



## “MAPping the Future” Column in *INQUIRER*

### **“Is there a way for businesses to make money during inflation?”**

August 22, 2022

Mr. **BENEDICT S. CARANDANG**

Inflation is an ever-looming threat to the survival of many small and medium enterprises (SMEs). It hurts business owners’ bottom lines in every possible way: it reduces consumer spending, especially on non-essential items; increases the cost of labor and raw materials; and places higher interest rates on borrowing.

But while most SMEs are facing an uphill battle for growth in the next few months, it’s not all bad news. Businesses dealing in essential goods and

services have a strong chance of thriving, as well as brands with loyal customer bases who are unlikely to switch despite a price increase.

As for SMEs that do not belong to the above, is there a way to make money during an inflation? If you implement well-calculated changes and plan for the long run, yes. Here are five ways businesses can take advantage:

#### **1. By raising your prices**

*continued on page 2*



## “MAP Insights” Column in *BUSINESSWORLD*

### **“The P95 Billion Budget”**

August 23, 2022

Ms. **CHIT U. JUAN**

Did you know there is a Magna Carta for MSMEs that provides for 10% of government spend to be supplied by this sector? That is a whopping PHP95 Billion that could be availed of by women micro entrepreneurs as they comprise more than 60% of the MSME population.

The computed government spend is P959 billion and it is easy to say that if all local government

units (LGUs) followed the Magna Carta, their local suppliers and producers can easily be benefited by this prescribed budget. It is a goal to have everyone tow the line like what Quirino Province did. They used up the 10% for MSME suppliers. Thanks to Department of Trade and Industry’s (DTI) proactive Regional Director Leah P. Ocampo, they are able to mobilize all LGUs in her region to be conscious of this budget allocation.

*continued on page 3*

## **“Is there a way for businesses to make money during inflation?” . . .**

The risk of losing customers from a price hike is now much lower, especially if businesses across your industry have done it much earlier. At this point, it won't just protect your profit margins — it will help you pass on the higher cost of production and labor to customers.

This advice particularly goes to products and services that are one of these things: critical, low-cost, difficult to obtain, or have a strong following.

### **2. By obtaining financing now over later**

The government fully expects inflation to stick around, given its inflation forecast of 4.5-5.5 percent for the rest of 2022 and 2.5-4.5 percent for 2023. This means the money you have is at its most valuable now; it will decrease in value the longer you let it sit. So if you already have business purchases, investments, and expansions in mind, now is the time to fund them — especially if you're already anticipating higher costs for them in the future.

To afford the cost upfront, you may have to borrow. This is easier said than done as SME financing from banks just got more expensive. Due to the interest rate hikes recently enacted by the Bangko Sentral ng Pilipinas (BSP), banks are paying more to borrow money from the BSP, and the increase in costs are passed down to borrowers.

For this reason, legitimate non-banking providers such as First Circle are the more favorable financing partners, since their funding is not sourced from the BSP. In the case of First Circle, the funding they provide to SMEs was secured from their investors before the interest rate hikes. In July, First Circle Chief Executive Officer Patrick Lynch even announced that they are maintaining their interest rate of as low as 1.39% until the end of 2022. While other private lenders have not made similar announcements, initiatives like First Circle's should be used by SMEs to negotiate favorable loan pricing even in the midst of inflation.

For business owners with no immediate need, it is still in your best interest to “insure” your business from further inflationary shocks. Consider a revolving credit line, which First Circle offers with zero-cost availment: it provides you a pool of funds to dip into whenever a business need arises. You'll only have to pay for the

amount you used plus interest on that amount, making it a low-commitment way of securing your business.

### **3. By striking personalized deals to increase retention**

Clients in the B2B space are much harder to obtain, and they vary in market position, loyalty, and dependence on your products and services. So instead of applying a blanket price increase on your entire B2B portfolio, take the time to apply surgical pricing on each contract. This will reduce their risk of switching to another provider.

High-value customers and loyal clients can be locked in with a limited-time grandfather clause on their pricing. Price-sensitive clients can get special trade-ins like free shipping if they meet a certain order amount. Meeting the clients you want to retain in the middle will also give you more opportunities to increase margins and sales volume.

### **4. By diversifying your suppliers**

Loyalty to a single supplier is only an advantage if they're the only one giving you your preferred pricing. Even then, you'll be at their mercy if they decide to increase prices, or if they experience supply chain shortages. To secure your business, build a diverse supply chain composed of multiple resilient suppliers. Aside from having flexibility during shortages, you'll also be in a better position to negotiate if suppliers increase prices, since you can pit their offers against each other.

SMEs always have the option to stay lean and mean until inflation subsides, especially if they are not in a position to take risks. However, trying to make do on ever-narrowing profit margins may only be delaying the inevitable. Thus, it's best to start managing the impact of inflation, and commit to growth through good planning and increasing business efficiency whenever possible.

A revolving credit line is the best financing tool for putting these methods to work. Due to the financial security they provide, you get more leeway in negotiating deals from suppliers and clients. Your credit line can also bail you out of unexpected cash flow gaps that can hinder your progress. More importantly, it can help you fund growth plans before inflationary pressures increase prices and reduce your money's value — giving your business a fighting chance at making a profit during inflation.

*(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is Member of the MAP. He is the Vice*

*President for External Relations of First Circle, a fintech provider that helps SMEs grow through long-term partnership, flexible financing, and free tools to help them find government opportunities. This article is co-written with Jess Jacutan, First Circle's Content Marketing Lead. Feedback at <map@map.org.ph> and <benedict@firstcircle.ph>).*

### **"The P95 Billion Budget" . . .**

At a recent round table sponsored by UN Women, we discussed Gender-Responsive Procurement (GRP) as it has been proven to benefit mostly women who after all put back 90% of what they earn to the family table, and each woman entrepreneur hiring 6 other women to help her in the business. These micro businesses are usually on food production, textile and value-addition for agricultural products.

If the mentioned region can do it with P300 Million, imagine if everyone did this. You may not have to resort to regular ayuda if every woman engaged in a micro business of sorts. Or worked for a micro entrepreneur supplying government.

At the same round table, we learned that the Government Procurement Policy Board (GPPB) already has included farmers in the supply chain even if they do not yet belong to a cooperative or are not registered as a small business with the DTI. The government unit issues a Purchase Order which the farmer signs and accepts, and he or she is good to go! This is what is now called Community Participation, a feature of the Bayanihan Act issued during the height of the COVID-19 pandemic.

It is not so easy, however, for private businesses due to the provision that agricultural products do not carry a VAT input, and thus poses an added 12% for the buyer. Not a great incentive to buy from farmers if you are private. But for government, it is a welcome opportunity for farmers to directly supply their LGUs.

In the example presented by Region II, 2,498 micro entrepreneurs were included in the supply chain and 66% were women. This region is a microcosm of the typical gender split across the country when it comes to reading gender-disaggregated data. Again, why is it important to have this data? Because what does not get counted, does not get measured. And what does not get measured does not get the benefits.

### **BUY LOCAL**

Another campaign by the DTI Regional Operations Group is the Buy Local movement. It is an answer also for logistical challenges encountered by producers. If one LGU were to buy from its local producers, the cost is contained locally and thus follows the concept of "from the right pocket to the left" or containing the funds to benefit the producers' region or local area. In this manner, the local producers are immediately given the advantage of doing business with government. I heard from Undersecretary Bles Lantayona that Region II's example is now being rolled out nationwide. So, local producers, get ready to have your LGU as your regular client.

This is part of a global trend of deglobalization. As the pandemic challenged supply chains, producers are better off selling the finished product locally than for it to be exported. It also makes use of local labor and keeps the resources intact within the locality.

The Procurement Law or R.A. 9184 really needs some amendments.

1. One is to identify suppliers or would-be suppliers by gender.
2. Next is for Philgeps, the government's electronic procurement system, to identify if the business is women-owned (now loosely defined as 51% women-owned). The GPPB or DTI's MSMED Council will have to define what "women-owned" is.
3. Philgeps will also need more awareness building among MSMEs so this sector can participate in "small spend" or "small items" that any LGU needs like food suppliers, etc.
4. The Bids and Awards Committee (BAC) members should not have to be penalized with such a big criminal punishment for a minor mistake. This must be reviewed so we can have more civil servants serving in BACs. As it is, they say BAC officers are very few because it is onerous to sit as a member due to a general penal provision no matter if the budget you approve is big or small.

But even with these challenges, we salute those who spearhead innovations, adopt inclusive measures and are gender-responsive and not gender-blind. Although the Philippine Competition Commission (PCC) admits they, among all other agencies, have to be gender-blind to make it an

equal opportunity for all. The others, save PCC, have Gender And Development (GAD) budgets as provided by the Magna Carta for Women, another law needing implementation. The Magna Carta provides that 5% of NGA or LGU budget must be spent on gender-related activities, but that is yet another topic for another column. It is also underused and most agencies are actually cited by COA for underusing or not using the GAD in their Budget Utilization Reports (BUR).

In the meantime, the news about P95 Billion is something we must think about. This is a lot of money that can benefit our over 900,000 MSMEs. And they do not even have to go out of their localities to do business.

Do business with government. It can happen and it is already being done in many places. Take your slice of the pie. There is a lot more, even beyond P95 billion.

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# BOARD TALK

Business Features Team  
Erica Escobar-Alcala

## Click & mortar: Welcome to the 'phygital' world!

Last week, I wrote about some of the trends and insights that I shared with the audience that attended my opening keynote at the Super Retail Conference in the region. I took great pleasure in addressing an audience of the sector's largest retailers and some of the most famous Filipino entrepreneurs, including Mr. William Lim and Mrs. Tereza Lim. In this column, I will share some of the trends that are affecting not only the retail industry but that are also highly relevant to every other business. Some of them will have a foundational effect on the growth and profitability of your business. Ignore them at your peril.



### PROFIT PUSH

TINA UYAYA

**The new trends**  
In the new post-pandemic economic order, consumers have adopted a new perspective on work-life balance. People work hard from home, stay home more and get outside less during the pandemic. On the other side, a lot of cases have gone up because of the flu-like illness, which also causes people to stay home more and spend less.

On top of it, the pandemic has accelerated digital marketing by one to two decades, according to recent statistics, because people had no other choice but to go online. This means that whether business you're in, you must not only understand but master the online world.

If the top people who are responsible for your online presence have never heard of things such as the Facebook Lead and Ad-ID, you better get some real experts on board to support you. Otherwise, you will be in for a wild ride and a lot of surprises!

**Everybody talks about 'online' but few know how to master it**  
One source of the biggest and best in the world take got wiped out overnight if they do not master the online world and stay on top of the new changes. The master of a large domain, retail, conglomerate, are approached as during the

COVID-19 pandemic because their online sales were a lot slower compared with their competitors. When the news said I did a detailed analysis of their online customer journey, we were shocked to find out how flawed their online presence was.

The whole journey was riddled with bugs that made it impossible to even complete some of the purchases. In addition, stages of purchase were taking on some of their websites and they lost sales on and on. Of course, nothing about that customer journey was seamless or intuitive. And this retail company was a major player in the offline retail world with enough financial resources at its disposal.

**Click & mortar—the 'phygital' world**  
It becomes clear to us that some of this company's executives had never put themselves in the shoes of their customers to experience their pain. Another challenge was that their teams were simply not up to date. The digital space evolves so rapidly and changes are so dramatic, and so fast that you need to get the best experts in the world to make sure that your people are trained by the best to be able to meet your competitors.

Small as well as many other industries now have huge opportunities to create unique experiences for the customers that resonate a perfect mix between online and physical. The new world is "click and mortar." It's the 'phygital,' the perfect marriage between physical and digital.



ILLUSTRATION BY JIMMY BARRERA

For most companies, these trends mean catastrophe, but they have no choice but to implement them practically.

**One-to-one customer experiences**  
It's no longer about products or services. It's about the experience you provide to your clients. Do you know that the industry of cosmetics has prices at one of the top three

considerations when buying a product or service? Yet most businesses treat price as if it was the other way around.

