Distribution Utility and Advanced Metering Infrastructure Towards a Better Normal <p>Global Overview of Successful AMI Deployments</p> <ul style="list-style-type: none"> George Anstey, NERA Economic Consulting <p>AMI Roll-out Experience</p> <ul style="list-style-type: none"> Takeshi Tanaka, Kansai Transmission & Distribution, Inc., Japan <p>Regulator's Perspective on AMI Implementation</p> <ul style="list-style-type: none"> Kristine Bienert, British Columbia Utilities Commission, Canada <p>Panel Discussion</p> <ul style="list-style-type: none"> Agnes Devanadera, Energy Regulatory Commission, Philippines Dato Azian Bin Osman*, Suruhanjaya Tenaga, Malaysia George Anstey, NERA Economic Consulting Korea Electric Power Corporation (KEPCO), South Korea <p>Moderator Ryan Tumbagahan, Head, Corp. Planning & Process Mgt., Meralco</p>

* To be confirmed

CEPSI 2021: PROVISIONAL PROGRAM

Update as of September 27, 2021



DAY 4: NOVEMBER 25, 2021 (THURSDAY)

7:30 AM	Log-in of Delegates to Virtual Room
8:00 AM – 8:30 AM	Investing in the Philippines Promotional video or presentation by the Philippine Economic Zone Authority*
8:30 AM – 9:00 AM	Keynote Address 5 Topic and Speaker To Be Determined PPI Pazifik Power
9:00 AM – 10:00 AM	Keynote Address 6 Leading the Way to a Sustainable Future of Energized Countries and Empowered Communities <p>Sanda Ojiambo Executive Director and CEO United Nations Global Compact</p>
10:00 AM – 10:20 AM	Elevating the Energy Profession <p>Francis Mapile Chairman Professional Regulatory Board of Electrical Engineering</p>

Plenary Session Moderator
 Danie Laurel, News Anchor-Segment Producer, One News

10:20 AM – 11:00 AM	Awarding Ceremony – Technical Papers
11:00 AM – 12:00 PM	Closing Messages and Turnover Ceremony <p>Juan Miguel Arroyo* Pampanga Representative and Chair of the House Committee on Energy, Republic of Philippines</p> <p>Sherwin Gatchalian* Senator and Chair of Senate Committee on Energy, Republic of the Philippines</p> <p>Melvin Matibag* President and CEO, National Transmission Corporation</p> <p>Donato Marcos* OIC President and CEO, National Power Corporation</p> <p>Anthony Almeda* President & CEO, National Grid Corp. of the Philippines</p> <p>Bernadette Romulo-Puyat* Tourism Secretary, Republic of the Philippines</p> <p>Ronnie Apercho Secretary General, AESIEAP SVP and Head of Networks, Manila Electric Company</p> <p>Ceremonial Turnover of AESIEAP Hosting to China Electricity Council</p>

* To be confirmed

The Manila Times

in cooperation with



presents an online business forum on

TURBOCHARGING THE LOCAL MOTORING TRADE

Watch it live on The Manila Times Facebook Page,
YouTube and Dailymotion
November 19, 2021 | 10 a.m. to 12 noon



JOSEPH BAUTISTA
President
Truck Manufacturers Association
Sales Division Head
ISUZU PHILS CORPORATION
SPEAKER



MA. CORAZON HALILI-DICHOSA
Executive Director
Industry Development Services (IDS)
BOARD OF INVESTMENTS (BOI)
SPEAKER



ROMMEL GUTIERREZ
*President, Chamber of Automotive
Manufacturers of the Phils Inc. (CAMPI)*
First Vice President
TOYOTA MOTOR PHILIPPINES CORP.
SPEAKER



DANTE "KLINK" ANG II
Chairman & CEO
The Manila Times
MODERATOR



ARNOLD BELLEZA
Editor
The Manila Times
MODERATOR

ORGANIZATION PARTNERS:



MEDIA PARTNER:



For sponsorships and other inquiries, call +63 917-892-0779 (Rochelle Serafin) or email at rochelle.serafin@manilatimes.net/businessforum@manilatimes.net

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



“MAP MANAGEMENT MAN OF THE YEAR 2021”
Awarding Ceremony
and
Annual MAP General Membership Meeting for 2021

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



Amb. CARLOS CHAN

“MAP Management Man of the Year 2021”
Chair, Liwayway Group

This Event is FREE for
MAP Members and Guests.

MAP Circular No. 117 - 2021

Watch leading economic and business experts share insights and expectations on the road to a more inclusive and sustainable Philippines!

