

**“MAP Insights” Column in *BUSINESSWORLD***



**“CULTURAL AGILITY: THE FUTURE OF LEADERSHIP”**

**March 1, 2022**

**Dr. RAMON “Mon” B. SEGISMUNDO**

One of the key thrusts of the Management Association of the Philippines (MAP) for 2022 is Human Development and Well Being. The levers of Human Development and Well Being broadly encompass an ecosystem consisting of the workforce, the citizenry, the education sector and tri-sectoral leadership that includes private, public and civil society. Tri-sectoral leadership is a key enabler of the rest of the players in the ecosystem and MAP wants to play a key role in expanding the discourse on the leadership of the future: what is required of leaders to maximize their effectiveness and development.

Let me posit then that the successful leaders are not insular nor parochial; they are global and cross cultural. They have the openness, risk taking and experimentation mindset and an ability to identify, distill, source and apply possible solutions from wherever and whoever they are in the world. The foundation of this global and cross-cultural management is a somewhat esoteric term called Cultural Agility.

**WHY CULTURAL AGILITY?**

No doubt COVID-19 has become a wake-up call for societies, organizations and individuals around the world. Consider the other equally serious global challenges we face, such as climate change mitigation, social inequality, the digital divide, mobility and migration and further virus mutations and other pandemics. Leaders would now have to contend with higher levels of expectations as they seek to hurdle these multi-dimensional challenges. Even before the onset of the pandemic in the Philippines, we were struggling with the challenges of eroding national competitiveness, poor governance, endemic corruption and debilitating poverty.

That is why the theme of “Push for Change: Towards a Better Future for All” adopted by the MAP is fitting for this historic moment. We have to raise the goalposts for

leadership in the next Philippines. An important component of this New Leadership is a global and cross-cultural mindset that drives a higher level of performance and enhanced competitiveness. This is built upon a foundation of a sense of nationalism and love of country.

As MAP President Alfredo Pascual points out: “As the Philippines opens up its economy and as we exert efforts to attract more foreign direct investment (FDI), Filipino leaders need to build a strong sense of cultural awareness, develop cultural competencies and acquire cross cultural experiences.” An understanding and appreciation of the cultures in which we operate; the differences between national cultures versus corporate cultures; and the key success factors for thriving in the global environment is a critical “must do” in this brave new world.

It used to be that you have to live and work abroad to acquire global and cross-cultural experiences. Nowadays, the reality is that you could stay in the Philippines and develop the same competencies. The chances of Filipino executives and leaders acquiring the global and cross-cultural skills without being expatriated abroad have increased with the recent developments that are described below.

First, the continued rapid growth of the business process outsourcing (BPO) industry has made the Philippines a top-tier destination for IT-Business Process Management (BPM) services and a leader in the global IT BPM industry, ranking first in voice-related services and accounting for 13 percent of global market share (Outsourcing Journal’s online edition, October 2021).

Second, the passage of the reconciled bill amending the Public Service Act (PSA) is expected to drive an FDI surge as full foreign ownership is allowed in more sectors.

Third, the Philippines enjoys natural advantages such, as its strategic location and relative proximity to Silicon Valley (compared to other IT hubs, such as Singapore or Bangalore), as well as abundant land and service-oriented human resources.

Fourth, the pandemic has opened up opportunities to work across regions and national boundaries from the comfort of office hubs or homes through the use of technology. Everything can be done from the Philippines, without the need to travel abroad to acquire global or cross-country experiences. Resource persons from other countries may also be tapped to convey, and share their knowledge and expertise virtually.

## **HOW TO BUILD CULTURAL AGILITY**

In a MAP webinar last January 28 on “The Future of Leadership is Cultural Agility”, two resource speakers --- Dr. Paula Caligiuri, a global expert on cross cultural management, and Mr. Stephen Krempf, a noted corporate communications coach, shared their insights on building cultural agility as part of the executive leadership toolkit.

Dr. Paula highlighted that cultural agility involves effectively and comfortably working in and with people of different cultures. She cites three components that are critical to build cultural agility: cross-cultural awareness, cultural agility competencies, and cross-cultural experiences.

Cross-cultural awareness could be acquired and sharpened through training and coaching. Cultural agility competencies could be developed through assessment, identification of gaps, and establishing plans. In Paula's work, the nine specific cultural agility competencies are: self-management, including tolerance of ambiguity, curiosity and resilience; relationship management, including humility, relationship building and perspective taking; and task management, consisting of cultural minimization, cultural adaptation and cultural integration. Cross-cultural experiences involve opportunities to build and develop competencies by implementing the plans from the assessment in the previous step.

To further deep-dive into the research and science of cultural agility, her book *Build Your Cultural Agility* could be sourced through [Amazon.com](https://www.amazon.com).

On the other hand, Krempf focused on the global executive mindset that senior management requires and recognizes. This is building on the experiences of his international career in large global organizations. He advised the audience to: first, be deliberate in which arena you would like to play, whether local, global, or both ('glocal'); second, be yourself while at the same time be at the top of your game in the critical few situations that require your expertise to be demonstrated. Examples of these situations include interactions with your direct boss, top management meetings, or presentations to the board.

He further asserts that when the pressure is on, you have to increase your visibility, raise your energy, differentiate yourself, add significant value and be proactive. This has to be built, of course, on a foundation of attitude, knowledge and competence.

In the course of my own CEO/leadership coaching, I have advised senior Filipino leaders on how to be effective and comfortable dealing with their non-Filipino bosses and colleagues. I have found Hofstede's work on the cultural dimensions and the GLOBE (Global Leadership and Organizational Behavior Effectiveness) study as good starting points for the coaching conversations.

## **PLATINUM RULE AND SENSE OF NATION**

Having defined cultural agility and being offered avenues on how to build it, I would like to recommend to Filipino leaders and executives two imperatives that will set them on a path to enhanced cultural agility: first, the platinum rule; and second, pride in being Filipino.