**The power of a retailer brand**  
That is why I call Apple a "retailer brand." People buy Apple products beyond reasons or price considerations. And Apple customers have an emotional attachment to Apple products that makes price considerations secondary.

you have formed an emotional attachment to the brand because of the experience Apple provides to them. It is that difficult but hard to do in practice if you do not know how.

**Getaway**  
Amazon and Flipkart is now coming to the scene with their grocery-themed stores concept they just launched in Los Angeles and Milan. The verdict is still out on that one but it shows that they understand the trend and are adapting to it. If you are from another industry that is not into retail, do not make the mistake of thinking that this does not apply to you. It does. The industries that are diverging from "experience-themed products" are few and far between.

**Next steps**  
Analyze the impact of the new week life balance that consumers have adopted. Start thinking to what hours store, thing prices etc. on your business and your industry.

For those who are not sure about the trend, it is better to start with a small pilot program. If you are not sure about the trend, it is better to start with a small pilot program. If you are not sure about the trend, it is better to start with a small pilot program.

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### MAPPING THE FUTURE

BENEDICT'S ZAMANGANS

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Skills always have the option to stay flat and then still maintain stability, especially if they are in a profession that is not affected by the impact of high inflation, and instead is

## Is there a way for businesses to make money in a high inflation period?



# The P95-billion budget

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## MAP INSIGHTS CHIT U. JUAN

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## 10 things to watch in energy, the budget, and taxes

**T**his week will mark the sixth month of Russia's invasion of Ukraine, so we review commodity prices as a result of invasion and US-led economic sanctions against Russia. We will also discuss the Philippine government budget for 2023 which is to be submitted to Congress today. Here are 10 things to watch out.

1. **Continued high power prices that trigger high inflation.** Last week, the Dutch TTF Transfer Facility (TTF), the leading Europe benchmark for wholesale gas prices, reached an all-time high of 4245 per megawatt hour (MWh) – 50%

### MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

higher than it was a year ago. And last week, the UK reported a double-digit inflation rate of 10.1% in July, another 40-year high record. Germany's overall electricity prices (all in for generation, transmission, distribution, etc.) have been rising from €0.14/kwh in 2000 to €0.24 in 2010, €0.32 in 2020, and €0.41 in 2022.

2. **High fertilizer prices, high food prices.** Fertilizers – urea (carbamide) and ammonium nitrate (UAN), di-ammonium phosphate (DAP), and others – are mainly produced from oil and natural gas. The continued demonization of oil and gas on climate grounds leads to underinvestment and under supply in fertilizer production, leading to higher fertilizer prices, thus higher agricultural prices for products like potatoes, rice, and corn (See Table 1).

3. **Underinvestment in fossil fuels, not the Russian invasion, are drivers of high commodity prices.**

TABLE 2  
Philippines fiscal program, P billion except %

Particulars	2019	2020	2021	2022	2023	2024	2025
Revenues	3,117.5	2,504.4	3,005.5	3,304.1	3,632.9	4,062.6	4,576.8
Disbursements	3,797.7	4,227.4	4,675.6	4,954.6	5,085.9	5,402.0	5,759.7
Deficit	-660.2	-1,371.4	-1,670.1	-1,650.5	-1,452.9	-1,339.4	-1,182.8
Deficit/GDP	-3.4%	-7.6%	-8.6%	-7.6%	-6.1%	-5.1%	-4.3%
Financing/borrowings	876.3	2,495.1	2,252.2	2,075.2	2,082.5	2,190.2	1,913.2
Expenditures (cash-based)	3,610.5	4,309.0	4,600.8	5,023.6	5,268.0	5,569.0	5,872.0
Interest payment	360.98	380.51	429.54	512.68	582.40		
Pension MLP alone	107.24	105.46	124.37	153.13	128.66		
Interest/Total Expend.	10.0%	8.8%	11.8%	10.2%	11.3%		
Pension MLP/Expend.	3.0%	2.4%	2.7%	3.0%	2.4%		

SOURCE: DBM RESP. 2021-2022, TABLES A.7 AND B.1

TABLE 1  
Invasion-Sanction Effect (ISE) and year-on-year (yoy) changes in prices of selected commodity

Commodities	Unit	Dec. 31, 2020 (A)	Aug. 19, 2021 (B)	Feb. 23, 2022 (C)	Aug. 19, 2022 (d)	ISE, % (d/c)	Yoy, % (d/B)
<b>A. Energy</b>							
TTF gas	Euro/MWh	19.00	40.40	88.89	244.55	175.1	505.3
UK gas	\$/Btu	56.40	99.74	213.33	460.89	116.0	362.1
US natgas	\$/MMBtu	2.54	3.83	4.59	9.26	101.7	141.9
Coal (Newcastle)	\$/ton	81.60	170.90	238.00	426.25	74.9	143.6
Uranium	\$/lb	30.70	32.50	44.05	49.00	11.2	50.8
WTI crude	\$/barrel	48.52	63.50	90.69	90.77	0.1	42.9
Dubai crude	\$/barrel	48.81	68.01	91.70	95.39	4.0	40.2
Solar index	US\$	466.74	388.79	300.51	408.95	36.1	5.2
Wind index	US\$	300.13	351.63	298.06	319.09	71.1	-9.3
<b>B. Industrial, Agricultural</b>							
UAN	\$/ton	161.50	301.50	602.50	609.00	1.1	102.0
Urea	\$/ton	283.00	445.00	651.50	751.00	15.6	69.2
DAP	\$/ton	399.50	599.00	729.00	746.00	2.3	24.5
CRB index	Index points	178.29	222.20	285.33	312.51	9.5	40.6
Potatoes	Euro/100kg	6.40	11.50	21.20	21.00	-0.9	55.6
Rice	\$/cwt	12.24	13.20	15.06	17.04	13.1	29.1
Corn	\$/bushel	484.00	550.00	687.75	625.28	-8.6	13.7

\* UREA APPROXIM BY WEIGHT (44%), DI-AMMONIUM PHOSPHATE (24%), DAP: 30% DI-AMMONIUM PHOSPHATE, 70% DIAMMONIUM PHOSPHATE. \*\* INDEX POINTS. \*\*\* CHANGES IN CHANGES/ANNUAL INFLATION COMPUTATIONS.

TABLE 3  
Tax revenues from 'sin' products, P Billion and % distribution

Indicators	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Tax revenues	1,556	1,815	2,251	2,828	2,504	2,743	3,143	3,464	3,886	
Of which: Excise	118.91	157.97	209.11	317.27	296.17	317.67	365.20	418.69	474.57	
Tobacco	71.61	99.50	125.91	147.63	149.65	176.46	209.60	244.07	274.83	
Alcohol	33.54	42.21	61.05	71.00	77.92	90.13	103.64	115.11	129.78	
SSB	-	-	4.77	52.46	32.24	33.00	37.04	39.82	43.43	
Petroleum	8.50	11.89	15.51	42.71	27.60					
Mining	2.49	2.08	2.25	5.45	5.90	7.87	11.61	16.25	22.74	
Tax admin, others	2.72	2.63	-	5.85	2.86					
<b>% share of excise</b>										
Tobacco	60.2	63.0	60.2	46.5	50.5	55.5	57.4	58.1	57.9	
Alcohol	28.2	26.7	29.2	24.3	26.3	28.4	28.4	27.5	27.3	
SSB	0.0	0.0	2.3	16.5	10.9	10.4	10.1	9.5	9.2	
Petroleum	7.1	7.5	7.4	13.5	9.3					
Mining	2.1	1.3	1.1	1.7	2.0	2.5	3.2	3.9	4.8	
Tax admin, others	2.3	1.7	-	1.8	1.0					

SOURCES: 2015-2020: DOF-IRE, CASH OPERATIONS REPORT (COR); 2021-2022: DBM RESP. TABLE C.1. % SHARE ARE AUTHOUR COMPUTATIONS.

## August 22, 2022 MAP Statement entitled "MAP urges total system upgrade and privatization of EDSA Busway and Bus Service"



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### MAP urges total system upgrade and privatization of EDSA Busway and Bus Service

August 22, 2022

The Management Association of the Philippines (MAP), in a letter jointly signed by MAP President Rogelio L. Singson and MAP Infrastructure Committee Chair Eduardo H. Yap, has submitted to Department of Transportation (DOTr) Secretary Jaime J. Bautista its recommendation for the DOTr to prioritize the total system upgrade of the EDSA busway and bus service on the "Carousel Line".

The upgrade will complete the EDSA busway, a work-in-progress, scale up its capacity and raise it to the level of global standards to optimize the system to achieve its full potential as a cost-effective, efficient, high-capacity urban mass public transport system commensurate to the high-commuter density of EDSA, and, as well, to ensure long-term sustainability to ably serve its role as the complementary mass transport to the MRT3.

To improve commuter convenience and comfort, MAP urged the augmentation of vehicles in the EDSA Carousel, MRT3, LRT2, LRT1 and PNR Commuter lines when conditions in their respective stations allow. These lines should have the shortest waiting time (and therefore the shortest queues) for commuters during rush hours.

Among the busway upgrade measures recommended by MAP are: increase the capacity of station platforms to accommodate larger number of commuters and enable simultaneous docking of buses; construct more stations to close the gap between stations and footbridges with concourse dedicated for the busway; expedite the construction of donated busway station footbridges; resolve chokepoints along the carousel line; replicate the busway in other major commuter corridors in the National Capital Region (NCR); provide ease of bus-to-train connectivity; provide bus exchange stations for trunk-to-feeder line transfer; decongest the Ayala stations and McKinley Road by providing an alternate route from Bonifacio Global City to Buendia stations; and introduce modern high-capacity bi-articulated electric commuter busses to optimize the full potential of the busway.

One essential recommendation that deserves special mention is the issuance of an Executive Order by President Marcos, Jr. to enjoin all relevant agencies to comply with the National Transport Plan (NTP) of 2017, particularly to prioritize people mobility through public transportation and active mobility, such as walking and biking, by prioritizing the allocation of road space for such purposes. Currently, busway station platforms and sidewalks are very narrow and grossly inadequate as the space required for them were allocated instead to augment private vehicle lanes pursuant to misguided car-oriented road management policy.

MAP also urged the DOTr to consider the privatization of the EDSA busway and bus service, and urban commuter rail systems, consisting of the MRT3, LRT2 and PNR Commuter lines, under the so-called hybrid mode wherein the government provides the infrastructure and its improvements, while a private concessionaire will operate the service and maintain the facilities under an operate and maintenance (O&M) concession.

MAP has offered to work with the DOTr and other private sector stakeholders in preparing the terms of reference (TOR) for the bidding and award of the concessions to ensure a level playing field for all.

MAP assured Secretary Bautista of its support in assisting the DOTr fulfill its mandate and commitment to provide efficient mass public transportation that is up to global standards.

## 2022 PwC – MAP Philippine CEO Survey



Dear MAP Member,

Kindly share your thoughts and experiences about your plans to grow despite the continuing concerns that resulted from COVID-19 by responding to this online survey via the following link:

[www.pwc.com/ph/2022-ceo-survey](http://www.pwc.com/ph/2022-ceo-survey)

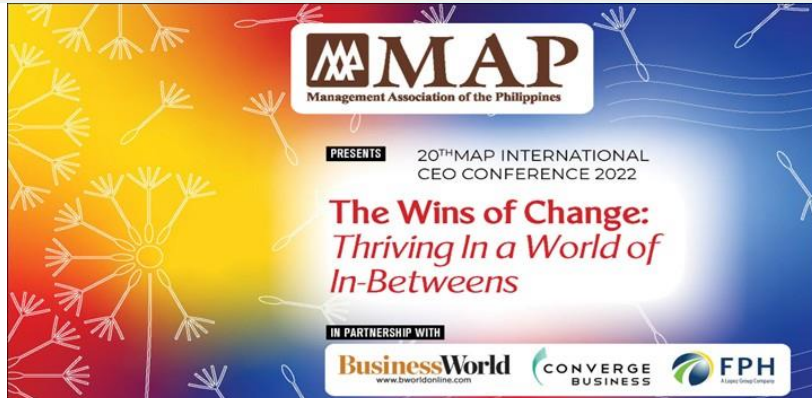
The results will be presented at the September 13, 2022 MAP 20th International CEO Conference on “THE WINS OF CHANGE: Thriving in the Worlds of In-betweens”.

