



“MAPping the Future” Column in *INQUIRER*

“A New Age of Capitalism”

July 11, 2022

Mr. JOEY A. BERMUDEZ

Dr. Niceto “Nick” Poblador’s book “*Strategy in the New Age of Capitalism: Collaborative and Inclusive Approaches to Value Creation*” is a joy to read. Reading Nick’s books is like visiting a chocolate store. You want to take home everything in the shelf but you can only take two or three if you want to truly capture the rare and gratifying essence of each one. I will therefore focus on three takeaways.

First, there is an implied premise in Dr. Nick’s statement about how the strategic goal of profit or shareholder wealth maximization is best achieved. The unstated premise is that an

enterprise exists primarily to maximize shareholder wealth.

I must say Dr. Nick is at risk of getting “cancelled” by those who did not read, with an unbiased mindset, the entirety of his book. In case you didn’t know yet, “cancellation” no longer refers to an algebraic operation but to a bullying weapon of “thought warriors” that feel offended by contrary opinions. I’ll take the same risk by saying that I agree with Dr. Nick. It is clear to me that in the long run, all the good things that enterprises do to make sure that their stakeholders are taken care of are not motivated by a bleeding heart, but by a pragmatic

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“MAP Insights” Column in *BUSINESSWORLD*

“How Progressive is your board?”

July 12, 2022

Ms. CHIT U. JUAN

Despite many initiatives for diversity in the workplace, the place that seems to be still impenetrable is the Board room. Here the macho Chair will not want to listen to other opinions especially a woman’s voice. After all, the other directors may just be “rubberstamp”, token board members who collect large per diem allowances and who say “aye aye sir” to the

Chair. And this happens in many family boards as well as publicly-listed companies’ boards. It’s because there is no consciousness about diversity making the subject relevant only in 17% of our boardrooms in the country. Sometimes, even women chairs declare “meritocracy” as the entrance pass and will snub ideas about needing to include women for diversity as a goal.

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"A New Age of Capitalism"

realization that these actions do reinforce long-run profits. There is absolutely nothing wrong with that.

It is no different from the wisdom of not killing the goose that lays the golden egg. The other way to look at it is to imagine society to be the human body. Without exception, every organ of the body must be healthy enough to contribute to the body's well-being. Otherwise, not a single one of the organs will survive for very long.

Dr. Nick's perspective destroys the romantic but hazy concept of "double bottom line". The alleged conflict between the profit motive and stakeholder interest exists only in the short run. In the long run, the investments made in stakeholder welfare bring more profits. Conversely, in the long run, the decisions made today to subsume stakeholder welfare to short-term profit, are bound to mortally injure long-term profits. The double bottom line is an unnecessary tool for those who can see their way clear on the long run journey of an enterprise.

Unfortunately, the closets of enterprises are littered with the skeletons of CEOs who made bold and sensible investment decisions that hurt short-term profits. The typical CEO, unless he is the son of the owner, holds a three-year contract and in that period, he needs to be perceived as adding value to the company. What shapes that perception? The simple answer is share price. What influences the share price? Another simple answer is that share price is influenced by the collective verdict of analysts who compare performance with expectations. What metrics do they use for this comparison? The final simple answer is that they invariably start with financial statements that arbitrarily segment business performance by twelve-month periods called the accounting year.

Why is business performance measured by accounting year? Well, nobody knows. That is how it has been over the last century or so. We all know how "performance" can change based on accounting standards that are in play. We all saw how the performance of North American banks see-sawed in the last two years as accountants changed their standard for measuring expected losses.

Now I can almost hear many of you saying, in defense of the analysts, that these guys, being intelligent enough to appreciate the nuances

of investment decisions and their effects on current and long-term performance, surely make allowances in their calculations for these things. That doesn't square with the skeletons in the closets that I earlier spoke about.

How can we then see our way clear? We need to find a way to capture the effects on enterprise value of decisions made today. In this respect, I believe that the valuation and ratings gurus are wanting. It often takes major upheavals such as the shocking financial cataclysm of 2008 and the totally unpredicted wrath of Covid19 to nudge the conservative guardians of standards and valuation principles.

My second takeaway relates to Dr. Nick's assertion that government has been remiss in its role to achieve national and global sustainability (in environment, society and governance) and that business should therefore take over. I disagree with Dr. Nick. For as long as we're paying taxes to government, we should demand that it do its job. Dr. Nick is right in saying that economic exclusion is one of the greatest anomalies of capitalism today. Economic exclusion is a result of actions taken by players in the value chain who have tremendous market power and use this power not to "apportion value to all stakeholders" but actually "take value from them". I am borrowing the words of Dr. Nick. I would be naïve to expect that these same players, just because they signed a roundtable document or covenant, will now take aggressive action to correct the lopsidedness of the value chain that they have heretofore been lording over. Government exists to ensure that human affairs are conducted in a manner that is fair and just to everyone. It is wrong to assign that role to the private sector. Where government has been remiss is in being in the wrong places. When a sector cries for help, the response is always to create legislation whose intention is to support but whose effect is to restrict.

Instead of spending billions of pesos on petty bureaucrats who put a tight leash on micro and small enterprises that do not pose a systemic risk and are not "too big to fail", why not spend time seeing to it that the small guys do not end up financing the huge conglomerates through trade receivables that go unpaid for inordinate amounts of time? Instead of playing it safe and lazy by having procurement laws that favor supposedly big and "stable" suppliers and service providers, why not make room, like all enlightened governments do, for micro and small enterprises in the public procurement contracts? Instead of mandating banks to allocate a significant percentage of their loan portfolios for small and medium enterprises, why not spend time creating real credit enhancement mechanisms that do not operate with the same

ultraconservatism of banks? In its effort to mitigate economic disenfranchisement, government need not expand itself. It only needs to be in the right places.

My final takeaway concerns Dr. Nick's allusion to corporate social responsibility or CSR. I am afraid there is too much confusion about CSR. I don't know when CSR came to be known as anything other than a behavior. That behavior is none other than what Dr. Nick calls the "apportionment of value to all stakeholders" and, I must add, in very conscious fashion. Greenwashing or astute corporate propaganda does not CSR make. CSR is embedded in the whole consciousness and DNA of an organization, not in its slogans or the sweet statements of its CEO. In my view, an organization that feeds poor children or builds houses for squatter communities but cheats its employees of their rightful wages and bleeds its suppliers dry has no right to talk about CSR. An organization may not be running any do-good, look-good, sound-good program but if it engages all its stakeholders in a fair, mutually reinforcing and sustainable relationship, it can rightfully affix CSR to its personality.

I am glad that the Management Association of the Philippines organizes forums that force people to clearly articulate concepts that are otherwise loosely and mindlessly thrown about. I recall that at the height of the ruthless lockdowns, I was mortified by a Viber conversation that began advocating a "new capitalism" without unequivocally explaining how it will differ from the capitalism that it was supposed to replace. I feared then that people were playing with words and with fire and that ought to have no place in an organization projecting itself as a thought leader that unclutters, rather than confuses minds.

(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 Past President of MAP. He is Chair of Maybridge Finance and Leasing, Inc. Feedback at <map@map.org.ph> and <joebermudez@maybridgefinance.com).)

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"How Progressive is your board?"

We recently established an organization to gather women who have been fortunately selected to join corporate boards and it is called NOWCD or the NextGen Organization of Women Corporate Directors (www.nowcdphils.com). We would like to increase the number of women in boards across the publicly-listed companies to at least

25%(having women on board) over the next two years. How will we do this? Well, we have to get to know more women who are willing to serve in boards after retirement from the C-Suite or even during their best years as career women serving as consultants to various firms.

Imagine the number of women executives who have about 20 years of experience in an industry tucked under their belts yet retire quietly to become homemakers or inactive bystanders. Imagine all that wealth of information and experience they have which is data that could go to waste. Imagine the wisdom gained over the years which will not be put to good use.

This is why we need to check the pipeline of young women charting a path in a business career, whose end goal after a fruitful time in management would be to serve in boards. In the past, we can count the women in boards just with our two hands because it was not a path many chose or thought to be possible. But today there are global alliances, networks of women who believe in the same goals.

NOWCD is the Philippine chapter of Women Corporate Directors International (www.womencorporatedirectors.org) and members are offered not just board seats in the country but in other locations as well. So it would be a good move for our career women in the executive suite to start thinking of a board seat as a future plan.

After our recent elections I was very pleased to see many women executives in government, too. We have a lot of lady mayors, Congress representatives, governors and even senators. These public servants can also help corporate boards especially NGOs when their terms expire or when they wish to continue their service to the public, albeit in a private capacity.

Women corporate directors are also important in NGOs because these organizations need sustainability, too. And a diverse board has been studied and proven as a key to staying power especially for non-profits. It is not because women are the stronger sex, but women do contribute a different perspective in decision-making. Male and female brains are wired differently and approaches to problem-solving can be better and faster when there are opposing or diverse opinions which make for a healthy discourse.

So how do we now inspire women mid-level executives to aspire to become board directors? We must show them models to emulate. There are just a handful of women who serve on boards which is why you may see familiar names in various annual reports of PLCs. But this is not their fault. In fact, in some multilaterals, limit the number of directorships one can hold but due to a perceived dearth of women

directors, the same names come up when a search is made in the different industries.

NOWCD now has over 30 members but we would like to grow steadily to include, hopefully, all PLCs and NGOs. Meantime we will endeavor to attract more women to join our group so they can be included in a roster such as that of the Institute of Corporate Directors (www.icd.ph) which lists both male and female graduates of its Professional Directorship course who then call themselves Fellows of ICD or FICD appended to their names.

My personal mission is to influence the non-believers or those who are not even conscious that their boards are too male or too old, or put simply, could use some diversity in gender and age. If you check the boards of progressive companies, they do mix gender, age and experience especially in relevant fields like health, tech and digitalization. It is no longer about keeping it within the family, or appointing only next of kin to board seats. After all, stakeholders now care who sits in the board. Shareholders also look at the corporation's ESG policies and these of course prescribe diversity.

So if you want to make a checklist of how your company is performing, check your Board composition first. Maybe it's the only thing you need to do to make a real difference in your industry. Or make a difference in your kind of leadership.

Then check competition. Maybe they found the secret sauce sooner and now have diverse boards. It's time to play catch up. And start at the top.

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Business Features Editor
Doris Dumiano-Abadilla

BOARD TALK

How to master the billionaire habit of getting up early

Anybody can become an early riser and beat the competition. You will not only get more done in less time, but you will also have more time to do your best work, be more balanced, and have more energy.

If you don't master this habit, then you will work many more hours but accomplish much less and feel much more exhausted.

Most of the world's top business leaders get up well before the rest. It is no secret that the world's wealthiest people and most successful entrepreneurs, many of whom I have had the pleasure of interacting with or advising, do things differently. They also wake up very early.

In my work with famous entrepreneurs, Fortune 500 CEOs and billionaires, I have seen that getting up early has so many benefits that it is no wonder that most of the world's most successful business leaders get up much earlier than the rest of the world.

Self-made billionaire and Virgin Group founder Richard Branson gets up at 5:45 a.m. to work out before starting his day.

Cofounder and former CEO of Twitter, and CEO of Square, Jack Dorsey gets up at 5:30 in the morning to meditate and jog 6 miles.

Billionaire Jeff Bezos of Amazon gets up at 5 a.m.

Tim Cook, the CEO of Apple, wakes up at 3:45 a.m. Bob Iger, the CEO of Disney, at 4:30 a.m. Indra Nooyi, former CEO of PepsiCo, has consistently ranked among the world's 100 most powerful women.

She gets up at 5 a.m. Billionaire and CEO of Starbucks Howard Schultz, at 4 a.m.

The philosopher's stone

Philosophers throughout the ages have recommended the habit of rising early as a secret productivity tool.

Aristotle said, "It is well to be up before daybreak, for such habits contribute to health, wealth



PROFIT PUSH
TOM OLIVER

You need to focus on cutting your day at the right time so that you can wake up naturally the next morning

and wisdom." Benjamin Franklin is quoted to have said, "Early to bed and early to rise makes a man healthy, wealthy and wise."