More than just observing the golden rule, let us treat others the way they want to be treated --- that's the platinum rule. This involves fully understanding and appreciating the cultures of the organizations or individuals that you want to engage with to secure the business outcomes you want to achieve. We have to move away from an inward mindset to one that embraces a world of multi-faceted opportunities.

Most importantly, we need to develop a sense of nationalism. Be proud of being Filipino. Yes, the Filipino can be competitive in even unfamiliar environments by dint of sheer hard work and determination, resilience and faith in God. Voting in the right

kind of leaders in the coming elections could be an important first step in bringing about a new Leadership towards a new Philippines.

If you wish to learn more about cultural agility, please do not miss the John Clements - MAP - IHRX webinar on "Artfully Managing Across Cultures" on Friday, March 4, 2022 from 9:00 AM to 11:00 AM. We have two international speakers, Mr. Kyle Hegarty and Professor Philip Charles C. Zerrillo. Register via ZOOM [bit.ly/artfullymanaging2022](https://bit.ly/artfullymanaging2022)

*(The Author is Co-Chair for Strategic HR Management of the MAP Human and Management Development Committee. He is a Strategic HR Advisor, CEO Coach, and a member of the Strategic Management/Global Management Faculty of De La Salle University. Feedback at <[map@map.org.ph](mailto:map@map.org.ph)> and <[rbsegismundo@onehrx.com](mailto:rbsegismundo@onehrx.com)>.*

## February 28, 2022 MAP Statement on Alert Level 1

February 28, 2022

“The transition to Alert Level 1 is a welcome development, as it gives our economic recovery a significant boost. The removal of restrictions on the movement of people would assist enterprises in returning to pre-pandemic production and sales operations, particularly those where working from home is not possible or practical. With no more capacity constraints, service businesses, such as restaurants and retail shops, would regain lost patronage.

Of course, the required minimum health and safety protocols (vaccination, ventilation, social distancing, etc.) must be followed. Coordination with relevant sectors, such as transportation, is needed to avoid bottlenecks in mobility.

Allowing people to return to their offices and workplaces will benefit more than just the economy. It will also address mental health issues caused by prolonged isolation and a lack of regular face-to-face interactions. Alert Level 1 also indicates that we are prepared to live with the virus by treating it as endemic.

We note that the guidelines allow businesses to choose the best work arrangement for them, whether working from home, on-site, or a hybrid of the two. We must recognize the undeniable benefits of a hybrid setup in terms of cost savings, reduced need for home-office travel, and improved quality of life for people, such as working mothers. We believe that the hybrid work model is one of the pandemic’s positive lessons.

We hope that schools will follow suit and return to full face-to-face learning as our children’s education has suffered greatly as a result of the pandemic.”

# FORTHCOMING EVENTS



PHILIPPINE COUNCIL FOR  
FOREIGN RELATIONS



## FILIPINO CULTURE(S) Exploring Positive Changes Toward a New Normal



**NANETTE G. DUNGO**

Professor of Sociology  
University of Asia and the Pacific

*Interrogating Philippine Culture and  
its Vulnerabilities*



**MICHAEL L. TAN**

Professor Emeritus of Anthropology  
University of the Philippines Diliman

*Recalibrating Filipino Cultures  
in COVID Times*



**QUINTIN JOSE PASTRANA**

President, WEnergy Power Pilipinas  
Fellow, Philippine Council for Foreign Relations

*Moderator*

March 3, 2022  
Thursday  
10:00 AM – 12:00 NN

Zoom Meeting ID: 940 8725 8252  
Passcode: PCFR\_MAP

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**Mr. KYLE HEGARTY**

Author of  
The Accidental Business Nomad



**Professor PHILIP C. ZERILLO, PhD**

Thammasat University  
Renowned Author, Entrepreneur, Corporate Director

to answer  
the question:  
"Is India the  
Next China?"



Welcome Remarks

**ALFREDO E. PASCUAL**

· President, Management Association  
of the Philippines (MAP)

FRIDAY · MARCH 04, 2022 · 9AM TO 11AM SG/PH TIME

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- Understood the foundations and trends of data science;
- Learned how to anticipate the challenges that enterprises face in their DSAI journey; and
- Established a data-driven approach for making sound business decisions within their organizations.

Program will be conducted by Erika Fille T. Legara, PhD

- She is the Aboitiz Chair in Data Science at the Asian Institute of Management where she is also the Academic Program Director of the Master of Science in Data Science program.
- Dr. Legara is also the Deputy Managing Director of the Analytics, Computing, Complex Systems Lab (ACCeSs) at AIM.



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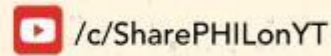
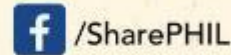
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*Speaker:*

**Mr. JAY LABRADOR**

President, International Wine  
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*Moderator:*



**Mr. EDUARDO "Eddie" H. YAP**

Chair, MAP Arts and Culture Committee  
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*A Project of the MAP Arts & Culture Committee*

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# FIRESIDE CHATS

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## Women on Board

### DAY | DATE | TIME

Thursday | March 10, 2022 | 6:00 – 7:00 PM

via Zoom



### ABOUT THE PANELISTS



**Marguerite Soeteman-Reijnen** | Chairman/Executive Board at AON Holdings & AON Group Intl. BV

Marguerite is the Chairman of the Executive Board of Aon Holdings (part of Aon Plc; NYSE AON) and other Holdings entities in the Netherlands and Global Chief Marketing Officer of Aon Inpoint.

Marguerite is an expert on diversity and inclusion and is Chair of the Advisory Board of SER Topvrouwen (the Dutch nationwide diversity C-suite female empowerment initiative). She also represents the Kingdom of the Netherlands and its private sector in the G20 EMPOWER Alliance.



**Marjorie Lao** | Non-executive Director at Logitech

Marjorie is a non-executive member of Logitech's board of directors since September 2018 and serves on Logitech's Audit Committee.

