

“MAPping the Future” column in the *INQUIRER*

**“THE WINS OF CHANGE:  
Thriving in a World of In-betweens”**

September 26, 2022

Ms. ALMA RITA R. JIMENEZ

**T**he 20th International CEO Conference on THE WINS OF CHANGE: THRIVING IN A WORLD OF IN-BETWEENS of the Management Association of the Philippines (MAP) was conducted for the first time in a hybrid platform. The past two years saw many firsts brought about by the pandemic. In 2020, MAP had its first Web CEO Conference and uncertainties notwithstanding, it turned out to be one of the most successful ones ever. So was 2021.

The 2022 Conference is a foray into another experience, this time blending the virtual and the physical. This step is just of the many we are now taking to adapt to a changing normal, and with each step taken, there is tacit acceptance that we now live in a world with new realities – and not of the augmented kind.

The year 2022 began with high hopes of finally being able to restore our world order but this is turning out to be as unsettling too. The Russia-  
*(continued on page 2)*



“MAP Insights” column in *BUSINESSWORLD*

**“PhilHealth’s Road to  
Regaining Filipinos’ Trust”**

September 27, 2022

Mr. JUNIE S. DEL MUNDO

**B**oasting an 85% membership rate or having roughly 94 million Filipinos as members, there is no question about how integrated the Philippine Health Insurance Corporation—more commonly known as PhilHealth—is into the lives of Filipinos.

According to a recent study conducted by communications firm EON Group, it enjoys a high level of recognition, with 76% of the respondents believing that PhilHealth contributes to public health and welfare in its role as the government

agency that oversees the provision of health insurance coverage, and affordable and quality healthcare services to all Filipinos.

Yet if we dive deeper into media reports on PhilHealth since the onset of the pandemic, we’ll find headline after headline that could skew anyone’s opinion of the agency negatively.

In 2020, while the Philippines endured the effects of the first wave of the pandemic and the ensuing lockdowns, PhilHealth was rocked by a corruption  
*(continued on page 4)*

**“THE WINS OF CHANGE:  
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(from page 1)

Ukraine war triggered a series of unfortunate events - skyrocketing oil prices, broken supply chain, rising inflation, food insecurity, shifting alliances – all these challenging to a world already on its knees from the effects of the pandemic.

But times do not define the human spirit. In St. Augustine’s words: “Bad times, hard times, this is what people keep saying; but let us live well, and times shall be good. Such as we are, such are the times.” We have started walking the streets again, taking off our masks - unless you are senior – the gesture symbolic of taking back our lives. The lessons of the crisis will not be easily forgotten though – and while we are braving the risks, we still remain observant of all the ways we can ensure our safety and well-being.

Business is also in this situation today. Industries and enterprises are in varying stages of readiness to fully reopen and may need to wait for the important parts of their respective ecosystems to catch up. SYNC Southeast Asia Study, Meta and Bain & Company reported just this month their take at the emerging trends and rising opportunities shaping the region. They expect Southeast Asia to be relatively less impacted compared to the other regions. They attributed this to the growing working population, the projected real GDP growth and the annual inflation rate forecast, favorable indicators that it will perform better than other markets such as the US and the EU.

The same report also said that senior executives are facing pressure amid economic uncertainties, with 92% of those surveyed saying they were concerned by the short-term and three-year outlook. So, while the region’s long-term prospects are promising given improving structural factors, we are not there yet. We are in-between.

Managing these transitions was the central theme of this year’s CEO Conference. The insights reflected the tension points as the pendulum swings. We approached this by balancing the issues and introducing two segments that captured and fused the broad perspectives. First, the Thought Accelerators brought with them inputs that can help shape the way forward in post-pandemic times; while the Flashpoints focused on those innovative ideas that may now appear to be just glimmers in the distance, but with signs that they have the potential to explode into disruptive fireballs in the near future.

The subject experts expounded their views on matters that we are bracing ourselves for and the panel discussion dissected the issues further and provided wealth of ideas that business leaders can bring to their own planning horizon.

We started with the thought that is in everyone’s minds as digital transformations are accelerating: How do we blend the PHYSICAL AND DIGITAL and managing their blurring lines with a hybrid workplace?

Then we took a look at the impact of the global crises, the prospects of recovery and growth, and how leaders could infuse the opportunities and threats into their strategies moving forward.

The financial cost of the crisis is slowly being accounted for and we expect that raising revenues to mitigate shortfalls in the budgets will drive competition, regulations, and structural reforms. Where will the capital markets go? How will the conversations on global tax reforms and widening net of cooperation to plug leakages affect local and international businesses?

Environment, sustainability, and governance are getting increased attention and we expect regulations to provide the teeth to enable implementation. Will the future of business be driven by the blue and green?

Talent will be a major competitive advantage but why is it so difficult to attract and retain them? Understanding the workforce’s hopes and fears can hopefully provide the insights on the whys. Companies can build on these to make compelling cases for their organizations.

The pandemic is a humbling experience. We now know we cannot rely on past successes to see our way through, but neither should we be crushed by failures of the past. The big can go bust and the small has the chance to grow bigger. Even those who thrive because of demands created by the crisis cannot be certain how long the good times will last - because things can change in a New York minute. Like Ukraine can happen.

For those who are into Star Wars, we can find wisdom in the words of a revered Jedi Master Qui-Gon Jinn in The Phantom Menace. The threat of Sando Aqua Monster, a most powerful giant underwater predator that no one can stand up to and remain undefeated, was a fight that no one else had won. The wise Qui-Gon thought otherwise and this was where he said his famous line “There’s always a bigger fish.” At the heart of his statement is the idea that no one can be forever invincible no matter how big, skilled, or strong they may be. Something or someone else

can come along and be able to beat it. Indeed, Darth Vader finally did.

In this crisis, we remain confident that the human spirit will overcome. In fact, now might be the time for fresh starts - but let us not be reckless. In rebuilding, we repair what were broken. We add to plug the gaps, we subtract what may no longer work given new realities, we divide not only the responsibilities but also the rewards, and we multiply the benefits so that everyone can partake. The road forward will be arduous and rocky. We have to learn how to change our game plans when we are thrown nasty curveballs along the way.

The 2005 MAP CEO Conference carried the theme CHANGE OR PERISH. Nearly two decades after, and with a sense of déjà vu, we are back to the same dilemma. We know how many perished in this pandemic - those who lost their lives, those who lost their livelihoods and those enterprises that lost their means to live. The experience is bruising. This time, the choice is all too real: we CHANGE, or we PERISH.

Our shared vision of a progressive future can only become a reality if we are willing to BECOME PIONEERS AGAIN and start building a new world where our hopes and aspirations of inclusive development and sustainable progress can be cast in every brick and mortar, in every click and portals of progress that we design and enable. Business leaders have a critical role to play – and that is to lead the way. It is the clarion call.

