



“MAPping the Future” *Column in INQUIRER*

“Why flexible work works?”

June 20, 2022

Ms. MA. AURORA “Boots” D. GEOTINA-GARCIA

Hot off the press!
In a press release by the Civil Service Commission (CSC) Philippines on June 6, 2022, the agency approved to institutionalize flexible work arrangements in the public sector as part of the nationwide effort to transition from a public health and economic crisis to the new normal setting. While this is good news, the CSC emphasized that the decision to adopt such policy will still depend on the heads of the government agencies.

As we know, the Philippines has experienced one of the longest quarantine periods in the world, and that the new normal has greatly affected the concept of how people work. This is a welcome development in the public sector who now recognizes that flexible work is a viable option. This calls for government agencies to consider the long-term positive effects of flexible work, among others, as a cost-saving mechanism with the advent of rising oil prices and worsening traffic conditions, and as an approach for better workforce retention.

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“MAP Insights” *Column in BUSINESSWORLD*

“Demand Management”

June 21, 2022

Ms. PACITA “Chit” U. JUAN

I was listening to MAP outgoing President and incoming Trade and Industry Secretary Fred Pascual on TV the other day and was pleasantly surprised that he believed in managing demand to address the current challenges of a high import food bill.

He spoke about our rice situation and how we could “massage” demand so as to import less of

the staple. He suggested using corn as a substitute, especially for those who grew up eating corn grits - and the host agreed as he grew up in Negros Island. I was waiting for Mr Pascual to mention Adlai, a grain not known to many, especially here in the Metro. Adlai is a grain also called Job’s tears (grown also in China and in ASEAN countries) and is now a good substitute to the famous Quinoa of South America. It is also touted to be lower in the glycemic index and is healthier for diabetics.

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MAPping from page 1

“Why flexible work works?”

The positive effects of flexible work

In an article entitled, “Flexible work is gender-neutral,” which I wrote at the height of the COVID-19 pandemic, I said that the world is seeing the largest experiment on flexible work anywhere and at any time as an imperative and compelling business solution. Flexible work serves as a great approach in boosting work productivity which is a great value proposition for both companies and employees, most especially for mothers and homemakers.

Citing the 2021 Work Reimagined Employee Survey conducted by Ernst & Young (EY), 9 in 10 employees located in Southeast Asia said that they prefer flexible work than the traditional office set-up. A hybrid arrangement, which is a mix of in-office and remote work and a type of flexible work, is more favorable for the majority. This set-up plays an opportunity for change and ensures business sustainability.

Contrary to the belief that flexible work leads to less work productivity, many companies have reported otherwise, according to another survey by the Philippine Business Coalition for Women Empowerment (PBCWE) and Investing in Women, an initiative of the Australian government. Specifically, the productivity levels are equal or even higher compared to pre-pandemic levels.

Related to this, an organization should also build a trust-based flexible work environment where leaders believe that the employees will do the right and smart thing. Trust is at the core of a flexible work environment, measured by the output and outcome of team members and not on the hours they spend inside the office. Furthermore, it is also crucial for interactions to take place, whether on a physical or virtual setting. Collaboration and relationships are most effective when the management and its workforce are well aligned in terms of processes and priorities.

In addition, flexible work, or remote work to be specific, has resulted in reduced travel hours and property rental and maintenance costs, even in utility costs and paper usage for many companies. Time spent doing work is better managed without the inconvenience of traveling to and from the workplace. A study by Cisco reported that 9 out of 10 or 89% of Filipinos said that their savings reached almost Php340,000 in the last 2 years of hybrid work implementation. Good financial standing comes with positive

effects on work-life balance.

Interestingly, Concentrix, the largest BPO company in the country and the successor firm of Convergys, a Founding Member of PBCWE, in an announcement by the Department of Finance, has decided to forego its tax incentives to enable the company to continue with the hybrid work set up for its employees. It appears then that for this company, the benefits of flexible work far outweigh the loss of tax benefits as a registered enterprise.

What more can be done?

Frankly, the rapid shift stirred by the pandemic caused massive confusion and doubt about how effective flexible work is in different industries. With the positive effects of flexible work in place, there are still some challenges to deal with.

Each industry has its own cycle. Implementing flexible work is not a “one-size-fits-all” and it can be a difficult and complicated undertaking. An organization can start by understanding the needs of its employees and the required resources to implement such arrangement. With regulations in place, such as the Telecommuting Law and the recent CSC pronouncement, there is an assurance that flexible work is now viewed as a long-term approach to ensure the efficient delivery of public sector services.

Aside from written policies, organizations must also invest in necessary technology and equipment. Employees’ individual needs are unique and diverse. For example, reasonable and sufficient arrangements must be provided for persons with disabilities, pregnant women, senior citizens, among others. Inclusive spaces are the future of workplaces.

There are ways different sectors can learn from each other’s best practices. In this case, the public sector can look to private organizations who have adopted this approach successfully and determine what can work well for their organizations. I am confident that through this new development, we can achieve a “win-win” situation for all. Indeed, flexible work is here to stay.

(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 ESG Committee, and the MAP Diversity & Inclusion Committee. She is Founding Chair and President of the Philippine Women’s Economic Network (PhilWEN) and Co-Chair of PBCWE. She is also President of Mageo Consulting Inc., a corporate finance advisory services firm. Feedback at <map@map.org.ph> and <magg@mageo.net>. For previous articles, please visit <map.org.ph>)

MAP Insights from page 1

“Demand Management”

Chefs have used Adlai as an alternative to rice in rice dishes like Paella, Risotto and Arroz Caldo, or maybe it should now be called Adlai Caldo. It can also be used of course in Champorado, too. More importantly, it can be used steamed as an everyday rice.

The other important commodity is flour, more specifically, wheat flour. As a tropical country, we do not grow wheat so all of the wheat we consume in our pan de sal is imported. Mr. Pascual mentioned using some substitute like coconut flour for even 10% of our wheat recipes to manage demand. And 10% for Filipinos who eat pan de sal and “tasty” or American style loaf bread everyday is a lot. Imagine the burgers and spaghetti we consume everyday in fast food chains! But substitutions like this needs the approval of franchisors in changing recipes and we hope that our very own Filipino fast food chain leads the way. That could really change the import demand, one burger at a time.

I have seen mango flour, camote flour and coconut flour. Many food trendsetters have also used these for gluten-free recipes, as wheat has been suspect in making some sensitive people develop Celiac disease or gluten intolerance. Our substitute flours do not contain gluten. Now, we only have to develop the industries of mango and camote flour, and we will need less wheat in the years to come.

Mr. Pascual mentioned coffee but I will now offer the substitute to instant coffee—and that is brewing your own cup. Besides soluble coffee, a big part of imports also is importing coffee in capsules, the trendier imported brand of ready-to-brew with the push of a button. The machines are affordable, the capsules are expensive given that they are filled abroad and also create much waste in disposable single-use aluminum canisters. We produce coffee albeit short for our demand, but shifting demand to roast and ground coffee can make a difference. Imagine how much coffee you can buy with each capsule you stop using. And you will be supporting the local coffee industry in a more sustainable manner.

Besides rice, flour and coffee, we can also manage the amount of instant noodles we consume. These “wheat-based” convenience food packs contribute to wheat imports and may soon be priced beyond the common man’s budget. Instead, we can shift to our own convenience food like boiled bananas and camote - definitely healthier but just as filling. Convenience stores have started to sell ripe bananas (export seconds

but just as good) and they can now offer boiled bananas, camote and hard cooked eggs as a healthier snack alternative more than instant noodles.