In Germany, where I was born, there are a lot of sayings emphasizing the importance of rising early to create a successful life. "Der Frühe Vogel fängt den Wurm," which means "The early bird catches the worm."

The long list of benefits of becoming an early riser

Most early risers get more done, are more balanced, and feel less exhausted than the ones who get up later.

One of the reasons is obvious: if you wake up before the rest of the world, there are minimal to no interruptions and

The opposite of 'much drain, no gain'

I remember the exhausted and drained look on the face of the founder and owner of a large family business and mar-

ket leader when my team and I started to work with him and his C suite to make his business future-proof.

His days were rotten, filled with endless, pointless meetings with no real thinking time for himself except for when he was on the golf course.

As a business owner or business leader, you need alone time to do your best work—long stretches of discretionary time, uninterrupted. That is how you get real work done.

You are not a factory worker repeating mindless tasks hour after hour. You are the leader. Walk the talk and structure your day accordingly. Becoming an early riser will empower you to do just that.



ILLUSTRATION BY RACHEL BETHLA

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Becoming an early riser will empower you to do just that. Imagine the motivational kick you get out of waking up on the biggest task of the day before everyone else gets started.

It is an immensely uplifting motivational push that empowers you to sail through the rest of the day with much more ease and energy.

The call from Google

Last week, I got a call from the Google headquarters in Silicon Valley. It was a good friend of mine who had been one of the top executives at Google for the last 13 years.

"How did you become an early riser, Tom?" he wanted to know. "I have been trying to do it," he commended. "But I just can't seem to get it done. I work till late at night, try to squeeze as much as possible into my day, and feel exhausted when I go to bed."

"Then I set my alarm clock for early in the morning but then hit the snooze button because I just don't have the energy to get up so early. But I want to master getting up as early as possible because then, I can use that time for my important tasks, so to speak, without having any of the interruptions that set in as the morning progresses."

I will share the secrets with you that I shared with my friend so you, too, can become an early riser and maximize your day, productivity, well-being and balance.

3 action steps to become an early riser

Step No. 1: It is the evening alarm that counts, not the morning alarm.

It is not the morning alarm that is key; it is the evening alarm. What does that mean?

You need to focus on curbing your day at the right time so that you can wake up naturally the next morning. If I cut at the right time, which is about 10 p.m. for me, I naturally wake up at around 3-4:45 a.m. most days, even without an alarm clock.

However, if you make the mistake of pushing your bedtime out too much, of course, you will not wake up refreshed in the morning. You must experiment with different deadlines at night

to find the one that works best for you. But the key is to focus on your evening alarm—not the morning alarm. As soon as that evening alarm goes off, hit the pillow!

Step No. 2: A powerful evening routine makes bedtime easier.

I have said this many times before but it bears repeating: all successful high achievers in whatever area, profession or industry have their personalized routines for many different areas of their lives where their performance counts. And the evening routine is one of them.

This need not be complicated. I suggest for a start that you google the evening routines of other high achievers and use them as inspiration to create your own. The whole point of this routine is to empower you to put the day to rest and prime yourself for the next day. No need to spend an hour on this evening routine; 30 to 45 minutes will work just fine.

Step No. 3: The power nap

If you take a power nap during the day, the total sleep time you will need will be less compared with what you would need without a nap. For example, let's say you usually sleep eight hours a day. Then, once you add a one-hour nap, you may only need six hours at night.

Bang! You just cut your total sleep time by one hour. And you get up even earlier if you keep your bedtime the same.

See you in the morning!

Tom Oliver, a "global management guru" (Entrepreneur), is the chair of the Tom Oliver Group, the highest advisor and consultant to many of the world's most affluent family businesses, medium-sized enterprises, market leaders and global conglomerates. For more information and inquiries, visit www.tomoliver.com or email tom@tomoliver.com.

A new age of capitalism

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Unfortunately, the closers of enterprises are littered with the skeletons of CEOs who made bold and sensible investment decisions that hurt short-term profits. The typical CEO, unless he is the son of the owner, holds a three-year contract and in that period, he needs to be perceived as adding value to the company. What shapes that percep-

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Now I can almost hear many of you saying in defiance of the analysts, that these guys—being intelligent enough to appreciate the nuances of investment decisions and their effects on current and long-term performance—must make allowances in their calculations for these things. That doesn't square with the skeletons in the closets that I earlier spoke about.

We need to find a way to capture the effects on enterprise value of decisions made today. In this respect, I believe that the valuation and ratings guys are waiting. It often takes major upheavals such as the shocking financial carnage of 2008 and the totally unpredicted wrath of

COVID-19 to judge the conservatism of standards and valuation principles.

The role of government

My second takeaway relates to Poblador's assertion that government has been remiss in its role to achieve national and global sustainability (in environment, society and governance) and that business should therefore take over. I disagree with Poblador. For as long as we're paying taxes to government, we should demand that it must do its job. Poblador is right in saying that economic exclusion is one of the greatest anomalies of capitalism today. It is a result of actions taken by players in the value chain who have tremendous market power and use this power not to "apportion value to all stakeholders" but actually "take value from them." I would be naive to expect that these same players, just because they signed a roundtable document or covenant, will now take aggressive action to correct the lopsidedness of the value chain that they have heretofore been realizing over.

Government exists to ensure that business affairs are conducted in a manner that is fair and just to everyone. It is wrong to assign that role to the private sector. Where government has been remiss is in being in the wrong place. When a sector cries for help, the response is always to create legislation whose intention is to support

but whose effect is to restrict. Instead of spending billions of pesos on petty bureaucracies who put a tight leash on micro and small enterprises that do not pose a systemic risk and are too big to fail, why not see to it that the small guys do not end up financing the huge conglomerates through trade receivables that go unpaid for months amounts of time? Instead of playing it safe and lazy with procurement laws that favor supposedly big and "stable" suppliers and service providers, why not make room, like all enlightened governments do, for micro and small enterprises in the public procurement contracts? Instead of mandating banks to allocate a significant percentage of their loan portfolios for small and medium enterprises, why not create real credit enhancement mechanisms that can cooperate with the same ultraconservatism of banks?

CSR conundrum

My final takeaway concerns Poblador's allusion to corporate social responsibility, or CSR. I don't know when CSR came to be known as anything other than a behavior. That behavior is none other than what Poblador calls the "apportionment of value to all stakeholders" and, I must add, in very conscious fashion. Greenwashing, or astute corporate propaganda does not CSR make. CSR is embedded in the whole consciousness and DNA of an organization, not in slogans or sweet statements of

its chief executive officer. In my view, an organization that feeds poor children or builds houses for squatter communities but cheats its employees of rightful wages and bleeds its suppliers dry has no right to talk about CSR. An organization may not be running any do-good, look-good, sound-good program, but if it engages all its stakeholders in a fair, mutually reinforcing and sustainable relationship, it can rightfully affix CSR to its personality.

I am glad that the Management Association of the Philippines (MAP) organizes forums that force people to clearly articulate concepts that are otherwise loosely and mindlessly thrown about. I recall that at the height of the ruthless lockdowns, I was mortified by a Viber conversation that began advocating a "new capitalism" without the unequivocal explaining how it will differ from the capitalism that it was supposed to replace. I feared that that people were playing with words and fire—and that ought to have no place in an organization projecting itself as a thought leader that unclutters, rather than confuses minds.

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How Progressive is your board?

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Imagine the number of women executives who have about 20 years of experience in an industry tucked under their belts yet retire quietly to become homemakers or inactive bystanders. Imagine all that wealth of information and experience they have which is data that could go to waste. Imagine the wisdom gained over the years which will not be put to good use.

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diverse opinions which make for a healthy discourse.

So, how do we now inspire women mid-level executives to aspire to become board directors? We must allow them models to emulate. There are just a handful of women who serve on boards which is why you may see familiar names in various annual reports of PLCs. But this is not their fault. In fact, some multinationals limit the number of directorships one can hold but due to a perceived dearth of women directors, the same names come up when a search is made in the different industries.

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The SC on Meralco rate hike, Bidenflation and Peso depreciation

A number of interesting developments happened last week. I will discuss three of them.

THE SC RULING ON MERALCO RATE HIKE

On July 4, the Supreme Court (SC) upheld the Meralco rate hike of December 2013 and allowed it to collect a staggered amount of P22.64 billion, and junked the petition by Bayan Muna and the National Association of Electricity Consumers for Reform (Nas-

MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

cor) which argued there was lack of due process in the Energy Regulatory Commission's (ERC) approval of the power rates increase.

In 2013, the ERC approved a staggered increase of P7.67 per kilowatt hour (KWH) for the December 2013 billing of Meralco consumers and ordered an additional P1.6W increase in the February 2014 billing. These were not implemented after the SC issued an indefinite temporary restraining order (TRO) on April 22, 2014.

The SC was wrong in issuing such a TRO, wrong in doing price control and intervention. Recall that many power plants had planned or scheduled maintenance shutdowns from October to December 2013. The Malampaya gas field had a scheduled maintenance shutdown in mid-2013 but the Department of Energy (DOE) requested that it postpone this to late 2013 due to the May 2013 elections. Then a number of old plants had unplanned or unscheduled extended shutdowns, resulting in a huge power under-supply.

But power demand was high in 2013. GDP growth that year was 6.8%, of which investment growth was 18.4%. Peak demand growth in the Luzon grid was 5.3% that year, and yet the combined power under-generation was 5,000 MW comprising 39% of total installed capacity in Luzon (Table 1).

So Meralco and many other distribution utilities and electric cooperatives in Luzon had to source more power from the Wholesale Electricity Spot Market (WESM) at higher prices due to the very tight supply and very thin reserves. Yes, higher power prices are bad, but power blackouts are worse. And if people think that "blackout if power rates do not adjust" was just blackmail in 2013-2014, then consider these recent reports in *BusinessWorld* this year.

TABLE 2 Inflation rate in selected G20 countries and ASEAN

Country	Inflation rate, %			Highest since year	No. of years high
	Jan. 2021	Jan. 2022	Jun.-22		
A. US	1.4	7.5	8.6*	1981	41
Canada	1.0	5.1	7.7*	1983	39
Mexico	3.5	7.1	8.0	2001	21
B. Germany	1.0	4.9	7.6	1973	49
Austria	0.8	5.0	8.7*	1975	47
Netherlands	1.6	6.4	8.6**	1975	47
UK	0.7	5.5	9.1*	1982	40
Belgium	0.3	7.6	9.6	1982	40
Spain	0.5	6.1	10.2	1984	38
France	0.6	2.9	5.8	1985	37
Italy	0.4	4.8	8.0	1985	37
Russia	5.2	8.7	15.9	2002	20
C. South Korea	0.9	3.6	6	1998	24
Taiwan	-0.2	2.8	3.6	2008	14
Japan	-0.7	0.5	2.5*	2014	8
China	-0.3	0.9	2.5	2020	2
D. Thailand	-0.3	3.2	7.7	2008	14
Indonesia	1.6	2.2	4.4	2017	5
Philippines	3.7	3.0	6.1	2018	4
Vietnam	-1.0	1.9	3.4*	2020	2

*US AND UK: MAP 2022
**NETHERLANDS: HIGHEST IN MARCH 2022 AT 9.7%, BASIS OF 47 YEARS HIGH.
SOURCE: BANKING ECONOMICS, AIRBUS CORPORATION

"NGCC declares 2 yellow alerts over Luzon grid" (July 5).
"Power outage leaves Panay, Guimaras in darkness" (July 6).
"Businesses concerned over rising electricity rates" (July 7).

It is already 2022 and the threats of blackouts remain until now. Power supply is tight and reserves on demand for power is rising as the economy recovers

from two years of lockdown from the COVID-19 pandemic.

It is good that the SC has realized the mistake it made eight years ago and upheld the electricity rate hike. Good decision. And I hope that the SC will avoid the same problem of price intervention in the future, whether in electricity, food, transportation, and other sectors.