*(The author is Chair of the MAP CEO Conference Committee, Vice Chair of the MAP Health Committee, President and CEO of Health Solutions Corporation, and former Undersecretary of the Department of Tourism. Feedback at <map@map.org.ph> and <alma.almadrj@gmail.com>.)*

**"PhilHealth's Road to Regaining Filipinos' Trust" . . .**

*(from page 1)*

controversy that saw several of its high-ranking officials accused of fund mismanagement and anomalous transactions. To those who can recall this period, I'm pretty sure you were livid about the issue just like the rest of the public was. Everyone was stuck at home for most of that year, constantly checking the news, and getting outraged over the alleged misuse of funds intended to cover citizens' healthcare costs amid a global health crisis. Social media was abuzz for months with Filipinos criticizing PhilHealth officials and demanding accountability.

Although the government agency has categorically denied any fund theft, the negative publicity has done its work. A cloud of doubt over PhilHealth remains. This is supported by the results of the EON study that show PhilHealth enjoying a modest 61% trust rating from Filipinos—a number significantly lower than the client satisfaction rating in the high 90s that the agency used to get pre-pandemic. It didn't help that PhilHealth raised its membership contribution rates this summer amid rising fuel and food costs. The additional burden on their pockets certainly reminded Filipinos of the perceived corruption among the agency's top management.

Still, for an organization that has been under intense public scrutiny since 2020, a 61% trust rating and a 76% belief in its contribution to public health and welfare are relatively high figures. To help account for the reasons behind these numbers, the EON study also asked respondents nuanced questions about their perception of PhilHealth.

What we discovered is that they did not base their answers solely on news reports about the agency but also on their experiences in dealing with it, such as looking for information through its information channels, interacting with its staff, the quick processing of their claims, and more. Since their answers relayed a more positive experience with PhilHealth, we were able to understand that while Filipinos now have a tempered trust in the agency, they still believe in its services and its capacity to help citizens.

I've mentioned PhilHealth's recent contribution rate hike that once again drew the ire of members. EON's study also did a quick scan of the social media space in the past year and it revealed plenty of netizens' sentiments of dissatisfaction with the agency. PhilHealth's online mentions included corruption allegations,

the suspension of claim payments, and its increased rate for members, with most online discussions occurring on Twitter. It's a different picture from the one presented by our on-the-ground survey since social media is driven by instantaneous and reactive sentiments.

Both pictures must be taken into account, however. It is incumbent upon the current PhilHealth officials to take note of the downward trend in public trust in the agency and do the work of regaining the trust they have lost.

We believe the latter is achievable with the help of a few simple yet consistent measures.

One, PhilHealth must practice transparency. Its officials must make sure to properly audit any and all transactions, that records of these transactions can be accessed by stakeholders at any time, and that the numbers are spotless when checked. Next is implementing a more efficient system for members, including digitizing its processes. This can cut down delays and inconveniences for members, which contribute to their negative experiences with the agency.

Lastly, if membership rate hikes are inevitable, then materials that provide proper information and explanation about these increases must be given to members. Educating stakeholders on the need for higher fees will go far in quelling the public's understandable outrage since they would then understand where a percentage of their monthly income goes. More importantly, they must be able to feel the benefits of these membership rate hikes.

If PhilHealth is to improve its trust rating, it has to commit to being transparent and consistent with its work.

As the renowned American author Robert C. Solomon once said, "Authentic trust is sophisticated, reflective, and possible to renew." This is the kind of trust that Filipinos want to be able to have in PhilHealth, and it should prove to be worthy of it.

*(The author is Chair of the MAP Health Committee, Vice Chair of the MAP CEO Conference Committee, and Chair and CEO of The EON Group. Feedback at <map@map.org.ph> and <junie.delmundo@eon.com.ph>.)*

Business Features Editor  
Doris Dumao-Abadilla

## The No.1 paranoia that all billionaires share —and how you can profit from it

**A** business is about making the right decisions. Making the right decisions depends upon you seeing the facts.

Unfortunately, that is rarely the case with most business leaders or owners. They are surrounded by blind spots and walls they cannot see through. It is not their fault. It is built into the position of being at the top. You will naturally have a lot of "yes" men and women around you, people who do not want to openly question your authority and who do not want to upset you by telling you how things are.

If you are a business owner, most of the people surrounding you will be more worried about keeping their job than about making you happier or richer or more well-informed. Most of your people do not want to be the messenger who gets "shot" when he or she delivers the bad news.

### Your job is to see reality

It happens to me and my team time and time again that once we sit down with key people at different levels and ranks within the organization and with the members of the board and have private talks in confidence with each one of them, the actual reality is far different from what they see at the top, the CEO or owner, think it is. But it is not their fault. People are simply not telling the truth or prefer a version of "selective reality" where important facts are left out.

This is why most of our clients want us to start with the fact-finding phase: a deep investigation to find the real root causes of the major challenges and to give them an accurate picture of reality, because they know they cannot build a skyscraper on a weak foundation.



### PROFIT PUSH

TOM OLIVER

And that foundation needs to be firmly grounded in reality.

We have had several cases with our clients in Asia just over the last 12 months where people would put on their "it's all good" faces in front of the owners, but in reality, there was major turmoil in the organization. In two cases, the majority of the top management was even deeply concerned about the owner's capability to run the business day to day. Some had their exit plans already in place and were waiting for the right time to abandon ship.

But who would openly raise that with the owner? Of course, no one would. In another case, a business owner in Asia had completely pivoted his business a couple of years ago and was now in his "kid in the candy shop" phase I talked about in my column last week. This phenomenon happens with owners who are very passionate about starting new things but need others to think things through for them and make a clear business case analysis for each opportunity versus the owners jumping at any possible opportunity that looks like a great fit (like a kid in a candy store).

You don't see things clearly

In one case, the head of finance was so deeply concerned about the owner's spending frenzy and desire to constantly invest in new businesses that she feared for the entire family business conglomerate to collapse soon. Would she ever tell him face-to-face? Of course not. Would she tell him that—from a financial point of view—the party would soon be over and the music would stop? Of course not, she was much too scared she could lose her position.

What about the owner? He lived in complete ignorance because nobody told him the facts. He only saw their smiling faces. My team and I could quickly see that on this trajectory, the business would start to tank in about 19 months. In our decades of experience advising and consulting Fortune 500 companies, and many famous family business conglomerates around the world, including in Asia, we have seen that these cases are by no means an exception. They are the norm.

In fact, in the over 20 years of my consulting majority of cases, the root causes of the major challenges are rarely what the people at the top of the owners think they are.

Develop a healthy sense of paranoia

If you are the owner or at the top of an organization, it would better serve you to turn your entire view upside

down and assume that people are not telling you the truth, that you do not have all the facts, that you only see a tiny part of reality clearly, and that you do not have all information to make the right decisions.

The best business leaders and business owners adopt this mindset and develop a healthy sense of paranoia. That is why they are so successful.