Thank you!

MAP Secretariat



## FORTHCOMING EVENTS



**MAP**  
Management Association of the Philippines

PRESENTS 20<sup>TH</sup> MAP INTERNATIONAL  
CEO CONFERENCE 2022

**The Wins of Change:  
Thriving In a World of  
In-Betweens**

IN PARTNERSHIP WITH

**BusinessWorld** **CONVERGE BUSINESS** **FPH**

### 20<sup>TH</sup> MAP INTERNATIONAL CEO HYBRID CONFERENCE 2022

September 13, 2022, Tuesday, 8:30 AM to 5:00 PM, Grand Ballroom, Shangri-La at The Fort

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The Manila Times



# 20<sup>TH</sup> 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
<b>FACE-TO-FACE</b>			
<b>August</b>	<b>FREE</b>	<b>P16,000</b>	<b>\$200</b>
<b>September</b>	<b>FREE</b>	<b>P18,000</b>	<b>\$250</b>
<b>Get 1 FREE seat for every 5 seats paid.</b>			
<b>LIVE STREAMING ON YOUTUBE AND FACEBOOK</b>	<b>FREE</b>	<b>FREE</b>	<b>FREE</b>

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

## Articles/Papers from MAP Members

**"Hard facts on sugar"**  
from MAP Governor CIELITO "Ciel" F.  
HABITO's "No Free Lunch" Column in the  
PHILIPPINE DAILY INQUIRER on  
August 23, 2022

So much has been written on the so-called "sugar mess" in the past two weeks that I hesitated to add more. But I thought it might help if we distilled the cold hard facts from opinions, accusations, and impressions, as so many of these seem to be flying about. The specific issue at hand boils down to the question: Should sugar imports be allowed?

Fact 1: Domestic Philippine sugar prices have consistently been much higher than international prices for well over two decades, and the gap has widened in more recent years. Time-series data compiled from the Sugar Regulatory Administration (SRA), World Bank, and US Department of Agriculture show Philippine raw sugar prices to have consistently been 1.3 to 2.4 times higher than both the world price and Thailand's price from 2001 to 2019. Thailand's and world prices have moved closely together, indicating that Thailand has managed to keep up with world productivity levels, whereas the Philippines has consistently suffered much lower productivity, hence much higher costs.

Fact 2: Sugar productivity in the Philippines, both in the farms and in the mills, lags well behind that of other major world sugar producers. The Brain Trust Inc. sugar industry study for the National Economic and Development Authority cites comparative data showing inferior farm productivity in the Philippines. Against our 60-65 tons of cane yield per hectare, Thailand, India, and Brazil average 70-75 tons, and Australia manages 75-80 tons. Thailand also recovers 15 percent more than our milled sugar yield of 5.1 tons per hectare, while China gets 36.5 percent more, Australia 45 percent more, and Brazil 58 percent more, according to data compiled by UP Los Baños agronomist Dr. Teodoro Mendoza.

Fact 3: Official government data report a substantial drop in domestic sugar production in 2022. The national income accounts from the Philippine Statistics Authority post a steep 27.6 percent year-on-year drop in sugarcane production as of the first half of 2022. The

website of the SRA similarly shows a 346,046 metric ton (MT) drop in sugar production from the 2020-2021 September to July period, to the same period in 2021-2022 (i.e., from 2,138,147 MT to 1,792,102 MT). Total supply, which includes starting inventories, likewise dropped by 348,504 MT (from 2,392,910 MT to 2,044,406 MT). Total physical sugar stocks were down by 135,192 MT (from 281,586 MT to 143,394 MT). All the numbers point to a clear and significant decline in domestic sugar production over the past year. Numbers don't lie, and nor do our professional statisticians; there's clearly a domestic sugar supply problem this year.

Fact 4: The gap between Philippine sugar price and that in Australia, Brazil, and Thailand—already wide as it is—has suddenly widened even more in 2022. This year, the wholesale price of raw sugar in the Philippines is 2.7 times Brazil's, 3.1 times Australia's, and 4 times Thailand's corresponding prices. In the past five years, the same ratio had averaged only 2.3 times for Brazil, 2.2 times for Australia, and 2.8 times for Thailand. For refined sugar, the Philippine price is now 3 times Brazil's and 4.2 times Thailand's price, whereas the average ratios for the last five years were 2.4 and 2.8 times, respectively. Thus, the latest sugar price hikes in the Philippines must trace to more than higher production costs caused by international disruptions that pushed up prices of fertilizers and other farm inputs.

The evidence stares us in the face: our sugar prices have been much higher than in other sugar producers for decades, and now, are even much higher. The first could only happen because we continuously shielded our domestic market from the discipline of competition, the natural effect of which is complacency and neglect to keep pace with the world in productivity. This year's even wider gap is evidence of a supply shortfall that continuing import restrictions can only heighten. The moral lesson: excessive trade protection stifles the impetus (of both producers and government) to invest in higher productivity—and this goes well beyond sugar.

And that, my friends, is the continuing story of Philippine agriculture.

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**Pictures from the August 19, 2022 (Friday) Face-to-Face MAP Economic Briefing and General Membership Meeting at the Shangri-La at The Fort**



The banner features the MAP logo (Management Association of the Philippines) on the left and the slogan "PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL" on the right. The main title is "MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING". Below this, a "Speakers" section displays two portraits: Sec. ARSENIO "Arsi" M. BALISACAN, National Economic and Development Authority (NEDA), and Gov. FELIPE "Philip" M. MEDALLA, Bangko Sentral ng Pilipinas (BSP). The event details at the bottom are: August 19, 2022, Friday, 12:00 Noon to 2:00 PM, Bonifacio Hall, Level 4, Shangri-la at The Fort.







## News Articles about the MAP Statement entitled "MAP urges total system upgrade and privatization of EDSA Busway and Bus Service"

### 1. "MAP backs upgrade, privatization of EDSA busway, railways" ABS-CBN News August 22, 2022

MANILA - The Management Association of the Philippines on Monday said it has proposed the upgrade and privatization of the EDSA Busway system which could help the transport system reach global standards.

MAP said it has submitted its recommendation for a "total system upgrade of the EDSA Busway and bus service" to Transport Secretary Jaime Bautista.

The group said the upgrade will scale up its capacity to achieve its full potential as an urban mass public transport system to "ably serve its role as the complementary mass transport to the MRT-3," the group said.

Among the recommended measures by MAP are as follows:

- increase the capacity of station platforms and enable simultaneous docking of buses
- construct more stations to close the gap
- construct footbridges with concourse dedicated for the busway
- expedite the construction of donated busway station footbridges
- resolve chokepoints along the carousel line
- replicate the busway in other major commuter corridors in NCR
- provide ease of bust-to-train connectivity
- provide bus exchange stations for trunk-to-feeder line transfer
- decongest Ayala Stations and McKinley Road by providing an alternate route from Bonifacio Global City to Buendia stations
- introduce modern high-capacity electric commuter buses
- issuance of an Executive Order by President Ferdinand Bongbong Marcos Jr to require all agencies to comply with the National Transport Plan 2017 which aims to prioritize public transport and active mobility through allocation of road space for such purpose

The DOTr was also urged to consider the privatization of the EDSA busway and bus service and urban commuter rail systems consisting of

the MRT3, LRT2 and PNR Commuter lines in a hybrid mode wherein the government provide the infrastructure while private concessionaires operate the service and maintain the facilities, MAP said.

MAP said it was willing to work with the DOTr for the preparation of the terms of reference (TOR) for the bidding.

The EDSA busway system was implemented to provide public transport to commuters after the old bus system was halted during the COVID-19 pandemic.

### 2. "Convenience for commuters: MAP proposes adopting Singapore model for EDSA busway" Bilyonaryo August 22, 2022

The Management Association of the Philippines (MAP) has urged the Department of Transportation (DOTr) to copy Singapore's model for public utility buses (PUBs) plying along EDSA.

MAP President and former Public Works Secretary Rogelio Singson, along with Infrastructure Committee Chair Eduardo Yap, advised DOTr to consider letting the private sector handle the operations of the EDSA bus carousel.

The business group said further improvements on the bus line can be pursued on "hybrid mode," where the government builds infrastructure and its improvements while a private concessionaire will operate the day-to-day service. This would be similar to how the LRT train lines started.

"Currently, busway station platforms and sidewalks are very narrow and grossly inadequate as the space required for them were allocated instead to augment private vehicle lanes pursuant to misguided car-oriented road management policy," the MAP said, noting that additional stations are also necessary "to close the gap between stations and footbridges with concourse dedicated for the busway."

A special area of concern for the businessmen is Ayala and McKinley Road. They insist on the need for an alternate route from Bonifacio Global City to Buendia stations to improve passenger experience.

“To improve commuter convenience and comfort, MAP urged the augmentation of vehicles in the EDSA Carousel, MRT3, LRT2, LRT1 and PNR Commuter lines when conditions in their respective stations allow. These lines should have the shortest waiting time (and therefore the shortest queues) for commuters during rush hours,” they added.

“MAP has offered to work with the DOTr and other private sector stakeholders in preparing the terms of reference (TOR) for the bidding and award of the concessions to ensure a level playing field for all.”

Once that’s sorted out, MAP said the EDSA busway model should be replicated in other major hubs in Metro Manila and the rest of the country.

### **3. “MAP sends DOTR plans for privatized busway”**

**by Andrea E. San Juan  
BusinessMirror  
August 22, 2022**

THE Management Association of the Philippines (MAP) has submitted to the Department of Transportation (DOTr) its recommendation for the agency to prioritize the total system upgrade and privatization of the EDSA busway and bus service on the “Carousel Line.”

In a letter jointly signed by MAP President Rogelio Singson and MAP Infrastructure Committee Chair Eduardo H. Yap, the business organization laid out its recommendations to the Transportation department.

MAP urged the DOTr to consider the privatization of the EDSA busway and bus service, and urban commuter rail systems, consisting of the MRT3, LRT2 and PNR Commuter lines, under the so-called hybrid mode.

Under the hybrid mode, the government provides the infrastructure and its improvements. A private concessionaire will operate the service and maintain the facilities under an operate and maintenance (O&M) concession.

The business organization underscored the long-term role of the EDSA busway in helping cater to the demands of the high volume of commuters, adding that it will complement the MRT3, the railway located along EDSA that stretches from North Avenue to Taft Avenue.

“The upgrade will complete the EDSA busway, a work-in-progress, scale up its capacity and raise

it to the level of global standards to optimize the system to achieve its full potential as a cost-effective, efficient, high-capacity, urban mass public transport system commensurate to the high-commuter density of EDSA, and, as well, to ensure long-term sustainability to ably serve its role as the complementary mass transport to the MRT3,” said MAP in a statement on Monday.

To improve commuter convenience and comfort, the business organization suggested the augmentation of vehicles in the EDSA Carousel, MRT3, LRT2, LRT1 and PNR Commuter lines when conditions in their respective stations allow.

### **4. “DoTr urged to upgrade, privatize EDSA busway”**

**by R.M.D.Ochave  
BusinessWorld  
August 23, 2022**

THE DEPARTMENT of Transportation (DoTr) is being urged to consider the privatization of the bus system along Epifanio delos Santos Avenue (EDSA), as well as other urban rail systems to help ease the burden of commuters.

The Management Association of the Philippines (MAP) said the DoTr should look into the privatization of the EDSA busway and bus service, and urban commuter rail systems, consisting of the Metro Rail Transit Line 3 (MRT-3), Light Rail Transit Line 2 (LRT-2) and the Philippine National Railway (PNR) commuter lines under a “hybrid mode.”

Under the hybrid mode, the government will provide the infrastructure, while a private concessionaire will operate the service and maintain the facilities under an operate and maintenance (O&M) concession.

“MAP has offered to work with the DoTr and other private sector stakeholders in preparing the terms of reference for the bidding and award of the concessions to ensure a level playing field for all,” the business group said in a statement on Monday.