BIDENFLATION, NOT PUTINFLATION

There is a continuing narrative that the high inflation in the US, Europe, and rest of the world is "Putin caused" by Russia's invasion of Ukraine last February. This is not true; this is a disingenuous narrative. The truth is that from January 2021 to January 2022, 12 months of US President Joseph B. Biden's being in power and prior to the Russian invasion of Ukraine, the inflation rates in the US and Europe had been rising fast (Table 2).

I arranged the countries into four groups: A is North America, B is Europe, C is North Asia, and D is ASEAN. Other countries do not have June 2022 inflation numbers yet as of this writing.

So, the Philippines' 6.1% inflation rate in June, a four-year high, was bad — but it was not as bad as other countries, especially in North America and Europe. Bideninflation policies like reducing US fossil fuel production, increased money printing and government spending are the main causes of high global inflation, exacerbated by the Russia-Ukraine war and strong economic sanctions against Russia.

PEF FORUM

Last Friday, I attended the Foundation for Economic Freedom (FEF) forum, "Is the sky falling? The weakening peso, inflation and the fiscal challenge" at the Holiday Inn Hotel in Makati.

Three of the four speakers are *BusinessWorld* columnists: Romy Hernandez, FEF Vice-Chairman and former Finance Undersecretary; Tessa Guingona, former Bangko Sentral ng Pilipinas

**Mr. PETER WALLACE will finish the unserved term of
Sec. ALFREDO E. PASCUAL as MAP Governor
from July 1 to December 31, 2022**



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MAP Website: map.org.ph*

July 4, 2022

Circular No. 043 – 2022

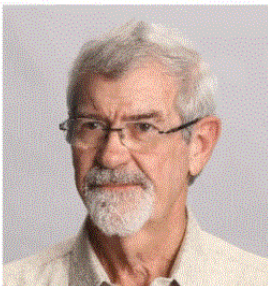
**Subject: Mr. PETER WALLACE will finish the unserved term of
Sec. ALFREDO E. PASCUAL as MAP Governor
from July 1 to December 31, 2022**

Dear Fellow MAP Member:

The resignation of MAP President ALFREDO “Fred” E. PASCUAL, due to his appointment as Secretary of the Department of Trade and Industry (DTI), created a vacancy in the MAP 2022 Board of Governors.

Article III Section 8 of the MAP by-laws provides that “*Vacancies in the Board of Governors shall be filled by the candidate(s) receiving the next highest number of votes among the candidates for the Board in the latest election; such appointee(s) shall serve only for the duration of the unexpired term of the individual(s) being replaced or until the next regular election.*”

Since Mr. PETER WALLACE placed sixth in the recent election of MAP Governors for 2022 - 2023, he will serve on the 2022 MAP Board for Mr. Pascual’s unserved term (July 1 to December 31, 2022).

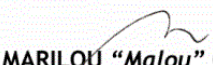


Mr. PETER WALLACE
Chair
The Wallace Business Forum

Let us all continue to work together in pursuing the 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 Policy Recommendations for Economic Dynamism for the Marcos Jr. Administration



MAP Policy Recommendations for Economic Dynamism for the Marcos Jr. Administration

June 29, 2022

The Management Association of the Philippines (MAP) humbly submits the following recommendations for the consideration of the administration of incoming President Ferdinand Romualdez Marcos Jr., with the objective of achieving and sustaining a dynamic economy with widest participation of and benefits for Filipinos spanning all socio-economic classes, economic sectors, geographic areas and ethnic affiliations.

As the country emerges from the COVID-19 pandemic and the deep contraction it brought to our economy, policy and program support and public investments must prioritize the country's two most important but also most challenged assets: its **people** and its **lands**. **Health, nutrition and education**, especially of the young, are in crisis, and are interrelated problems that need to be urgently addressed because of their long-term consequences. The **productivity of our agricultural lands and coastal and inland waters** likewise urgently need a substantial boost, especially in the face of a looming food crisis now widely anticipated as a consequence of recent world events emphasizing the need to ensure food security.

1. EDUCATION CRISIS

To address the country's urgent **Education Crisis**:

1.1 Education Commission

Immediately mobilize the Second Education Commission created by the new Second Congressional Commission on Education (EDCOM II) Act and its multi-sectoral Advisory Council, to develop a clear roadmap out of the learning crisis that will pursue foundational reforms, ensure public-private complementarity, institutionalize lifelong learning/upskilling, and draw on international best practices and new knowledge in the neurosciences.

1.2 Face-to-Face Classes

Return to full face-to-face in all schools that are in non-high-risk areas, while adhering to the highest levels of health and safety guidelines by the start of SY 2022-2023.

1.3 Connectivity and Teacher Upskilling

Prioritize budgetary support for connectivity in all schools in the 2023 budget, and teachers' upskilling as learning facilitators, tapping on partnerships with business and civil society organizations domestically and internationally.

1.4 Cooperation among Academic Institutions

- Establish a program of cooperation among educational institutions to uplift quality of education;
- Adopt international best practices, especially towards improving quality of learning in English, Mathematics and Science.

1.5 Industry Participation in K-12 Senior Tracks

Harness industry associations, large companies or agencies to provide inputs and supervision in the curriculum and method of instructions in K-12 tracks (e.g., TESDA for Technical track, PICPA for Accountancy, Business and Management track, etc.)

2. QUALITY HEALTH CARE

To make **Quality Health Care** accessible to every Filipino:

2.1 Upgrade the Public Health System

- Overhaul PhilHealth's leadership and management, including investment in technology-enabled management systems and private outsourcing of certain functions;
- Substantially increase hospital bed and manpower capacity;
- Guarantee steady supply of vaccines and medicines across the country;
- Upgrade compensation of public doctors and nurses at all levels in the public and private sectors;
- Expand the role of clinics nationwide to give closer medical services to rural folk and take pressure off hospital out-patient care.

2.2 Curbing Malnutrition as a Public Health Priority

Scale up programs nationwide to combat hunger, malnutrition and child stunting, which lead to irreversible and permanent damage on learning, personal health, and economic productivity.

2.3 Institutional Reform

Establish a National Recovery and Resilience Council (NRRRC) and a Health Security Council (HSC), ideally headed by NEDA and supported by a multi-stakeholder Advisory Committee, to effect more balanced and holistic management of job creation, social protection, public health promotion and pandemic control.

3. AGRICULTURE AND AGRIBUSINESS SECTOR

To achieve an **Agriculture and Agribusiness Sector** marked by high productivity and international competitiveness that ensures food security for all Filipinos:

3.1 Farm Consolidation

- Foster scale economies through stronger policies and programs for consolidation of management of smallholder farms (via, e.g., cooperatives, nucleus estate schemes, contract growing, corporate farming);
- Declare the completion of agrarian reform and lift land ownership ceilings on farm lands.

3.2 Strengthen Food Systems for Food Security

Improve food value chains through upgraded transport and logistics facilities (including cold storage and cold chain facilities), increased community-level value-adding, effective local government-enabled market matching, and mechanisms for food waste reduction (e.g., channeling unsold/surplus food to depressed communities).

3.3 Bureaucratic Reform

- Stamp out corruption and massive leakages in the agriculture budget;
- Pursue structural, functional and budgetary reform in the agriculture bureaucracy, including consolidation of all agri and agri-related agencies, whose functions encompass all elements of the agricultural value chain;
- Foster strong DA-provincial LGU collaboration in a province-led devolution of agricultural and fisheries services;
- Reaffirm the primary mandates of the Land Bank of the Philippines and the Development Bank of the Philippines to finance small farms and firms by: (1) phasing out deposits of private depositors to eliminate

the bank's fiduciary responsibility to private depositors, (2) applying appropriate regulatory metrics distinct from those applied to commercial banks, and (3) phasing out all non-agri-agra, LGU, infrastructure loans.

3.4 Productivity of Indigenous Community Land

Supplement the Indigenous Peoples Rights Act by instituting policies and programs to enable them to maximize productive use of their community properties with agricultural or other economic activities.

3.5 Shared Facilities

- Expand DTI's program to provide shared service facilities (e.g., tilling, drying, processing equipment) that can be provided to small producers at a low cost;
- Assist in streamlining supply chains to link producers more directly with their markets and eliminating unnecessary middlemen.

4. TRADE AND INDUSTRY POLICY

Ensure a **Trade and Industry Policy** environment that fosters level competition, lowers costs of doing business, and encourages productivity-enhancing innovation, to ensure Filipinos' wide access to quality goods and services at lower and stable prices:

4.1 Trade Agreements

Immediately ratify and actively participate in the Regional Comprehensive Economic Partnership (RCEP) Agreement and other trade agreements to tap wider market opportunities that will diversify the country's exports in terms of products/services and destinations, and enhance the country's attractiveness to foreign investments.

4.2 Export Thrust

Formulate an aggressive new Philippine Export Development Plan aimed to close the country's wide export gap relative to its ASEAN peers, which will examine and address the entire export ecosystem spanning the macroeconomic policy and governance environment down to sector and commodity-level strategies and programs.

4.3 Industry Roadmaps

Update or craft industry roadmaps in key industries/sectors with the greatest strategic importance and/or potential for massive job generation, including tourism, creative industries, agriculture and agribusiness, forestry, manufacturing, construction, responsible mining, BPO and MSMEs, among others.

4.4 Inclusive Value Chains

- Expand the scope of concern of the Department of Agriculture well beyond farm production to cover the entire agricultural value chains;
- Encourage development of expertise and quality in the various value chains and incentivize inclusive models that widen participation of MSMEs in the chain;
- Develop a high-level government body or a PPP arrangement that will facilitate stronger public-private sector collaboration in setting policies, initiatives, and programs to address constraints and improve supply chain performance of industries;
- Set up a national supply chain "control tower" to monitor demand and supply conditions, gain visibility on supply market analysis as it impacts health, livelihood and economy;
- Encourage businesses to adopt digitalization, and create PPPs to institutionalize supply chain digitalization;
- Promote sustainability knowledge sharing and best practices initiatives across the supply chain.

4.5 Recognition for Excellence and Competitiveness of Philippine-based firms

Promote and expand coverage for the recognition of globally competitive Philippines-based firms (business, education, government) through programs, such as the Philippine Quality Award (managed by DTI per RA 9013 in partnership with the private sector associations, such as MAP).

We need a favorable **enabling environment for investments** if we are to succeed in attracting greater and more diverse job-creating investments for more Filipinos to be gainfully and productively employed, so that overseas employment would merely be a choice for our workers, rather than a necessity. The enabling environment includes **infrastructure adequacy, labor market and employment policies, fiscal and financial sector policies, and justice and the rule of law.**

5. INFRASTRUCTURE ADEQUACY

Sustaining the gains of the Build, Build, Build program will be challenged by much tighter fiscal constraints that have been brought about by the massive costs of managing the pandemic and its impact on jobs and livelihoods. Thus, it will be necessary to **prioritize infrastructure** of greatest strategic importance, and to **resume active pursuit of Public-Private Partnerships (PPPs)** in infrastructure development.

5.1 Energy Development

- Prevent short-term power shortages by causing the immediate connection of stranded power capacity in Bataan, Negros, Panay, Northern Luzon Loop and Mindanao;
- Mandate energy efficiency programs in government and private sectors;
- Pursue nuclear energy as a clean source of reliable energy by establishing the technology, infrastructure, and regulatory framework following the International Atomic Energy Agency (IAEA) milestone approach;
- Vigorously pursue renewable energy (RE) while ensuring fair, orderly, and swift compliance to the Renewable Portfolio Standard, aiming for at least 30% by 2030;
- Support the expansion of baseload RE (geothermal and hydroelectric) by exploring how to de-risk these projects to encourage and enable private investment;
- Enhance the ability of the grid to absorb more intermittent RE by enforcing NGCP's obligations to contract ancillary services (including energy storage systems like batteries and pumped hydro) and build transmission lines/networks with adequate redundancies;
- Develop new indigenous and lower cost sources of natural gas with the necessary enabling infrastructure investments, invoking the Hague ruling to gain access to potential new gas fields in the West Philippine Sea;
- Encourage greater electrification in the transportation sector through effective incentives for public utility and private electric vehicles, including support infrastructure (e.g., charging stations);
- Widen access to energy for off-grid communities through hybrid energy systems - a combination of RE, storage, and conventional power generation technologies.