Steve Jobs did. Ray Dalio, the American billionaire investor and hedge fund manager, and co-chief investment officer of the world's largest hedge fund, Bridgewater Associates, says, "If you worry, you don't need to worry."

### Your goal is not to be liked or to be right

Stephen Schwartzman, the American billionaire businessman, philanthropist, and chair and CEO of The Blackstone Group, has adopted a special approach for any new project or investment idea someone comes up with: they try to shoot it down. They have a meeting in which everyone plays devil's advocate to come up with all the potential flaws, shortcomings, and risks that the project or idea could have. Only after that do they assess if they are to engage or not.

This is the wise approach. Yet in most boardrooms, the opposite is done. In most businesses, only one or two key people control the board. Not on paper, but in reality, And everyone else goes along with them or does not want to object. On the surface, they engage in discussions. But on a deeper level, no one wants to question or openly defy the key person's authority. However, here lies the misunderstanding: it is not about defying authority, it is about getting as accurate a picture of reality as possible to make the right decisions.

That should be your goal as CEO or owner.

To do this, you have to encourage people to disagree and present you with alternate versions of reality to complete the picture that you have.

If you are trying to cross the jungle with

a map that lacks a third of its content, would you be able to still make a safe way through it? Only with luck. If you do not know all the dangers along the way, would you still come out alive on the other side? Maybe. But hope is not a strategy.

As a business owner or leader, you have to go against the natural human grain to be liked. Your goal is not to be liked or to be right—it is to get to the truth. Because if you see the truth clearly, you can make the best decisions.

### Encourage open conversations and radical honesty

This is why great business leaders like Richard Branson listen more than they talk—because they don't learn anything new from talking.

This is why great business leaders are humble—because they know they don't know everything.

This is why great business leaders encourage open conversations and build a culture of constructive disagreements—because they don't gain anything from a "yes" man.

This is why the best-run and most successful family businesses have owners who care less about being respected than about their business surviving the next generation—because they know they have to always be on their toes and never be comfortable. **no**



Tom Oliver, a "global management guru" (Bloomberg), is the chair of the Tom Oliver Group, the trusted advisor and consultant to many of the world's most influential family businesses, medium-sized enterprises, market leaders and global conglomerates. For more information and inquiries, visit: [www.TomOliverGroup.com](http://www.TomOliverGroup.com) or email: [Tom.Oliver@inquirer.com.ph](mailto:Tom.Oliver@inquirer.com.ph).



ILLUSTRATION BY RUTH MACAPAGAL

## The wins of change: Thriving in a world of in-betweens

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The 2022 conference is a foray into another experience, this time blending the virtual and the physical, just one of the many we are now taking to adapt to a changing normal. And with each step taken, there is tacit acceptance that we now live in a world with new realities—and not of the augmented kind.

The year 2022 began with high hopes of finally being able to restore our world order, but this is turning out to be as unsettling too. The Russia-Ukraine war triggered a series of unfortunate events—skyrocketing oil prices, broken supply chain, rising inflation, food insecurity, shifting alliances—all these challenging to a world already on its knees from the effects of the pandemic.

But times do not define the human spirit. In St. Augustine's words: "Bad times, hard times, this is what people keep saying, but let us live well and times shall be good. Such as we are, such are the times." We have



### MAPPING THE FUTURE

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## MAP INSIGHTS JUNIE S. DEL MUNDO

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JUNIE S. DEL MUNDO is chair of the MAP Health Committee, vice-chair of the MAP QIC (Quality Improvement Committee), and chief and CEO of The EON Group. [jdelmundo@eon.com.ph](mailto:jdelmundo@eon.com.ph)



# PEB in NYC, UPSE homecoming, and transport liberalization

**L**ast Thursday, Sept. 22, another Philippine Economic Briefing (PEB) was held in New York, USA. This was a sequel to the successful PEB held in Jakarta and Singapore on Sept. 16 and 7 where some \$14.4 billion worth of investment pledges to the Philippines were made.

President Ferdinand Marcos, Jr., his entire economic team and infrastructure team, plus representatives of local conglomerates were there and gave the audience — business leaders in various industries, from manufacturing to finance and banking, real estate, etc. — the US — and asked why they should come to the Philippines and invest here.

Finance Secretary Benjamin Diokno gave a presentation on behalf of the economic team, and Trade Secretary Alfredo Piosal gave a presentation on behalf of the infrastructure team. Jaime Zabala de Ayala of Ayala Corp. and Sabin Abotiz of Abotiz Equity spoke at both panels.

Since the audience was composed of US-based business leaders, Secretary Diokno highlighted the fact that the US is the Philippines' 3<sup>rd</sup> largest trade partner (manufacturing exports and imports), 3<sup>rd</sup> largest source of foreign direct investments (FDIs), and main source of remittances by Overseas Filipino Workers (OFWs), professionals, and businessmen. He showed the numbers for 2016-2021. (Come up with some numbers for some countries, then updated the data until 2022. Use the DBEUP. Data comes from the Bangko Sentral ng Pilipinas (BSP) and the Philippine Statistics Authority (PSA).

One implication of the numbers — given the continued strengthening of the US dollar and sustained depreciation of the peso and many other global currencies — I think is that we need to further diversify our international reserves and international payment system and use less dollars and expand more use of China's yuan, Japan's yen, Korea's won, and the Hong Kong and Singapore dollars.

I am not sure how practical this is, but maybe Philippine hotels, restaurant chains, and other companies can accept those Asian currencies from our Asian visitors and business transactions, then use those currencies when we buy goods and services from them. This way, many of our trade, investment, and

## MY CUP OF LIBERTY OF FREEDOM. OPLAS, JR.

remittance payments can be shielded from the constant strong US dollar and continued peso depreciation.

**UPSE HOMECOMING 2022**  
The UP School of Economics (UPSE) annually holds an alumni homecoming, led by the UPSE Alumni Association (UPSEAA). After two years of COVID-19 lockdown, Homecoming 2022 — dubbed as BTS (Bakit Tago sa SE) — was held last Saturday, Sept. 24, at the school auditorium. It was sponsored by the Silver Jubiliarians, batch 1997, and Golden Jubilarians 1972.

The first part of the day featured the launching of the coffee table book, *How True: The UP School of Economics, edited by eight alumni led by Professor Ogie Arceles, former Dean Emmanuel de Dios gave a warm description of the book and the people featured there, former Professor Wino Marsoo gave a very inspirational talk that walked the audience from the 1960s to the present, and the various alumni who joined the government and corporate world. He talk can be summarized as: "UPSE DNA: Honor and Excellence." Both De Dios and Marsoo were my teachers in the 1960s.*

*More Than* contains many photos of students, faculty, and alumni. Among the prominent alumni of UPSE who served in government are:

- A. Former officials: President Gloria Macapagal Arroyo (PH 1985), Vice-President Leni Robredo (BS 1986), Supreme Court Chief Justice Lourdes Sereno (MA 1992), Ombudsman Conchita Morales (AB 1964), Executive Secretary Oscar Ordoñez (AB 1977), Trade and Industry Secretary Roman Lopez (AB 1981), Tourism Secretary Bernadette Puyat (BS 1990), Bangko Sentral ng Pilipinas (BSP) Governor Nestor Espenilla (BS 1981), BSP Deputy Governor Dina Guingona (AB 1976), Finance Under Secretary Romo Bernabe (BS 1974), Pagsangay Fund CEO Zoraida Alonzo (AB 1966), Napocor President Gladys Sta Rita (AB 1984), and Comelec Commissioner Rowena Guzman (AB 1973).