I may be sounding like or thinking of Utopia but demand is shaped by information and trends on social media and traditional ones like this column. In our humble farm, we get a regular supply of Saba bananas (perfect for boiling or frying) and coconut (for meat, juice and more). If we get more people to eat less imported food, we can definitely shape demand and manage it like Mr. Pascual suggested.

And finally, lets manage our dependence on palm oil, because we have coconut oil. Palm oil is imported even if it is cheaper. The manner in which it is produced is also not eco-friendly as it has destroyed many forests and fertile land. It may be a generalization but if we have coconut oil in our backyards (meaning our country), let us prefer coconut oil. Did you know that even the scraps of grated coconut in the market can be dried and still produce 30% more coconut oil like olive oil’s pomace? This can be good for frying, if only industrious “waste champions” collect them and process them to make more oil. But we choose to buy imported plam oil rather than squeeze the last from our coconuts. The same with waste like the coconut shell. Did you know we could gather them and sell them to be made intro charcoal briquets?

Let us manage our demand on imports and think of ways to substitute what we have on hand. Let’s start in our homes, our businesses and soon we can heave a sigh of relief as we develop more local industries, instead of just pressing a button to make another order for imports.

Think about it when you eat or drink today. Think of your bread, your rice and your coffee. And of course your cooking oil. You are a co-producer. What you eat or drink is what farmers will grow.

(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is member of the MAP Diversity and Inclusion Committee, and the MAP Agribusiness Committee. She is Chair of the Philippine Coffee Board, Councilor of Slow Food for Southeast Asia and is an advocate for organic agriculture. Feedback at <map@map.org.ph> and <pujuan29@gmail.com>.)

**Former DPWH Sec. BABES SINGSON will be the MAP President
from July 1 to December 31, 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.org.ph
MAP Website: map.org.ph*

June 9, 2022

Circular No. 039 – 2022

Subject:

**Former DPWH Sec. BABES SINGSON
will be the MAP President
from July 1 to December 31, 2022**



Dear Fellow MAP Member:

Mr. ROGELIO “Babes” L. SINGSON, President and CEO of Metro Pacific Water, was elected as the new President of MAP at the June 9, 2022 meeting of the MAP Board of Governors at The Peninsula Manila.

Mr. Singson will serve for the unexpired term (July 1 to December 31, 2022) of Dr. ALFREDO “Fred” E. PASCUAL who has been appointed as Secretary of the Department of Trade and Industry (DTI).

Dr. Pascual’s resignation as MAP President created a vacancy in the MAP officership. Vacancies in officership is covered by Article IV Section 8 of the MAP By-Laws which stipulates the following:

“Vacancies in officership shall be filled by a majority vote of the Governors present at a meeting called for the purpose as soon as possible or at the first regular Board Meeting after the occurrence of the vacancy; such officer-elect shall serve only for the duration of the term of the individual being replaced or until the next regular election.”

Please extend your support to Mr. Singson and let us all continue to work together in pursuing MAP’s mission of promoting management excellence for nation-building.

Thank you. Stay safe and healthy!

Sincerely,


MARILOU “Malou” C. CRISTOBAL
Chair, MAP Nomination and Election
Committee (NOMELEC)


MEDEL “Ding” T. NERA
Vice Chair, MAP NOMELEC

MAP – PwC SURVEY ON EASE OF DOING BUSINESS



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June 1, 2022

Circular No. 036- 2022

Subject: MAP - PwC Survey on Ease of Doing Business

**Deadline to Respond
is extended to
June 23, 2022.**

Dear MAP Members:

The R.A. 11032, or the **Ease of Doing Business and Efficient Government Service Delivery Act of 2018**, aims to facilitate prompt actions or resolution of all government transactions efficiently. It applies to all government offices and agencies, including local government units (LGUs), government-owned and -controlled corporations, and other government instrumentalities located in the Philippines or abroad that provide services covering business-related and non-business transactions.

In line with this, the MAP, thru its Ease of Doing Business (EODB) Committee, and the PwC Philippines have developed an online Survey to help identify the areas where improvement is observed or still needed.


The MAP EODB Committee will use the results of this Survey in its discussions with the Anti-Red Tape Authority (ARTA), the Department of Trade and Industry (DTI), other relevant authorities, and private sector partners to find possible solutions.

In this regard, may we request you to give a few minutes of your time to respond to the Survey, not later than June 15, 2022, thru the following link:

<http://www.pwc.com/ph/ease-of-doing-business-survey>

Thank you in advance for your cooperation.

Sincerely,


ALFREDO E. PASCUAL
MAP President
Incoming DTI Secretary



Israel Chamber of Commerce of the Philippines

Worse than Pandemic? Climate Change – Threats & Opportunities

June 22, Wednesday | 3 PM | Via Zoom



DR. AARON CIECHANOVER
Nobel Laureate (2004 Nobel Prize in Chemistry)
Distinguished University Professor, Technion-Israel
Institute of Technology



DR. CORAZON P.B. CLAUDIO
TOWNS Awardee (1989-Science & Technology)
Convenor-Chair, Climate Action & Sustainability
Alliance (CASA)



MR. URIEL KLAR
Director, PLANETech

Event Moderator



Michael Macatangay
ICCP Treasurer
Head, ICCP Education Committee

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Fintech PH: Making Financial Services
More Accessible and Inclusive

FINTECH SPACE

as the Thriving Ground for Upgrading Financial Services

June 22, 2022 | Wednesday | 11:00 a.m.



-Speaker-

JOVELYN M. HAO

Acting Group Head
FinTech Innovation and Policy Research Group
Technology Risk and Innovation
Supervision Department
BANGKO SENTRAL NG PILIPINAS



-Speaker-

PAOLO AZZOLA

Chief Strategy Officer
Maya



-Speaker-

ZDENEK JANKOVSKY

Executive Director and
Corporate Treasurer
Home Credit Philippines



-Moderator-

PATRICIA B. MIRASOL

Multimedia Reporter
BusinessWorld

Catch it **LIVE** and **FREE** on BusinessWorld's
and The Philippine STAR's Facebook pages.

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MAP Arts & Culture Lecture

The Musical Genius of the Filipino Youth

June 22, 2022, Wednesday, 5:00 PM to 6:30 PM via ZOOM



Speaker:

Dr. RENATO B. LUCAS, PhD
President, National Music Competitions for Young Artists
Foundation, Inc. (NAMCYA)



Co-Moderators:

Ms. EVELYN R. SINGSON
Vice Chair, MAP Arts & Culture Committee
Vice Chair and President, Dusit Thani Philippines, Inc.



Atty. EUSEBIO V. TAN
Member, MAP Arts & Culture Committee
Senior Partner, ACCRALAW



ENVERGA CANDELARIA RONDALLA -
Maalaala Mo Kaya (C. de Guzman)
2021 1st prize



CORO BICOLANO - Octo Beatitudines -
commissioned contest piece by
John August Pamintuan -
1st Prize 2021 Senior Choir Category



SANGASANG JI ANAK UD MALIBCONG
ETHNIC ENSEMBLE -
composed of 2 teachers,
11 Liwang Elementary School pupils
and 2 high school students



RAYSELL ANNE MANIPOL
(Nasaan ka Irog - Abelardo,
arr. N. Espejo) - 1st Prize 2021
Children's Solo Rondalla
Instrument Category



MADAYAW CULTURAL ENSEMBLE
of Davao City performing
Mindanaon dances and music

A Project of MAP Arts & Culture Committee

Meeting ID : 867 4521 4834
Passcode : MAPACC622

This Lecture is FREE for MAP Members and Guests.

MAP Circular No. 037 - 2022



June 23, 2022, Thursday
12:30 PM to 2:30 PM via ZOOM

MAP GENERAL MEMBERSHIP MEETING

ICT LEADERSHIP IN OUR NEW WORLD

The speakers are expected to share their insights and experiences on digital transformation, and some tips on adopting the appropriate technology.