5.2 Digital Transformation

- Promote digital transformation through establishment of a secure National Broadband Network;
- Require digitalization of services of all agencies with high-volume front-line services, including LGUs;
- Ensure inter-operability of systems across government agencies and units at the national and local levels;
- Fully implement the National ID system as the basic platform for eGov services, such as the Land Registration Agency's E- Title Program;
- Further encourage the use of digital payments and digital documents as acceptable medium for compliance.

5.3 Water Adequacy and Security

- Adopt Integrated Water Resources Management Principles to ensure water security and access to clean water for all;
- Implement quality water impounding/dam projects on major rivers nationwide to optimize water use and avoid flooding;
- Encourage privatization of inefficient water distribution systems due to lack of funds and poor management.

5.4 Attractive PPP Policy Environment

- Revisit the BOT law, involving all stakeholders in drafting new revisions to ensure fair risk allocation that may require legislation to rectify overly stringent Material Adverse Government Action (MAGA) provisions that discourage PPP investments due to unacceptably high regulatory and political risks;
- Declare and commit to the sanctity of contracts through good faith adherence to PPP contract terms and decisions of international arbitration tribunals (e.g., MWSS concession contracts, automatic adjustments in rates in toll roads);
- Expand and extend current PPPs to ensure sustainability of the service and encourage current PPP partners to further invest technical infrastructure for long-term benefits of the general public (e.g., PSA - Birth Certificate, LRA - Land Titling program, LTO – Land Transportation Management System).

6. LABOR MARKET AND EMPLOYMENT POLICIES

Labor Market and Employment Policies are a critical ingredient in the enabling environment for investments:

6.1 Labor Flexibility

- Institutionalize labor flexibility and welfare through executive action and legislation for quick employment generation, especially in depressed areas, and provide for win-win solutions;
- Establish Special Employment Zones (SEZs) in high unemployment areas; minimum wages and labor security regulations relaxed as warranted, while maintaining social security protections;
- Make work-from-home arrangements available to all enterprises.

6.2 Pension Portability

As a win-win solution to the ENDO issue, allow for flexible employment arrangements, but require companies to fully fund and allow full portability of pensions that the employee had already accumulated to his/her next employer, rather than having it reset to zero when he/she changes jobs.

6.3 Revised Apprenticeship Law

Amend the Apprenticeship Law to provide more realistic conditions for apprenticeship arrangements, as the law is applicable only for technical industries, and the coverage is limited to six months, which is not enough time for an employer to properly train an apprentice and subsequently decide whether to engage the apprentice as full-time employee.

7. FISCAL AND FINANCIAL POLICIES

Fiscal and Financial Policies must be supportive of business enterprises, especially MSMEs, to promote wider job-generation:

7.1 Fiscal Consolidation

- Complete the Comprehensive Tax Reform Program, including taxation of profitable digital transactions still outside the tax net;

- Review the tax regime for micro and small enterprises to help their viability and thereby expand the tax base.

7.2 Improved Tax Administration

Institute measures to improve tax collection efficiency, curb tax evasion, and eliminate unwarranted tax exemptions.

7.3 Adequate Small Farm and Small Business Finance

- Promote financial inclusion via reform of small farm and firm finance institutions and mechanisms toward wider accessibility, including for start-ups and business expansion, drawing from successful models employed in Thailand, South Korea, Taiwan, and applying new financing mechanisms enabled by digital technology;
- Condone long delinquent agrarian loans and reinforce the rural banking system.

8. JUSTICE AND THE RULE OF LAW

Finally, **Justice and the Rule of Law** must always be upheld if business confidence is to be sustained, and the general population is to live in an atmosphere of peace security:

8.1 Government Transparency

- Ensure proper implementation of the intent and letter of Executive Order No. 2, s. 2016, which operationalizes the Constitutional provisions on the Filipino's right to information;
- Restore and strengthen faith in our institutions by upholding the rule of law through increased transparency in government, just and consistent prosecution of erring public servants.

8.2 Zero Tolerance for Corruption

- Aggressively pursue and swiftly decide on cases against officials and associates accused of corrupt practices (e.g., PhilHealth, Pharmally), with utmost adherence to the principles of justice and fairness while on trial or under investigation;
- Commit to a clear policy where erring public officials will not just be merely dismissed from their government posts (and even be simply moved to another agency), but will be disqualified from public office as the law provides, and prosecuted to the law's fullest extent.

8.3 Faith in Institutions

- Restore and subsequently strengthen faith in our institutions, particularly those that directly interface with the public (BIR, LTO, MMDA, NBI, PNP, etc.);
- As a start, reverse negative perceptions against the Philippine National Police (PNP) in the wake of the outgoing administration's drug war and persistent perceptions of corruption, through a genuine cleansing and restoration of honor of the ranks;
- Ensure that the conduct of institutions is rules-based, science-backed, and data-driven.

Call for Nominations for "MAP Management Man of the Year 2022"



PUSH FOR CHANGE
TOWARDS A BETTER FUTURE FOR ALL

Call for Nominations for

MAP Management Man of the Year 2022

Deadline of Submission of Nominations:

August 19, 2022



NOMINATION FORM for
"MAP Management Man of the Year 2022"

I nominate the following:

Name:

Position:

Organization:

Age:

No. of Years in the Organization:

I am submitting the following:

1. Curriculum vitae/profile with picture of my nominee
2. Comprehensive Explanations on how my nominee satisfies the following criteria:
 - 2.1. Integrity, prestige and distinction in the business community
 - 2.2. High qualities as a manager exemplified in his/her leadership, vision, decisiveness, fairness and firmness in dealing with people
 - 2.3. Exceptional ability for performing his/her managerial functions under exceptional conditions, such as creating and managing a new enterprise, reorganizing and re-orienting an existing enterprise, turning around a moribund company considering the difficulties of the times
 - 2.4. Active and continuous management at top level of a private business or industrial enterprise, or a government institution for a significant length of time, and in a manner highly deserving of the recognition and commendation of MAP by reason of his/her contribution to the advancement of management as a career in the Philippines
 - 2.5. Contribution to reshaping national values and orientation
 - 2.6. Effective service and tangible contribution to nationwide professional, social, civic or charitable undertakings through personal initiative
 - 2.7. The organization under his/her stewardship must have exhibited consistent exemplary performance and achieved stability under the highest standards of business ethics and practice.
 - 2.8. The organization must be an entity operating in the Philippines and the business must have contributed substantially to the growth and development of the Philippine economy.

If my nominee will make it into the shortlist of candidates for further evaluation, I hereby commit to submit additional information which the MMY Judging Committee may require.

Name of MAP Member:

Date:

• JUDGING PROCESS

- 1 The MMY Judging Committee shall serve as the Board of Judges which is tasked to choose the most deserving nominee.
- 2 The evaluation process shall consist of two stages: (a) a preliminary evaluation that will result in the preparation of a shortlist, and (b) a final evaluation of shortlisted candidates from which a final choice is made of one or more nominees, as the MMY Judging Committee may decide.
- 3 The MMY Judging Committee shall review the materials submitted through the nomination process, and other information as may be obtained, on which basis it shall decide who should be on the shortlist of nominees for further and more thorough evaluation.
- 4 The MMY Judging Committee may write to the nominators or the shortlisted nominees to confirm the nominees' willingness to go through the evaluation process, to request additional information as it may need for final evaluation, and to request a personal interview, if necessary, with the nominee, his/her nominator and/or the references specified in the nomination form.
- 5 The MMY Judging Committee may seek information or assistance from the MAP Secretariat or other persons as it may feel necessary for its evaluation work.
- 6 The principal selection criteria for the MMY are integrity, leadership and management qualities, contribution to nation-building and values formation, effective stewardship within the confines of the highest standards of business ethics and management practice.
- 7 Article I Section 3.3.1 of the MAP By-Laws stipulates that the selection of MMY requires the *"review, screening and selection by the MMY Judging Committee."* In the past, the MMY Judging Committees have invariably sought a consensus in their decisions.
- 8 With the exception of the Chair and the Vice Chair, the names of the members of the MMY Judging Committee are not disclosed until the search process has been completed.
- 9 To ensure confidentiality in the discussions of the MMY Judging Committee, no minutes of its meetings are taken.
- 10 The MMY Judging Committee's choice is presented to the MAP Board of Governors for approval.
- 11 As stipulated by Article I Section 3.3.2 of the MAP By-Laws, the election of MMY requires *"approval by the affirmative vote of the majority of the entire Board of Governors."*
- 12 The Awardee approved by the Board of Governors will then be presented to MAP members for approval during a MAP general membership meeting.
- 13 Article I Section 3.3.3 of the MAP By-Laws provides that the election of MMY requires the *"approval by the affirmative vote of the majority of the members of the Association present at a meeting called for the purpose"* of electing the MMY.

• CRITERIA

GENERAL CRITERIA

Any MAP member or any other person who has exceptionally distinguished himself/herself in the practice of management over a significant period of time may be elected as *"MAP Management Man of the Year."*

SPECIFIC CRITERIA

- 1 Integrity, prestige and distinction in the business community
- 2 High qualities as a manager exemplified in his/her leadership, vision, decisiveness, fairness and firmness in dealing with people
- 3 Exceptional ability for performing his/her managerial functions under exceptional conditions, such as creating and managing a new enterprise, reorganizing and re-orienting an existing enterprise, turning around a moribund company considering the difficulties of the times
- 4 Active and continuous management at top level of a private business or industrial enterprise, or a government institution for a significant length of time, and in a manner highly deserving of the recognition and commendation of the MAP by reason of his/her contribution to the advancement of management as a career in the Philippines
- 5 Contribution to re-shaping national values and orientation
- 6 Effective service and tangible contribution to nationwide professional, social, civic or charitable undertakings through personal initiative
- 7 The organization under his/her stewardship must have exhibited consistent exemplary performance and achieved stability under the highest standards of business ethics and practice.
- 8 The organization must be an entity operating in the Philippines and the business must have contributed substantially to the growth and development of the Philippine economy.

• NOMINATION PROCESS

- 1 Only MAP members are eligible to submit nominations.
- 2 A nominee need not be a MAP member.
- 3 To ensure a wide search of potential awardees, the MMY Search Committee, headed by the immediate past MAP President, is tasked to identify and propose nominees for the Award.
- 4 The nomination form or letter should be accompanied by a curriculum vitae of the nominee, including possible references who can help make clarifications as may be desired by the MMY Judging Committee.
- 5 Nominations shall be submitted to the MAP Secretariat through the prescribed nomination form or in the form of a letter signed by the MAP member.
- 6 The MMY Search Committee may or may not do a shortlisting of the nominees.
- 7 The MMY Search Committee will then endorse its list of nominees to the MMY Judging Committee.