BusinessWorld
Virtual Economic Forum 2021

RECOVERY ROADMAP PH

2022 AND BEYOND

November 24-25, 2021 | 9 A.M. - 4 P.M.

SPECIAL KEYNOTES

What Lies Ahead: Global Economic Growth Prospects



CHANGYONG RHEE
Director, Asia and Pacific Department
INTERNATIONAL MONETARY FUND

Digital Economy Transformation and Inclusion in the Post-COVID Era



CARLOS G. DOMINGUEZ III
Secretary
DEPARTMENT OF FINANCE

Tech and Industry 4.0 Trends Shaping our Future



FRANCISCO BETTI
Head of Shaping the Future of Advanced Manufacturing & Value Chains
WORLD ECONOMIC FORUM

FIRESIDE CHATS

Investing in Circular Economy as a COVID-19 Recovery Strategy



JEAN-MARC ARBOGAST
Country Manager for the Philippines
INTERNATIONAL FINANCE CORP.

Advancing Science, Technology and Innovation for a Better World



JONATHAN TSUEN YIP WONG
Chief of Technology and Innovation, Trade, Investment and Innovation Division
UNITED NATIONS ECONOMIC AND SOCIAL COMMISSION FOR ASIA AND THE PACIFIC

Enabling PH Innovators: Creative Sector, MSMEs and Startups



DR. RAFAELITA M. ALDABA
Undersecretary for the Competitiveness and Innovation Group
DEPARTMENT OF TRADE AND INDUSTRY

Rebound Tactics for Pandemic-Hit Sectors



ANTHONY OUNDJIAN
Managing Director and Senior Partner
BOSTON CONSULTING GROUP

Serving the Needs of the Digital and Changed Consumers



PATRICIA BUENAVENTURA NICHOL
Expert Partner
HONGKONG, BAIN & COMPANY



FLORIAN HOPPE
Partner and Head of Digital Practice in Asia-Pacific
BAIN & COMPANY

ASK THE EXPERTS

CEO PANEL

Creating a Culture of Business Resilience and Sustainability



JOSEPH SIGELMAN
CEO
ATLANTIC GULF & PACIFIC CO.



JOSE TEODORO *TG* K. LIMCAOCO
President and CEO
BANK OF THE PHILIPPINE ISLANDS



RAOUL ANTONIO E. LITTAU
President and CEO
THE INSULAR LIFE ASSURANCE COMPANY LTD. (InLife)



JAIME T. AZURIN
President and CEO
MERALCO POWERGEN CORP.

Pandemic Shifts: How COVID-19 Will Transform our Tomorrow

PANEL DISCUSSIONS

Improving the Country's Telecoms Connectivity

ILUMNADA T. SICAT, Senior Assistant Governor, Monetary Policy Sub-Sector, BANGKO SENTRAL NG PILIPINAS
SAGARIKA CHANDRA, Director for Asia-Pacific Sovereigns, FITCH RATINGS
STEVEN G. COCHRANE, Chief APAC Economist, MOODY'S ANALYTICS

LEO URBIZTONDO, JR., Director, Government Digital Transformation Bureau, DEPARTMENT OF INFORMATION AND COMMUNICATIONS TECHNOLOGY
JESUS C. ROMERO, Chief Operating Officer, CONVERGE ICT SOLUTIONS
VICENTE FROILAN M. CASTELO, President, PHILIPPINE CHAMBER OF TELECOMMUNICATION OPERATORS, INC. *

Building Smart Cities and Sustainable Communities

BREAKOUT SESSIONS

Addressing Climate Change, Disaster Risk Reduction, and Embracing Clean Energy

DR. ENRICO C. PARINGIT, Executive Director, DEPARTMENT OF SCIENCE AND TECHNOLOGY - PHILIPPINE COUNCIL FOR INDUSTRY, ENERGY AND EMERGING TECHNOLOGY RESEARCH AND DEVELOPMENT
RAFAEL FERNANDEZ DE MESA, President of LIMA Land and Head of Aboltiz Economic Estates, ABOITIZ INFRACAPITAL, INC.
SRINIVAS SAMPATH, Director, Urban Development and Water Division of the Southeast Asia Regional Department, ASIAN DEVELOPMENT BANK
DAVID T. LEECHIU, CEO, LEECHIU PROPERTY CONSULTANTS

EMMANUEL M. DE GUZMAN, Secretary, CLIMATE CHANGE COMMISSION
OLIVER Y. TAN, President and CEO, CITICORE POWER, INC.
ATTY. ANGELA CONSUELO S. IBAY, Head, Climate Change and Energy Programme, WWF-PHILIPPINES
GUILLE尔MO M. LUZ, Chief Resilience Officer, PHILIPPINE DISASTER RESILIENCE FOUNDATION *