Speakers:



Dr. DAVID R. HARDOON

*Managing Director
Aboitiz Data Innovation*



Ms. AILEEN JUDAN JIAO

*President and
Country General Manager
IBM Philippines, Inc.*



Mr. PAUL WHITEN

*DevOps Business
Development Manager
Red Hat Singapore*

Co-Moderators:

**A Project of the
MAP ICT Committee**



Mr. PATRICK D. REIDENBACH

*Chair, MAP ICT Committee
President, Ubaldo Reidenbach Solutions*



Mr. EDUARDO "Teddy" G. SUMULONG

*Co-Vice Chair, MAP ICT Committee
Managing Director and CEO
Land Registration Systems, Inc. (LARES)*

This GMM is free for MAP Members and Guests.

Meeting ID: 843 7662 8342

Passcode: MAPGMM0623

MAP Circular No.: 041-2022

The Manila Times

presents

REPURPOSING INDUSTRY FOR RETOOLING THE ECONOMY

Livestreaming on *The Manila Times* Facebook, YouTube
and Dailymotion accounts | June 23, 2022 | 10 a.m. to noon



GEORGE T. BARCELON
President
*Philippine Chamber of
Commerce and Industry*
SPEAKER



DR. RAFAELITA "FITA" M. ALDABA
Undersecretary for
Competitiveness and Innovation
Department of Trade and Industry
SPEAKER



DAFORT VILLASERAN
Editor
The Manila Times
MODERATOR



CONRAD M. CARIÑO
Editor
The Manila Times
MODERATOR

ORGANIZATION PARTNERS:



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For sponsorships and other inquiries, call Rochelle Serafin via +63.917.8920779, or email rochelle.serafin@manilatimes.net / businessforum@manilatimes.net.

June 29, 2022 | 2:00 PM



Better Together

Embracing Office Diversity, Equity, and Inclusion



Speaker and Panelist
Oliver Baxter
Insight Programme Manager
HermanMiller



Speaker and Panelist
Gloria Mamwa
Managing Director | Africa and Middle East
Standard Chartered Bank



Panelist
Cielo Narvaez
Country Operations Manager
Telstra Philippines



Panelist
Raymond Rufino
CEO
NEO

Hosted by:



Danie Laurel
Anchor
ONE News

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cordially invite you to a Fireside Chat



Wednesday | June 29, 2022 | 12:00 PM to 2:00 PM

via **zoom** 

PANELISTS



DANG CASADO | Director, Corporate Marketing, Optum-United Health Group

Dang is a marketing professional with over 20 years of combined product, branding and talent acquisition experience. She brings with her proven success across diverse industries; Telecommunications, Business Process Outsourcing, Financial Services & Healthcare.

Prior to Optum, she held a position at Johnson & Johnson as Global Director for Talent Building and Intelligence and D&I Chair for J&J Philippines. Before the Healthcare space, Dang was with Citi as Vice President leading Employer Branding & Sourcing and also led the Recruitment Marketing Team of Convergys.

Dang has a degree in Communication Arts from Miriam College and has also taken Brand Management & Appreciative Leadership certificate courses at the Ateneo Business Excellence School for Continuous Education.



SAM WHITE | Executive/Director of Human Resources, Ingram Micro

Sam is an experienced professional executive with expertise in all facets of Human Capital Leadership, Talent Acquisition, Learning & Development, Employee Relations, Diversity & Inclusion, HR Administration, Organizational Development, Associate Engagement, Health & Wellness, Performance Consulting, Corporate Social Responsibility, Talent Reward and Recognition, and Project Management. Sam has led HR departments in the Philippines for nearly nine (9) years and in the USA for over fifteen (15) years. In the Philippines, he has spent years on consulting boards for the BPO/KPO/Shared Services industry from a Human Capital and business set-up capacity.

If asked what attribute that Sam holds most dearly to himself, it would be his "Integrity and Character".



RAMON ALFONSO A. SARZA | Vice President, Deutsche Bank Group

Ramon's expertise is in the areas of learning, development and driving talent strategies. In addition, he is an organization development specialist, building and delivering solutions for the business he operates in.

For 14 years, Ramon worked as Operations Manager for the passenger vessel services arm of Mitsui OSK Lines where he built his capability on ship management, manning and crew development.



DAVID CALDWELL | CEO and Partner, DEVTAC Inc.

David (Dave) is the CEO and Co-owner of Devtac (devtac.asia), a Philippine based technology company that specializes in customization and integration of customer relationship management systems for clients globally. Prior to Devtac, Dave has over 30 years of multinational corporate leadership experience including over a decade of BPO experience operating Global In-House Centers in the Philippines.

Dave is a board member and investor for Bridge, a Philippines based payroll and lending company. He is a member of Rotary and the American Chamber of Commerce.

A NEW AGE OF CAPITALISM IN THE PHILIPPINES – Part 2
A MAP CEO Academy Panel Discussion

July 1, 2022, Friday, 10:00 AM to 12:00 Noon via ZOOM

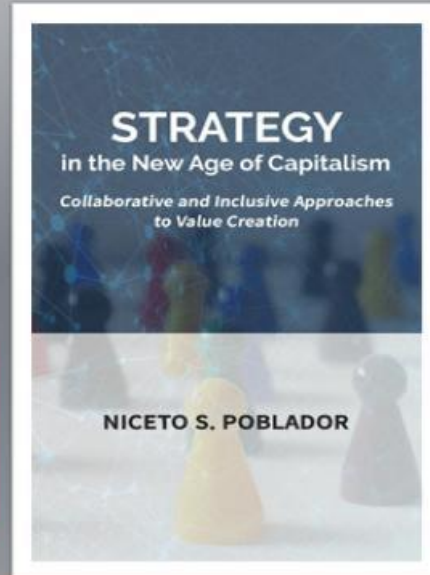
A Joint Project of MAP Human and Management Development Committee (HMDC) and MAP ESG Committee

Speaker



Dr. NICETO “Nick” S. POBLADOR
A Management and Economics Thought Leader
Retired Professor of Economics and Management, now Professorial Lecturer
University of the Philippines (UP)

The Speaker will discuss the collaborative and inclusive approaches to value creation which he summarized in his new book entitled “*STRATEGY in the New Age of Capitalism*”. He urges businesses to align with their activist stakeholders and engage them in bringing about change to realize their ESG goals.



Panelists



Mr. JOEY A. BERMUDEZ
Chair
Maybridge Finance and Leasing, Inc.



Ms. ALMA RITA “Alma” R. JIMENEZ
President and CEO
Health Solutions Corporation



Mr. JOHN CLIFFORD “Cliff” M. EALA
President
Synerbyte Limited



Prof. VICTOR ANDRES “Dindo” C. MANHIT
CEO and Managing Director
Stratbase Group

Co-Moderators



Mr. VICTOR “Vic” L. MAGDARAOG
Co-Chair for MAP CEO Academy
MAP HMDC
Senior Business Adviser
Advisory & Insights (A&I)



Dr. BENITO “Ben” L. TEEHANKEE
Co-Vice Chair for Social Justice
MAP ESG Committee
Professor, De La Salle University (DLSU)

Meeting ID: 863 2936 8167
Passcode: MAPWEB71

This Webinar is FREE for MAP Members and Guests.
MAP Circular No. 038 – 2022



MAP General Membership Meeting

July 14, 2022

Thursday

12:00 Noon to 2:00 PM

Bonifacio Hall, Level 4

SHANGRI-LA AT THE FORT

**1st
FACE-TO-FACE
GMM**



Speaker:

Sec. ALFREDO “Fred” E. PASCUAL

Department of Trade and Industry (DTI)

Topic:

DTI’s Priority Programs

Registration Fees:

MAP Member	FREE
Guest	P2,000 each

PUSH FOR CHANGE
TOWARDS A BETTER FUTURE FOR ALL

MAP Circular No. 040 - 2022



MANAGING IN THE PERIOD IN TRANSITION

Living in the world of in-betweens

The pandemic hit the world hard – but it's time to move forward. It will not be an easy process. Experts say it will be a slow recovery, marked by a period of transition. That is where we find ourselves in this present time – leaving the infectious past behind, yet not quite there. We are in a world of in-betweens, crossing over to a more stable future.