She is the former chief financial officer of the LEGO Group, a company whose main activity is the development, production, marketing and sales of play materials based on the LEGO brick. Prior to joining the LEGO Group, she was the vice president, projects of Seadrill during 2013. She served as the chief financial officer and senior vice president, finance of Tandberg ASA, an electronics and videoconferencing systems manufacturer and distributor. When Tandberg was acquired by Cisco Systems, Inc., she joined the company as the senior director, finance and senior director, strategy and business analytics from 2010 to 2012. She serves on the board of directors for Modern Times Group MTG AB.



**Sheridan Broadbent** | Independent Director at Trustpower

Sheridan is a business consultant and independent director with a career in senior executive roles in infrastructure, technology and energy in New Zealand, Australia and the South Pacific. She has been a director of Kordia since 2014, is presently Deputy Chair of the New Zealand Business Leaders' Health and Safety Forum and an independent director of safety technology provider Cloudfource (SaferMe).



**Nina Aguas** | Non-executive Director at Philippine Shell Petroleum Corp | Independent Director at Monde Nissin | Executive Chairperson at Insular Life Assurance Co.

Nina is a Philippine has been at the head of 8 different companies and currently occupies the position of Executive Chairman at The Insular Life Assurance Co. Ltd., Chairman at Insular Investment & Trust Corp. and Chairman at Insular Health Care, Inc. (both are subsidiaries of The Insular Life Assurance Co. Ltd.), Chairman & President of Insular Life Property Holdings, Inc., Chairman at Home Credit Mutual Building & Loan Association, Inc. and Chairman & Chief Executive Officer of Insular Life Management & Development Corp.

### MODERATOR



**Marianne "Maan" B. Hontiveros** | Managing Director, CEO Advisors, Inc.

Maan established Philippines AirAsia, Inc. as an investor and its Founding President and CEO in March 2011. Three years later, she served as Chair until September 2019. She provided the foundation for what AirAsia Philippines is today, from securing permits and certificates to operate, to growing an initial team of two hundred Filipino AllStars to more than two thousand. As of September 2019, the Philippines AirAsia fleet had grown from two Airbus A320s to twenty-four aircraft operating on more than five hundred weekly domestic and international flights from its hubs in Manila, Clark and Kalibo. Currently she is Managing Director of CEO Advisors, Inc., a consultancy and advisory company.

## News articles about the February 14, 2022 “MAP Statement Alert Level 1”

1. **“Businessmen welcome lower COVID alert level in Metro Manila”**  
by Warren de Guzman  
ABS-CBN News  
February 28, 2022

MANILA - News of Metro Manila reverting to Alert Level 1 starting March 1st was welcome news, but nobody expects it to change the trajectory of the Philippine economy overnight.

Gladys de Jesus is optimistic the move to Alert Level 1 in Metro Manila will help out her small eatery. She isn't expecting a return to pre-pandemic sales overnight, but she is expecting a little kick in sales to help her pay with her pandemic induced debts.

"Hopefully (bukas), start na tayo ng new normal, eh makabawi naman kami para makabayad naman kami sa utang namin sa upa," she said.

(Hopefully this is the start of the new normal. Perhaps I can offset some losses, maybe even pay off some of the debt I owe to my landlord.)

Gladys is just one of the hundreds of thousands of micro, small and medium enterprises (MSMEs) that serve as the lifeblood of the Philippine economy.

Her situation is a microcosm of the situation the Philippines finds itself.

The country's debt to GDP ratio has ballooned to 60.5 percent as of 2021, from just around 40 percent before the Duterte administration came into power.

Just like Gladys, the Philippines relied on loans to survive the COVID-19 pandemic. And just like her, the Philippines now also has to pay back those loans while dealing with surging costs due to the war in Ukraine, as well as the threat of higher interest expenses due to the US Federal Reserve plan to hike interest rates several times this year.

Presidential Adviser for Entrepreneurship Joey Concepcion said the easing of restrictions to alert level 1 is key to getting past these threats, for both small businesses and the Philippine government.

“We’re moving from a pandemic and into a storm of rising commodity prices, and this will surely affect our MSMEs as they already have difficulty recapitalizing their businesses. Our ability to pay back our loans hinges on increased economic activity, which is dependent on more mobility,” he said.

Former Philippine Central Bank Deputy Governor Diwa Guinigundo said the easing of restrictions is necessary but not sufficient. Multiple steps are needed to ensure the Philippine economy outgrows its debt. This includes ensuring small business owners like Gladys have enough funds to survive, so that they can continue to provide employment.

Guinigundo notes MSMEs were the worst hit during the pandemic, and had the least resources to deal with the tribulations of the last few years.

Another step Guinigundo advocates is smarter spending. He said while infrastructure is a smart investment, there are other areas that require immediate attention, such as healthcare and MSMEs.

More importantly, Guinigundo said the new administration has to convince the public and its creditors that the billions borrowed was not lost to inefficient projects or worse, corruption.

“Let us make sure that public money is spent on things that are necessary to ensure the pandemic is managed and managed well, and at the same time ensure that the economic recovery is underway. Restoring public trust is very important and that I think is the major agenda item of the new government,” he said.

Guinigundo did not mention any specific instances of corruption or wasted resources. But there have been allegations of misallocated and misused funds against the Duterte administration. One of the most publicized would be the fiasco involving Pharmally and overpriced personal protective equipment.

Regardless of how those allegations are resolved, the debt incurred to pay for the government’s pandemic expenses are already on the books. Duterte economic managers led by Finance Secretary Carlos Dominguez has preached fiscal prudence throughout the pandemic, even in the face of criticism over underspending on social assistance and economic stimulus.

They have managed to maintain the Philippines’ credit ratings at investment grade. However there are fears the now elevated debt-to-GDP ratio of over 60 percent can lead to a negative rating action.

That is at least the position of ING Senior Economist Nicholas Mapa.