## Trade, investment and remittances partners of the Philippines, \$ billion

Country/Economy	Total, 2016-2021	Jan.-July 2022	
		Total trade	Remittances
China	162.6	0.4	22.31
Japan	126.2	2.85	9.3
US	106.7	1.35	64.3
Hong Kong	71.9	1.15	4.7
South Korea	67.9	0.37	3.0
Singapore	60.4	3.47	11.5
Thailand	57.2	0.22	0.3
Taiwan	45.0	0.58	3.4
Indonesia	43.3	0.2	7.01
Malaysia	35.8	2.7	5.22
Saudi Arabia		13.1	1.08
UAE Emirate		10.9	0.73

SOURCES: BSP, PSA

B. Former National Economic and Development Authority (NEDA) Secretaries: Gerardo Sicat (AB, MA 1950), Solita Morad (AB 1959), Cayetano Paderna and Ernesto Perera (former Justice members), Danie Carles (MA 1974), Emmanuel Esquivita (AB, MA 1981), Karl Chua (MA, PhD 2005), former Undersecretary Renato Alonzo (MA 1969) and Rolly Turigan (AB 1978), and many more.

C. Legislators in the 18<sup>th</sup> Congress, July 2019-June 2022: Senators Pia Cayetano (AB 1985) and Nancy Binay (BS Econ first two years), and Representatives Jagues Amaligo (AB 1945), Peter Calabon (BS 1981), Jose "Kik" Belmonte (AB 1996), Roman Romulo (BS 1990), Stella Quinsac (BS 1990), Bernadette Herrera-Dy (BS 1977), and Cyril Zaldívar (BS 1999).

D. Current officials: Marcos Jr., administrators: Finance Secretary Benjamin Diokno (MA 1974), Jose "Kik" Belmonte (AB 1996), Roman Romulo (BS 1990), and former Budget and Management Secretary and former BSP Governor, NEDA Secretary Arnelo Balacanon (former faculty and dean), DBM Secretary Ameliah Pangasinan (MCE 1999), and BSP Governor Felipe Medalla (MA 1976). He was also a former NEDA Secretary.

After the book launch, the homecoming program started. Key personalities of Batch 1997 include Edu Nula as batch convener and Program MC, Ms.

Herrera-Dy who elaborately and warmly introduced the keynote speaker, and Justice Undersecretary Nicky Ty who gave the closing remarks.

Keynote Speaker was Ms. Quimbo who is now in her second term as Representative of Marikina's 2<sup>nd</sup> Congressional District and Vice-Chairperson of the powerful House Committee on Appropriations. She gave a partly written, partly extemporaneous, mind-boggling and humorous speech that elicited wide smiles and laughter from the audience. She particularly mentioned the UPSEAA Vicer group and its dynamic exchanges, and later mentioned me and my occasional wild ideas — thanks Congressman Stella.

Jeffrey Ng — UPSEAA President and a big donor to many of the association's fund-raising activities, and president of Calbay Lang, Calbay Matag, and Astoria Resorts and Hotels — gave a report of the association's major activities, scholarship grants, community service work, financial records, and much more.

Batch 1997 performed a group song number while Batch 1972 gave a fast-paced dance number with mini-firmers and brought the house down in admiration and appreciation. There was lots of food, lots of raffle prizes courtesy of many corporate sponsors, and a live band and professional events

organizer. Really fantastic and successful homecoming event. Thank you, batchies 1997 and 1972, and thank you UPSEAA.

**TRANSPORTATION LIBERALIZATION AND MOTORCYCLE TAXES**  
During the PEB in New York, one video showed Transportation Secretary Jaime Baustista saying that his department will launch "programs that will provide our passengers with accessible, affordable, convenient and safe public transportation."

In the panel of the infrastructure team, Secretary Baustista discussed the six big railway projects — mostly under Public-Private Partnerships (PPP) — that are being facilitated by his department.

These are good projects, they will transport hundreds of thousands of passengers daily. But most passengers do not live near train stations. They live many kilometers away from the stations and they cannot drive by car or motorcycle to the stations because there are no parking spaces in those stations. They must take public transport and the cheapest would be the motorcycle taxis (MCT).

Currently there is a virtual MCT monopoly by Angkas and Joyride. A third and small player, Move It, has partnered with Grab and allies of the monopoly have launched their opposition to the partnership. These groups claim to be

pro-competitor, but commuters and passengers are more interested in having more choices, more options, more competition. By limiting the competition to the virtual monopoly, commuters are penalized with less choices. There should be three, four, or five major competing players in the market and not just two.

**WTA REGIONAL FORUM, ATLAS LIBERTY FORUM**  
This coming Wednesday, Sept. 28, the World Taxpayers Association (WTA) will hold the Asia Regional Taxpayers Forum online. It was supposed to be a face-to-face meeting and forum but was changed to a virtual meeting.

Among the speakers at the event will be John O'Connell, Chair and President of WTA. John is a young dynamic leader who used to head the Tax Payers Alliance (TPA) in the UK. Former Presidents of WTA were Boren Tarapur, Wahibeng of the Swedish Taxpayers Alliance, and Troy Langan of the Canadian Taxpayers Federation.

The other speakers in the Asia regional forum will be: Liu Fengling of the Chinese Taxpayers Association Alliance, Raymond Ho of Hong Kong Momentum 101, Gobinda Sharma of the Nepal Taxpayers Welfare Society, Raza Ullah of the Alternate Solutions Institute (Pakistan), and this writer.

Then on Sept. 29-30, the Asia Liberty Forum will be held at Shangri-La The Fort, sponsored by the Atlas Network (US) and the Foundation for Economic Freedom (EEF). Among the speakers there are several friends from FEF like Romy Bernabe and Dinno Marhat, Basilia Adikiani of Bakara in Hanoi, Anthea Hayatya of CPS in Indonesia, Simon Lee of Unleashed Me and formerly with Leon Rock Institute, Hong Kong, Ali Saeman of PRIME Institute in Pakistan, and Adria Maklar of The Indonesian Institute.