The Pandemic WINS . . .

The crisis brought opportunities that can be appreciated in the changes that we all experienced – the digital shift, the value of a stable health system, addressing climate change as a global agenda, and how organizations and governments can rise and fall depending on how the public perceive their actions.

. . . and the big winners.

The search for COVID cure mobilized the big pharma, and sales of their vaccines and other drugs and supplies broke records. The fulfillment centers – storage, deliveries and payment systems – won the days. The workforce shortage encourage exploring the options of artificial intelligence and robotics, workplaces and workforce adapted to the hybrid environment, and many micro and small enterprises entered the market in response to market needs.

But there are losses and failures too.

As companies experienced shorter runways for financing operations, there were closures and near failures. Jobs are on the line, even upticks in cases continue to tax the health systems – reminders that we are not yet totally out of the woods.

There were lessons learned and these can be used to manage the transition so that we can hasten the process of recovery.

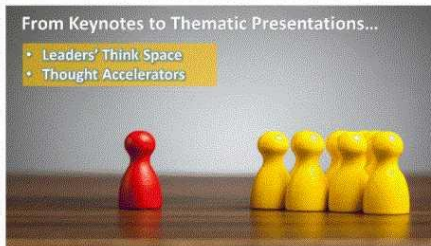


THE WINS OF CHANGE: Thriving in a World of In-Betweens

The 20th MAP International CEO Conference will address these transitions by providing insightful discussions on these issues that management leaders will need to consider as they cross the bridge to a more stable future.

The 2022 Conference program will highlight dynamic approaches in tackling these issues, and will feature:

- **Thematic presentations that will showcase trends**



- **The Wins of Pandemic Change**



- **Robust discussions dissecting the wins, the swings, and the misses**





AND WE ARE GOING HYBRID!

For those already wanting to touch base again with business colleagues, join the face-to-face option and catch up . . .

. . . but no worry for those still trying to muster courage or preferring the convenience – all you need to do is Zoom in.

Going



HYBRID

REGISTRATION FEES FOR THE ONE-DAY MAP CONFERENCE

Payment by	MAP Member	Non-MAP Member	Foreign Delegates
FACE-TO-FACE			
June	P10,000	P12,000	\$100
July	P12,000	P14,000	\$150
August	P14,000	P16,000	\$200
September	P16,000	P18,000	\$250
ONLINE			
June	P1,000	P2,000	\$25
July	P2,000	P3,000	\$50
August	P3,000	P4,000	\$75
September	P4,000	P5,000	\$100
Get 1 FREE seat for every 5 seats paid.			
Special Rate for Full-Time Academic and Government Officials			
Payment by	MAP Member	Non-MAP Member	
June to September	P4,000	P6,000	

LET BUSINESS STEP UP.

The MAP INTERNATIONAL CEO CONFERENCE 2022 will be a springboard for taking the discussion to the next level – THE FUTURE.

- Be part of a community that will transition to a new future.
- Beyond information, it's direction.
- Beyond ideas, it's thought leadership.
- Be one of those who will shape the changing world order.

JOIN THE MAP CEO CONFERENCE 2022. Hear it first-hand.

For sponsorship opportunities, feel free to get in touch with **MAP Executive Director ARNOLD P. SALVADOR** or **MAP Staff Assistant MILO DAPILOS** via <map@map.org.ph> or <map.philippines@map.org.ph>.

Articles/Papers from MAP Members

1. "Myths and misconceptions"

from MAP Governor CIELITO "Ciel" F. HABITO's "No Free Lunch" Column in the PHILIPPINE DAILY INQUIRER on June 21, 2022

Albay Rep. Joey Salceda, a substantive politician I've long admired, spoke recently at the University of the Philippines Los Baños on "a new framework for food security and agricultural development," and had interesting insights worth sharing. I particularly appreciate how he always makes good use of well-researched data, and while his 200-slide PowerPoints give some audiences nosebleed (and the UPLB emcee admitted as much), his evidence-based arguments permit him to speak with authority. That's why my staff at the National Economic and Development Authority (Neda) in the 1990s found him a pleasure to work with. As a newly minted politician having recently switched from an investment banking career then, he spoke the language of economists and constantly challenged Neda's professionals to argue their policy positions right.

What particularly resonated with me were three "myths" he blamed for clouding people's approach to dealing with what I call our economy's true backbone: our agriculture and agribusiness sector. To his three myths, I add one of my own below.

The first myth Salceda busts is the common view that we do not provide enough resources to support our farmers. But cross-country data compiled by researchers at the Organisation for Economic Co-operation and Development (OECD) show that in the Philippines, producer supports in 2020 represented 27 percent of gross farm receipts, averaging 22.2 percent over 20 years. This is much higher than in Vietnam (-6 percent in 2020, average of 1 percent), Indonesia (20 percent in 2020, average of 14.7 percent), and China (12.2 percent in 2020, average of 10.9 percent). OECD defines these supports as market price support, budgetary payments, and cost of revenue foregone, such as from tax exemptions. The problem appears to lie in the form of support we give our farmers, mostly in terms of trade protection via import restrictions and high tariffs, which OECD puts at 40 percent, well above Vietnam's—10 percent and Indonesia's 24 percent.

Salceda notes that not only is Vietnam not supporting its farmers; it is also taxing them for exporting their produce—yet far outdoes us and Indonesia in farm performance. I've long argued that we should help our farmers more via nurturing, rather than shielding or "protecting" them from the competition, not because we'd rather rely on imports, but to have the market discipline push us to keep abreast with our neighbors' productivity.

Salceda's second myth is the oft-heard alarm that we are losing our farmlands. He cites World Bank data indicating that our agricultural area as a percent of the total land area actually grew continuously from 25.9 percent in 1961 to 41.7 percent in 2018. Cross-country data also show that our total cultivated land (36 percent of total) is already twice what is classified as arable land (18.2 percent of total), whereas the former only slightly exceeds the latter in our neighbors. He muses that this probably explains why some of our farmlands have low efficiencies.

The third myth is the complaint that our government has not done enough to make farm inputs cheaper. He shows how our tariffs on key inputs including fertilizers, pesticides, seeds, and farm machines, are already down to the minimum level of three percent, from as high as 46 percent in the 1980s. The Department of Agriculture has also perennially procured such farm inputs directly to pass on cheaply to farmers (at taxpayers' loss). Our problem has been that the government has focused support on private goods or direct farm inputs, where the benefits last for only one crop season, but falls short on public goods with long-lasting benefits like irrigation, postharvest facilities, transport, and logistics.

I would add to Salceda's list the misplaced complaint that "unbridled liberalization" in agriculture has penalized our farmers since we joined the World Trade Organization. In truth, we had precisely bridled trade in farm products with various waivers, exemptions, and "sensitive lists" that persisted for decades, especially for vital food products like rice, corn, meat, and vegetables. Look where we are now in these commodities. I need not say more.

cielito.habito@gmail.com

**2. "Here comes the Son"
from MAP Governor ROMEO "Romy" L. BERNARDO's "Introspective" Column in the BUSINESSWORLD on June 15, 2022**

I am pleased to share excerpts from our Globalsource Partners quarterly forecast report (May 31), the summary page, and the concluding political section. GSP (globalsourcepartners.com) is a subscriber supported network of independent analysts in emerging market countries providing macro, financial and political risks analysis and forecast based in New York. Christine Tang and I are their Philippine Advisers.