Data Privacy and Cybersecurity in the Digital Age

Upskilling the Workforce and the Hybrid Workplace

RAYMUND E. LIBORO, Privacy Commissioner, NATIONAL PRIVACY COMMISSION
RAYMOND MEDINA, Highly Technical Consultant for Cybersecurity Bureau, DEPARTMENT OF INFORMATION AND COMMUNICATIONS TECHNOLOGY
YEO SIANG TIONG, General Manager, KASPERSKY SOUTHEAST ASIA
ANGEL T. REDOBLE, Chairman and Founding President, PHILIPPINE INSTITUTE OF CYBER SECURITY PROFESSIONALS

LARS WITTIG, Country Manager, INTERNATIONAL WORKPLACE GROUP PHL
ALPESH PATEL, Partner, MCKINSEY & COMPANY *
JAMES MATTI, Managing Director, WILLIS TOWERS WATSON

* TO BE CONFIRMED

Gold Sponsors



LT GROUP, INC.



Globe



Silver Sponsors



Bronze Sponsors



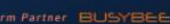
Media Partner



Official TV Partner



Official Platform Partner



Log on to www.bworldonline.com/BWVEF2021 or scan this QR code to learn more about the program and to secure your e-seats now.

For inquiries and sponsorship opportunities, please email marcom@bworldonline.com.

Partner Organizations



November 25, 2021, Thursday, 10:00 AM to 12:00 Noon

The Manila Times[®] in cooperation with **J&T EXPRESS** | **multisys**

presents

MSMEs: RISING ENTERPRISES, RAISING THE ECONOMY

SPECIAL PARTNER: **Maybank** MEDIA PARTNER: **TMS**

ORGANIZATION PARTNERS: **British Trade Council** **CCI FRANCE PHILIPPINES** **DOCCS** **FINEX** **ICCPI** **MAP**

 RAMON LOPEZ Secretary Department of Trade and Industry (DTI) SPEAKER	 DAVID ALMIROL CEO & Founder, Multisys Technologies Corporation SPEAKER	 ZOE CHI Vice President J&T Express Philippines SPEAKER	 MARTHA SAZON President & CEO Mynt/GCash SPEAKER	 DIANTE "KLINK" ANG II President & CEO The Manila Times MODERATOR	 BEN KRITZ Columnist The Manila Times MODERATOR
---	--	--	--	--	--

19

THE ARANGKADA PHILIPPINES FORUM 2021

PATHWAYS TO A BETTER FUTURE

DECEMBER 1 AND 7, 2021 | VIRTUAL EVENT

 www.arangkadaphilippines.com
 /ArangkadaPhilippines
 @arangkadaPH
 /ArangkadaPhilippines



REGISTER NOW!

Visit our event website and register at
www.investphilippines.info/forum2021
 You may contact our Registration Manager
Ms. Angelie Payuyo at avpayuyo@teamasia.com
 or +63 917 881 3702.

EVENT SPONSORS

PLATINUM



GOLD



SILVER



BRONZE



PATRON



EVENT PARTNERS



MEDIA



OFFICIAL EVENT MANAGER / SECRETARIAT



ORGANIZED BY



“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>

<https://web.facebook.com/map.org.ph>

Video Recording of 2nd MAP NextGen Confence

1. **November 12, 2021** MAP NextGen CEO Conference on “The Good NextGen CEO: Steward of the Future”



Video Recordings of MAP GMMs

2. **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)
3. **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 (PBE)
4. **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

5. **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
6. **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*
7. **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

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/ePHQ1MYFfIOO8H1ffs1S17T0rPie3IYi9Y9bZ9muGekk85gnLNg4KswJTOIzzppR1b5xE5u-gZck4N0Lh3zzMutz-rez-c6](https://us02web.zoom.us/j/914003119213053)

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. YUCHENGCO**

The MAP Lifestyle Masters on Living Well and Aging Well

Screenshots from November 12, 2021 MAP NextGen CEO Confererence

MAP
Management Association of the Philippines

2nd MAP
NextGen CEO Web
Conference 2021

HOW CAN I BE A STEWARD OF THE FUTURE?

the **Good NextGen CEO**

November 12, 2021 (Friday)
9:00 AM TO 5:30 PM

MAP
Management Association of the Philippines

2nd MAP
NextGen CEO Web
Conference 2021

Aurelio Montinola III | President, MAP

the **Good NextGen CEO**

Management Association of the Philippines



Dr. Donald Lim | COO, DITO CME Holdings Inc.