“MAP Management Man of the Year” Awardees



Jose M. Soriano
(1979)



Cesar E.A. Virata
(1981)



Jaime V. Ongpin
(1982)



Vicente T. Paterno
(1982)



Dante G. Santos
(1983)



Cesar A. Buenaventura
(1985)



Roberto T. Villanueva
(1985)



Jaime Zobel de Ayala
(1987)



Ramon V. del Rosario, Sr.
(1988)



Jose B. Fernandez, Jr.
(1989)



Raul T. Concepcion
(1990)



Oscar J. Hilado
(1991)



Alfonso T. Yuchengco
(1992)



Juan B. Santos
(1994)



David M. Consunji
(1996)



Rizalino S. Navarro
(1996)



Gabriel C. Singson
(1998)



Delfin L. Lazaro
(1999)



Henry Sy, Sr.
(1999)



Oscar M. Lopez
(2000)



Tony Tan Caktiong
(2002)



Jesus P. Tambunting
(2003)



Rafael B. Buenaventura
(2004)



Manuel V. Pangilinan
(2005)



George S. K. Ty
(2006)



Jaime Augusto Zobel de Ayala II
(2006)



Jose L. Cuisia, Jr.
(2007)



Antonino T. Aquino
(2009)



Jesus P. Estanislao
(2009)



Lilia B. de Lima
(2010)



Ramon R. del Rosario, Jr.
(2010)



Erramon I. Aboitiz
(2011)



Aurelio R. Montinola III
(2012)



Edgar O. Chua
(2013)



Albert F. del Rosario
(2014)



Amando M. Tetangco, Jr.
(2015)



Teresita Sy-Cason
(2016)



John Gokongwei, Jr.
(2017)



Fernando Zobel de Ayala
(2018)



Nestor V. Tan
(2019)



Federico R. Lopez
(2020)



Carlos Chan
(2021)



MANAGEMENT ASSOCIATION OF THE PHILIPPINES
Ramon V. del Rosario Sr. Center for Management Excellence
Unit 608, Ayala Tower One, Ayala Triangle, Ayala Avenue
1226 Makati City, Philippines

Tel: (632) 7751-1150 to 52
e-Mail: map.map@map.org.ph;
map.philippines@map.org.ph
Website: map.net.ph



NOMINATION FORM
for
“MAP Management Man of the Year 2022”

I nominate the following:

Name:

Position:

Organization:

Age:

No. of Years in the Organization:

I am submitting the following:

1. Curriculum vitae/profile with picture of my nominee
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 - 2.2 High qualities as a manager exemplified in his/her leadership, vision, decisiveness, fairness and firmness in dealing with people
 - 2.3 Exceptional ability for performing his/her managerial functions under exceptional conditions, such as creating and managing a new enterprise, reorganizing and re-orienting an existing enterprise, turning around a moribund company considering the difficulties of the times
 - 2.4 Active and continuous management at top level of a private business or industrial enterprise, or a government institution for a significant length of time, and in a manner highly deserving of the recognition and commendation of MAP by reason of his/her contribution to the advancement of management as a career in the Philippines
 - 2.5 Contribution to reshaping national values and orientation
 - 2.6 Effective service and tangible contribution to nationwide professional, social, civic or charitable undertakings through personal initiative
 - 2.7 The organization under his/her stewardship must have exhibited consistent exemplary performance and achieved stability under the highest standards of business ethics and practice.
 - 2.8 The organization must be an entity operating in the Philippines and the business must have contributed substantially to the growth and development of the Philippine economy.

If my nominee will make it into the shortlist of candidates for further evaluation, I hereby commit to submit additional information which the MMY Judging Committee may require.

Name of MAP Member:

Date:

VERY IMPORTANT REMINDERS:

1. New venue is Grand Ballroom A and B at Level 3 of the Shangri-La at The Fort.
2. Please bring your vaccination card.
3. Please wear your mask.
4. Please be in business attire.



MAP General Membership Meeting

July 14, 2022

Thursday

12:00 Noon to 2:00 PM

Grand Ballroom A and B, Level 3

SHANGRI-LA AT THE FORT



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. 044 - 2022



MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

AUGUST 19, 2022, FRIDAY, 12:00 Noon to 2:00 PM
Venue to be announced later

Speakers



Sec. ARSENIO "Arsi" M. BALISACAN
National Economic and Development Authority (NEDA)



Gov. FELIPE "Philip" M. MEDALLA
Bangko Sentral ng Pilipinas (BSP)

Co-Moderators



Mr. ROMEO L. BERNARDO
MAP Governor and Assistant Treasurer
Managing Director
Lazaro Bernardo Tiu & Associates



Mr. PETER WALLACE
MAP Governor
Chair
The Wallace Business Forum, Inc.

MAP Circular No. 042 - 2022

Registration Fees:

MAP Member	FREE
Guest	P2,000 each



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20TH MAP INTERNATIONAL CEO HYBRID CONFERENCE 2022

September 13, 2022, Tuesday, 8:30 AM to 5:00 PM

Theme: "The WINS of CHANGE: Thriving in a World of In-Betweens"

After a bruising two-year pandemic, the world is eager to start living again albeit in a changed environment. We are in the midst of transition from epidemic to endemic, in the lengthy process of crossing over to a more stable recovery path and regaining the balance we seem to have lost in the crisis.

That is not to say that the pandemic was all bad because there are WINS. Changes that we thought we can gradually implement have been accelerated – the digital shift, putting health care as a critical component of global development, intensified buy-in for addressing climate change, the rise of corporate activism, the importance of trust in securing a stable market and the government finding ways to uplift the poor.

And if there are wins, there are big winners.

As much as there are also swings and misses.

Living in the world of in-betweens. Today, we are at a crossroad – forging pathways that can redefine what was to what can be and what will be.

This is the backdrop against which we will pick up the threads and weave a new fabric for the future. We were slowed down by the pandemic, but it is time to move forward. Our directions will be enriched by the lessons that were taught to us by our collective experience. We need all these wisdoms to initiate, manage and complete the transition process for our organizations. The road ahead will not be easy because though this pandemic period affords a chance for a do-over, it is not also possible to wipe the slate completely clean. We have to build upon the wins that were posted, even as we examine what lessons are taught by those that did not come up to expectations or failed.

There are developments that crept so silently and stealthily that we are even unaware we have come to accept these as normal – much in the same way that we are now learning to live with COVID.

Managing the transition process requires patience and discipline.

Transition is not about making changes for the sake of change; it requires foresight and planning.

Transitions bridge the present and that future where we want to be. Having a transition plan can establish a roadmap we can follow that will lead to that future. Our experiences these past two years underscore the importance of building into the organizational DNA out-of-the-box thinking and innovation. The future we are preparing for will depend on how well we can question and disrupt our own familiar structures that served us for a long time and initiate the steps to build capacities and capabilities that are imperatives of the times. Retooling, upskilling, and reskilling the present and future workforce mean putting a premium on human resource as a means for dynamic and continuing development.

REGISTRATION FEES			
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 FACE-TO-FACE Rate for Full-Time Academic and Government Officials		
Payment by	MAP Member	Non-MAP Member
June to September	P4,000	P6,000

Please register thru the following link: <https://forms.gle/Sn5EwcFodTY6ncmeA>

Articles/Papers from MAP Members

**"Obstructionist vs. enabling"
from MAP Governor CIELITO "Ciel" F.
HABITO's "No Free Lunch" Column in the
PHILIPPINE DAILY INQUIRER on
July 12, 2022**

Do you often get the feeling that government bureaucrats seem to be programmed with an obstructionist mindset, when as "public servants," their attitude should be an enabling one instead? Over the years, I've shared many anecdotes on how government offices can be so creative in finding ways to seemingly make things as hard as possible for their client publics. It's as if the underlying motive is to ensure that nothing comes easy for anyone needing anything from the government. It could be a permit, clearance, certification, license, registration, or other documents, or even just data or information. It's even more so if it's a contract to supply goods or services to a government office, or access to a government-administered assistance program.

I've had too many direct experiences and heard too many "sob stories" from relatives, friends, and readers on travails in transacting with a government office, national or local level. I have talked to and heard from many foreigners and Filipino balikbayans who can't understand why, for example, it takes weeks or months to register and open a business in this country, when one can do it within hours where they come from. Fellow Inquirer columnist Joel Butuyan wrote last week of his Singaporean client who was shocked to learn that selling and transferring title to a real property can take several months to complete here, yet can be completed in a day in her country. At the height of the pandemic two years ago, a chemical testing lab in Calamba City, Laguna, that my former high school classmates co-invested in had to secure a permit from the Laguna Lake Development Authority. But they required that the application be filed physically at their office in Metro Manila, at a time when public and private transport was restricted by quarantine protocols. I phoned the office myself to inquire why we could not file the application online, and the lame answer I got was that their office did not have an online system in place. And as is almost always the case, this is a transaction that required more than one visit to their office. I could only sigh in exasperation.

Several years ago, I led a technical assistance project that helped the Bureau of Customs (BOC) strengthen its developmental role of trade facilitation (as against its more familiar role of revenue collection). Then Commissioner John Phillip Sevilla sought our assistance to track and document clearances and permits that importers had to obtain from agencies other than the BOC itself. What the stocktaking exercise revealed was that there are more than 7,000 imported products that require such clearances, many of them duplicating, overlapping, or unnecessary, required by dozens of agencies for the same product.

For example, to import a color laser printer with Wi-Fi capability, the importer would have to obtain a clearance from the National Telecommunications Commission because of its Wi-Fi feature. Clearance was also required from the National Bureau of Investigation, supposedly on the rationale that the equipment might be used for counterfeiting money. It also needed a license from the Bureau of Philippine Standards (BPS), as required for imports of electrical or electronic products. Exempted are shipments with valid PS license certificate that BPS issues to foreign and local manufacturers. Still, they had to get a certificate of exemption from BPS anyway (talk about redundancy!). Countless more products similarly need multiple permits from various agencies. I call them unnecessary hurdles. Others would call it institutional sadism.

Back to our chemical testing lab, the Securities and Exchange Commission (SEC) asked us for a clearance from the Department of Health (DOH), which we found was unnecessary as our lab would be testing substances, not people. Still, the SEC insisted we had to do the legwork to get a document from DOH to certify that we were exempted!

Our bureaucrats have turned redundancy into an art. I am often led to resign myself to the thought that our country will never catch up with our dynamic peers in the region, given the obstructionist mindsets driving too many people working in our government.

cielito.habito@gmail.com

Screenshot from July 1, 2022 MAP Webinar on "A NEW AGE OF CAPITALISM IN THE PHILIPPINES - Part 2"



PUSH FOR CHANGE
TOWARDS A BETTER FUTURE FOR ALL

MAP CEO Academy Panel Discussion

A NEW AGE OF CAPITALISM IN THE PHILIPPINES – Part 2

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	Panelists
<div style="text-align: center;">  </div> <p>Dr. NICK POBLADOR A Management and Economics Thought Leader Retired UP Professor of Economics and Management</p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Mr. JOEY BERMUDEZ Chair Maybridge Finance and Leasing, Inc.</p> </div> <div style="text-align: center;">  <p>Mr. CLIFF EALA President Synerbyte Limited</p> </div> </div>
<div style="text-align: center; background-color: #8B4513; color: white; padding: 2px;">Co-Moderators</div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">  <p>Mr. VIC MAGDARAOG Co-Chair for MAP CEO Academy MAP HMDC Senior Business Adviser Advisory & Insights (A&I)</p> </div> <div style="text-align: center;">  <p>Dr. BEN TEEHANKEE Co-Vice Chair for Social Justice MAP ESG Committee Professor DLSU</p> </div> </div>	<div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">  <p>Ms. ALMA JIMENEZ President and CEO Health Solutions Corporation</p> </div> <div style="text-align: center;">  <p>Prof. DINDO MANHIT CEO and Managing Director Stratbase Group</p> </div> </div>



Summary of News articles about the MAP Policy Recommendations for Economic Dynamism for the Marcos Jr. Administration

1. "MAP urges Marcos to actively adopt PPP mode for infrastructure projects" by Kyle Aristophere T. Atienza BUSINESSWORLD July 4, 2022

THE Management Association of the Philippines (MAP) said on Monday that the new administration must focus on public-private partnerships (PPPs) in its infrastructure program.

President Ferdinand R. Marcos, Jr.'s infrastructure program will be challenged by much tighter fiscal constraints, which should prompt the government to resume the active pursuit of PPPs, the association said in its wish list for the new government.

The government must "rectify overly stringent" Material Adverse Government Action (MAGA) provisions that discourage PPP investment due to high regulatory and political risks, as well as honor the sanctity of contracts through good-faith adherence to PPP contract terms and decisions of international arbitration tribunals, it said.

It called for the expansion and extension of current PPPs to ensure sustainability of services and encourage current PPP partners to further invest in technical infrastructure for the long term, it added.

MAP also asked the government to draft industry roadmaps for key sectors "with the greatest strategic importance and/or potential for massive job generation."

In the wish list, MAP also urged the government to improve its tax collection.

Mr. Marcos must "institute measures to improve tax collection efficiency, curb tax evasion, and eliminate unwarranted tax exemptions," it said.