SUMMARY FORECAST

The Philippines just elected its first majority president since the return of democracy in 1986 and delivered a not typical "tandem vote" by choosing his running mate as well. The convincing mandate given to President-elect Ferdinand Marcos, Jr. and Vice-President-elect Sara Duterte resulted from a generally orderly election and subsequent quick count. The new administration will take office on June 30.

So far, the incoming administration has handed the business community what it wanted — a knowledgeable and experienced economic team, drawn from current and past administrations, that could hit the ground running. Despite looking like a gerontocracy, media interviews given by key members of the team reveal readiness to put into action learnings gleaned from decades of working in their respective fields.

Forecast summary (Base case)			
	Unit	Global Source May (February)	
		2022	2023
GDP annual change	%	6.8 (6.0)	5.5
CPI inflation (annual average)	%	5.5 (3.8)	4.0 (3.3)
Policy rate (eop)	%	3.0 (2.5)	3.5 (3.0)
Exchange rate (eop)	PhP/USD	52.60 (52.30)	54.20 (53.44)
Fiscal balance/GDP	Unit	-7.5 (-7.7)	-6.3 (-6.5)
Current account/GDP	Unit	-3.7 (-2.3)	-3.5 (-2.6)
International reserves	USD bn	102.9 (105.6)	101.0 (102.8)
External debt/GDP	%	26.8 (27.0)	25.6 (26.7)

NOTES: NUMBERS IN PARENTHESES ARE PREVIOUS AUTHOR'S AND CONSENSUS FORECASTS (NONE IF UNCHANGED.)

Although there is palpable unease, including among foreign observers, with the rise of the son of the former dictator, we, like the rest of the

business community, are opting to give the president-elect the benefit of the doubt especially during his honeymoon period. A challenging global environment awaits his administration with economic growth slowing down, commodity prices staying elevated, monetary policies and financial conditions tightening, neighbor China still under COVID-19 lockdown, and geopolitical tensions causing greater policy unpredictability.

Domestically, the president-elect will be facing difficult choices. At the macro level, fiscal policy is constrained by much higher public debt and continuing large budget deficits, monetary policy is constrained by rising inflation with interest rates on their way up, and the external sector is impaired by the deterioration in the terms of trade, increased reliance on food imports to manage domestic inflation and potential risk-off conditions aggravating capital outflows. He will also need to act quickly to avert power shortages over the medium-term.

Although Q1 GDP growth was higher than expected, we think much of the surprise was due to election spending and unlikely to be sustained beyond 1H. However, the increased likelihood that COVID-19 has become endemic in the Philippines has raised our confidence in continuing freer mobility and gradual expansion of close-contact services, particularly tourism and in-person classes. We are thus raising our GDP forecast for 2022 from 6% to 6.8% but keeping our 2023 forecast at 5.5% pending clearer demonstration of the executive's ability to build on and implement recent reforms, particularly in attracting foreign investments.

Downside risks are significant, emanating mainly from the many risks in the global environment, including US recession risk from much more aggressive Fed policy rate hikes and the impacts on highly indebted economies and emerging markets, possible escalation of the war in Ukraine and sanctions on Russia that could cause not just energy prices to soar anew but food shortages and more export bans, as well as a further slowdown in world growth due to the knock-on effects and China's strict zero-COVID policy. Locally, downside risks include the continuing challenge of managing possible COVID-19 outbreaks, more rapid increases in inflation that de-anchors expectations and lead to more aggressive monetary tightening, and failure to maintain financial market confidence in the new administration's commitment to macroeconomic stability in general and fiscal sustainability in particular.

Any upsides to enable the economy to sustain growth above 6% will hinge on the new

administration's ability to raise market confidence in its managerial ability and economic program (including broadening the base of economic growth), as well as a less tumultuous global environment that makes cross-border investment decisions possible. In this regard, recently legislated freer foreign investment rules can help attract foreign capital.

POLITICS: WHO HAS THE PRESIDENT'S EAR?

He may look, talk and even share his father's name but by all accounts, President-elect Ferdinand Marcos, Jr. is not his father, the strongman who ruled the Philippines for 20 years until his ouster in 1986.

For many, this is both good and bad: good, because he does not have the drive to become the autocrat that his father was; bad, because he does not have the vision to catapult his presidency to the heights afforded by his majority electoral win. In fact, the most worrisome political risk we hear now is that his may be a feckless presidency marked by indecisiveness and unresponsive leadership...

For longtime observers of policy making in the Philippines, it does not really matter who occupies the presidential palace and what his background and temperament are, as long as he knows how to delegate. President Duterte provides a radical example, practically giving his finance secretary, Carlos Dominguez, full control on the executive's economic policy. His being the head of the economic team as finance secretary was greatly facilitated by the full trust of and access to the president, a relationship developed as early as primary school...

... Many, ourselves included, think that Mr. Marcos could not have chosen a better economic team with the qualifications and experience that could hit the ground running during these challenging times. On the other hand, some of the members of this team must still remember their time in the Estrada government in the late 1990s, Mr. Diokno included who was then budget secretary, when the good policies framed by a first-rate economic team could not withstand the harm devised by an informal rent-seeking "midnight" cabinet.

For now, we can only give Mr. Marcos the benefit of the doubt that goes with his honeymoon period and trust in the experience and political instincts of his economic team. There are many challenging decisions on the economic policy front in the near term, including clarifying the

President-elect's campaign statements supporting direct government intervention in the rice and oil markets, that will reveal who has the president-elect's ear.

Romeo L. Bernardo was finance undersecretary from 1990-96. He is a trustee/director of the Foundation for Economic Freedom, Management Association of the Philippines, and FINEX Foundation.

3. "Sub judice" from MAP Governor PETER WALLACE's "Like it is" Column in the INQUIRER on June 20, 2022

Sub judice. The first thing I'd like to know is, why is it in Latin? An ancient, forgotten language that I had to learn (and promptly forgot) at school but no one else subsequently has. It's not the only phrase in Latin in the law, there are a number of others. Why? I counted 30 in a casual review. "Ignorantia legis non excusat" — ignorance of the law excuses no one. Well, when it's in Latin, I am ignorant, so I have every right to be excused. Surely, law in all its ramifications should be simple to understand by the public who have to abide by it. For sub judice, "under consideration" will do just fine, and we'll all understand it.

More importantly, why does sub judice exist at all? Why can't I publicly discuss a case that's in court? That's when it's of most public interest. We want to know what's happening, and what commentators think about it.

I presume the rationale is that commenting on a case could influence those responsible for making a decision on it. Perhaps, and I emphasize "perhaps," where there's a jury system, we might need to protect the jury who are just ordinary people possibly susceptible to influence. Perhaps. But here where it's only a judge or a panel who decides, are we saying our judges can be influenced by public discourse?

That doesn't speak well of our judges, does it? I believe they are intelligent, highly educated people who are more than capable of evaluating offered opinion and their applicability to a case they are considering.

My good friend Santi Dumlaog detailed it well. Let me quote him: "Indeed, the sub judice injunction denigrates the intelligence of the judge. The judge is trained in the law, in the appreciation of facts, and by his/her experience in the bench, he/she acquires the faculty of sharp discernment. An open public discussion, if allowed, would bring forth a

variety of perspectives that would enrich the judge's way of understanding the multifaceted issues arising from a case, especially the complex ones.