I miss old friends like Wan Saku, Wan Jan of IDEAS Malaysia, Banam Mitra of the Institute-India, Parth Shah of CSC-India, Andrew Work and Peter Wong of LRI-HK, Xinyuqun Feng of CAS-China. ■

BENIGNO S. OPLAS, Jr. is the president of Minimal Government Thinkers. [benigno@minimalgovernment@gmail.com](mailto:benigno@minimalgovernment@gmail.com)



# PLEASE VOTE for the Election of MAP Governors for 2023-2024



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

September 1, 2022

Circular No. 057 – 2022

Subject: **Election of MAP Governors for 2023-2024**

Dear Fellow MAP Member:

The election of MAP Governors for 2023-2024 starts today, and **will end at 4:00 PM on October 10, 2022.**

Voting shall be via [GOOGLE FORM](#) through the following link. If you encounter any problem in this regard, please consult the MAP Secretariat via [map@map.org.ph](mailto:map@map.org.ph).

<https://docs.google.com/forms/d/e/1FAIpQLSeEaByaHF59JrvoiinbJOcdiaJcGiUZGRvqatS6qCVEdnUcZw/viewform>

The **FIVE** candidates who will receive the highest number of votes shall be proclaimed MAP Governors who will serve for two years (*from January 1, 2023 to December 31, 2024*) on the MAP Board, and concurrently as Trustees of the MAP Research and Development Foundation. Should there be a tie among those elected, this shall be resolved by the drawing of lots.

The following rules will govern the election:

1. **CAMPAGNING FOR OR BY A CANDIDATE IS NOT ALLOWED AND WILL RESULT IN THE DISQUALIFICATION OF THE CANDIDATE.**
2. **All members are required to vote for FIVE (5) candidates.** Votes with less than or more than FIVE (5) names of candidates will be invalidated.
3. A MAP Member can only vote once. If a member votes more than once, the subsequent vote/s will be automatically invalidated.
4. The NOMELEC Chair will announce the elected MAP Governors before adjournment of the October 13, 2022 MAP Face-to-Face General Membership Meeting. The announcement will include the following:
  - 4.1 alphabetical list of the Governors-elect without specifying the votes they received.
  - 4.2 the total number of members who voted to satisfy the MAP By-Laws requirement for 20% quorum.

For your information, the FIVE Governors to be elected will join the following on the MAP 2023 Board of Governors:

1. Dr. DONALD P. LIM, COO, DITO CME Holdings Inc.  
Years of MAP Membership: 16  
Age: 44  
Gender: Male  
Industry: Energy, property development, shipping, logistics, education, food and beverage, communications, media and entertainment
2. Atty. ALEXANDER "A/lex" B. CABRERA, Chair Emeritus and ESG Leader, PwC Philippines/ Isla Lipana & Co.  
Years of MAP Membership: 12  
Age: 55  
Gender: Male  
Industry: Auditing, accounting and business advisory services
3. Dr. CIELITO "Ciel"/F. HABITO, Chair, Brain Trust Inc. (BTI)  
Years of MAP Membership: 10  
Age: 69  
Gender: Male  
Industry: Development consultancy services

4. Dr. CHITO B. SALAZAR, President and CEO, PHINMA Education Holdings Inc.  
Years of MAP Membership: 15  
Age: 56  
Gender: Male  
Industry: Education

Below for your reference is the alphabetical list of the TEN candidates for MAP Governors for 2023-2024:

1. **Atty. BENEDICTA "Dick" DU- BALADAD**, Founding Partner and CEO, Du-Baladad and Associates (BDB Law)  
MAP Governor in 2019-2020  
MAP Governor in 2014-2015  
MAP Treasurer in 2019-2020  
MAP Asst. Treasurer in 2015  
MAP Secretary in 2014  
Chair of MAP Tax Committee in 2021 and 2022  
Vice Chair of MAP Tax Committee in 2018  
Years of MAP Membership: 18  
Age: 60  
Gender: Female  
Industry: Legal, tax and consulting services
2. **Ms. KAREN V. BATUNGBACAL**, Senior Advisor to the Board, IT & Business Process Association of the Philippines (IBPAP)  
Years of MAP Membership: 8  
Age: 61  
Gender: Female  
Industry: BPO
3. **Mr. JUNIE S. DEL MUNDO**, Founder and CEO, The EON Group  
MAP Governor in 2014-2015  
Chair of MAP Health Committee in 2021 and 2022  
Chair of MAP CEO Conference Committee in 2018 and 2019  
Vice Chair of MAP CEO Conference Committee in 2020, 2021 and 2022  
Years of MAP Membership: 15  
Age: 64  
Gender: Male  
Industry: PR, reputation management and public affairs, digital marketing and creative technology, and experiential marketing
4. **Ms. SUSAN "Sue" L. DIMACALI**, Owner/Director, Auracle Wellness Corporation  
Co-Chair of MAP Communications Committee in 2021 and 2022  
Years of MAP Membership: 4  
Age: 66  
Gender: Female  
Industry: Health & wellness
5. **Mr. ANTONIO "Tony" S. LOPEZ**, Founder, Chair, President, Publisher and CEO, BizNewsAsia  
Years of MAP Membership: 11  
Age: 73  
Gender: Male  
Industry: Media and publishing
6. **Mr. BENJAMIN "Ben" R. PUNONGBAYAN**, Founder, P&A Grant Thornton  
MAP Governor in 2003-2004  
MAP Treasurer in 2003  
Years of MAP Membership: 40  
Age: 84  
Gender: Male  
Industry: Audit, advisory, tax and outsourcing services



7. **Ms. MARIA CORAZON "Corrie" D. PURISIMA**, Treasurer and Head of Markets and Securities Services, Member of the Executive Committee, HSBC Philippines  
 Years of MAP Membership: 3  
 Age: 46  
 Gender: Female  
 Industry: Banking and finance
8. **Ms. MARTHA "Marts" MENDOZA SAZON**, President and CEO, Globe Fintech Innovations, Inc. (GCash)  
 Year of MAP Membership: 1  
 Age: 48  
 Gender: Female  
 Industry: Financial services
9. **Dr. RAMON "Mon" B. SEGISMUNDO**, Founder and CEO, 1-HR.X Pte. Ltd. (Singapore)  
 Co-Chair for Strategic HR Management of MAP Human and Management Development Committee in 2022  
 Vice Chair of MAP Human Capital Committee in 2019  
 Vice Chair of MAP Management Development and Human Capital Committee in 2020  
 Years of MAP Membership: 12  
 Age: 65  
 Gender: Male  
 Industry: General management, business transformation, organizational innovation and strategic HR management advisory services
10. **Mr. PETER WALLACE**, Chair, The Wallace Business Forum  
 MAP Governor from July to December 2022  
 MAP Vice President in 2010  
 MAP Governor in 2017-2018  
 MAP Governor in 2013-2014  
 MAP Governor in 2009-2010  
 MAP Governor in 2005-2006  
 Years of MAP Membership: 34  
 Age: 83  
 Gender: Male  
 Industry: Development and business consultancy services

Please note that Article III Section 8 of the MAP By-Laws stipulates that "*Vacancies in the Board of Governors shall be filled by THE CANDIDATE(S) RECEIVING THE NEXT HIGHEST NUMBER OF VOTES AMONG THE CANDIDATES FOR THE BOARD IN THE LATEST ELECTION: such appointee(s) shall serve only for the duration of the UNEXPIRED term of the individual(s) being replaced or until the next regular election.*"

Please participate in this year's election so that the MAP Governors elected will truly represent the collective decision of the membership.