Improved tax administration is one of the fiscal and financial policies that MAP recommended to the Marcos administration. It also called for a "review (of) the tax regime for micro and small enterprises to help their viability and thereby expand the tax base."

"Fiscal and financial policies must be supportive of business enterprises, especially MSMEs, to promote wider job generation," MAP said.

MAP said the new government must move to tax profitable digital transactions that are "still outside the tax net."

It urged the Marcos administration to properly implement the intent and letter of Executive Order No. 2, s. 2016, which operationalizes the Constitutional provisions on the right to information and restore and strengthen faith in institutions "through increased transparency in government and just and consistent prosecution of erring public servants."

MAP also recommended reforms for the agriculture sector, encouraging the government to foster scale economies through the consolidation of management of smallholder farms, declare the completion of agrarian reform, and lift land ownership ceilings on farm land.

It must also improve food value chains through upgraded transport and logistics, increase community-level value-adding, and enable local government market matching, while addressing food waste, it added. — Kyle Aristophere T. Atienza

2. "MAP unveils policy wishlist for Marcos administration" by JON VIKTOR D. CABUENAS GMA News July 6, 2022

The Management Association of the Philippines (MAP) has urged the administration of President Ferdinand "Bongbong" Marcos Jr. to implement a number of policies, including fiscal measures to improve tax collection.

The policy recommendations cover education; quality health care; the agriculture and agribusiness sector; trade and industry policy; infrastructure adequacy; labor market and employment policies; fiscal and financial policies; and justice and the rule of law.

"As the country emerges from the COVID-19 pandemic and the deep contraction it brought to our economy, policy, and program support and public investments must prioritize the country's two most important but also most challenged assets: its people and its lands," said the organization, whose immediate past president, Alfredo Pascual, is currently Marcos' trade secretary.

In terms of education, the MAP called for the resumption of face-to-face classes in non-high-risk areas, and the prioritization of budgetary support for connectivity across local schools in the 2023 budget.

The National Economic and Development Authority in March said that opening all schools across the country for in-person learning would boost economic activity by P12 billion weekly.

The MAP also asked the new administration to overhaul the leadership of the Philippine Health Insurance Corp., to scale up feeding programs, and to establish a council for job creation, social protection, and public health.

The MAP urged farm consolidation, the strengthening of food systems for food security, and structural, functional, and budgetary reform in the bureaucracy.

Marcos, who is also the concurrent Agriculture Secretary, said earlier this week that a food crisis is expected in the next two quarters and advocated for the Masagana 150 and Masagana 200 programs, both of which aim to increase rice production.

The MAP also recommended the immediate ratification of the Regional Comprehensive Economic Partnership (RCEP), the establishment of a new Philippine Export Development Plan, and the update of industry roadmaps.

After winning the May 9 presidential election, Marcos stated that he wanted to examine how the RCEP will affect the nation's agricultural sector since, in his view, the industry should be competitive before the country enters into another trade deal.

For infrastructure, the MAP urged the Marcos administration to actively pursue public-private partnerships and revisit the Build-Operate-Transfer Law.

The MAP likewise recommended the institutionalization of labor flexibility, flexible employment arrangements, and the amendment of the Apprenticeship Law.

For fiscal and financial policies, the MAP called for the completion of the Comprehensive Tax Reform Program, which was pushed by the economic team of former President Rodrigo Duterte.

"Institute measures to improve tax collection efficiency, curb tax evasion, and eliminate unwarranted tax exemptions," the recommendation said.

Former officials of the Department of Finance and Bureau of Internal Revenue have earlier maintained that they are keen on collecting all taxes, in response to reports claiming that the heirs of the late President Ferdinand Marcos Sr. could not be compelled to pay an estimated P203 billion in estate taxes.

A spokesperson for then presidential candidate Bongbong Marcos, however, said that the ownership of the properties subject to estate taxes had yet to be settled.

The MAP also urged the administration to uphold justice and the rule of law, promote transparency, have zero tolerance for corruption, and restore faith in institutions.

"Aggressively pursue and swiftly decide on cases against officials and associates accused of corrupt practices (e.g. PhilHealth, Pharmally), with utmost adherence to the principles of justice and fairness while on trial or under investigation," it said. —VBL, GMA News

3. "Prioritize health, agri, education, Marcos urged"

**by Tyrone Jasper C. Piad
PHILIPPINE DAILY INQUIRER
July 5, 2022**

The Management Association of the Philippines (MAP) has urged the Marcos administration to prioritize education, health care and agriculture to help the country recover fast from the COVID-19 pandemic that spawned twin public health and economic crises.

In a statement on Monday, the influential private sector group enumerated key policy recommendations with the aim of "achieving and sustaining a dynamic economy with widest participation of and benefits for Filipinos spanning all socioeconomic classes, economic sectors, geographic areas and ethnic affiliations."

For the education sector, MAP raised the need to craft a road map addressing the learning crisis in the country. This should be based on international best practices, include foundational reforms and focus on lifelong learning and upskilling of educators, it explained.

MAP also asked for the return of in-person classes in schools located in areas where COVID-19 risks are low.

It urged the government to enhance the public health system by overhauling Philippine Health Insurance Corp.'s (PhilHealth) "leadership and management, including investment in technology-

enabled management systems and private outsourcing of certain functions.” This, after PhilHealth’s credibility was questioned after being involved in corruption issues.

MAP said that President Marcos also needs to ramp up programs addressing hunger, malnutrition and child stunting as these could have long-term adverse impact on an individual’s learning ability and personal health.

“Health, nutrition and education, especially of the young, are in crisis, and are interrelated problems that need to be urgently addressed because of their long-term consequences,” the group said.

For the agriculture sector to flourish, MAP told the new administration to enhance food value chains by upgrading transport and logistics facilities such as cold storage and cold chain facilities.

It was also crucial to “pursue structural, functional and budgetary reform in the agriculture bureaucracy, including consolidation of all agri and agri-related agencies, whose functions encompass all elements of the agricultural value chain,” MAP said.

“The productivity of our agricultural lands and coastal and inland waters likewise urgently need a substantial boost, especially in the face of a looming food crisis now widely anticipated as a consequence of recent world events emphasizing the need to ensure food security,” it added.

Other policy recommendations by MAP include greater participation in trade agreements, more public-private partnerships to develop infrastructure projects and taxation of profitable digital transactions. INQ

4. “MAP seeks to address crisis in health, education, food” by Irma Isip Malaya Business Insight July 5, 2022

The Management Association of the Philippines (MAP) yesterday submitted eight policy recommendations to the Marcos administration, touching on controversial issues that have led what it called are a crisis in education, health and food.

The group said policy and program support and public investments must prioritize the people and the country’s lands.

To address the education crisis, MAP proposes for the return to full face-to-face in all schools that are in non-high-risk areas

To make quality health care accessible, MAP

proposes the overhaul of Philippine Health Insurance Corp.’s leadership and management, including investment in technology-enabled management systems and private outsourcing of certain functions.

On agriculture, MAP is pushing for farm consolidation while declaring the completion of agrarian reform and lift land ownership ceilings on farm lands.

Other recommendations include: ensure a trade and industry policy environment that fosters level competition, lowers costs of doing business, and encourages productivity-enhancing innovation; sustaining the gains of the Build, Build, Build program by prioritizing infrastructure of greatest strategic importance, and to resume active pursuit of Public-Private Partnerships in infrastructure development; labor market and employment policies that allow for flexibility; fiscal and financial policies be supportive of business enterprises, especially micro, small and medium enterprises, to promote wider job-generation and; justice and the rule of law must always be upheld if business confidence is to be sustained. – Irma Isip

5. “MAP pushes policy recommendations” by Bernie Cahiles-Magkilat Manila Bulletin July 4, 2022

The Management Association of the Philippines (MAP) has submitted eight policy recommendations to the new administration of President Ferdinand Marcos Jr. to achieve and sustain a dynamic and inclusive economic growth in the country.

Education topped the MAP list, which strongly urged the President to address the education crisis in the country. The seven others are healthcare; agriculture and agribusiness; trade and industrial policy; infrastructure adequacy; labor market and employment policies; fiscal and financial policies; and, justice and rule of law.

To address the country’s urgent education crisis, MAP has urged Marcos to immediately mobilize the Second Education Commission created by the new Second Congressional Commission on Education (EDCOM II) Act and its multi-sectoral Advisory Council, to develop a clear roadmap out of the learning crisis that will pursue foundational reforms, ensure public-private complementarity, institutionalize lifelong learning/upskilling, and draw on international best practices and new knowledge in the neurosciences.

This also called for the full return of the face-to-face classes in all schools that are in non-high-risk areas, while adhering to the highest levels of health and safety guidelines by the start of SY 2022-2023.

Under this policy recommendation are need for connectivity and teacher upskilling prioritization for budgetary support for connectivity in all schools in the 2023 budget, and teachers' upskilling as learning facilitators, tapping on partnerships with business and civil society organizations domestically and internationally.

To make quality health care accessible to every Filipino, MAP has urged Marcos to upgrade the Public Health System, overhaul PhilHealth's leadership and management, including investment in technology-enabled management systems and private outsourcing of certain functions; substantial increase in hospital bed and manpower capacity; • Guarantee steady supply of vaccines and medicines across the country; upgrade compensation of public doctors and nurses at all levels in the public and private sectors; and, expand the role of clinics nationwide to give closer medical services to rural folk and take pressure off hospital out-patient care.

For the agriculture and agribusiness sector, MAP said that to achieve high productivity and competitiveness, there should farm consolidation, foster scale economies, stamp out corruption and massive leakages in the agriculture budget; and pursue structural, functional and budgetary reform in the agriculture bureaucracy.

To expand the country's trade, investments and exports, the group also cited the need for policy reforms that will lower cost of doing business, encourage innovation, and ratification of the Regional Comprehensive Economic Partnership (RCEP) Agreement and other trade agreements to tap wider market opportunities that will diversify the country's exports in terms of products/services and destinations, and enhance the country's attractiveness to foreign investments.

MAP also pushed for sustaining the gains of the Build Build Build program to ensure infrastructure adequacy in the country.

On labor market and employment, MAP said government must adopt labor flexibility and establish special employment zones in high unemployment areas.

MAP also recommended that the Marcos administration must create policies to support micro, small and medium enterprises and fiscal consolidation.

Lastly, MAP said justice and rule of law must always be upheld if business confidence is to be

sustained, and the general population is to live in an atmosphere of peace security. This means ensuring government transparency and zero tolerance for corruption.

6. "Biz group sends 'wish list' to new admin"

**by Othel V. Campos
Manila Standard
July 4, 2022**

The Management Association of the Philippines (MAP) has submitted a wish list to President Ferdinand Romualdez Marcos Jr. containing programs for the economy and society in general.

The group identified policy and program support and public investments as two of the most important priorities of the new administration.

"We need a favorable enabling environment for investments if we are to succeed in attracting greater and more diverse job-creating investments for more Filipinos to be gainfully and productively employed, so that overseas employment would merely be a choice for our workers, rather than a necessity. The enabling environment includes infrastructure adequacy, labor market, and employment policies, fiscal and financial sector policies, and justice and the rule of law," said new MAP president Rogelio Singson.

On education, MAP recommends the creation of a second education commission to develop a clear roadmap out of the learning crisis that will pursue foundational reforms, ensure public-private complementarity, institutionalize lifelong learning, and draw on international best practices and new knowledge in the neurosciences.

The group also called for the return of face-to-face classes, upskilling of teachers, cooperation among academic institutions and industry participation in K-12 senior tracks.

On healthcare, MAP recommends the overhaul the Philippine Health Insurance System (PhilHealth) leadership and management; scale up programs nationwide to combat hunger, malnutrition and child stunting; and, establish a National Recovery and Resilience Council (NRRC) and a

Health Security Council (HSC), to be headed by the National Economic Development Authority (NEDA).

The group also asked the new President to wrap up farm consolidation by declaring the completion of agrarian reform and lift land ownership ceilings on farmlands.