the Good NextGen CEO

CONFERENCE 2021

MAP
Management Association of the Philippines

2nd MAP
NextGen CEO Web
Conference 2021



Claudio Conca | Partner EY Sydney

Rossana Fajardo | PH Consulting Leader, SGV & Co.

the Good NextGen CEO

1:04:27 / 6:48:46



Cherrie Atilano | CEO, AGREA



Rene Almendras | AC Infrastructure Holdings Corp.

the **GoodNextGen CEO**

▶ 1:27:34 / 6:48:46



Avin Ong | Founder & CEO, Fredley Group



Dr. Donald Lim | COO, DITO CME Holdings Inc.

the **GoodNextGen CEO**

▶ 1:45:33 / 6:48:46

1:47:14

MAP
Management Association of the Philippines

2nd MAP NextGen CEO Web Conference 2021

2021 Outstanding Transformative Leader



Chito Maniago
Bayanihan: Championing our Heroes - The Filipino Farmers



Rossana Fajardo | PH Consulting ...

Wilson Tan | Chairman & Managin...

streamyvid.com is sharing your screen. Stop sharing Hide

#SOVforABetterPhilippines

SGV

MAP
Management Association of the Philippines

2nd MAP NextGen CEO Web Conference 2021



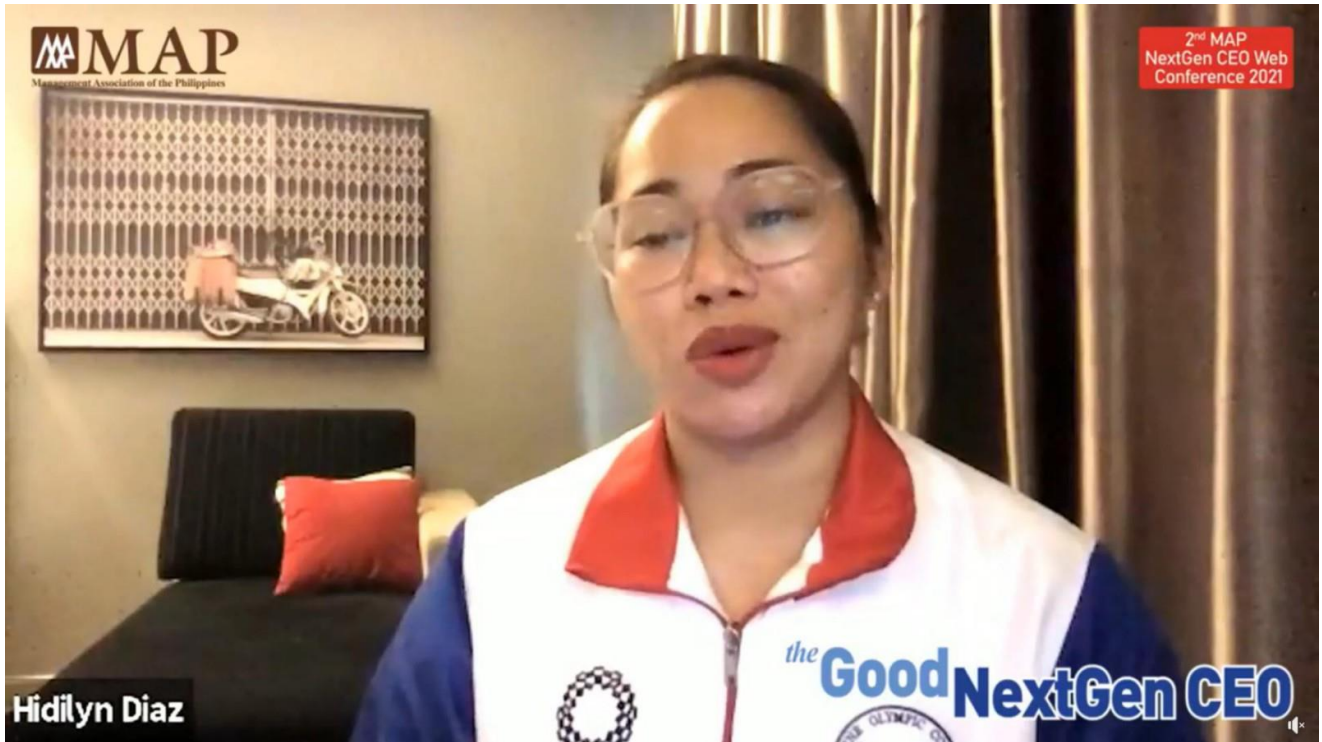
Chito Maniago | VP, Gcash

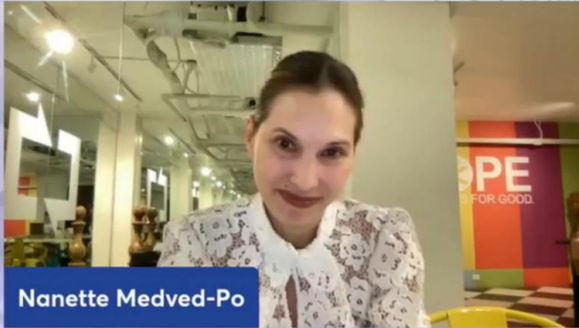
Wilson Tan | Chairman & Managin...