Thank you.

Sincerely,

  
**MARILOU C. CRISTOBAL**  
 Chair, MAP NOMELEC



## Product Pitch of the Top 20 Teams

5 October (Wednesday)  
5:00 PM (GMT+08)

Zoom link to be sent separately.



The Top 20 teams of the Agri-Aqua innovation Challenge will be having their Product Pitch on 5 October 2022, Wednesday, at 5:00 PM. Each team will pitch their product or service live via ZOOM. Join us as we assess their product creativity, market relevance, and business viability.

**Register via this link and share your feedback at the first ever Agri-Aqua Innovation Challenge!**

Zoom Link: <https://aimedu.zoom.us/j/96188892230?pwd=V252c0dsN2krcnBSNGtPbEZYd1c1Zz09>  
Meeting ID: 961 8889 2230  
Passcode: 491785



## MAP General Membership Meeting

**Presentation of *"MAP Management Man of the Year 2022"*  
Awardee for approval of MAP Members  
and  
Announcement of Elected MAP Governors for 2023-2024**

**October 13, 2022, Thursday  
11:45 PM to 2:00 PM  
Shangri-La The Fort**



## Businessmen's Cup Golf Tournament

# 21<sup>st</sup> Businessmen's Cup Golf Tournament

17 OCTOBER 2022 • EASTRIDGE GOLF CLUB BINANGONAN RIZAL

*It's one event that you don't want to miss!*

We are pleased to announce that the Philippine Chamber of Commerce and Industry (PCCI) will convene the annual Businessmen's Cup Golf Tournament on **October 17, 2022 (Monday) at the Eastridge Golf Club, Binangonan, Rizal.**

Expected to join this shotgun tournament are golf enthusiasts including delegates from PBC&E, foreign delegates, diplomatic corps, foreign chambers and affiliates, top-level executives from PCCI members, local chambers, industry associations, and business councils. It will also serve as a venue to link business with pleasure and an excellent opportunity for your company to interact with the players, meet potential partners and explore other opportunities for investment and business outside the workplace.

### (2) WAYS TO PARTICIPATE

#### BE A SPONSOR

- o Presenting Sponsor      Php 500,000.00
- o Luncheon Sponsor      Php 300,000.00
- o Hole-in-One Sponsor   Php 200,000.00
- o Golf Cart Sponsor      Php 150,000.00
- o Trophy Sponsor         Php 150,000.00
- o Hole Sponsor            Php 50,000.00
- o Major Raffle Sponsor   20,000.00
- o Minor Raffle Sponsor   10,000.00
- o Giveaways Sponsor     (relevant goods)

#### BE A PLAYER

(Limited to 144 players only)

Registration Fee: **P 5,600.00** VAT Inclusive

The registration deadline is on  
**September 30, 2022**

*"First come, first Serve"*

Scan the QR code below  
or Click link to register: [PCCIGolfReg2022](https://pccigolfreg2022.com)

#### FOR INQUIRIES, PLEASE CALL:



**(02) 8846-8196**

Fax no: **8846-8621**

Mobile No: **0995-1692856**

Look for MS. SARAH CACULITAN  
or MS. YENG GARCIA  
[sarah.caculitan@philippinechamber.com](mailto:sarah.caculitan@philippinechamber.com)  
[yeng.garcia@philippinechamber.com](mailto:yeng.garcia@philippinechamber.com)  
[www.philippinechamber.com](http://www.philippinechamber.com)



Organized by:



Philippine Chamber of  
Commerce and Industry

Yes, I am Interested to join the 21<sup>st</sup> Businessmen's Cup Golf Tournament as:

SPONSOR

PLAYER

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Company / Organization: \_\_\_\_\_

Mobile Number: \_\_\_\_\_ Landline: \_\_\_\_\_

Email address: \_\_\_\_\_

# The Manila Times **124<sup>th</sup>** ANNIVERSARY

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## NEXT ERA BEGINS: PH POISED FOR GROWTH



**CHRISTINA GARCIA FRASCO**  
Secretary  
Department of Tourism  
SPEAKER



**ALFREDO PASCUAL**  
Secretary  
Department of Trade and Industry  
SPEAKER

GOLD SPONSORS:



SILVER SPONSORS:



BRONZE SPONSORS:



SPECIAL PARTNERS:



ORGANIZATION PARTNERS:



MEDIA PARTNER:



# MAP Golf Cup

for Corporate Social Responsibility

**NOVEMBER 3, 2022, THURSDAY, 6:30 AM to 2:30 PM**  
**WACK WACK Golf & Country Club**

**Shotgun Tee Off will be at 8:00 AM.**

presented by



in partnership with



**GOLD SPONSOR**



**SILVER SPONSORS**



**BRONZE SPONSOR**



**HOLE SPONSORS**

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- Gardenia • John Clements Consultants • Macroasia Corporation • Mendoza and Pangan Law Offices
- MIS Maritime Corporation • One Document Corp. • One MERALCO • Romulo Law Offices
- SA Technologies Philippines • Suarez Narvasa Law Office • UnionBank

Registration Fees:	Wack Wack Member	Non-Wack Wack Member
MAP Member or Guest	<b>P2,000</b>	<b>P7,500</b>

**Reminder:**  
 For venue guarantee purposes, it is IMPORTANT that you make your reservation with the MAP Secretariat via map@map.org.ph. Just type "ATTENDING" if you will join the event; "REGRETS" if not.

MAP Circular No. 065 - 2022

Please register thru the following link: <https://forms.gle/2Px49nhTUGdqaFYT9>

**Save the Date**



*3rd MAP NextGen CEO Conference 2022*

# **THE GENERATIONAL SHIFT: Mindsets, Motivations, Management**

**November 11, 2022, Friday  
2:00 PM to 8:00 PM  
Collab, Sheraton Manila**

**Save the Date**



# **“MAP MANAGEMENT MAN OF THE YEAR 2022” Awarding Ceremony and Annual MAP General Membership Meeting for 2022**

**November 28, 2022, Monday  
11:45 PM to 2:00 PM  
Shangri-La The Fort**

## Articles/Papers from MAP Members

### 1. "Govern agriculture right" from MAP Governor CIELITO "Ciel" F. HABITO's "No Free Lunch" Column in the PHILIPPINE DAILY INQUIRER on September 27, 2022

No doubt, agriculture now deserves top attention among the three economic sectors, over industry (mostly manufacturing) and services (with its mix of low- and high-value activities). The global food crisis that COVID-19 and Russia's invasion of Ukraine triggered will get worse, and the worst hit will be the poor and hungry, whose numbers grew substantially in the last two years.