The situation of elevated debt levels, rising interest rates, and oil price shocks is reminiscent of the last time the Philippines defaulted or failed to pay debt service, 1983 during the Marcos dictatorship.

Guinigundo said: “There is a great deal of parallelism between what we had in the 1980s and what we are seeing today. But I think it is important that adults in the cabinet, in the incoming cabinet, and economic management, should provide the basis, the data in handling this very important issue of debt.”

“We should roll out a plan so that the market will know that the government, number 1, recognizes the importance of the problem. Number 2, that there is a corresponding timetable for reducing the debt to GDP ratio. We cannot do it in 1 year, or even 2 years. It is a process. If you take a look at the estimate of NEDA on the damage brought about by the pandemic, it costs trillions of pesos for the next 10 to 40 years,” he added.

Fred Pascual, President of the Management Association of the Philippines said: “The transition to Alert Level 1 is a welcome development, as it gives our economic recovery a significant boost. The removal of restrictions on the movement of people would assist enterprises in returning to pre-pandemic production and sales operations, particularly those where working from home is not possible or practical. With no more capacity constraints, service businesses, such as restaurants and retail shops, would regain lost patronage.”

However, Pascual also expects the same businesses may miss out on some of their old patrons.

“We note that the guidelines allow businesses to choose the best work arrangement for them, whether working from home, on-site, or a hybrid of the two. We must recognize the undeniable

benefits of a hybrid setup in terms of cost savings, reduced need for home-office travel, and improved quality of life for people, such as working mothers. We believe that the hybrid work model is one of the pandemic's positive lessons," he said.

That could be a negative for some businesses which rely on office workers for customers. However, MAP is hoping the opposite to happen in education.

"We hope that schools will follow suit and return to full face-to-face learning as our children's education has suffered greatly as a result of the pandemic," Pascual also said.

This would definitely be a boon for small businesses reliant on students for revenues, as these have been suffering heavily alongside the millions of children forced to take lessons via module or online.

**3. “Economic recovery seen to get ‘significant’ boost from shift to Alert Level 1”  
by Revin Mikhael D. Ochave and Kyle Aristophere T. Atienza, Reporters  
BusinessWorld  
March 1, 2022**

At the same time, the government on Monday reminded the public that the coronavirus disease 2019 (COVID-19) pandemic is not yet over, even as the National Capital Region (NCR) and 38 other areas will be under Alert Level 1 starting today (March 1).

“The removal of restrictions on the movement of people would assist enterprises in returning to pre-pandemic production and sales operations, particularly those where working from home is not possible or practical. With no more capacity constraints, service businesses, such as restaurants and retail shops, would regain lost patronage,” Alfredo E. Pascual, Management Association of the Philippines (MAP) president, said in a statement on Monday.

Under Alert Level 1, all business establishments can operate at full capacity.

Trade Secretary Ramon M. Lopez said on-site work is highly encouraged under Alert Level 1 to help the country's economic recovery.

“We are highly encouraging on-site work. Work from home is allowed and optional... We are encouraging people to go to the office since it is included in reviving the economy,” he said in Filipino during a radio interview.

MAP's Mr. Pascual said allowing people to return to their offices will also “address mental health issues caused by prolonged isolation and a lack of regular face-to-face interactions.”

“Of course, the required minimum health and safety protocols (vaccination, ventilation, social distancing, etc.) must be followed. Coordination with relevant sectors, such as transportation, is needed to avoid bottlenecks in mobility,” he added.

In a mobile phone message, Makati Business Club Executive Director Francisco “Coco” Alcuaz, Jr. said the business sector welcomes the continued lowering of COVID-19 restrictions.

“On-site work will be a much-awaited boon to retail, food, transport, and other businesses, accelerating economic recovery,” he said, adding that companies should still consider to find a way to incorporate remote work.

Meanwhile, Steven T. Cua, Philippine Amalgamated Supermarkets Association (Pagasa) president, said in a mobile phone message that Alert Level 1 will hopefully lift consumer and business confidence.

Mr. Cua, however, said health and safety protocols should still be implemented such as requiring vaccination cards and maintaining social distancing. There should still be constant reminders about the threat of COVID-19, he added.

“People have trickled into the malls but not in levels before the lockdowns. For stand-alone supermarkets, the trickle is more tempered as people miss the nonessentials (eating out, cafés and bars, children’s arcades, etc.) more since everyone was deprived of these activities for a longer period of time,” Mr. Cua said.

Rosemarie B. Ong, Philippine Retailers Association (PRA) president, said in a mobile phone message that retailers see the looser mobility restrictions as key to the sector’s recovery.

“It is a welcome note for us and allow all retailers to fully recover. We see improvements in reported COVID-19 cases and we see it as a relief and good news. We are hoping for a strong recovery,” Ms. Ong said.

The Philippine economy expanded by 7.7% in the fourth quarter of 2021 as most parts of the country were under Alert Level 2 from November to December. This brought full-year growth to 5.6%, a turnaround from the record 9.6% contraction in 2020.

The government is targeting 7-9% growth for 2022.

Similarly, the Department of Tourism (DoT) is optimistic the tourism sector will show signs of a stronger recovery after NCR and other areas are placed under Alert Level 1.

Under Alert Level 1, the Safe, Swift, and Smart Passage (S-Pass) travel management system is not required for interzonal travel to areas under the same alert level, based on updated guidelines on the Nationwide Implementation of Alert Level System for COVID-19 Response.

“Traveling between places under Alert Level 1 status, such as Baguio, Boracay, Ilocos Region, Aurora, Batanes, Laguna, Puerto Princesa City, Bacolod, Guimaras, Camiguin, and Davao City, is now easier and more convenient. The DoT anticipates with optimism the revival of many tourism jobs and opportunities that were once lost to the pandemic,” Tourism Secretary Bernadette Romulo-Puyat said in a statement on Monday.