The recommendation was made by the MAP in a letter sent to Transportation Secretary Jaime J. Bautista.

Also, the MAP said DoTr should focus on a total system upgrade of the EDSA bus system, where commuters face long lines during rush hour.

“The upgrade will complete the EDSA busway, a work-in-progress, scale up its capacity and raise it to the level of global standards to optimize the system to achieve its full potential as a cost-effective, efficient, high-capacity urban mass public transport system commensurate to the high-



commuter density of EDSA, and, as well, to ensure long-term sustainability to ably serve its role as the complementary mass transport to the MRT-3," the business group said.

They asked the DoTr to augment vehicles in the EDSA Bus Carousel, PNR commuter lines, MRT-3 and LRT Lines 1 and 2, to improve the commuters' experience.

"These lines should have the shortest waiting time (and therefore the shortest queues) for commuters during rush hours," the MAP said.

Currently, commuters have to endure long lines at EDSA Bus Carousel stations due to the lack of buses. Long queues are also usually seen at the MRT and LRT stations during rush hour due to the volume of commuters.

To upgrade the EDSA busway, the MAP proposed increasing the capacity of station platforms, building more stations, and expediting the construction of donated busway station footbridges.

The DoTr should also address the chokepoints along the EDSA Bus Carousel, provide ease of bus-to-train connectivity, and establish similar busways in commuter-heavy areas in the National Capital Region, they said.

The MAP urged the DoTr to decongest the Ayala station and McKinley Road by providing an alternate route from Bonifacio Global City to the Buendia station, as well as introduce electric commuter buses.

The business group said President Ferdinand R. Marcos, Jr. should issue an executive order to "enjoin all relevant agencies to comply with the National Transport Plan (NTP) of 2017, particularly to prioritize people mobility through public transportation and active mobility, such as walking and biking, by prioritizing the allocation of road space for such purposes."

"Currently, busway station platforms and sidewalks are very narrow and grossly inadequate as the space required for them were allocated instead to augment private vehicle lanes pursuant to misguided car-oriented road management policy," the MAP said. — R.M.D.Ochave

**5. "Group suggests fixing EDSA busway problems through privatization"**  
**by Raffy Ayeng**  
**Daily Tribune**  
**August 23, 2022**

A group of businessmen is eyeing legislation to

privatize the EDSA Busway transport system to "scale up its capacity" and provide improved commuter service and convenience.

In a letter to Transportation Secretary Jaime Bautista, Management Association of the Philippines president Rogelio Singson and MAP Infrastructure Committee chairperson Eduardo Yap said the government should prioritize the total system upgrade of the EDSA busway and bus service on the "Carousel Line."

"The upgrade will complete the EDSA busway, a work-in-progress, scale up its capacity and raise it to the level of global standards to optimize the system to achieve its full potential as a cost-effective, efficient, high-capacity urban mass public transport system commensurate to the high-commuter density of EDSA, and, as well, to ensure long-term sustainability to ably serve its role as the complementary mass transport to the MRT3," the group added.

In addition, the MAP suggested the augmentation of vehicles in the EDSA Carousel, MRT3, LRT2, LRT1 and PNR Commuter lines when conditions in their respective stations allow, as these lines should have the shortest waiting time for commuters during rush hours.

### **Hybrid mode**

Moreover, MAP also urged the DOTr to consider the privatization of the EDSA busway and bus service, and urban commuter rail systems, consisting of the MRT3, LRT2 and PNR Commuter lines, under the so-called hybrid mode.

The hybrid mode will make the government provide the infrastructure and its improvements. At the same time, a private concessionaire will operate the service and maintain the facilities under an operation and maintenance concession.

"MAP has offered to work with the DOTr and other private sector stakeholders in preparing the terms of reference for the bidding and award of the concessions to ensure a level playing field for all. MAP assured Secretary Bautista of its support in assisting the DOTr to fulfill its mandate and commitment to providing efficient mass public transportation that is up to global standards," the group's letter stressed.

### **More stations**

Also, the Singson-led business group wants to increase the capacity of station platforms to accommodate a more significant number of commuters, enable the simultaneous docking of

buses and construct more stations to close the gap between stations and footbridges with a concourse dedicated to the busway.

“(We also suggest) expediting the construction of donated busway station footbridges; resolving chokepoints along the carousel line; replicating the busway in other major commuter corridors in the National Capital Region (NCR); providing ease of bus-to-train connectivity; providing bus exchange stations for trunk-to-feeder line transfer.

“Decongest the Ayala stations and McKinley Road by providing an alternate route from Bonifacio Global City to Buendia stations, and introduce modern high-capacity bi-articulated electric commuter busses to optimize the full potential of the busway,” the MAP letter read.

“One essential recommendation that deserves special mention is the issuance of an Executive Order by President Marcos Jr. to enjoin all relevant agencies to comply with the National Transport Plan of 2017, particularly to prioritize people mobility through public transportation and active mobility, such as walking and biking, by prioritizing the allocation of road space for such purposes,” the group added.

Currently, busway station platforms and sidewalks are very narrow and grossly inadequate. The space required for them was allocated instead to augment private vehicle lanes under a misguided car-oriented road management policy.

Earlier, the Department of Budget and Management released a P1.4 billion fund for the Service Contracting Program that will secure free rides for commuters in Metro Manila until December this year, following the appeal of commuter groups to extend this because of the rising prices of essential commodities caused by inflation.

**6. “Business group calls for privatization of EDSA Busway, major rail lines”  
by JON VIKTOR D. CABUENAS  
GMA News  
August 22, 2022**

The Management Association of the Philippines (MAP) has called for the total system upgrade and the privatization of the EDSA Busway and Bus Service, and privatization of commuter railway systems, in a bid to improve the commuter experience in Metro Manila.

In a statement, MAP proposed the increase of the capacity of busway station platforms to accommodate more commuters, and to provide for the simultaneous docking of buses.

It also called for the construction of more stations to close the gap between stations and footbridges, and to fast-track the construction of donated busway station footbridges.

The groups also pushed for the augmentation of vehicles in the EDSA Carousel, the Metro Rail Transit Line 3 (MRT3), the Light Rail Transit Lines 1 and 2 (LRT1 and LRT2), and the Philippine National Railway (PNR).

“MAP also urged the DOTr to consider the privatization of the EDSA busway and bus service, and urban commuter rail systems, consisting of the MRT3, LRT2 and PNR Commuter lines, under the so-called hybrid mode,” it said in an emailed statement.

**7. “Privatization of EDSA bus system proposed”  
by Alden Monzon  
Philippine Daily Inquirer  
August 23, 2022**

The Management Association of the Philippines (MAP) on Monday called for the privatization of Edsa busway and bus service to help address the perennial gridlock, urging the government to also upgrade the public mass transport system.

The business group submitted a recommendation to the Department of Transportation (DOTr) to privatize the carousel network under an operate and maintenance concession, wherein the government would provide the infrastructure and improvements, while a private concessionaire would operate and maintain the facilities.

“MAP has offered to work with the DOTr and other private sector stakeholders in preparing the terms of reference for the bidding and award of the concessions to ensure a level playing field for all,” the group said. MAP also suggested increasing the capacity of station platforms to accommodate more commuters and enable simultaneous docking of buses.

It also recommended building more stations, expediting the construction of footbridges, resolving choke points, providing ease of bus-to-train connectivity, and providing bus exchange stations for trunk-to-feeder line transfer.

Decongestion of the Ayala stations and McKinley Road through an alternate route from Bonifacio Global City to Buendia stations, as well as the introduction of a modern, high-capacity, bi-articulated electric commuter buses were also sought.

"The upgrade will complete the EDSA busway, a work in progress, scale up its capacity and raise it to the level of global standards to optimize the system to achieve its full potential as a cost-effective, efficient, high-capacity urban mass public transport system commensurate to the high-commuter density of EDSA," MAP said. But the National Center for Commuter Safety and Protection is concerned on how the privatization would affect bus fares and to which companies the contract would go to. At present, the system is seen challenging for commuters.

"Persons with disabilities, senior citizens do not have easy access to it. They find difficulties in climbing up the footbridges," Elvira Medina, chair of the advocacy group, said in a message sent to the Inquirer, saying that this was against commuter welfare. Medina added that commuters would need to walk great distances, wait more than an hour to ride, and are put in peril when boarding.

"We are obliged to walk in front of the buses since the footbridge exits are on the left and the doors of the buses are on the right. This is against the international advisory never to cross in front of a vehicle [because of] the danger of not being seen by on-coming vehicles."  
—Alden Monzon INQ

**8. "MAP urges upgrade, sell of EDSA busway service"  
by Bernie Cahiles-Magkilat  
Manila Bulletin  
August 22, 2022**

A local business group has urged to implement total system upgrade of the EDSA busway and bus service on the "Carousel Line" as well as its eventual privatization for cost effective operation of the mass transport system.

The Management Association of the Philippines (MAP), in a letter jointly signed by MAP President Rogelio L. Singson and MAP Infrastructure Committee Chair Eduardo H. Yap,, has submitted to Department of Transportation (DOTr) Secretary Jaime J. Bautista its recommendation for the DOTr to prioritize the total system upgrade of the EDSA busway and bus service on the "Carousel Line".

According to MAP, the upgrade will complete the EDSA busway, a work-in-progress, scale up its capacity and raise it to the level of global standards to optimize the system to achieve its full potential as a cost-effective, efficient, high-capacity urban mass public transport system to the high-commuter density of EDSA. This will ensure long-term sustainability as a complementary mass transport to the MRT3.

To improve commuter convenience and comfort, MAP urged the augmentation of vehicles in the EDSA Carousel, MRT3, LRT2, LRT1 and PNR Commuter lines when conditions in their respective stations allow. These lines should have the shortest waiting time (and therefore the shortest queues) for commuters during rush hours.

Other MAP recommendations include increasing the capacity of station platforms to accommodate larger number of commuters and enable simultaneous docking of buses; construct more stations to close the gap between stations and footbridges with concourse dedicated for the busway; expedite the construction of donated busway station footbridges; resolve chokepoints along the carousel line; replicate the busway in other major commuter corridors in the National Capital Region (NCR); provide ease of bus-to-train connectivity; provide bus exchange stations for trunk-to-feeder line transfer; decongest the Ayala stations and McKinley Road by providing an alternate route from Bonifacio Global City to Buendia stations; and introduce modern high-capacity bi-articulated electric commuter busses to optimize the full potential of the busway.

MAP further cited the issuance of an Executive Order by President Marcos, Jr. to enjoin all relevant agencies to comply with the National Transport Plan (NTP) of 2017, particularly to prioritize people mobility through public transportation and active mobility, such as walking and biking, by prioritizing the allocation of road space for such purposes.

But the group noted that the current busway station platforms and sidewalks are very narrow and grossly inadequate as the space required for them were allocated instead to augment private vehicle lanes pursuant to misguided car-oriented road management policy.

In conclusion, MAP urged the DOTr to consider the privatization of the EDSA busway and bus service, and urban commuter rail systems, consisting of the MRT3, LRT2 and PNR Commuter lines. This could be implemented under the so-called hybrid mode wherein the government provides the infrastructure and its improvements, while a private concessionaire will operate the service and maintain

the facilities under an operate and maintenance (O&M) concession.

MAP even offered to work with the DOTr and other private sector stakeholders in preparing the terms of reference (TOR) for the bidding and award of the concessions to ensure a level playing field for all.

MAP assured Secretary Bautista of its support in assisting the DOTr fulfill its mandate and commitment to provide efficient mass public transportation that is up to global standards.

**9. "MAP eyeing privatization of EDSA Busway, rail systems"**  
**by Othel V. Campos**  
**Manila Standard**  
**August 22, 2022**

The Management Association of the Philippines on Monday asked the Department of Transportation to consider the privatization of the EDSA Busway and urban commuter rail systems consisting of the Metro Rail Transit Line 3, Light Rail Transit Line 2 and Philippine National Railways commuter lines under the so-called hybrid mode.

The hybrid option calls for the government to provide the infrastructure and improvements in the systems.