Rossana Fajardo | PH Consulting L...

2:39:59

2:39:02 / 6:48:46





Nanette Medved-Po



Cliff Eala

the **GoodNextGen CEO**



Budjette Tan



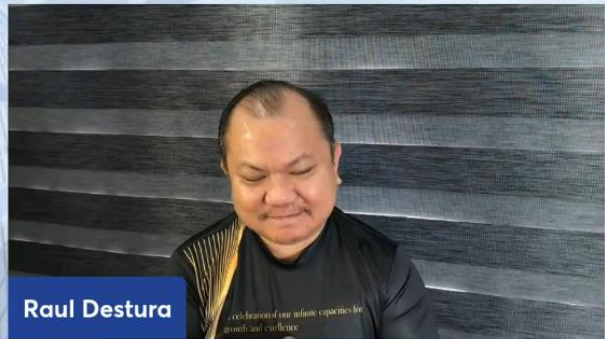
Chito Maniago

the **GoodNextGen CEO**

45:36 / 2:54:01



John Vinta



Raul Destura



Do you believe that central banks and cryptocurrency can co-exist in the future?

CEO



Derya Tanghe - NXTLVL Farms



Bong M. Paloma

the **GoodNextGen CEO**



Rissa Mananquil-Trillo



Donna Lina | President, UBE Media, Inc.

the **GoodNextGen CEO**



Manny Rubio



Reuben Pangan - AIR21 Global/ OneLGC

the **GoodNextGen CEO**

The Good Tech



Eng Teng Wong | President and CEO, Pru Life UK



Dr. Karen Remo

the **GoodNextGen CEO**

MAP
Management Association of the Philippines

2nd MAP
NextGen CEO Web
Conference 2021

Kat Chan | QBO

Paolo Azurin

the **GoodNextGen CEO**

6:20:03 / 6:40:46

Detailed description: This is a screenshot of a video conference. The background is a light blue geometric pattern. In the top left is the MAP logo. In the top right is a red box with white text. Two video feeds are shown side-by-side. The left feed shows a woman with long dark hair wearing a red top. The right feed shows a man with glasses and a headset wearing a white shirt. Below each feed is a blue nameplate with white text. At the bottom right is the event title in a stylized font. At the bottom left is a video player progress bar.

MAP
Management Association of the Philippines

2nd MAP
NextGen CEO Web
Conference 2021

Donna Lina | President, UBE Media, Inc.

Dr. Gap Legaspi PGH Director

the **GoodNextGen CEO**

2:05:02 / 2:54:01

Detailed description: This is a screenshot of a video conference. The background is a light blue geometric pattern. In the top left is the MAP logo. In the top right is a red box with white text. Two video feeds are shown side-by-side. The left feed shows a woman with glasses wearing a light orange top, sitting in front of a bookshelf. The right feed shows a man with glasses wearing a light blue blazer. Below each feed is a blue nameplate with white text. At the bottom right is the event title in a stylized font. At the bottom left is a video player progress bar.



Edgar Saavedra



Bong M. Paloma

the **GoodNextGen CEO**

The Good Tech



Ryan Gersava | Founder, Virtualahan



Cliff Eala



Angela Chen | Co-Founder, Eskwelabs



Gab Mejia | Co-Founder, Youth Engaged in Wetlan...



Dr. Chris Dee | Resident Physician, MSKCC



Carmina Bayombong | Co-Founder, InvestEd

the **GoodNextGen CEO**

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

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 “Ferd” 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. QUIAMBAO, 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. TIERRRO, 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.

Please subscribe to “MAP Talks” on YOUTUBE by clicking the following:

<https://www.youtube.com/channel/UCeNIKpZ2CZmVkrjh9GNfSoA>

Please like MAP on Facebook by clicking the following:

<https://www.facebook.com/map.org.ph/>

Please connect with MAP thru LINKEDIN by clicking the following:

<https://www.linkedin.com/in/mapphilippines/>

Please visit the new MAP Website by clicking the following:

map.net.ph