‘NOT ENDEMIC’

The Philippines is still at a level where it is transitioning to a new normal, Health Undersecretary Maria Rosario S. Vergeire told a televised Palace briefing.

“The pandemic is not over yet. We have yet to reach an endemic stage,” she said in Filipino. “We are still in a situation where we want to transition to a new normal.”

The de-escalation to Alert Level 1 is based on metrics, which include case trends, healthcare utilization rate, and vaccination rate.

Ms. Vergeire said the government may once again raise the alert level if cases and hospital utilization rates increase.

She said the government may shift its monitoring focus from COVID-19 numbers to the utilization rate in hospitals if most infections recorded nationwide and globally continue to be mild.

The Health official said establishments in areas under Alert Level 1 must self-regulate to prevent a sudden spike in infections.

“The community, establishments, spaces should be ready when cases increase again,” she said. “This is our new normal. It’s really self-regulation.”

Cabinet Secretary Karlo Alexei B. Nograles said at the same briefing that public and private establishments in areas under the lowest alert level are no longer recommended to set up disinfection tents, misting chambers and sanitation booths.

He added that digital contact tracing is also optional in areas under Alert Level 1.

The government is aiming to vaccinate more people as it reopens the national economy. A local government must vaccinate 80% of seniors before it can be put under Alert Level 1.

In areas under Alert Level 1, people aged 18 and above are still required to present proof of full COVID-19 vaccination before participating in mass gatherings and entering indoor establishments.

The country has fully vaccinated 63.09 million people as of Feb. 27, while 68.73 million have received an initial dose, Mr. Nograles said. It has injected 10.14 million booster shots.

Mr. Nograles expressed confidence that the Russia-Ukraine crisis will not significantly affect the country’s immunization program, saying the Philippines already has enough supply of COVID-19 vaccines.

“We are confident we have enough vaccine supply now here in our country,” he said. “We’re also very confident that whatever happens in the tensions happening now in Ukraine, we, with the international community also, will ensure that the vaccine supplies needed for the Philippines will not be hampered or delayed.”

### **3. “Alert Level 1 shift to aid recovery”**

**by Anna Leah E. Gonzales**

**The Manila Times**

**March 1, 2022**

THE Management Association of the Philippines (MAP) on Monday welcomed the National Capital Region's (NCR) and 38 other areas' shift to Alert Level 1, noting that this will boost economic recovery.

"The removal of restrictions on the movement of people would assist enterprises in returning to pre-pandemic production and sales operations, particularly those where working from home is not possible or practical. With no more capacity constraints, service businesses, such as restaurants and retail shops, would regain lost patronage," MAP President Alfredo Pascual said in a statement.

Aside from NCR, areas placed under Alert Level 1 are Abra, Apayao, Baguio City and Kalinga in the Cordillera Administrative Region; Dagupan City, Ilocos Norte, Ilocos Sur, La Union and Pangasinan in Region 1; Batanes, Cagayan, City of Santiago, Isabela and Quirino in Region 2;



Angeles City, Aurora, Bataan, Bulacan, Olongapo City, Pampanga and Tarlac in Region 3; Cavite and Laguna in Region 4-A; Marinduque, Puerto Princesa City and Romblon in Region 4-B; and Naga City and Catanduanes in Region 5.

Other areas include Aklan, Bacolod City, Capiz and Guimaras in Region 6; Siquijor in Region 7; and Biliran in Region 8, Zamboanga City in Region 9; Cagayan de Oro City and Camiguin in Region 10; and Davao City in Region 11.

poster

Under Alert Level 1, all establishments, persons and activities are now allowed except in areas under granular lockdown.

Operations and work will be allowed at full on-site or venue/seating capacity as long as health protocols are followed.

"Allowing people to return to their offices and workplaces will benefit more than just the economy. It will also address mental health issues caused by prolonged isolation and a lack of regular face-to-face interactions. Alert Level 1 also indicates that we are prepared to live with the virus by treating it as endemic," said Pascual.

MAP however acknowledged that while the guidelines allow businesses to choose the best work arrangement, there are "undeniable benefits of a hybrid setup in terms of cost savings, reduced need for home-office travel, and improved quality of life for people, such as working mothers."

Following the further reopening of the economy, Pascual is hoping that face-to-face learning will also resume.

"We hope that schools will follow suit and return to full face-to-face learning as our children's education has suffered greatly as a result of the pandemic," he said.

The National Economic and Development Authority earlier estimated that NCR's shift to Alert Level 1 alone will add P11.2 billion in gross value to the economy.

## MAP Talks on Youtube

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

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

Video Recording of February 10, 2022

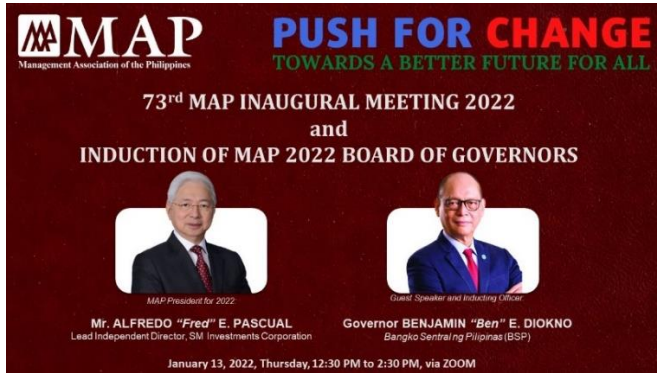
MAP Economic Briefing and General Membership Meeting

The image shows a Zoom meeting title slide for the Management Association of the Philippines (MAP). The slide features the MAP logo and the slogan "PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL". The meeting title is "MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING", dated February 10, 2022, from 12:30 PM to 2:30 PM via Zoom. The slide lists the following participants:

- Speakers:**
  - Sec. **KARL KENDRICK T. CHUA**, National Economic and Development Authority (NEDA)
  - Dr. **CIELITO F. HABITO**, Chair, Brain Trust Inc. (BTI), Professor, Ateneo de Manila University
  - Dr. **RONG QIAN**, Senior Economist, World Bank in the Philippines
- Moderator:** Mr. **ROMEO L. BERNARDO**, Managing Director, Lazaro Bernardo Tiu & Associates
- Emcee:** Ms. **MARILOU C. CRISTOBAL**, Chair, Multinational Investment Bancorporation

## Video Recording of January 13, 2022

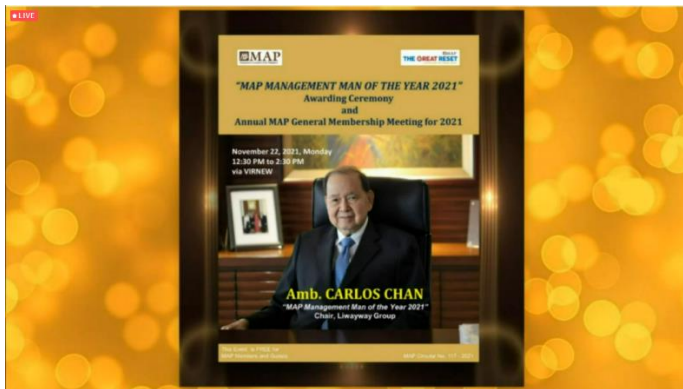
### MAP Inaugural Meeting and Induction of MAP 2022 Board of Governors



<https://www.youtube.com/watch?v=gzfimOPOZ0k>

## Video Recording of November 22, 2021

### "MAP Management Man of the Year 2021" Awarding Ceremony and MAP Annual General Membership Meeting



<https://www.facebook.com/map.org.ph/videos/326360865554281>

<https://www.youtube.com/watch?v=wlwo8hGMTpo>

## Video Recording of 2<sup>nd</sup> MAP NextGen Conference



<https://www.youtube.com/watch?v=zMd6j1EqXgA>

## Video Recordings of MAP GMMs

1. **February 10, 2022** MAP Economic Briefing and General Membership Meeting with the Socioeconomic Planning Secretary and the Director-General of the National Economic and Development Authority (NEDA) KARL KENDRICK CHUA, Brain Trust, Inc. Chair and Ateneo de Manila University Professor CIELITO F. HABITO, and World Bank in the Philippines Senior Economist, Dr. RONG QIAN
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 (PBEd)
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
  
8. **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 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](http://www.youtube.com/TheMAPph)

**Speakers’ presentations** <https://mapceoconference.ph>

## Article/Paper from MAP Members

**“The Russia-Ukraine fallout”  
from MAP Governor CIELITO “Ciel” F. HABITO’s  
“No Free Lunch” Column in the PHILIPPINE DAILY INQUIRER on  
March 1, 2022**

Just when we thought our economy was finally getting over the deep pandemic shock, now comes the Russian invasion of Ukraine, whose shock waves have yet to be clearly understood and assessed. Our direct economic linkages with both countries are actually minimal, but the impact of the conflict’s global repercussions is likely to be the greater threat to our economy and our people. Added to already elevated oil and commodity prices worldwide and financial pressures stemming from high levels of global debt especially in the United States, the ride coming out of the pandemic crisis promises to be anything but smooth. And for small economies like ours, the ride could be even rougher.

How would we be directly impacted by the Russia-Ukraine conflict? Based on our official foreign trade statistics, our exports to Russia were a relatively minimal \$102.3 million in 2019, or a mere 0.1 percent of our total exports, mostly in the form of office machine parts, electrical transformers, and integrated circuits. But our imports from them were nearly ten times as much in value, at \$985.8 million or 0.9 percent of total imports, mostly semi-finished iron, petroleum, and wheat. To Ukraine, we exported a miniscule \$4.8 million worth of products, mostly integrated circuits, scrap plastic, and processed fruits and nuts. But we imported 57 times as much from them, amounting to \$272.4 million or 0.2 percent of our total imports, mostly wheat, semi-finished iron, and sawn wood. Ukraine was actually the fourth largest source of our total cereal imports in 2020, and the third largest for wheat, while Russia supplies about a sixth of our oil imports.

There is hardly any trade in services between the Philippines and these two countries. Our recorded foreign direct investments from them are likewise negligible (\$110,000 from Russia and \$10,000 from Ukraine in 2019). Last year, remittances amounted to \$2.3 million from Russia and \$121,000 from Ukraine, with just over 350 Filipinos known to be residing in the latter (and now being evacuated), according to the Department of Foreign Affairs. All told, direct impacts of the invasion owing to disruption of trade, investment, and remittances would appear minimal.

However, it is actually the indirect impacts of the Russia-Ukraine conflict, and Western moves in response to it, that could well pose the bigger problem for us through their repercussions on the global economy and markets. With Russia and Ukraine together producing about a quarter of the world’s wheat, this is one commodity whose global flows and prices will be affected by the war-induced disruption of supplies from these two major producers. Thus, even though we might readily source from elsewhere the wheat imports lost from Ukraine suppliers, the likely spike in world wheat prices will raise the price of flour, hence bread and other baked goods. It will also push up the price of animal feeds where wheat is a major ingredient, which will in turn lead to higher meat prices. The world is in for elevated food prices over the following months, which

for us had already been happening in the past year due to our own internal problems with steep declines in livestock and fisheries supplies.

On top of food, energy costs will rise further than they already have, with crude oil prices feared to go as high as \$150 per barrel, especially if Russia's large supplies of oil and gas are cut off from the market by Western sanctions. For a country like the Philippines that imports virtually all its fossil fuels, there will be major implications for electric power and transport costs. Still another vital commodity whose costs will further rise is nitrogen fertilizers, a by-product of petroleum refining, along with another key fertilizer component potash, of which Russia is a major source—in turn feeding further into surging food prices.