The group asked the government to designate a private concessionaire to operate the service and maintenance of the facilities under the operation and maintenance concession.

MAP offered to work with the DOTr and other private sector stakeholders in preparing the terms of reference for the bidding and award of the concessions to ensure a level playing field.

The proposed privatization is part of a set of recommendations submitted by MAP to the DOTr to prioritize the total system upgrade of the EDSA Busway and bus service on the "Carousel Line".

MAP said in a letter to Transportation Secretary Jaime Bautista, the upgrade would complete the EDSA Busway which is a work-in-progress, scale up its capacity and raise it to the level of global standards.

The planned upgrade will optimize the system to achieve its full potential as a cost-effective, efficient high-capacity urban mass public transport system commensurate to the high-commuter density of EDSA and ensure long-term sustainability to ably serve its role as the

complementary mass transport to MRT 3.

MAP also called for the augmentation of vehicles in the EDSA Carousel, MRT3, LRT2, LRT1 and PNR commuter lines when conditions in their respective stations allow.

These lines should have the shortest waiting time, and therefore the shortest queues, for commuters during rush hours, the group said.

Among the busway upgrade measures recommended by MAP include an increase the capacity of station platforms to accommodate larger number of commuters and enable simultaneous docking of buses; construction of more stations to close the gap between stations and footbridges with concourse dedicated for the busway; expedite the construction of donated busway station footbridges; and, resolve chokepoints along the carousel line.

**10. "Upgrade, privatization of EDSA busway sought"**  
**by Catherine Talavera**  
**The Philippine Star**  
**August 23, 2022**

MANILA, Philippines — The Management Association of the Philippines (MAP) is asking for an upgrade and privatization of the EDSA busway.

In a letter to Department of Transportation Secretary Jaime Bautista, MAP president Rogelio Singson submitted the group's recommendation for the DOTr to prioritize the total system upgrade of the EDSA busway and service on the carousel route.

"The upgrade will complete the EDSA busway, a work in progress, scale up its capacity and raise it to the level of global standards to optimize the system to achieve its full potential as a cost-effective, efficient, high capacity urban mass public transport system commensurate to the high commuter density of EDSA, and to ensure long-term sustainability to serve its role as the complementary mass transport to the Metro Rail Transit Line 3," the MAP said in a statement yesterday.

The group also sought the augmentation of vehicles on the EDSA Carousel, MRT-3, Light Rail Transit 1 and 2 as well as the Philippine National Railways when conditions in their respective stations allow.

The MAP said these lines should have the shortest waiting time and shortest queues for commuters during rush hours.

The group also recommended busway upgrade measures such as increasing the capacity of station platforms to accommodate a larger number of

commuters and enable simultaneous docking of buses, construction of more stations to close the gap between the stations and footbridges with concourse dedicated for the busway, and construction of donated busway station footbridges.

Other measures proposed by the group are resolving chokepoints along the carousel line, replicating the busway in other major commuter corridors in Metro Manila, providing ease of bus-to-train connectivity, and decongesting the Ayala stations and McKinley Road through an alternate route from Bonifacio Global City to Buendia stations.

**11. "Business execs urge upgrade, pitch privatization of EDSA bus system"**  
**The Philippine Star**  
**August 23, 2022**

MANILA, Philippines — The Management Association of the Philippines (MAP) is asking the Department of Transportation (DOTr) to upgrade the system of the EDSA Busway and bus service on the "Carousel Line" as well as to consider privatizing it along with the commuter rail systems.

MAP is an organization of C-Level executives of the largest local and multinational companies in the Philippines.

In a statement dated August 22, MAP said it sent a letter jointly signed by MAP president Rogelio Singson and MAP Infrastructure Committee Chair Eduardo Yap to Transportation Secretary Jaime Bautista to prioritize the upgrade of the EDSA busway and the EDSA "Carousel Line."

It also asked the DOTr to look at possibly privatizing the EDSA busway and bus service along with the privatization of the MRT-3, LRT-2, and PNR Commuter lines under a "hybrid mode."

This means the government would be in charge of the infrastructure, while a private entity will operate and be in charge of its maintenance. Busway upgrades

MAP urged President Ferdinand "Bongbong" Marcos Jr. to call on government agencies to comply with the National Transport Plan of 2017, which puts forward "people mobility" through public transport and through active mobility, such as walking and biking.

"Currently, busway station platforms and sidewalks are very narrow and grossly inadequate as the space required for them were allocated instead to augment private vehicle

lanes pursuant to misguided car-oriented road management policy," MAP said.

The organization's other busway upgrade recommendations included:

- Increasing the capacity of station platforms to serve more commuters and allow buses dock at the same time
- Build more bus stations and footbridges with concourse for the busway
- Expedite building the donated busway station footbridges
- Resolve the carousel line checkpoints
- Make similar busways in other major Metro Manila commuter corridors
- Create bus-to-train connectivity systems and bus exchange stations
- Decongest the Ayala and McKinley Road stations through alternative routes
- Get "modern high-capacity bi-articulated" electric commuter buses

MAP said the upgrade would help the optimization of the busway system "to achieve its full potential as a cost-effective, efficient, high-capacity urban mass public transport system."

**12. "(Ipinanawagan ng biz group) EDSA BUSWAY, MAJOR RAIL LINES ISAPRIBADO"**  
**Pilipino Mirror**  
**August 23, 2022**

Ito ay para mapabuti ang karanasan ng mga commuter sa Metro Manila.

Ipinanukala ng Management Association of the Philippines (MAP) ang pagtataas ng kapasidad ng busway station platforms para ma-accommodate ang mas maraming commuters at magbigay-daan sa sabay-sabay na pagdaong ng mga bus.

Umapela rin ang MAP para sa pagtatayo ng mas maraming istasyon upang maisara ang mga agwat sa pagitan ng mga istasyon at footbridge para masubaybayan ang pagtatayo ng mga naidonate na footbridge.

Itinulak din ng grupo ang pagdaragdag ng mga sasakyan sa EDSA carousel, MRT-3, LRT-1 at LRT-2, at sa Philippine National Railway (PNR).

"MAP also urged the DOTr to consider the privatization of the EDSA busway and bus service, and urban commuter rail systems, consisting of the MRT3, LRT2 and PNR Commuter lines, under the so-called hybrid mode," ayon pa sa grupo.

Sa ilalim ng hybrid mode, ite-take over ng private concessionaire ang operasyon at serbisyo, at imamantina ang mga pasilidad sa ilalim ng operate and maintenance (O&M) concession.

Nanawagan din ang MAP kay Pangulong Ferdinand Marcos Jr. na mag-isyu ng executive order na magmamandato sa mga relevant agency na sundin ang national transport plan ng 2017.

Sa ilalim ng panukala, sinabi ng grupo na ipaprayoridad ng gobyerno ang mobilidad ng publiko sa pamamagitan ng Public Transportation at Active Mobility tulad ng paglalakad, pagbibisikleta sa pamamagitan ng paglalaan ng mga espasyo sa kalsada para sa naturang mga layunin. May kasamang ulat ng DWIZ 882.

Ayon sa MAP, nakahanda silang makipagtulungan sa Department of Transportation (DOTr) at sa iba pang private sector stakeholders upang buuin ang terms of reference (TOR) para sa bidding ng concessions.

### **13. "MAP: Upgrade and privatize the EDSA bus system"**

**by Caryl Gonzales  
Global Daily Mirror  
August 23, 2022**

The Management Association of the Philippines (MAP) has called for privatizing the Epifanio delos Santos Avenue (EDSA) bus system and the commuter railway systems to improve the public mass commuter system in the Philippines.

In the submitted recommendation of the group to DOTr, MAP proposed the increase of the capacity of busway station platforms to accommodate more commuters and enable simultaneous docking of buses. This move will also resolve chokepoints along the carousel line, provide ease of bus-to-train connectivity, and provide an alternate route from Bonifacio Global City (BGC) to Buendia stations to decongest the Ayala stations and McKinley Road, and introduction of modern bi-articulated e-commuter buses.

"The upgrade will complete the EDSA busway, a work in progress, scale up its capacity, and raise it to the level of global standards to optimize the system to achieve its full potential as a cost-effective, efficient, high capacity urban mass public transport system commensurate to the high commuter density of EDSA, and to ensure long-term sustainability to serve its role as the complementary mass transport to the Metro Rail

Transit Line 3," said MAP in a statement.

The business group also urged for the privatization of EDSA busway and bus service and commuter rail systems, consisting of the Light Rail Transit Line 2 (LRT-2), Metro Rail Transit Line 3 (MRT-3), and Philippine National Railway (PNR), under the 'hybrid mode'.

Under the said mode, the private concessionaire will operate the service and maintain the facilities under an operate and maintenance (O&M) concession, while the government will provide infrastructures and improvements.

In addition, MAP also asked the DOTr to augment vehicles in the EDSA carousel, LRT Lines 1 and 2, MRT-3, and PNR to improve the commuter's convenience and comfort.

MAP said these lines should have the shortest waiting time for commuters during rush hours.

To guarantee a level playing field for all, MAP also offered DOTr to work together and other private stakeholders in preparing the terms of reference for the bidding and award of concessions.

Currently, commuters have to wait in huge lines at EDSA Bus Carousel stations due to the lack of buses, and long queues are usually seen at the LRT and MRT stations during rush hour.

## News Articles about the August 19, 2022 MAP Economic Briefing and General Membership Meeting

### 1. **“NEDA chief: Face-to-face classes to boost MSMEs, service sector”** by Wena Cos ABS-CBN News August 19, 2022

MANILA — Socioeconomic Planning Secretary Arsenio Balisacan on Friday said reopening schools for face-to-face classes would spur economic growth by boosting small and medium enterprises and the service sector.

“Malaki ‘yan, from transport to food, lalo na yung MSMEs, malaki ‘yan. As I said earlier, the service-providers are the driver [of the economy] at least for the near-term ano,” Balisacan said at an economic briefing of the Management Association of the Philippines.

(That will be huge, from transport to food, especially the MSMEs, that's huge.)

“If we look at the demand side, 70 percent of the income is really consumption, and of course, driven by remittances and low interest rates. Also on the supply side, a lot of things also: services, 60 percent of the GDP is really services, so you’d have consumption and services as really part of the domestic,” he added.

Academic Year 2022-2023 starts on Monday, with schools allowed to implement distance or blended learning until Oct. 31. By November, all schools are required to shift to in-person classes.

Balisacan said the expansion of the services sector has yet to recover to its pre-pandemic level.

“As we open the economy, we must continue that push and then we will have a more robust activity in the economy,” he said.

Meanwhile, the foreign exchange has diversified from remittances to include income from the BPO industry, borrowings, and investments, Balisacan said.

“BPOs and remittances are quite robust. Look at how BPOs are during the pandemic, they saved the economy in a way,” he said.

Balisacan said despite challenges, the country was able to grow its GDP at an average of 6.3 percent.

“Looking at the past decade, the growth was hardly sensitive to what was happening outside, the correlation was very low, meaning the growth was coming from the inside,” he said.

### 2. **“NEDA: PPP can maximize demographic dividend with more higher-quality jobs”** by Wena Cos ABS-CBN News August 19, 2022

MANILA - Getting the private sector to invest further in the Philippines can help the country maximize the “demographic dividend” it now enjoys, Socioeconomic Secretary Arsenio Balisacan said on Friday.

“The country is entering what we call the demographic dividend, in recent years, the working age population is growing faster than the total population. What needs to be done to take advantage of that demographic bonus is to ensure that investment comes in, and [it] expands,” Balisacan said.

The country's working-age group now makes up 63.9 percent of the population, from 59.1 percent in 2000, data from the Philippine Statistics Authority said.

Balisacan said continued and strengthened partnerships with the private sector will also harness their “expertise, resources, and capacity” to upgrade the country’s infrastructure.

After getting President Ferdinand Marcos Jr.’s go signal, NEDA is set to review the Build-Operate-Transfer (BOT) Law to revisit provisions in its implementing rules and regulations (IRR).

Balisacan previously said they will balance between encouraging private investment to promote job creation, technological innovation, and product competition while protecting the public interest when doing the review.