"The court does ask the opposing litigants to submit their differing comments to help him make a decision. Sometimes amicus curiae (there we go again, 'friends of the court' would do just fine) are invited to add their opinions. So, why restrain the friends of the court that are the public? We should be more trusting of our judges and their sworn duty to be independent and fair.

"Our system of collegiality in decision-making in the higher courts safeguards, in a way, any 'outside influence' of public discussion.

"The marketplace of competing ideas should be a welcome influence rather than a dreaded influence. In fact, the adversarial nature of judicial proceedings promotes the competition of opinions to better bring out the truth and the rightful decision."

As it now stands, judges listen to two opinions, opinions that are highly biased and can, therefore, be questioned and certainly should be. The prosecution and the defense are out to win the case. Seeking the truth is secondary to their goal. Listening to others should not hurt the objectivity and independence of a judge. It even helps by giving them a wider range of points and facts to consider. I suppose one risk we face of eliminating sub judge rules is that a defendant or complainant could employ social media mercenaries and trolls to flood the news with a biased position. But I think a judge could pretty easily discern that. That's actually something the state needs to look into, not only here but worldwide: how to remove trolls from the internet.

Doesn't sub judge infringe on our constitutional right to freedom of speech? The Constitution says: "No law shall be passed abridging the freedom of speech, of expression, or of the press, or the right of the people peaceably to assemble and petition the government for redress of grievances." That seems clear enough to me. We have the right to freedom of speech, no one can transgress it. Being unable to openly discuss an issue that is "under consideration" by the court surely does transgress our right to free speech. Maybe the Supreme Court would like to weigh in on this and issue a ruling that freedom to talk overrides efforts to restrict it. It's time for sub judge to go. And Latin to follow.

Email: wallace_likeitis@wbf.ph

4. "Moving on" from MAP 1994 President ROBERTO "Bobby" F. DE OCAMPO's "Business Matters" Column in the INQUIRER on June 9, 2022

The people have spoken — overwhelmingly at that. Both Ferdinand Marcos Jr. and Sara Duterte won by landslide margins of unprecedented historical proportions, such that continued sulking in some quarters about cheating, Smartmatic shortcomings, vote-buying, and assorted other electoral shenanigans might sadly begin to look to be just that — sulking. But with the opposition nearly obliterated at all electoral levels (for instance, only one opposition senatorial candidate won), it becomes imperative in the interest of upholding democracy for opposition-inclined forces to regroup rather than remain in a wound-licking mode. The starting point of a substantive regrouping would be a departure from a fixation on faultfinding and complaints, acceptance of realities, and surveying the lessons from this recent electoral debacle to thoughtfully draw a viable strategy moving forward. Here are some to consider:

1. Professional surveys are a good and quite accurate gauge of public sentiment. Treating them dismissively or demeaning their findings may prove self-delusional and counterproductive. The actual results of the presidential elections were 58.7 percent for Marcos Jr. and 28 percent for Vice President Leni Robredo. Pulse Asia had it at 56 percent vs. 23 percent, Publicus at 52 percent vs. 24 percent, and OCTA Research at 58 percent vs. 25 percent. Safeguarding the professionalism of surveys is a must.

2. Our local version of the War of the Roses may have already run its course. This 15th-century war raged in England for 30-plus years as the Royal Houses of Lancaster and York (symbolized by red and white rose badges respectively) fought over the control of England's throne. Our local version has likewise raged for about 35 years between the political powerhouses of the families Aquino and Marcos (symbolized by the colors yellow and red respectively) over the presidency of the Philippines. For this recent election, the latter downplayed its color scheme and highlighted the theme of national unity as its principal campaign strategy, thus seeming to indirectly signal "enough already" with respect to this decades-old feud. The latter resorted to the tried and previously successful strategy of color identification (though switching from yellow to pink) reinforced with a reassembling of the compelling elements and narrative of the EDSA peaceful revolution. Their massive rallies were an impressive sea of pink. In contrast, their rival's rallies featured masses of people waving handheld

Philippine flags. The election results may warrant a soul searching amongst the opposition on whether or not a color identification-based campaign may now be seen as divisive rather than attractive, whether the "war of the roses" scenario has become tiresome to the majority, and whether the time has come for a fresh start.

3. There still appears to be no such thing as a Catholic bloc vote. More vigorous attempts this time by Church leaders to assemble one for the recent elections may have run the risk of making the Church appear excessively partisan and out of touch with the priority yearnings of its flock. It could be that the majority do not favor seeing the Church appear to be an instrument of one political party rather than a beacon of light for the entire citizenry. There may also have been a mistaken interpretation by the church of the Iglesia ni Cristo's political success, whose starting point is an already well-developed politically enticing bloc and then approaching conclusion by going with the flow, as it were, before endorsing a candidate after careful observation of which candidate is most likely to win. The process usually doesn't start by preselecting a candidate or political party to support. In any case, it may be that the political involvement of the Church may best be applied via lessons to the faithful on discernment, vigorous upholding of and education on Christian values, and defense of the moral compass of the nation against the rising tide of radical Western wokeness.

The foregoing are observations, not prescriptions. But for the sake of maintaining our chosen democratic system of government, we must have a vigorous "Loyal Opposition." Opposition elements must arise from the stupor of lamenting the past and dwelling on what might have been, regroup, and positively move on.

* * *

Roberto F. de Ocampo, OBE, is a former finance secretary and was named Finance Minister of the Year in 1995, 1996, and 1997.

*Business Matters is a project of the Makati Business Club
(makatibusinessclub@mbc.com.ph).*

MAP Talks on Youtube

Video Recording of May 19, 2022
MAP GMM

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

MAP General Membership Meeting
INTEGRATING ESG IN THE WAY WE DO BUSINESS

Speakers:
 Mr. ANDREW CHAN, Mr. VINCENT KNEFFEL, Ms. MA. ANTONIA YULO LOYTAGA
 Ms. AGNES A. GERVACIO (EMCEE), Atty. ALEXANDER B. CARRERA (Q&A MODERATOR)

MAY 19, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM

Video Recording of May 2, 2022
MAP Webinar

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

SENTIMENT ANALYSIS
AI and Big Data for Reading Collective Minds

Speakers:
 Mr. WILSON I. CHUA, Mr. ROGER DO
 Dr. BENITO L. TEEHANKEE (Moderator)

Video Recording of April 29, 2022
MAP Webinar

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

PROTECTING THE EARTH. PRESERVING OURSELVES.
Doing what we need to do in celebration of Earth Month

Speakers:
 Sec. JIM O. SAMPULINA, Atty. ANGELA CONSUELO S. IBAY, Ms. ANA MARGARITA MONTIVEROS, Atty. TONY LA VINA, Mr. SANTIAGO F. DUMILAG, JR., Mr. RACQUEL B. CAGUIRANGAN

Video Recording of April 29, 2022
MAP Webinar

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

Speakers:
 Dir. RAQUEL B. ECHAGUE, Mr. DANILO V. FAUSTO
 Mr. OSCAR A. TORRALBA, Mr. CHARLES P. VILLASEBOR (Moderators)

Video Recording of April 27, 2022
MAP Lecture

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

MAP Arts & Culture FIRESIDE CHAT
Art + Cryptocurrency
THE RISE OF DIGITAL ART

Speakers:
 Mr. HENRY RHODEL R. AGUDA, Mr. LUIS BUENAVENTURA, Mr. MIGUEL CUNETA
 Ms. MA. AURORA "BOOTS" D. GEOTINA GARCIA (Moderator)