What also grew through the pandemic was the number of workers in our farm sector, numbering 9.7 million in January 2020, and 11.4 million by June 2022. Many took refuge from jobs lost in transport, food and accommodation services, and manufacturing. But guess what: even as agriculture gained 1.7 million additional workers, its output in gross value added fell from P439.72 billion in Q1-2020 to P416.89 billion in Q2-2022 (in constant 2018 prices). This means that farm productivity per worker dropped from P45,500 in early 2020 to only P36,600 in mid-2022. That meant lower incomes as well.

Contrast this with industry and services, where productivity per worker rose in the same period from P167,200 to P171,900 and from P106,290 to P115,800, respectively. These numbers are yet another proof that our agriculture is in deep trouble. It's bad enough that productivity per worker in the sector is a mere third of those in services and less than a fourth of those in industry. But it fell significantly as well! Our singular challenge is to make our farms and farm workers far more productive than they have been all this time.

To put it bluntly, we can no longer just entrust our struggling farms and farmers to the Department of Agriculture (DA), which by all indications failed on its mission to raise their productivity and incomes, thinking that keeping competing imports out was the way. History tells us the effect was the exact opposite. Raising agri productivity is a government-wide mission, and local government units (LGUs) must especially step up and take charge, as the Local Government Code of 1991 had mandated. Yet more than three decades later, people still seem to look to the DA to do the rowing for agriculture,

when they should properly limit themselves to steering, consistent with the good governance principles of devolution and subsidiarity.

Here's some unsolicited advice for our President cum agriculture secretary. First, clean up the DA bureaucracy to weed out the corrupt and incompetent, and thoroughly revamp the organization to effectively fulfill its proper steering role. Only the President can do it without fear of political backlash that tied the hands of past true reformers—and that's why his assuming the portfolio could still be a good idea. But he must be sincerely motivated to clean it all up and put it in shape, and knows the whos, whats, and hows to get it done.

Second, refocus and limit DA to its steering roles: setting sound policies and standards, enforcing essential regulations, pursuing beneficial international relations, and most critically, capacitating provincial governments to provide the right technical supervision to field workers within their areas. The last has always been the gap. DA has historically purveyed top-down, one-size-fits-all fixes (thus justifying central procurement with all its attendant temptations). But this cannot work in a country where agro-ecological and cultural circumstances vary widely. Leave solving problems to the levels of governance closest to them.

Third, raise the DA budget but download much of it to LGUs through the provinces via matching grants to incentivize them to allocate more of their internal revenue allotments, including the so-called Mandanas windfalls, to agriculture. Let provinces lead and supervise their municipal agriculture officers, but train them well to do it right. DA must begin measuring its own effectiveness in how well it has led provincial governments to do their work right and reap positive outcomes.

Fourth, crack the whip to get government and nongovernment entities concerned in the entire agriculture value chains to move as one. President Ramos showed how, and it takes an inspiring kind of leadership to make it happen. That's perhaps a tall order for this President, but let him surprise us.

cielito.habito@gmail.com



**2. "DOH secretary now"  
from MAP Governor PETER WALLACE's  
"Like it is" Column in the  
PHILIPPINE DAILY INQUIRER on  
September 26, 2022**

Mr. President, you need to appoint a secretary of health immediately. It's no exaggeration to say people are dying, but they wouldn't if there were a health secretary. This decision can no longer be delayed.

Maria Rosario Vergeire did an excellent, professional job of handling COVID in the areas she was responsible for (others in other areas didn't, at least in the first months). She could make a good choice for secretary. But either she doesn't want it, or the President is not sure if she's the one.

If it's the first, I can understand well. She has a secure, lifetime job that she would have to give up for one that is dependent on the decision of the President. And at best can last five and a half years, then she's out of a job. Mind you, I'm sure the private sector would snap her up in an instant.

Or it could be the President is torn over who it could be. The tsismis is that he's being pressured by different voices, and he's reluctant to choose one over another. Well, making swift but informed decisions is what leadership is all about. If he's the leader he promised to be, he must bite the bullet and choose one now.

If it's unpopular with some, or distasteful to others, then that's the price of leadership.

Vergeire as officer in charge does not have the power to introduce the major reforms the health service demands. She's holding the fort in transition; it's not a role that allows for the longer-term changes that must be done, or the strategic policy decisions that must be made. The appointments that must be decided. We need someone to look after the public health of the country.

A very beneficial outcome of the Duterte administration was universal health care. We're one of the few, more enlightened countries that have introduced it. But it's in its infancy, and a vast amount of complexity has to be handled. Just one, PhilHealth where there is no CEO, so the much-needed digitalization of its systems, for example, is not happening. It's the same with the Philippine Heart Center (PHC), National Kidney and Transplant Institute (NKTi), Lung Center of the Philippines, Philippine Children's Medical Center, Philippine Institute of Traditional and Alternative Health Care, and National

Nutrition Council. All need the guidance of a Cabinet-level secretary if they are to expand and modernize their role.

All need a secretary to convince Congress of the funds they need, which currently are not enough. In the proposed 2023 budget, the funds allotted to the PHC and NKTi, among others, were reduced. Absolutely the wrong way to go. Congress did it because, according to the Department of Budget and Management, the government "is in a tight fiscal position," so they "have to properly allocate the budget to different agencies." The right kind of health secretary could persuasively argue otherwise. There was an increase in the budget for PhilHealth, but there's no one in charge to decide how to best spend it. The budget for public hospitals and rural health units needs to be increased; they are ever so poorly equipped now. The pay and benefits of nurses and health care workers who've long suffered need high-level arguments for improvement. Congress is considering the 2023 budget today. A Cabinet secretary needs to be in the hall arguing for more money for health—today. As the editorial in this newspaper said yesterday, "mounting health problems ... require critical decision-making by a duly appointed department head."

All the undersecretaries and assistant secretaries are in a holdover capacity. They may keep their job, they may not. Either way, in deference to a new leader, they can't progress substantive change. They need someone to set the direction. They don't know what the priorities and directions of a new secretary will be. The Department of Health is in limbo.

Your health dominates everything. If you don't have enough food, you can still work, still look after the family, still do all the things a well-fed person can do, albeit maybe a little less actively. If you're sick, you can do nothing except lie in bed or stare out mindlessly from a chair.

Sickness takes over the body. The cost to the economy of illness and preventable deaths is astronomical. In 2020, the country's total health expenditure reached P1 trillion, 5.6 percent of the GDP in that year. So it should be the most important department in government, with the most competent, most highly experienced leader that can be found. From what we've heard, there are such leaders. The President only has to choose which one. Now.

Email: [wallace\\_likeitis@wbf.ph](mailto:wallace_likeitis@wbf.ph)

**3. "Introducing professional management to family business"  
from MAP Member ELFREN S. CRUZ's  
"Breakthrough" Column in  
THE PHILIPPINE STAR on  
September 25, 2022**

I started writing about family business way back in 1992, the year I started teaching Strategic Management in the MBA program of De La Salle University. The subject was the required final course for all graduate students. At that time, I wrote that more than 95 percent of businesses in the Philippines were family businesses. The biggest challenge was how to introduce professional management into these types of businesses.