“Even as existing projects are already underway, the Marcos administration aims to continue the infrastructure push to boost the competitiveness of domestic investments and encourage more significant investment in critical sectors,” he said.

NEDA sees that apart from the infrastructure sector, PPPs will also upgrade the energy, logistics, transportation, telecommunication and water sectors.

More investments means more higher-quality job creation for more Filipinos, Balisacan added.

"We see the growth in manufacturing, tourism, IT-BPOs and the creative sectors as contributing to higher-quality job creation that can provide Filipinos with employment that can help in rapid poverty alleviation," he said.

Balisacan attended the second face-to-face economic briefing of the Management Association of the Philippines (MAP) at Shangri-La The Fort with Bangko Sentral ng Pilipinas Governor Felipe Medalla.

Balisacan and Medalla were inducted as the newest members of MAP along with 9 others.

Among the other new members of MAP were President of Light Rail Manila Corp. Juan "Ping" Alfonso, British Ambassador to the Philippines Laure Beaufils, and Google Philippines Country Director Bernadette Nacario.

Robert Lester Aranton of Warehouse Management and Trade Development Services and Macroasia Corp. President Eduardo Luis Tan Uy were also inducted, along with PHINMA Education Holdings Inc. Chief Strategy Officer Theresa Ann Menardo.

Joining them were Shangri-La The Fort's General Manager Amit Kumar Oberoi, Victory Liner Inc. Business Development Head Yasmin Anne Cruz Santos, and Vivant Energy Corp. President Arlo Sarmiento.

"We have a window for sustained growth, we should really work together to ensure that we won't lose that opportunity," Balisacan said.

### **3. "Neda seeks Ledac meet to lobby for key bills"** **by Ben O. de Vera** **Philippine Daily Inquirer** **August 22, 2022**

The Marcos administration will soon convene the Legislative-Executive Development Advisory Council (Ledac) to lobby for its proposed priority pieces of legislation, including a Department of Water Resources they hoped to be established during the current 19th Congress.

After last Friday's Management Association of the Philippines (MAP) economic briefing, Socioeconomic Planning Secretary Arsenio Balisacan said in an interview that Ledac will meet once Congress—the House of Representatives and the Senate—has chosen its members, and upon President Marcos' designation of representatives of the private sector and the regional development council.

Balisacan, who heads the state planning agency National Economic and Development Authority (Neda) serving as Ledac's secretariat, said they already wrote and followed-up with the President and legislators to assemble Ledac.  
Urgent problems

The Neda chief said the priority legislation mentioned by Mr. Marcos in his State of the National Address last month should ideally be passed soon by Congress. "Our country's problems are very urgent, especially as we're still undergoing the pandemic. It's in our interest to push these as soon as possible," he said.

Balisacan told MAP members that Mr. Marcos was pushing for the following priority legislative reforms: national government rightsizing program; budget modernization bill; property valuation reform bill; passive income and financial intermediary taxation act; e-government act; internet transaction act or e-commerce law; government financial institutions unified initiatives to distressed enterprises for economic recovery bill; as well as the establishment of a medical reserve corps, a National Disease Prevention Management Authority and a Virology Institute of the Philippines.

#### **Land use**

Also among the Marcos administration's priority bills are the unified system of separation, retirement and pension; e-governance act; national land use act; national defense act; mandatory reserve officers' training corps and national service training program; an enabling law for the natural gas industry; amendments to the Electric Power Industry Reform Act; amendments to the Build-Operate-Transfer Law; and establishment of a Department of Water Resources, Balisacan said.

Balisacan noted that the Philippines remained vulnerable to water problems. "We are surrounded by water—it's the irony of it—but we have droughts, problems with freshwater supply, irrigation and flooding. That only tells you how critical that [Department of Water Resources] is."

"There are so many institutions and agencies created overtime to address these issues, but the current setup is just so complex and so inefficient," Balisacan said.

The Neda chief assured the public that a Department of Water Resources would not end up as another unnecessary bureaucratic layer, given that the proposal had been well-studied and even recommended by the National Academy of Science and Technology. "It's one of these agencies that, for me, I've seen as so crucial." INQ



**4. “Marcos admin urges private sector to create more jobs, boost infra”**  
**Philippine Daily Inquirer**  
**August 20, 2022**

The country’s chief economist on Friday urged the private sector to undertake a bigger participation in job creation and infrastructure development to help the economy sustain growth.

“We see the private sector playing a significant role in bringing in the necessary investments that will lead to high-quality job creation, increasing the share of wage and salaried workers from 48 percent in 2021 to a range of 53 to 55 percent by 2028,” Socioeconomic Planning Secretary Arsenio Balisacan told members of Management Association of the Philippines (MAP) during an economic briefing on Friday. The Marcos administration aims to reduce the unemployment rate to 4-5 percent by 2028 through higher-quality jobs, while hitting a gross domestic product (GDP) growth of 6.5 to 7.5 percent this year and a more ambitious range of 6.5 to 8 percent yearly from 2023 to 2028.

**Skills development**

Balisacan, who heads the state planning agency National Economic and Development Authority, highlighted the private sector’s part in equipping the labor force for the jobs of tomorrow. “To ensure that students will be qualified for higher-quality jobs, there must be closer coordination with the private sector with respect to job facilitation and skills development programs,” he said.

Balisacan also reiterated the larger role of private investors and tycoons with deep pockets in the Marcos administration’s infrastructure development program in order to achieve a record-high spending equivalent to 6.3 percent of GDP in 2028.

“Given our current fiscal constraints, we will use PPPs (public-private partnerships) to harness the private sector’s expertise, resources and capacity to substantially upgrade the country’s infrastructure. To ensure that the benefits of economic growth are inclusive, we will prioritize solicited projects that fit into approved master plans and will connect leading and lagging regions,” Balisacan said, adding:

“Plans are underway to review the Amended Build-Operate-Transfer Law’s implementing rules and regulations to address the issues and concerns raised in various fora that the rules are hindering investors from participating in PPPs.”  
—Ben O. de Vera

**5. “Inflation to peak in Sept.-Oct. – Medalla”**  
**by Lee C. Chipongian**  
**Manila Bulletin**  
**August 19, 2022**

Bangko Sentral ng Pilipinas (BSP) Governor Felipe M. Medalla said on Friday, Aug. 19, that inflation rate will likely peak in September or October this year.

Headline inflation year-to-date is at 4.7 percent average as of end-July. The highest rate has been recorded in July of 6.4 percent from 6.1 percent in June.

Medalla in a forum hosted by the Management Association of the Philippines said that “inflation is going to rise more because it has not peaked yet.”

“The peak will come in September, October. Then after that, as global prices started to fall — partly because people are expecting a US recession – we will have lower inflation. We’re moving towards a target-consistent inflation path,” he added.

The BSP’s Monetary Board on Thursday raised the benchmark rate anew by 50 basis points (bps) to 3.75 percent to ensure inflation will indeed fall below five percent in 2023.

The BSP has revised its 2022 inflation forecast higher to 5.4 percent from five percent previously (June 23). But, it has lowered the 2023 and 2024 forecasts to four percent and 3.2 percent versus earlier estimates of 4.2 percent and 3.3 percent, respectively.

Medalla said headline inflation will remain on the high side, or above the target of two percent to four percent, during the first half of 2023.

“It’s really only in the second half next year that we expect that the headline inflation will be closer to three percent than four. Of course, I will not bet my house on it because of so many other things that could happen,” he said after the Monetary Board policy meeting last Thursday.

“Given the actions that we are taking (now), there’s a better than even chance that the second half will outweigh the first half,” said the BSP chief.

So far, the BSP has raised the policy rate by 175 bps since May this year to ensure inflation expectations remain firmly anchored to the BSP’s inflation outlook. Still, the BSP forecasts that the first six months of 2023 will still see high inflation but the second half will yield lower rates.

“My own personal view is the likelihood that inflation next year will be below four or closer to

four than three (percent). All of this will depend on what happens to the US (Federal Reserve) ... It will be easier if lower prices continue. Even easier if we are able to address domestic supply-side concerns," said Medalla.

The four BSP rate hikes is expected to lead to a lower, more manageable inflation path over the medium term despite second-round effects such as wage and transport fare increases as a result of elevated oil and non-oil prices

Medalla said the inflation target remains at risk over the policy horizon because of "broadening price pressures" while elevated inflation expectations "highlight the risk of further second-round effects." The depreciation of the peso vis-à-vis the US dollar is another upside risk to the inflation.

Based on the central bank's latest survey of private economists, as of Aug. 11, the market expects inflation to average at 5.4 percent this year, 4.2 percent in 2023 and 3.7 percent in 2024.

Most analysts see upside risks coming from elevated global oil and food prices, as well as higher prices for selected goods and services due to rising input costs, second-round effects, and peso depreciation resulting from the aggressive US Federal Reserve and other central banks' tightening monetary policies this year including the BSP's.

## **6. "NEDA backs creation of Department of Water Resources"** **By Louella Desiderio** **The Philippine Star** **August 22, 2022**

MANILA, Philippines — The National Economic and Development Authority (NEDA) is backing the passage into law of the proposed measure for the creation of a Department of Water Resources to better address issues involving the country's water resources.

Socioeconomic Planning Secretary Arsenio Balisacan expressed support for the creation of the Department of Water Resources when asked about the agency's position on the proposed measure during the Management Association of the Philippines' general membership meeting.

The NEDA chief told reporters it is important for the bill to be passed given the problems surrounding water that need to be addressed.

"We have droughts, problems with fresh water

supply, with irrigation, with flooding. So that only tells you how critical that is," he said.

While there are many institutions tasked to handle these issues, he said changes need to be made.

"Indeed, there are so many of those institutions, agencies created over time to address these issues. But the current setup is just so complex and so inefficient. So, we really need to harmonize, to simplify," he said.

The creation of the Department of Water Resources is among the priority legislative measures announced by President Marcos during his first State of the Nation Address.

Last July, the bill which seeks to set up a Department of Water Resources, was refiled at the Senate.

Under the bill, the Department of Water Resources will serve as the primary agency in the Executive branch responsible for policy, planning, coordination, implementation and monitoring of the development and management of the country's water resources.

Balisacan said the bill has to be passed within the current Congress.

He also said the NEDA has written to Marcos, the House of Representatives and the Senate to designate the representatives to be part of the Legislative-Executive Development Advisory Council (LEDAC), which serves as a consultative and advisory body to the President on programs and policies to realize goals for the economy.

NEDA serves as the principal LEDAC Secretariat.

Given the urgency to address the country's problems, Balisacan said it is in NEDA's interest to push for the LEDAC to convene as soon as possible.

## **7. "BSP's Medalla: Inflation to peak in September, October"** **By Ramon Royandoyan** **The Philippine Star** **August 19, 2022**

MANILA, Philippines — Bangko Sentral ng Pilipinas Governor Felipe Medalla is optimistic that inflation will peak by September or October as markets everywhere will start pricing in recession concerns.

Speaking in a Friday briefing organized by the Management Association of the Philippines, Medalla made the case for his rosy outlook. As it

is, inflation expanded 6.4% year-on-year in July as prices of consumer goods and services shoulder the burden of expensive fuel prices and a weak peso.

"Inflation peak will come in September, October. Global prices will start to fall partly because people will start expecting US recession," he said.

So far, inflation is averaging 4.7% since the start of the year.

The national government has grown wary of the pass-through effects of inflation. This meant that inflation could soon compel sectors of the domestic economy to start raising prices to keep pace with tighter conditions.

The BSP revised their inflation forecasts this year, as full-year average is expected to breach the upper end of the government-projected 2-4% target at 5.4%.

Sought for comment, Nicholas Antonio Mapa, senior economist at ING Bank in Manila, projected that inflation would peak in October.

"The first half of the year we were hit by the first round of inflation: mostly in imported energy and food inflation. The second half we will be hit by second-round effects: wage and transport fare adjustments plus retailers raising prices as inflation expectations rise," he said in a Viber message.

Expensive fuel prices, Russia's invasion of Ukraine, and a strong greenback worsened global supply chain pressures in the past months.