And so, even as our inflation has eased in recent months, we must brace ourselves as it turns for the worse yet again as the year unfolds. Our next president would have to hit the ground running, with the unenviable position of taking over the reins of a battered economy about to run through yet another gauntlet.

cielito.habito@gmail.com

## Happy Birthday to the following MAP Members who are celebrating their birthdays within March 1 to 31, 2022

### March 1

1. Arch. BENJAMIN "*Bing*" S. AVILA, Principal Architect, Avila Architect
2. Atty. RAYMUND JOSEPH IAN "*Raji*" O. MENDOZA, Managing Partner, Mendoza Calnea Mangundayao and Associates
3. Atty. EDUARDO "*Ed*" M. PANGAN, Partner, Mendoza and Pangan Law Offices
4. Mr. PHILIP G. SOLIVEN, Vice Chair, Multico Prime Power Inc.

### March 2

5. Mr. EDMUN H. LIU, Chief Finance Officer, LH Paragon Group of Companies
6. Mr. FAUSTO R. PREYSLER JR., President and Chair, Smith Bell Corporation
7. Mr. SIMPLICIO "*Jun*" P. UMALI JR., President and General Manager, Gardenia Bakeries (Phils.), Inc.

### March 3

8. Ms. MELESA "*Elsie*" D. CHUA, President and CEO, CDC Quadrillion
9. Mr. JUAN CARLOS "*Carlos*" G. DEL ROSARIO, Chair Emeritus, Amalgamated Investment Bancorporation
10. Mr. ENRIQUE "*Ricky*" K. RAZON JR., Chair and President, ICTSI (International Container Terminal Services, Inc.)

### March 4

11. Mr. WILLIAM N. CHUA CO KIONG, President, Wills International Sales and Corporation
12. Ms. GENEROSA "*Gigi*" PIO DE RODA REYES, President and CEO, FPG Insurance Co., Inc.
13. Dr. HAZEL P. ZUELLIG, President, Z Healthcare Asia Holdings Corporation

### March 5

14. Ms. JOANNA THERESE "*So-bee*" CUYEGKENG DUENAS CHO, General Manager, Mary Kay Philippines
15. Mr. TEOFILO "*Pilo or Theo*" S. EUGENIO, Former President, Asia Pacific Chartering Phil., Inc.
16. Mr. CONRADO "*Conrad*" G. MARTY, Vice Chair, Hyundai Asia Resources Inc.
17. Mr. EDWIN "*Ed*" V. MATULIN, SVP and Board Director, Synchrony Global Services Philippines, Inc.

**March 6**

18. Mr. ALOYSIUS “Nonoy” B. COLAYCO, Country Chair, Jardine Matheson Group of Companies - Philippines
19. Mr. ALFREDO “Al” S. PANLILIO, President and CEO, PLDT and Smart Communications, Inc.
20. Mr. JAIME AUGUSTO “Jaime” ZOBEL DE AYALA II, Chair and CEO, Ayala Corporation

**March 7**

21. Mr. REYNALDO “Rey” C. CENTENO, President and CEO, General Life Assurance Philippines, Inc.
22. Cong. FELICITO “Tong” C. PAYUMO, Chair, University of Nueva Caceres

**March 8**

23. Mr. VITALIANO “Lanny” N. NAÑAGAS II, President, Organizational Systems, Inc.

**March 9**

24. Ms. MARIE KIMBERLY “Kim” S. BENEDICTO, COO, CLB Engineering and Supply, Inc.
25. Ms. CORAZON “Cora” S. DE LA PAZ BERNARDO, Honorary President (former President - 2004 to 2010), International Social Security Association
26. Atty. ARNEL PACIANO “Arnel” D. CASANOVA, Country Representative, AECOM Philippines, Inc.
27. Engr. WILFREDO “Will” L. DECENA, CEO, Will Decena & Associates, Inc.
28. Amb. KOJI HANEDA, Ambassador Extraordinary and Plenipotentiary of Japan, Embassy of Japan
29. Mr. DANIEL GLENN “Glenn” C. SAN LUIS, Executive Director - Inquirer Academy, Linq Academy Education Services Inc.
30. Mr. JEFFREY “Jeff” O. TARAYAO, President, One Meralco Foundation

**March 10**

31. Mr. AFTAB AHMED, CEO, Citibank, N.A.
32. Ms. HAIDEE C. ENRIQUEZ

**March 11**

33. Atty. ARNEL JOSE “Arnel” S. BAÑAS, Deputy Secretary for Administration and Financial Services, Senate of the Philippines
34. Mr. RAINERIO “Bong” M. BORJA, President, Alorica
35. Mr. EDUARDO “Ed” V. FRANCISCO, President and CEO, BDO Capital & Investment Corporation
36. Ms. CIELITO “Cielo” L. GARRIDO, CEO, San Dionisio Credit Cooperative
37. Mr. DEXTER CHUA LEE, Chief Strategy and Planning Officer, Philippine Airlines (PAL)

**March 12**

38. Mr. JOSE RENE GREGORY “Rene” D. ALMENDRAS, President & CEO, AC Infrastructure Holdings Corporation
39. Mr. DANTE FRANCIS “Klink” M. ANG II, Executive Editor, President and CEO, The Manila Times
40. Mr. RODRIGO “Rod” E. FRANCO, President and CEO, Metro Pacific Tollways Corporation
41. Mr. FRANCISCO “Kaiku” H. LICUANAN III, Chair, Geostate Development Corporation

**March 13**

42. Mr. ROLANDO “Rolly” S. NARCISO, Independent Director, Wilcon Depot, Inc.

**March 14**

43. Dr. CYNTHIA R. MAMON, COO, Enchanted Kingdom, Inc.
44. Mr. JOSE “Joe” R. SOBERANO III, President and CEO, Cebu Landmasters, Inc.
45. Mr. FERNANDO ZOBEL DE AYALA, President and COO, Ayala Corporation