Video Recording of April 22, 2022
MAP Webinar

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

MAP CEO Academy
STRATEGIC HUMAN RESOURCES:
HOW TO THRIVE AND PROSPER IN THE TALENT ECONOMY

Speakers:
 Mr. SANDEEP CHAUDHARY, Ms. CAROL DOMINGUEZ, Ms. RINA EALA, Mr. JP ORBETA, Mr. RON SEGISMUNDO
 Sec. SONNY COLOMA (Moderator)

Video Recording of April 20, 2022
MAP Webinar

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

THE HUMACHINE APPROACH
A Human-Centered Upskilling Strategy for Philippine Businesses in the 4th Industrial Revolution

Speaker:
 Dr. NADA R. SANDERS
Moderator:
 Mr. VICTOR "VIC" L. MAGDARAOG

Video Recording of April 7, 2022
MAP-PBED Joint General Membership Meeting

PBED **PHILIPPINE BUREAU OF EDUCATION** **MAP** **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

The Education Imperative
Joint Membership Meeting

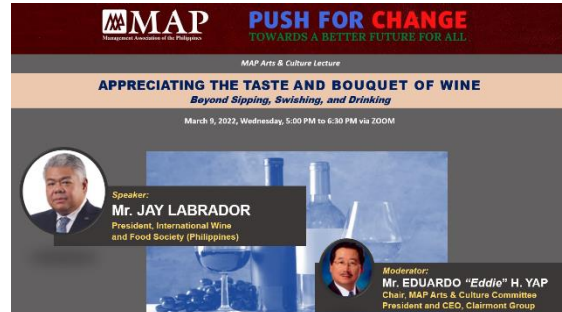
Keynote Speaker:
 Professor Kwame Akyeampong

April 7, 2022, 4:00 PM | Zoom Video Conferencing
This event is by invitation only. Please register at: bit.ly/PBEDMAPJMM2022

Video Recording of March 24, 2022
MAP General Membership Meeting

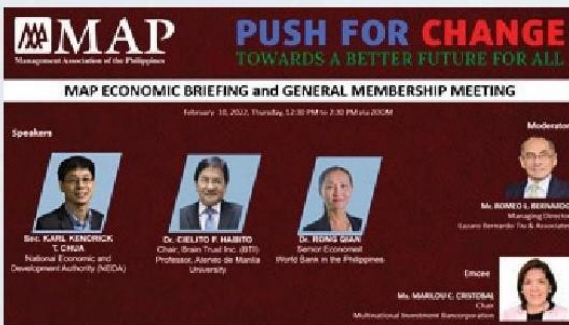


Video Recording of March 9, 2022
MAP Lecture

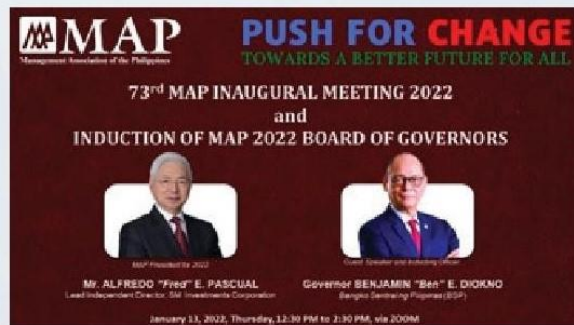


<https://www.youtube.com/user/TheMAPph>
<https://web.facebook.com/map.org.ph>

Video Recording of February 10, 2022
MAP Economic Briefing and General Membership Meeting



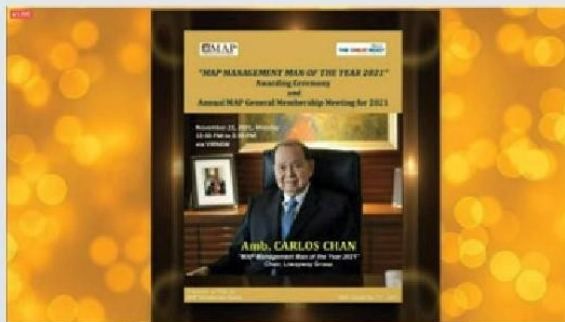
Video Recording of January 13, 2022
MAP Inaugural Meeting and Induction of MAP 2022 Board of Governors



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

<https://www.facebook.com/map.org.ph/videos/326360865554281>
<https://www.youtube.com/watch?v=wIwo8hGMTpo>

Video Recording of November 22, 2021
"MAP Management Man of the Year 2021" Awarding Ceremony and MAP Annual General Membership Meeting



Video Recording of 2nd MAP NextGen Conference



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

Happy Birthday to the following MAP Members who are celebrating their birthdays within June 1 to 30, 2022

JUNE 1

1. **Mr. CARLO ROY "Carlo" SINGSON**
Associate VP and Managing Director, NBA Philippines, Inc.

JUNE 2

2. **Mr. RAUL M. CASTRO**
Chair and CEO, McCann Worldgroup Philippines
3. **Dr. CONRADO "Conrad" E. IÑIGO JR.**
VP - Academic Affairs, Lyceum of the Philippines University

JUNE 3

4. **Atty. ENRIQUE "Ike" A. SOBREPENA JR.**
President and CEO, College Assurance Plan Philippines, Inc.
5. **Mr. PETER LESLIE WALLACE**
Chair, The Wallace Business Forum, Inc.

JUNE 4

6. **Mr. MANOLITO "Lito" T. TAYAG**
Country Managing Director, Accenture, Inc. (Philippines)
7. **Mr. WILLY YU "Willy" TIENG**
President, KLG International, Inc.

JUNE 5

8. **Ms. MARIA CAROLINA "Carol" V. DOMINGUEZ**
President and CEO, John Clements Consultants, Inc.
9. **Mr. GEORGE J. "George" MARTIREZ**
2nd Vice Chair and CEO, Malayan Bank
10. **Mr. RUY Y. MORENO**
Chair, Center for Global Best Practices (CGBP)
11. **Atty. CARLOS "Charlie" G. PLATON**
Managing Partner, Platon Martinez Flores San Pedro and Leaño

JUNE 6

12. **Mr. ROBERT "Bob" Y. COKENG**
President, F&J Prince Holdings Corporation
13. **Mr. RAMON LORENZO LUIS "Renzo" R. GUINTO**
President and CEO/Doctor of Public Health candidate, PH Lab/ Harvard University

JUNE 7

14. **Mr. ROBERTO "Obet" DE VERA ROBES**
President and General Manager, Sky Green Imports Incorporated

JUNE 8

15. **Mr. MICHAEL "Mike" O. DE JESUS**
EVP and Corporate Bank Head, Rizal Commercial Banking Corporation (RCBC)
16. **Ms. DELIZA G. "Deliza" RIDOLOSO**
President, Pacific Sun Solutions, Inc.
17. **Mr. JUAN CARLOS "John-C" L. SYQUIA**
Head of Corporate Banking, Bank of the Philippine Islands (BPI)

JUNE 9

18. **Mr. ONOFRE "JR" BANSON JR.**
President, Monark Equipment, Inc.
19. **Mr. EDUARDO "Ed" C. JIMENEZ**
President, Kabalikat para sa Maunlad na Buhay Inc. (A Microfinance NGO)

JUNE 10

20. **Mr. RENE ALETA "RJ" LEDESMA JR.**
Executive Chief Innovation Officer, Mercato Centrale Philippines, Inc.
21. **Mr. MANUEL ANTONIO "Manny" G. LISBONA**
President and CEO, PNB Securities, Inc.