Domini Velasquez, chief economist at China Banking Corp. agreed with Medalla's outlook, noting how China figures largely in the inflation picture.

"...the decline in global oil prices due to recessionary fears in advanced economies as well as China's strict zero-Covid policy will largely contribute to the inflation slowdown. The effect of BSP's monetary tightening may also start to bite more into consumer demand and the overall price level by the end of the year," she said in a Viber message.

The US economy is widely expected to fall into a recession after the US Fed aggressively hiked interest rates in past months to cool down an overheating economy.

For its part, the BSP tightened its key policy rate by 50 basis points yesterday, now at 3.75%. The central bank has hiked its key rate by a total of

175 basis points since the start of its monetary policy normalization in May.

Despite the BSP's hawkish stance, the BSP has oft-repeated that successive rate hikes will not impede the country's economic recovery from the pandemic. The national government is looking to recover lost economic ground by reopening the economy earlier this year to facilitate growth.

## **8. "NEDA: Private sector crucial to sustained, inclusive growth"** **by Louella Desiderio** **The Philippine Star** **August 21, 2022**

MANILA, Philippines — The National Economic and Development Authority (NEDA) emphasized the important role of the private sector in achieving sustained and inclusive economic growth.

Socioeconomic Planning Secretary Arsenio Balisacan told members of the Management Association of the Philippines (MAP) that the private sector is seen playing a crucial role in the current administration's aim to steer the economy to a high growth path by generating more jobs and lifting more people out of poverty from next year until 2028.

"In particular, we see the private sector playing a significant role in bringing in the necessary investments that will lead to high-quality job creation, increasing the share of wage and salaried workers from 48 percent in 2021 to a range of 53 to 55 percent by 2028," Balisacan said.

Aside from investments that will create employment, he said the private sector will also have a role in getting graduates to land jobs.

"To ensure that students will be qualified for higher-quality jobs, there must be closer coordination with the private sector with respect to job facilitation and skills development programs," he said.

Balisacan, who is also director general of the National Economic and Development Authority, said the private sector would likewise be important in pushing for the country's infrastructure development.

This is especially important as infrastructure backlogs have been one of factors that has prevented investors from coming to the country.

"Given our current fiscal constraints, we will use PPPs (public-private partnerships) to harness the private sector's expertise, resources, and capacity to substantially upgrade the country's infrastructure," Balisacan added.

To ensure that the benefits of economic growth are inclusive, the NEDA chief said the government will prioritize solicited projects that fit into approved master plans and will connect leading and lagging regions.

According to Balisacan, plans to review the amended implementing rules and regulations of the Build-Operate-Transfer law are underway to address issues and concerns raised on the rules that are hindering investors from participating in PPPs.

The rules are seen to put more risks on the part of the private sector.

Balisacan said the private sector could count on NEDA to push and shepherd necessary reforms and to provide strong guidance on the economic policies that aim to promote sustained and inclusive economic growth in line with the long-term vision.

Under the AmBisyon Natin 2040, the vision for the country is to achieve high income status where no one is poor by 2040.

“There is no compelling reason to believe our country cannot reach its long-term ambitions. We can make it happen through robust partnerships between the public and private sectors,” Balisacan said.

## MAP Talks on Youtube

Video Recording of August 19, 2022  
MAP GMM

**MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING**

**Speakers**

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

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

August 19, 2022, Friday, 12:00 Noon to 2:00 PM  
Bonifacio Hall, Level 4, Shangri-la at The Fort

Video Recording of July 1, 2022  
MAP Webinar

**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

**Speaker**

**Dr. NICK POBLADOR**  
A Management and Economics Thought Leader  
Retired UP Professor of Economics and Management

**Panelists**

**Mr. JOE BERNINDEZ**  
Chair  
Maybridge Finance and Leasing, Inc.

**Mr. CLIFF EALA**  
President  
Synetix Limited

**Co-Moderators**

**Mr. VIC MAGDARAOG**  
Co-Chair for MAP CEO Academy  
MAP HMDC  
Senior Business Advisor  
Advisory & Insights (AAI)

**Dr. BEN TEEHANKEE**  
Co-Vice Chair for Social Justice  
MAP ESG Committee  
Professor  
DLSU

**Ms. ALMA JIMENEZ**  
President and CEO  
Health Solutions Corporation

**Prof. DINDO MANHIT**  
CEO and Managing Director  
St. Alban's Group

Video Recording of May 19, 2022  
MAP GMM

**MAP General Membership Meeting**

**INTEGRATING ESG IN THE WAY WE DO BUSINESS**

**Speakers:**

**Mr. ANDREW CHAN**  
Asia-Pacific Leader in ESG  
PwC Indonesia

**Mr. VINCENT KNEEFL**  
Climate Economy Director  
Pacific Credit Exchange

**Ms. NA. ANTONIA YULO LOYZAGA**  
President  
National Resilience Council

**Ms. AGNES A. GERVACIO**  
Co-Vice Chair for Environment, MAP ESG Committee  
CSC Mid-Review

**Atty. ALEXANDER B. CABRERA**  
Director-in-Charge, MAP ESG Committee  
Chair, Business and ESG Leader  
M&L Larran & Co., PwC Philippines

**EMCE:**

**Mr. SANTIAGO F. DUMILAO, JR.**  
Co-Vice President and Chief Reputation & Sustainability Officer  
Sanitex Systems, Inc.

**Ms. RACQUEL B. CAGURAN-GAN**  
Co-Chair for MAP ESG Committee  
VP for Sustainability, Advisory Member, CSC, Inc.

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

Video Recording of April 29, 2022  
MAP Webinar

**GREEN EDSA MOVEMENT**

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

**Speakers:**

**Sec. JIM O. SAMPULNA**  
Secretary  
Department of Environment and Natural Resources (DENR)

**Atty. ANGELA CONSUELO S. IBAY**  
Head of Climate Change and Energy Program,  
World Wide Fund for Nature (WWF)

**Ms. ANA MARGARITA MONTIVEROS**  
VP, Vice President and Chief Reputation & Sustainability Officer  
Sanitex Systems, Inc.

**Atty. TONY LA VIÑA**  
Dean, Ateneo School of Government,  
Assistant Director, Manila Observatory

**Mr. SANTIAGO F. DUMILAO, JR.**  
Co-Vice President and Chief Reputation & Sustainability Officer  
Sanitex Systems, Inc.

**Ms. RACQUEL B. CAGURAN-GAN**  
Co-Chair for MAP ESG Committee  
VP for Sustainability, Advisory Member, CSC, Inc.

April 29, 2022, Friday, via ZOOM

Video Recording of July 14, 2022  
MAP GMM

**MAP General Membership Meeting on**  
**"DTI'S PRIORITY PROGRAMS"**

**Speaker:**

**Sec. ALFREDO "Fred" E. PASCUAL**  
Department of Trade and Industry (DTI)

July 14, 2022, Thursday, 12:00 Noon to 2:00 PM  
Grand Ballrooms A and B, Level 3, Shangri-La at the Fort

Video Recording of June 23, 2022  
MAP GMM

**MAP General Membership Meeting**  
**"ICT LEADERSHIP IN OUR NEW WORLD"**

JUNE 23, 2022, THURSDAY, 9:30 PM to 2:30 PM via ZOOM

**Speakers:**

**Dr. DAVID R. HARDOON**  
Managing Director  
Asiatic Digital Innovation

**Ms. AILEEN JUDAN JAO**  
President and Country General Manager  
IBM Philippines, Inc.

**Mr. PAUL WHITEN**  
Chief Executive  
Red Hat Asia Pacific

**Co-Moderators:**

**Mr. PATRICK D. REIDENBACH**  
Chief, MAP ICT Committee  
President, GlobalEduTechSolutions, Inc. (GTE Solutions)

**Mr. EDUARDO "Teddy" G. SUMULONG**  
Co-Vice Chair, MAP ICT Committee  
Managing Director and CEO, Land Registration Systems, Inc. (LARS)

Video Recording of May 2, 2022  
MAP Webinar

**SENTIMENT ANALYSIS**  
**AI and Big Data for Reading Collective Minds**

May 2, 2022, Monday, via ZOOM

**Speakers:**

**Mr. WILSON I. CHUA**  
Managing Director and Founder  
Future Get International Pte Ltd. (Singapore)

**Mr. ROGER DO**  
CEO  
AsaPublic (Singapore)

**Moderator:**

**Dr. BENITO L. TEEHANKEE**  
Co-Vice Chair for MAP CEO Academy, MAP HMDC  
Professor and Head of the Business for Human Development Network, DLSU

Video Recording of April 29, 2022  
MAP Webinar

**PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT**

April 29, 2022, Friday, 1:00 PM to 3:00 PM via ZOOM

**Speakers:**

**Dir. RAQUEL B. ECHAGUE**  
Director for Resource Based Industries Service  
Board of Investments (BOI)

**Mr. DANILO V. FAUSTO**  
President  
DVF Dairy Farms, Inc.

**Moderators:**

**Dr. CRICAN A. TORRALBA**  
Chair, MAP Agribusiness Committee  
Chair and CEO, Twin Holdings Corporation

**Dr. CHARLIE P. VILLASORCE**  
Chair, MAP Trade, Investment & Tourism Committee  
Chair and CEO, PAMA, TransProduce and PAMA Shared Services

Video Recording of April 27, 2022  
MAP Lecture



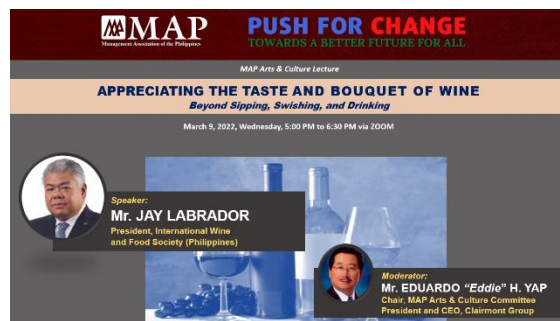
Video Recording of April 22, 2022  
MAP Webinar



Video Recording of March 24, 2022  
MAP General Membership Meeting

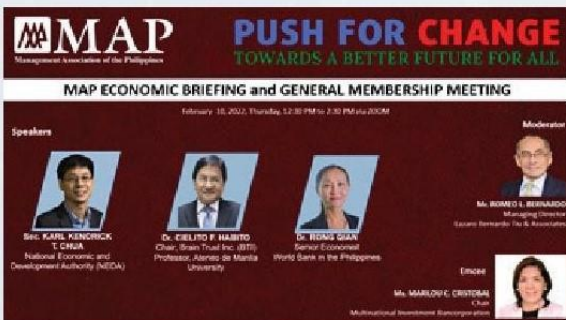


Video Recording of March 9, 2022  
MAP Lecture

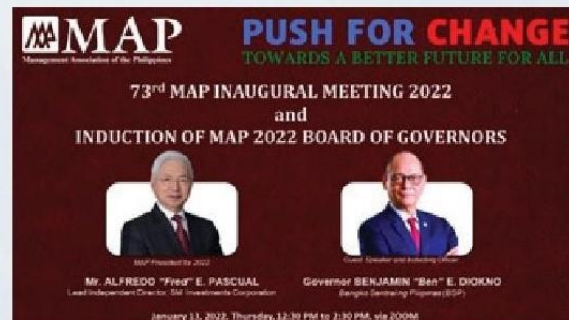


<https://www.youtube.com/user/TheMAPph>  
<https://web.facebook.com/map.org.ph>

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

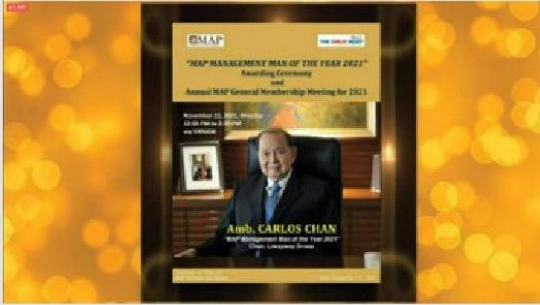


Video Recording of January 13, 2022  
MAP Inaugural Meeting and Induction of MAP 2022 Board of Governors



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

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 August 1 to 31, 2022

### AUGUST 1

1. **Mr. RODERICK "Rick" M. DANA O**  
Chair and Senior Partner, Isla Lipana & Co./ PwC Philippines
2. **Mr. DANIEL RIVAS "Dan" FRANCISCO**  
Director, 1Infinity Traders Securities Corporation
3. **Mr. LARS BOGVAD "Lars" JEPPESEN**  
CEO, Tech One Global Philippines
4. **Dr. CONCHITA "Chit" L. MANABAT**  
President, Development Center for Finance

### AUGUST 2

5. **Mr. ROBIN R. BERNABE**  
President, Multimedia Exponents, Inc.
6. **Mr. GERARD "Gerry" M. LANE**  
President, Lane Archive Technologies August 2
7. **Mr. MICHAEL SHERWIN "Mike" M. MACATANGAY**  
Founder, President and CEO, One A-TEAMS Consultants Pte. Ltd.
8. **Mr. NOEL M. TEMPONGKO JR.**  
VP and General Manager, Century Pacific Agricultural Ventures, Inc.