On trade, MAP calls for a policy environment that fosters level competition, lowers costs of doing business, and encourages productivity-enhancing innovation, specifically calling for the immediate ratification of the Regional Comprehensive Economic Partnership (RCEP) Agreement and other trade agreements and creation of a new Philippine Export Development Plan to close the country's wide export gap relative to its ASEAN peers.

Other suggestions include updating and/or crafting of industry roadmaps, develop a high-level government body or a public-private partnership (PPP) arrangement; setting up a national supply chain "control tower" to monitor demand and supply conditions; encourage businesses to adopt digitalization, among others.

The group also reminded the new administration to sustain the gains of the Build, Build, Build program that currently faces tighter fiscal constraints that have been brought about by the massive costs of managing the pandemic and its impact on jobs and livelihoods.

On power challenges, MAP rallies to support the expansion of baseload renewable energy projects by exploring how to de-risk these projects to encourage and enable private investment and develop new indigenous and lower cost sources of natural gas with the necessary enabling infrastructure investments.

Similarly important are policies on digital transformation particularly the establishment of a secure national broadband network; full implement the National ID system; and promote the use of digital payments and digital documents as an acceptable medium for compliance.

The group also encourages the adoption of integrated water resources management principles to ensure water security and access to clean water for all while trying to privatize inefficient water distribution systems.

On labor-related concerns, MAP suggests to institutionalize labor flexibility for quick employment and make work-from-home arrangements available to all enterprises.

On fiscal and finances, MAP recommends a review of the tax regime for micro and small enterprises to help their viability and thereby expand the tax base, as well as the completion of the Comprehensive Tax Reform Program.

MAP said the new administration should always uphold justice and the rule of law if business confidence is to be sustained, and the general

population is to live in an atmosphere of peace and security.

7. "MAP submits policy recommendations" by Ed Paolo Salting The Manila Times July 5, 2022

THE Management Association of the Philippines (MAP) has submitted a set of policy recommendations to the government that aims to help attain a dynamic economy for all Filipinos.

'As the country emerges from the Covid-19 pandemic and the deep contraction it brought to our economy, policy and program support and public investments must prioritize the country's two most important but also most challenged assets: its people and its lands. Health, nutrition and education need to be urgently addressed,' MAP said.

'Likewise, the productivity of our agricultural lands and coastal and inland waters likewise urgently need a substantial boost, especially in the face of a looming food crisis,' it added.

The organization presented six main problems the Marcos administration needs to address as well as the recommended policies to be undertaken.

To address the country's urgent education crisis, MAP suggested the following: to immediately mobilize the Second Education Commission to develop a clear roadmap for secondary education; return to full face to face in all schools that are in non-high-risk areas; prioritize budgetary support for connectivity in all schools in the 2023 budget and teachers' upskilling; and establish a program of cooperation among educational and practical institutions.

For quality health care, MAP said that the public health system must be upgraded and overhauled, malnutrition be curbed and institutional reforms be undertaken.

As for the agriculture sector and agribusiness, the organization recommended farm consolidation, strengthening food systems, bureaucratic reform in the agency and supplementing the 'Indigenous Peoples Rights Act.'

For trade and industry policies, MAP said there is a need to ratify trade agreements; formulate an aggressive new Philippine Export Development Plan; update and expand industry road maps and inclusive value chains; and expand coverage for the recognition of globally competitive Philippines-based firms.

In infrastructure adequacy, MAP encourages the government to intensify energy development; promote digital transformation; adopt integrated water resources management principles; and develop attractive public-private partnership policy environments.

And in labor market and employment policies, the organization highlighted the need for labor flexibility and pension portability.

Lastly, MAP also suggested to the administration changes in fiscal and financial policies to maximize government gain and upholding the rule of law for the contentment of all.

8. "MAP urges Marcos: Implement policies on health, education, agriculture"
by Catherine Talavera
The Philippine Star
July 5, 2022

MANILA, Philippines — The Management Association of the Philippines (MAP) is urging the Marcos administration to implement a number of policies focused on health, nutrition, education, as well as increasing productivity of agricultural lands and coastal areas, among others.

In a document dated June 29, the MAP submitted policy recommendations to President Marcos in line with the objective of achieving and sustaining a dynamic economy with widest participation of and benefits for Filipinos, spanning all socioeconomic classes, economic sectors, geographic areas and ethnic affiliations.

"As the country emerges from the COVID-19 pandemic and the deep contraction it brought to our economy, policy and program support and public investments must prioritize the country's two most important, but also most challenged assets: its people and its lands," the MAP said.

To address the country's education crisis, MAP recommended the immediate mobilization of the Second Education Commission created by the new Second Congressional Commission on Education Act and its multisectoral advisory council, to develop a clear roadmap out of the learning crisis that will pursue foundational reforms, ensure public-private complementarity, institutionalize lifelong learning/upskilling, and draw on international best practices and new knowledge in the neurosciences.

It also called for the return of face-to-face classes in all schools that are not in high-risk areas, as well as prioritizing connectivity and teachers' upskilling in the 2023 budget.

The group also recommended the establishment of a program of cooperation among educational institutions to uplift quality of education and the adoption of international best practices, especially toward improving quality of learning in English, Mathematics and Science, as well as the harnessing of industry associations, large companies or agencies to provide inputs and supervision in the curriculum and method of instructions in K-12 tracks.

To make quality healthcare accessible to every Filipino, the MAP recommended the upgrading of the public health system, curbing malnutrition as a public health policy, and the establishment of a National Recovery and Resilience Council and a Health Security Council.

MAP called for the overhaul of PhilHealth's leadership and management, including investment in technology-enabled management systems and private outsourcing of certain functions, increase of hospital bed and manpower capacity, guaranteed steady supply of vaccines and medicines across the country, upgrade of compensation of public doctors and nurses at all levels in the public and private sectors, and the expansion of the role of clinics nationwide to give closer medical services to rural folk.

To achieve high productivity and international competitiveness in the agriculture and agribusiness sectors, MAP is pushing for farm consolidation, the strengthening of food systems and instituting policies and programs to maximize the productive use of indigineous community lands.

MAP also urged the reaffirmation of the primary mandates of the Land Bank of the Philippines and the Development Bank of the Philippines to finance small farms and firms by phasing out deposits of private depositors to eliminate the banks' fiduciary responsibility to private depositors; applying appropriate regulatory metrics distinct from those applied to commercial banks, and phasing out all non-agri-agra, local government and infrastructure loans.

It also cited the need to ensure a trade and industry policy environment that fosters level competition, lowers costs of doing business.

"We need a favorable enabling environment for investments if we are to succeed in attracting greater and more diverse job-creating investments for more Filipinos to be gainfully and productively employed, so that overseas employment would merely be a choice for our workers, rather than a necessity," the MAP said.

In addition, the MAP urged the Marcos administration to immediately ratify and actively participate in the Regional Comprehensive Economic Partnership (RCEP) Agreement and other trade agreements to tap wider market opportunities that will diversify the country's exports in terms of products/services and destinations, and enhance the country's attractiveness to foreign investments.

It also pushed for the formulation of an aggressive new Philippine Export Development Plan aimed to close the country's wide export gap relative to its ASEAN peers, which will examine and address the entire export ecosystem spanning the macroeconomic policy and governance environment down to the sector and commodity-level strategies and programs.

The MAP also highlighted the need to resume active pursuit of public-private partnerships in infrastructure development.

"Sustaining the gains of the Build, Build, Build program will be challenged by much tighter fiscal constraints that have been brought about by the massive costs of managing the pandemic and its impact on jobs and livelihoods. Thus, it will be necessary to prioritize infrastructure of greatest strategic importance, and to resume active pursuit of PPPs in infrastructure development," the MAP said.

The group also emphasized the need to uphold justice and the rule of law for business confidence to be sustained, and the general population to live in an atmosphere of peace and security.

9. "Marcos, Jr. urged to work on food security"
by REYNALDO G. NAVALES
Sunstar
July 07, 2022

THE Management Association of the Philippines (MAP) has urged President Marcos to work on the country's food security.

This was gleaned in the MAP Policy Recommendations for Economic Dynamism for the Marcos Jr. Administration dated June 23, 2022.

THE Management Association of the Philippines (MAP) has urged President Marcos to work on the country's food security.

This was gleaned in the MAP Policy Recommendations for Economic Dynamism for the Marcos Jr. Administration dated June 23, 2022.

MAP also cited the completion of agrarian reform and lifting of land ownership ceilings on farm lands.

On food security, the management association claimed that Marcos should also work to improve food value chains through upgraded transport and logistic facilities including cold storage and cold chain facilities.

The group also mentioned increased community-level value-adding, effective local government-enabled market matching and mechanism for food waste reduction like the channeling unsold and surplus food to depressed communities.

MAP also recommended for the stamping out of corruption and massive leakages in the agriculture budget.

According to the group, the president may also foster strong DA-Provincial LGU collaboration in a province-led devolution of agricultural and fisheries services.

The productivity of indigenous community ancestral lands should also be prioritized, according to the group.

"Supplement the Indigenous Peoples Rights Act by instituting policies and programs to enable them to maximize productive use of their properties with agricultural or other economic activities," Map disclosed.

Businessman Rene Romero, director of the Pampanga Chamber of Commerce and Industry (PamCham), meanwhile decried the MAP recommendations as "highly doable and exact."

Former Public Works Secretary Rogelio "Babes" Singson is the president of MAP.

MAP is a 63-year old management organization whose 761 members represent a cross section of CEEOs, COOs and other top management practitioners from the largest local and multinational companies operating in the Philippines.

The association also counts top management educators and some government officials as its members.

MAP Talks on Youtube

Video Recording of July 1, 2022
MAP Webinar

Video Recording of May 19, 2022
MAP GMM

Video Recording of April 29, 2022
MAP Webinar

Video Recording of April 27, 2022
MAP Lecture

Video Recording of June 23, 2022
MAP GMM

Video Recording of May 2, 2022
MAP Webinar

Video Recording of April 29, 2022
MAP Webinar

Video Recording of April 22, 2022
MAP Webinar

Video Recording of April 20, 2022
MAP Webinar

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

April 20, 2022, Wednesday, 10:00 AM to 12:00 PM via ZOOM

A Joint Project of MAP Human and Management Development Committee and MAP ICT Committee

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

Speaker:
Dr. NADA R. SANDERS
Co-Author of the BOOK entitled "THE HUMACHINE"
Distinguished Professor of Supply Chain Mgt.
D'Amore-McKim School of Business
Northeastern University (Boston)

Moderator:
Mr. VICTOR "Vic" L. MAGDARAAG
Co-Chair for MAP CEO Academy
MAP Human and Management Development Committee
Senior Business Adviser, Advisory & Insights (A&I)

THE HUMACHINE
Nada R. Sanders, Ph.D.
Ako O' Wood, Inc.

Video Recording of March 24, 2022
MAP General Membership Meeting

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

MAP General Membership Meeting

RCEP: Should we get in now?