JUNE 11

22. **Mr. SANDEEP "Sandeep" G. CHANDIRAMANI**
President, iGlobal Financial Services, Inc.
23. **Atty. MARIAN JOANNE "Joanne" K. CO-PUA**
Owner/Name Counsel, Co-Pua Law Office
24. **Mr. DENNIS B. FUNA**
Insurance Commissioner, Insurance Commission

JUNE 12

25. **Atty. ANTHONY ALDEN "Anton" SY AGUILAR**
Senior Partner, The Tax Offices of Romero Aguilar & Associates
26. **Sister MERCEDITAS O. ANG**
SPC, President, St. Paul University Philippines (SPUP)
27. **Atty. RAMIL E. BUGAYONG**
Partner, PJS Law
28. **Ms. HELEN PEREZ MACASAET**
Chair Emeritus, Pentathlon Systems Resources, Inc.
29. **Mr. ALEXANDER "Alex" N. VALORIA**
President and CEO, Anflo Management and Investment Corporation

JUNE 13

30. **Atty. ANTONIO "Tony" M. BERNARDO**
ExCom Chair and Senior Partner, Bernardo Placido Chan & Lasam Law (BPCL Law)
31. **Mr. ANTHONY "Anton" T. HUANG**
President, Stores Specialists, Inc.

JUNE 14

32. **Engr. BERNARDO F. "Bernie" ABIS**
President and CEO, Webcast Technologies, Inc.
33. **Mr. JAIME "Jimmy" B. AQUINO**
Chair, Comfac Global Group
34. **Mr. ALVIN M. CARRANZA**
CEO, Digital Out of Home, Inc.
35. **Mr. RAFAEL "Rafa" F. DE MESA**
FVP, Aboitiz InfraCap Inc.

JUNE 15

36. **Mr. TOMAS "Mitch" GOMEZ V**
President and CEO, GM Bank of Luzon, Inc.
37. **Mr. GEORGE SYCIP**
President, Halanna Management Corporation

JUNE 16

38. **Mr. JAIME "Jimmy" I. CABANGIS**
 39. **Ms. PATRICIA ANNE "Pixie" J. GUTIERREZ**
 Executive Director and Head of Corporate Communications, JP Morgan Chase & Co.

JUNE 17

40. **Ms. KATRINA LUNA "Kat" ABELARDE**
 President and CEO, PLDT Global (Phils.) Corporation
 41. **Mr. MARIO "Mar" R. GATUS**
 Chair, LHH Phils Inc.
 42. **Mr. ALFREDO V. "Jun" LAGMAN JR.**
 President and CEO, Alen Group of Companies, Inc.
 43. **Ms. JANE FROILAN LOBOS**
 Associate Director, Standard Chartered Bank (Singapore) Limited
 44. **Mr. ANICETO "Chito" M. SOBREPEÑA**
 President, Metrobank Foundation, Inc.
 45. **Mr. RAOUL ANTONIO "Raoul" A. VILLEGAS**
 Executive Director - Deals and Corporate Finance, Isla Lipana & Co./ PwC Philippines

JUNE 18

46. **Mr. CHRISTOPHER THOMAS "Chris" CONSUNJI GOTIANUN**
 Executive Assistant to the President, Sem-Calaca Power Corporation

JUNE 19

47. **Mr. JOSE "Joe" P. MAGSAYSAY**
 Chair and CEO, Prime Options
 48. **Dr. EUGENIO JOSE "Gene" F. RAMOS**
 President and CEO, The Medical City

JUNE 20

49. **Mr. PAUL JOSEPH "PJ" M. GARCIA**
 Managing Director and Co-Founder, Grow Capital Partners
 50. **Mr. EVAN C. MCBRIDE**
 Managing Director, SofCap, Inc.
 51. **Mr. RAFAEL LLAMADO "Paey" REYES**
 CEO, FIGS, Inc.

JUNE 21

52. **Atty. PONCIANO "Jackie" V. CRUZ JR.**
 Senior Partner, Santiago, Cruz & Sarte Law Offices
 53. **Mr. LOUIE BENEDICT "Ben" C. HERNANDEZ**
 Managing Director, Accenture Inc.
 54. **Mr. JUAN CARLOS "JC" O. MEDINA**
 COO, Human Resource Innovations and Solutions, Inc. (HURIS)

JUNE 22

55. **Mr. ROBERTO W. "Bobby" ANSALDO**
 Project Director for Inclusive Growth Initiatives, Cagayan de Oro Chamber of Commerce and Industry Foundation, Inc.
 56. **Mr. JOSE MARCO "Marco" R. ANTONIO**
 President and CEO, Century Properties Group, Inc.
 57. **Mr. ANTONIO "Tony" M. GARCIA**
 Chair and CEO, Chemphil Group of Companies
 58. **Mr. ROLANDO PAULINO "Roland" R. RUIZ**
 Managing Director, DDI Philippines
 59. **Mr. JOHN ALLAN "John or Jajo" T. VINTA**
 President and CEO, Micromatic Industries, Inc.

JUNE 23

60. **Ms. ISABELITA "Eisa" PAREDES MERCADO**
 Chair and CEO, IPM Group of Companies

JUNE 24

61. **Ms. FIDELINA A. "Faye" CORCUERA**
 Managing Partner and Chief Flamethrower, Kick Fire Curiosity Corp.
 62. **Mr. JJ SAMUEL "JJ" A. SORIANO**
 Chair, Soriano Projects & Ventures Group (SPV)

JUNE 25

63. **Ms. ALICIA RITA "Aleli" MORALES ARROYO**
 Managing Director, John Clements Consultants, Inc.
 64. **Mr. ROBERTO GERARD "Robert" L. NAZAL JR.,**
 President, YSA Skin Care Corporation June 25

JUNE 26

65. **Mr. JOSE CARLO "Carlo" R. ANTONIO**
 Managing Director, Century Properties Group, Inc.
 66. **Ms. BETTY "Tita Betz" D. AW**
 President, Business Innovations Gateway Incorporated
 67. **Mr. EMMANUEL "Manny" V. RUBIO**
 EVP - COO, Aboitiz Power Corporation

JUNE 27

68. **Dr. VICTOR "Vic" A. ABOLA**
 Director, Strategic Business Economics Program, University of Asia and the Pacific
 69. **Mr. JESSIE C. CARPIO**
 Division Head, Audit & Assurance, P&A Grant Thornton
 70. **Ms. GERMAINE A. "Germaine" REYES**
 President and CEO, Synergy Market Research + Strategic Consultancy Inc.
 71. **Mr. JOSE MARI "Jem" SAULO**
 COO, Global CoMRCI

JUNE 28

72. **Mr. CALIXTO "Toti" V. CHIKIAMCO**
 Founder and CEO, MRM Studios, Inc. and Mobilemo, Inc.
 73. **Mr. MARTIN C. GUANTES**
 Partner, Assurance and Market Group 3 Leader, SyCip Gorres Velayo & Company (SGV & Co.)
 74. **Dr. MARY GAW "Mary" SO**
 President, Rehub Real Estate, Inc.

JUNE 29

75. **Ms. AURELIA PAULINE G. "Pauline" FERMIN**
 Managing Director, Acumen Strategic Consulting Inc.
 76. **Mr. ANTHONY "Tito" L. FERNANDEZ**
 President and COO, First Balfour Inc.

JUNE 30

77. **Mr. ROQUE "Rocky" D. BACANI**
 Head, Corporate Technology and Transformation, MERALCO
 78. **Mr. ARSENIO "Archit" M. BARTOLOME III**
 Chair, AMBER Properties, Inc.
 79. **Mr. CHRISTO "Christo" GEORGIE V**
 Country Manager, Chief Strategy Officer, Finscore/Cash Credit Mobile Philippines
 80. **Atty. PERRY L. PE**
 Senior Partner, Romulo Law Offices

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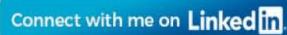
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