### AUGUST 4

9. **Mr. PHILIP CEA**  
Chair, F1 Hotels & Resorts
10. **Dr. ANDREW "Andy" I. LIUSON**  
Co-Founder and Vice Chair, Cityland Group of Companies
11. **Dr. RAMON "Mon" B. SEGISMUNDO**  
Founder and CEO, 1-HR.X Pte. Ltd. (Singapore)

### AUGUST 5

12. **Ms. RUBY BAIRAN**  
President, EstateMart Dev't. Inc.
13. **Mr. VICTOR S. CHIONGBIAN**  
Chair, Fast Logistics
14. **Dr. RAYMOND "Ray" NELSON DAVIS**  
Chair, Mabuhay Capital Corporation
15. **Ms. CRISTINA "Tina" A. LEE**  
GM and Managing Partner, Cornerstone Performance International Inc.
16. **Mr. FEDERICO "Piki" R. LOPEZ**  
Chair and CEO, First Philippine Holdings Corporation
17. **Mr. JOHNSON "Jong" ONGKING**  
VP, Pacific Paint (Boysen) Philippines, Inc.
18. **Atty. JOSE MIGUEL "Miko" C. PALARCA**  
Managing Partner, Palarca and Baluyut Law Offices

### AUGUST 6

19. **Atty. LILIA B. DE LIMA**
20. **Mr. JUAN VICTOR "Jovy" I. HERNANDEZ**  
SVP and Head of PLDT and Smart Enterprise Business Groups, PLDT

### AUGUST 7

21. **Mr. EDWIN H. HERNANDEZ**  
President, Jardine Distribution, Inc.
22. **Mr. VICENTE "Bimbo" T. MILLS JR.**  
Chair, Hino Motors Philippines Corporation

### AUGUST 9

23. **Atty. ANTONIO "Bing" A. PICAZO**  
Senior Partner, Picazo Buyco Tan Fider & Santos Law Offices
24. **Mr. FLORIDO "Doy" P. CASUELA**  
OIC, Philippine National Bank (PNB)
25. **Mr. PETER G. COYIUTO**  
President and CEO, First Guarantee Life Assurance Company, Inc.
26. **Engr. RODOLFO "Rod" N. FERRER**, Chair, RN Ferrer and Associates, Inc.

### AUGUST 10

27. **Ms. CLARISSA ROWENA "Butch" C. BON SOL**  
President and Managing Director, Expat Communications, Inc.
28. **Mr. ARTURO "Art" N. DALUPAN**  
Consultant, Professional Payroll Specialists Inc. (PPSI)
29. **Mr. LORENZO V. TAN**  
President and CEO, House of Investments, Inc. (a YGC Member)
30. **Ms. SHARON T. TAN**  
President, Universal Rich Property and Management Corporation
31. **Mr. ARTEMIO "Jason" B. VITANGCOL**  
President and CEO, St. Peter Chapels

### AUGUST 11

32. **Mr. RUEL T. MARANAN**  
President, Ayala Foundation, Inc.
33. **Dr. JUSTO "Tito" A. ORTIZ**  
Vice Chair, UnionBank of the Philippines
34. **Mr. CESAR G. "Cesar" ROMERO**  
Country Chairman, Shell Companies in the Philippines
35. **Dr. ANTONIO "Tony" S. YAP**  
President, Benita & Catalino Yap Foundation

### AUGUST 12

36. **Mr. MICHAEL "Mhycke" C. GALLEGO**  
Partner and Advisory Practices Leader and Head, Knowledge Management, Punongbayan & Araullo/Grant Thornton Philippines
37. **Mr. FRANCIS AUGUSTUS "Francis" L. WEE**  
CEO, W Group, Inc.

### AUGUST 13

38. **Ms. PIA SANDRA "Pia" N. ACEVEDO**  
Founder, President and CEO, The OneCORE and Creative Human Resource Group
39. **Mr. MICHAEL ARCATOMY "Mike" H. GUARIN**,  
Partner, Advisory, KPMG R. G. Manabat & Co.
40. **Mr. JUAN "Johnny" B. SANTOS**
41. **Ms. MICHELLE "Michelle" M. UNGCO**  
SVP, Unicapital Inc.
42. **Atty. JOSE LUIS "Bobet" L. VERA**  
President, Quest Broadcasting, Inc.
43. **Mr. MARLO R. CRUZ**

### AUGUST 14

44. **President and CEO, CIBI Information, Inc.**



- 45. **Ms. ANGIE G. FLAMINIANO**  
President and COO, NutriAsia, Inc.
- 46. **Mr. ALVIN D. LAO**  
President and CEO, D & L Industries, Inc.
- 47. **Mr. BENJAMIN PHILIP "Philip" G. ROMUALDEZ**,  
Trustee/VP, Doña Remedios Trinidad Romualdez  
Medical Foundation, Inc.
- 48. **Mr. GERARDO "Ral" A. ROSARIO**  
President and General Manager, RMG Hospital  
Supply, Inc.

#### AUGUST 15

- 49. **Ms. MARION "Marcy" C. KOHCHECH CHUA**  
Managing Director and Head of ATRAM Wealth,  
ATRAM
- 50. **Ms. MARY JADE T. ROXAS- "Jade" DIVINAGRACIA**  
Managing Partner for Deals and Corporate Finance,  
Isla Lipana & Co./ PwC Philippines
- 51. **Mr. WILLIAM "Bill" B. GO**  
Vice Chair, CTBC Bank
- 52. **Mr. JALLAIN MARCEL S. "Jallain" MANRIQUE**  
Partner, KPMG R. G. Manabat & Co.

#### AUGUST 16

- 53. **Mr. MARCELO "Celo" S. CO**  
Managing Director, Marikina Food Corporation
- 54. **Mr. CHRISTOPHER "Chris" M. GOTANCO**  
Senior Advisor (former President and COO), Anglo  
Philippine Holdings Corporation
- 55. **Mr. ALBERTO "Bertie" ALDABA LIM**  
Chair, Culion Foundation, Inc.
- 56. **Atty. PEDRO "Pete" H. MANIEGO JR.**  
Chair, Energy Lawyers Association of the Philippines
- 57. **Mr. AURELIO "Gigi" R. MONTINOLA III**  
Chair, Far Eastern University (FEU)

#### AUGUST 18

- 58. **Mr. FRANCISCO JAVIER "Franz" P. BONOAN**  
First Vice President, BDO Capital and Investment  
Corporation
- 59. **Mr. ROBERTO JOSE "Boj" R. LOCSIN**  
Chief Administrative Officer, Manila Water Company,  
Inc.
- 60. **Ms. CRISTINA CARANTO "Tina" VIVAS**  
Head of Consumer Goods and Retail, Food Service,  
Healthcare and Pharmaceuticals Division, ZMG Ward  
Howell, Inc.

#### AUGUST 19

- 61. **Ms. MA. AURORA "Boots" D. GEOTINA GARCIA**  
President, MAGEO Consulting, Inc. August 19
- 62. **Mr. ROGELIO "Roger" M. MURGA**  
Chair and CEO, Private Infra Dev Corporation
- 63. **Mr. WILLY Q. TEE TEN**  
President and Dealer Principal, Autohub Group

#### AUGUST 21

- 64. **Mr. IMMANUEL "Mau" GARCIA**  
SVP - Client Management Group, Trinity Insurance  
and Reinsurance Brokers, Inc.
- 65. **Ms. JEAN MARGARET "Jeannie" GOULBOURN**  
President, Design Exchange, Inc.
- 66. **Ms. MARIA VIVIAN "Vivian" C. RUIZ**  
Vice Chair and Deputy Managing Partner, SyCip  
Gorres Velayo & Company (SGV & Co.)
- 67. **Mr. BRUCE ALEXANDER "Bruce" WINTON**  
General Manager, Marriott Hotel Manila

#### AUGUST 22

- 68. **Mr. LEONARDO JARDIN "Leo" MATIGNAS JR.**
- 69. **Mr. REY ESCARILLA "Rey" UNTAL**

#### AUGUST 23

- 70. **Atty. ALEXANDER "Alex" B. CABRERA**  
Chairman Emeritus and ESG Leader, Isla Lipana &  
Co./PwC Philippines
- 71. **Ms. AMELIA "Amy" D. MANAS**  
Chair, Bruno's Services Corporation

#### AUGUST 24

- 72. **Ms. MARTHA "Marts" MENDOZA SAZON**  
President and CEO, Globe Fintech Innovations, Inc.

#### AUGUST 25

- 73. **Mr. FRANCIS O. MONERA**  
President, SIGN (Sustainable and Inclusive Growth  
Network) Asia Foundation
- 74. **Mr. ARTHUR LEACHON "Art" PANGANIBAN JR.**  
President and CEO, Gotuaco, del Rosario Insurance  
Brokers, Inc.
- 75. **Mr. VICENTE "Nonoy" S. QUIMBO**  
President, Bel Mondo Italia Corporation

#### AUGUST 26

- 76. **Mr. RAYMON "Mon" CAYABYAB**  
Managing Partner and CEO, Xiklab Digital
- 77. **Mr. LUIS "Louie" B. QUISUMBING**  
President, Norkis Group of Companies
- 78. **Mr. SEIJI TAKANO**  
President, Sumitomo Corporation of the Philippines
- 79. **Mr. CONSTANCIO "Teting" B. TAN**  
President, Orix Metro Leasing and Finance  
Corporation

#### AUGUST 27

- 80. **Mr. RANDOLPH "Randy" T. ESTRELLADO**  
COO, Maynilad Water Services, Inc.
- 81. **Sec. PETER B. FAVILA**  
Monetary Board Member, Bangko Sentral ng Pilipinas
- 82. **Mr. ANTONIO C. "Tony" OPPEN**  
President and CEO, Welding Industries of the  
Philippines, Inc.
- 83. **Ms. KAREN REMO**  
President and CEO, New Perspective Marketing  
International Inc.
- 84. **Mr. KINGSON U. SIAN**  
President and CEO, Travellers International Hotel  
Group, Inc.

#### AUGUST 30

- 85. **Mr. OSCAR "Carey" L. DE VENECIA JR.**  
President and CEO, Basic Energy Corporation
- 86. **Mr. TAKESHI HARA**  
President and CEO, Mitsubishi Motors Philippines  
Corporation
- 87. **Mr. WILLIAM RUSSELL "William" M. SCHEIRMAN JR.**  
CEO, Scheirman & Cruz Property Holdings, Inc.
- 88. **Mr. IGNACIO "Chony" B. GIMENEZ**  
Corporate Secretary, I.B. Gimenez Securities, Inc.

#### AUGUST 31

- 89. **Ms. MARIA BLANCA KIM "Kim" BERNARDO LOKIN**,  
Managing Editor, Business+Class Magazine
- 90. **Mr. JOSEPH JEROME "Jerome" D. ONG**, President  
and General Manager, CDO FOODSPHERE, INC.
- 91. **Mr. JOSE RAMON "Bom" V. VILLATUYA**  
President and Managing Director, Rural Bank of  
Luisiana, Inc.

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