March 24, 2022, Thursday, 10:00 AM to 12:00 Noon via ZOOM

Sec. WILLIAM D. DAR
Department of Agriculture (DA)

Sec. RAMON M. LOPEZ
Department of Trade and Industry (DTI)

Dr. RAMONETTE B. SERAFICA
Senior Research Fellow, Philippine Institute for Development Studies (PIDS)

Mr. ARTHUR R. TAN
CEO and Vice Chair, Integrated Knowledge Systems

Moderator:
Ms. GIFT U. SUAN
President, Philippine College Board Inc.
Member, MAP Agribusiness Committee

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

PBED PHILIPPINE BUSINESS FOR EDUCATION

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

The Education Imperative
Joint Membership Meeting

Keynote Speaker:
Professor Kwame Akyeampong
GEAP co-chair and Professor of International Education and Development, The Open University

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 9, 2022
MAP Lecture

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

MAP Arts & Culture Lecture

APPRECIATING THE TASTE AND BOUQUET OF WINE
Beyond Sipping, Swishing, and Drinking

March 9, 2022, Wednesday, 5:00 PM to 6:30 PM via ZOOM

Speaker:
Mr. JAY LABRADOR
President, International Wine and Food Society (Philippines)

Moderator:
Mr. EDUARDO "Eddie" H. YAP
Chair, MAP Arts & Culture Committee
President and CEO, Claimmont Group

<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

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

MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

February 10, 2022, Thursday, 12:00 PM to 2:30 PM via ZOOM

Speakers:
Sec. KARL KENORICK, T. CHUA
National Economic and Development Authority (NEDA)

Dr. DIELETO F. MARBITO
Chair, Brain Trust Inc. (BTI)
Professor, Ateneo de Manila University

Dr. IRIGAN GIGAN
Senior Economist
World Bank in the Philippines

Moderator:
Mr. BORMEO I. BERNARDO
Managing Director
Economic Researcher, Do & Associates

Chair:
Ms. MARILYN C. CRISTINA
Multinational Investment Corporation

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

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

73rd MAP INAUGURAL MEETING 2022
and
INDUCTION OF MAP 2022 BOARD OF GOVERNORS

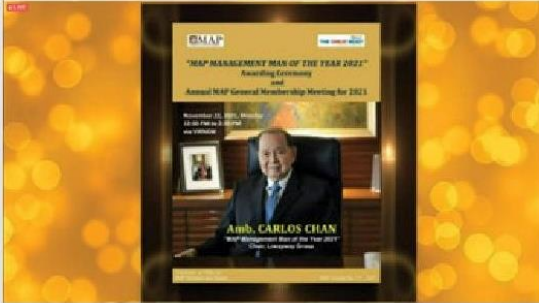
MAP President 2022:
Mr. ALFREDO "Fred" E. PASCUAL
Lead Independent Director, S&I Investments Corporation

Governor BENJAMIN "Ben" E. DIOKNO
Bangko Sentral ng Pilipinas (BSP)

January 13, 2022, Thursday, 12:30 PM to 2:30 PM, via ZOOM

<https://www.youtube.com/watch?v=gzfmOPOZ0k>

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=wwo8hGMTpo>

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 July 1 to 31, 2022

JULY 1

1. **Atty. ELAINE MARIE "Elaine" M. COLLADO**
Country Director (Philippines) and Executive Committee (Singapore), Vriens & Partners Pte Ltd
2. **Mr. JOSE ENRIQUE "Joel" DELAS PEÑAS**
President and CEO, Manila Bankers Life Insurance Corporation

JULY 2

3. **Ms. FE SUSAN "Susan" Z. PRADO**
EVP, Development Bank of the Philippines (DBP)

JULY 3

4. **Mr. RICHARD ALLAN "Richard" BATES**
President and CEO, Manulife Philippines
5. **Mr. DONN D. GAMBOA**
President and CEO, White Cloak Technologies, Inc.
6. **Mr. SANJIV VOHRA**
President and CEO, Security Bank Corporation

JULY 4

7. **Mr. JOHN PATRICK "Patrick" Y. CHAN**
General Manager, The Bellevue Manila
8. **Mr. TEODORO "Junie" S. DEL MUNDO JR.**
Chief Executive, The EON Group
9. **Mr. JOSELITO "Lito" G. DIGA**
SVP and CFO, UNILAB, Inc.
10. **Mr. ELMER "Jojo" M. MALOLOS**
President and CEO, JG Digital Equity Ventures Inc.

JULY 5

11. **Mr. CARLO F. MATA**
Director of Philippine Operations, White & Case LLP

JULY 6

12. **Mr. BENEL D. LAGUA**
EVP and Chief Development Officer, Development Bank of the Philippines
13. **Atty. GIOVANNI "Vanni" H. MELGAR**
Chair and CEO, Melgar Brothers Holding Corporation
14. **Mr. ERNESTO "Ato" TANMANTIONG**
CEO, Jollibee Foods Corporation
15. **Dr. BENITO "Ben" L. TEEHANKEE**
Full Professor and Head of the Business for Human Development Network, De La Salle University (DLSU)

JULY 7

16. **Mr. ANTONIO "Jim-Jim" N. CHIU**
President, Coastal Highpoint Ventures, Inc.
17. **Mr. ALFREDO "Fred" E. PASCUAL**
Lead Independent Director, SM Investments Corp.
18. **Mr. HANS BRINKER "Hans" M. SICAT**
Managing Director and Country Manager, ING Bank N.V. Manila
19. **Mr. JOAQUIN "Jack" M. TEOTICO**
Managing Director, The Galerie Joaquin Group

JULY 8

20. **Mr. VICTOR "Vic" L. MAGDARAOG**
Senior Business Adviser, Advisory & Insights (A&I)
21. **Ms. JOLI CO WU, CUO**
Paramount Life & General

JULY 9

22. **Mr. JOSE ANTONIO "Tony" U. GONZALEZ**

23. **Mr. RICARDO "Ricky" P. ISLA**
CEO, Philippines AirAsia Inc.
24. **Mr. CESAR MARIO "Mario" O. MAMON**
Chair and President, Enchanted Kingdom, Inc.

JULY 10

25. **Ms. ROSANDREA "Rhea" GADDI**
26. **Mr. RAFAEL "Raffy" C. HECHANOVA JR.**
VP for Sales and Marketing, Concepcion-Carrier Air Conditioning Company
27. **Ms. ELAINE KUNKLE**
President and General Manager, Henkel Asia Pacific Service Center, Inc.
28. **Mr. PONCIANO "Chito" C. MANALO JR.**
President and CEO, SM Retail, Inc.
29. **Mr. ROMAN FELIPE "Manny" S. REYES**
Chair, Reyes Tacandong & Co. (RT&Co.)
30. **Ms. PATRICIA "Trixie" L. WHYTE**
Founder/Chair and President, Q2 HR Solutions, Inc.

JULY 11

31. **Engr. EULALIO "Euls" B. AUSTIN JR.**
President and CEO, Philex Mining Corporation

JULY 12

32. **Dr. JOSE RENE "Rene" C. GAYO**
Executive Director, Agro-Industrial Technology and Enterprise Center
33. **Mr. FELIPE U. YAP**
Chair and CEO, Lepanto Consolidated Mining Company

JULY 13

34. **Mr. MIGUEL ANTONIO "Miguel" C. GARCIA**
President and CEO, DTSI Group

JULY 14

35. **Mr. CHITO S. MANIAGO**
36. **Mr. MANUEL "Manny" V. PANGILINAN**
Chair, PLDT Group

JULY 15

36. **Ms. ELVIRA "Rina" L. BAUTISTA**
President, Knowledge Channel Foundation Inc.
37. **Mr. ALEJANDRO G. COGOLLOS**
Strategic Planning VP, Cemex Holdings Philippines
38. **Mr. DANILO "Danny" R. DEEN**
Senior Partner, ACCRALAW
39. **Ms. CAMILA "Camil" G. KITANE**
President, CGKformaprint, Inc.

JULY 16

40. **Amb. JOSE "Joey" L. CUISIA JR.**
Chair, The Covenant Car Company Inc.
41. **Cong. JUAN "Jack" C. PONCE ENRILE JR.**
Vice Chair, JAKA Investments Corporation
42. **Atty. CHRISTIAN "Chris" S. MONSOD**
Founding Chair, Legal Network for Truthful Elections, Inc. (LENTE)
43. **Atty. JOSE RONALD "JR" V. VALLES**
VP and Head for Regulatory Management, MERALCO

JULY 17

44. **Ms. CELINA SALDANA BAUTISTA**
President, CNM Properties & Holdings, Inc.

- 45. **Dr. JESUS “Jess” G. GALLEGOS JR.**
Emeritus Professor, Asian Institute of Management
- 46. **Ms. AURORA “Baby” C. IGNACIO**
President and CEO, Social Security System (SSS)
- 47. **Ms. RUTH YU OWEN**
President and CEO, Upgrade Energy Philippines, Inc.
- 48. **Mr. CESAR L. SISON**
- 49. **Mr. RAMON “Mon” L. ZANDUETA**
President and CEO, Marsh Philippines, Inc. (MPI)

JULY 18

- 50. **Mr. LUCIEN “Luc / Lucien” C. DY TIOCO**
EVP, Philstar Media Group
- 51. **Dr. LYDIA B. ECHAUZ**
- 52. **Don JAIME ZOBEL DE AYALA**
Chair Emeritus, Ayala Corporation

JULY 19

- 53. **Mr. RAMON “Mon” D. DEL ROSARIO**
Business Development Director - APAC, Amber Kinetics
- 54. **Mr. BERNARD VINCENT “Bobby” O. DY**
President and CEO, Ayala Land, Inc.
- 55. **Mr. JOSE ARTURO “Jay-Art” M. TUGADE**
President - Products and Services, Perry's Fuel Distribution Inc.

JULY 21

- 56. **Mr. REUBEN “Beng” S.J. PANGAN**
President, Air21 Global Inc.

JULY 22

- 57. **Arch. CARMELO “Meloy” T. CASAS**
President and CEO, Casas+Architects, Inc.

JULY 23

- 58. **Atty. EMILIO “Emil” B. AQUINO**
Chairperson, Securities and Exchange Commission
- 59. **Mr. VIRGILIO BRIGIDO “Nonoy” G. ESPELETA**
President, Famcor Franchise Management and Executive Development Corporation
- 60. **Mr. MEDEL “Ding” T. NERA**
Director, House of Investments, Inc. (a YGC Member)

JULY 25

- 61. **Mr. REYNALDO “Ronnie/Rey” A. DE DIOS**
Risk Management Consultant, R. A. de Dios & Co.
- 62. **Mr. ANTONIO JAIME JOSE “JJ” V. FERNANDEZ**
COO, Menarco Development Corporation
- 63. **Mr. RAMON “Raymond” D. RUFINO**
President and CEO, NEO

JULY 26

- 64. **Mr. DONALD MORRIS**
Country Manager Philippines, Cathay Pacific Airways Limited
- 65. **Dr. MARY ANN P. SAYOC**
Lead Public Affairs, East-West Seed Group
- 66. **Mr. ENRIQUE MIGUEL “Rikks” C. VALLÉS**
President and COO, Mida Food Distributors, Inc.
- 67. **Mr. JAY YUVALLOS**
President, YZ Global Resources, Inc.

JULY 27

- 68. **Dr. FIORELLO “Toto” R. ESTUAR**
Chair and President, FR Estuar and Associates
- 69. **Mr. MANUEL “Manny” D. RECTO**
Nominee, MDR Securities, Inc.
- 70. **Mr. ROLAND U. YOUNG**
Chair, RUY Corporation

JULY 28

- 71. **Mr. EDWIN LL. UMALI**
President and COO, Mabuhay Vinyl Corporation
- 72. **Mr. WINSTON P. UY**
President, Universal Leaf Philippines, Inc.
- 73. **Mr. VICTOR “Vic” B. VALDEPEÑAS**

JULY 29

- 74. **Mr. LAWRENCE “Larry” L. CHENG**
Managing Director, Majestic Press Inc. / Majestic Packaging Products Corp.
- 75. **Mr. JOSE “Nono” C. IBAZETA**
Consultant, A. Soriano Corporation
- 76. **Mr. EMILIANO “Third” LIBREA III**
Business Executive Officer, PalawanPay

JULY 30

- 77. **Mr. SENEN C. BACANI**
President, ULTREX Management and Investments Corporation
- 78. **Mr. BENEDICT S. CARANDANG**
VP for External Relations, First Circle
- 79. **Mr. PHILIP “PG” A. GIOCA**
Country Manager, Jobstreet.com Philippines Inc.
- 80. **Mr. HIGINIO “Joey” O. MACADAEG JR.**
President, United Coconut Planters Bank (UCPB)
- 81. **Mr. SENEN “Bing” L. MATOTO**
Independent Director, Yuanta Savings Bank
- 82. **Mr. ANTHONY “Tony” K. QUIAMBAO**
President and CEO, STRADCOM Corporation

JULY 31

- 83. **Ms. MICHELLE CHAN**
COO, Mega Fishing Corporation
- 84. **Mr. LORENZO “Larry” T. OCAMPO**
President and CEO, City Savings Bank, Inc.
- 85. **Mr. ISMAEL “Mike” R. SANDIG**
Director, AIMS Realty Development and Leasing Corp.

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