**March 15**

46. Ms. ANNA JERMAINE “Jermaine” V. BOMBASI, Managing Director, Empire Centre for Regenerative Medicine
47. Mr. WILSON CHU, Chair and President, Breadtalk Philippines, Inc.
48. Mr. ROLAND ENRIC “Roland Enric” L. DELA CRUZ, Vice Chair, ANR Unlimited MPC
49. Mr. ROLANDO “Rolly” A. JAURIGUE, ButterflyHouse at KM 89 Garden

**March 16**

50. Arch. FELINO “Jun” A. PALAFOX JR., Founder, President and Principal Architect - Urban Planner, Palafox Associates

**March 17**

51. Ms. COSETTE V. CANILAO, President and CEO, Aboitiz InfraCapital, Inc.
52. Dr. CORAZON *"Cora"* PB. CLAUDIO, Convenor- Chair, Climate Action and Sustainability Alliance (CASA)
53. Mr. RENATO *"Rene"* A. FLORENCIO, Chair, GolconDIA Jewelry and TechnoMarine
54. Dr. NICETO *"Nick"* S. POBLADOR, Retired Professor of Economics and Management, University of the Philippines (UP)

**March 18**

55. Dr. ESTER ALBANO GARCIA, President, University of the East (UE)
56. Mr. LEANDRO *"Lean"* L. LEVISTE, Founder and President, Solar Philippines
57. Hon. FIDEL *"Eddie"* V. RAMOS, Chair, Ramos Peace and Development Foundation

**March 19**

58. Mr. ARTHUR *"Art"* N. AGUILAR, President, Negros Island Biomass Holdings, Inc.
59. Mr. JOSE *"Joe"* P. BANTILING, CEO, Trends and Concepts Total Interior Solutions, Inc.
60. Mr. RAUL JOSEPH *"Jojo"* A. CONCEPCION, President and CEO, Concepcion-Carrier Air Conditioning Company
61. Consul Gen. M. ISSAM *"Sam"* ELDEBS, Consul, Consulate of the Syrian Arab Republic
62. Mr. MUTSUHIRO *"Mutsu"* OSHIKIRI, President and CEO, Mitsubishi Motors Philippines Corporation (MMPC)
63. Mr. RENATO *"Rene"* C. VALENCIA, Chair, OmniPay, Inc.

**March 20**

64. Mr. ALEXANDER *"Alex"* M. GENIL, President and CEO, ZMG Ward Howell
65. Mr. JOSE MARCEL *"JoceI"* E. PANLILIO, Chair and CEO, Boulevard Holdings
66. Sr. ZETA *"Sr. Zeta"* R. RIVERO, SPC, CEO, Perpetual Succour Hospital of Cebu, Inc.
67. Mr. FREDRICK *"Rick"* M. SANTOS, Chair and CEO, Santos Knight Frank Inc.
68. Mr. MICHAEL *"Mike"* G. TAN, COO, Asia Brewery Incorporated
69. Dr. REYNALDO *"Rey"* B. VEA, President and CEO, Mapua University

**March 21**

70. Atty. WALTER L. ABELA, JR., Partner and Head, Tax and Corporate Services, Navarro Amper & Co./Deloitte
71. Mr. LEOPOLDO *"Leo"* P. DE GUZMAN, Chair and CEO, Marigold Estate Ventures Company, Inc.
72. Mr. WILLIAM CARLOS UY, Chair and President, Parity Values, Inc.

**March 22**

73. Mr. MARK DAVID *"Mark"* C. ALVAREZ, Managing Director Philippines, InSites Consulting
74. Mr. CARL LESTER *"Carl"* S. ANG, EVP, Multi-Rich Home Decors, Inc.
75. Mr. WILSON T. LEI YEE, CEO, Simply Moving Philippines, inc.

**March 24**

76. Mr. EUGENE *"Eug"* S. ACEVEDO, President and CEO, Rizal Commercial Banking Corporation (RCBC)
77. Ms. MA. LUNA *"Luna"* E. CACANANDO, President and CEO, Small Business Corporation (SBCorp)

**March 25**

78. Ms. MARLETH S. CALANOG, Executive Director, Ateneo de Manila University Graduate School of Business Center for Continuing Education
79. Mrs. VICTORIA *"Vicky"* P. GARCHITORENA-ARPON, Consultant, Family Philanthropy and Corporate Social Responsibility
80. Mr. JONATHAN JUAN *"JJ"* DC. MORENO, President and CEO, AF Payments Inc.
81. Mr. JESUS *"Bobby"* C. ROMERO, COO, Converge ICT Solutions Inc.

**March 27**

82. Mr. RODRIGO SEGURA, Partner and Senior Consultant, CMC Business Solutions, Inc.

**March 28**

83. Atty. J. ANDRES *"Andy"* D. BAUTISTA
84. Mr. MENELEO *"Ito"* J. CARLOS JR., President, RI Chemical Corporation
85. Sec. HERMINIO *"Sonny"* B. COLOMA JR., Publisher, Manila Bulletin Publishing Corporation



86. Mr. WOLFGANG KURT “Wolfgang” HARLE, Managing Director, Harle Philippines, Inc.
87. Mr. RAMON “Mon” S. MONZON, President and CEO, The Philippine Stock Exchange (PSE)
88. Ms. LYNETTE ORTIZ, CEO, Standard Chartered Bank Inc.
89. Mr. JOSE ARNULFO “Wick” A. VELOSO, President and CEO, Philippine National Bank (PNB)

**March 29**

90. Mr. JOHN D. FORBES, Senior Adviser, AMCHAM Philippines

**March 30**

91. Mr. JAIME “Jimmy” F. SINGSON, President, USA BPO, Inc.
92. Mr. VICTOR JOSE “Vic” TANCINCO, President and CEO, St. Peter Life Plan, Inc.

**March 31**

93. Gov. BENJAMIN “Ben” E. DIOKNO, Governor, Bangko Sentral ng Pilipinas (BSP)
94. Mr. ROBERTO “Bobby” B. TAN, President, Philippine Deposit Insurance Corporation (PDIC)

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