This was three decades ago and a decade later when the technological revolution began accelerating, I wondered whether family business would survive these dramatic changes. After three decades, despite the introduction of artificial intelligence, data analytics, robotics, algorithms and all the other products of the technological revolution, family business has not only survived but has become as widespread as it ever was and the challenge continues to be the introduction of professional management.

In these times of economic and business uncertainties, it becomes more urgent to make the family business globally competitive. However, a prevailing misconception is that professionalizing a family business means replacing family members with non-family members.

Professionalization does not simply mean bringing in outside professional expertise. Professional management refers to the successful melding of professional knowledge, skills and values into the management and organization of a family firm.

It also means running a family business in a businesslike manner and has to include the installation of an accounting system, the use of management accounts, the use of human resource management techniques and the business training of family members. If a company wishes to grow, it should give up on its instinctive management methods and adopt a more professionalized approach, one based on planning and controlling growth through the use of strategic management techniques.

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A second reason is to change the personal values of its decision makers and to reengineer the organizational culture. It has been observed that many times family values such as unconditional love and concern often conflict with business values such as profitability and efficiency. Some family business experts believe that the family's lack of professionalism and the employees' lack of concern for efficiency and productivity can be changed by indoctrinating the management team to sound business practices or by bringing in professional managers whose values are more consistent with organizational efficiency and productivity.

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The second option is to give non-family employees the training and skills that will be needed by the organization in the future. Again, this will be viable in the presence of these four conditions: few, if any family members, are interested in working in the family firm; these non-family members demonstrate the necessary motivation and ability to improve their performance as managers; trust between non-family and family employees is high; family wants to perpetuate family values and to continue the strategic thrust of the business.

In many family firms, the non-family employees are often treated as second-class citizens and given little credit for the success of the business. They are under utilized though they understand the business and the idiosyncrasies of the owning family. Given the opportunity, they can act in ways

that will meet family expectations, which means they can play a significant role in growing and developing the business. These non-family members need to be professionalized as well. They may be offered incentives for additional educational opportunities for advancement as well as be given career guidance and career options. Family members must regard them as equals and offer them benefits usually reserved for family.

A third option is to bring in professionals, especially when these conditions exist: there is little or no expertise, ability or interest on the part of the family to manage the business; there may be a need to change business strategy or family values. Family businesses which have failed to maintain competitive advantage are often in great need of an overhaul. Without outside help and new ideas, such changes cannot take place. Thus, the need for new management expertise.

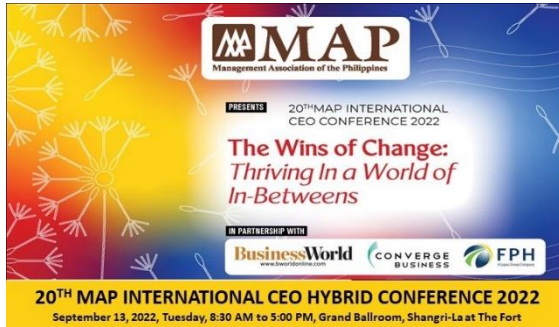
These measures, if properly implemented and adopted, will allow the management of a family business to be professionalized while still remaining a family business.

\* \* \*

Email: [elfrencruz@gmail.com](mailto:elfrencruz@gmail.com)

## MAP Talks on Youtube

September 13, 2022  
MAP International CEO Hybrid Conference



August 19, 2022  
MAP GMM



July 1, 2022  
MAP Webinar



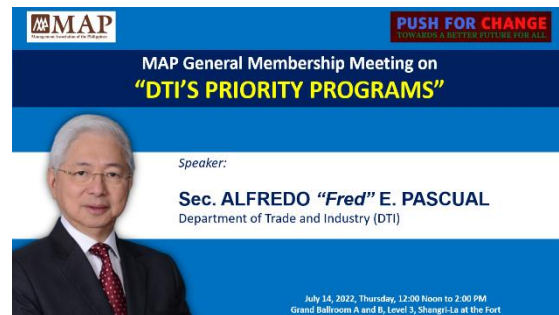
May 19, 2022  
MAP GMM



September 8, e2022  
MAP - PMAP Joint GMM



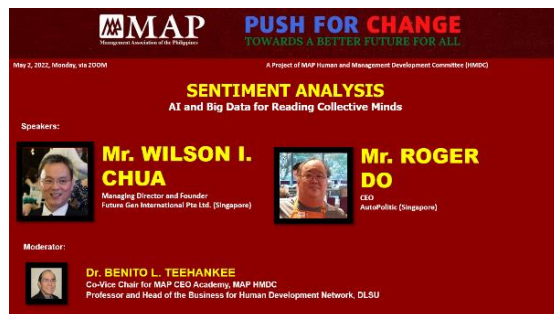
July 14, 2022  
MAP GMM



June 23, 2022  
MAP GMM



May 2, 2022  
MAP Webinar



April 29, 2022  
MAP Webinar

April 29, 2022  
MAP Webinar

April 27, 2022  
MAP Lecture

April 22, 2022  
MAP Webinar

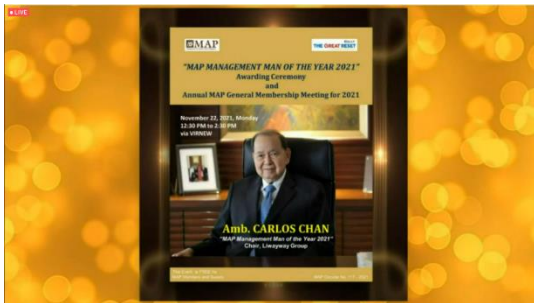
March 24, 2022  
MAP General Membership Meeting

March 9, 2022  
MAP Lecture

February 10, 2022  
MAP Economic Briefing and  
General Membership Meeting

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

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



November 12, 2022  
2<sup>nd</sup> MAP NextGen CEO Conference



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

### SEPTEMBER 1

1. **Mr. FRANCIS GILES "Giles" B. PUNO**  
President and COO, First Gen Corporation
2. **Ms. YIN NYEIN "Rachel Thu" THU**  
Managing Director, Jardine Schindler Philippines

### SEPTEMBER 2

3. **Mr. PAOLO MAXIMO "Paolo" F. BORROMELO**  
Head, Corporate Strategy, Ayala Corporation
4. **Ms. IMELDA RONNIE "Emy" DE GUZMAN CASTRO**  
Partner and Head of Human Capital, Isla Lipana & Co./PwC Philippines
5. **Engr. JOHNSON "Johnny" G.Y. TAN**  
Chair and President, Armak Tape Corporation

### SEPTEMBER 3

6. **Mr. GORDON ALAN "Dondi" P. JOSEPH**  
Director and CEO, Philpacific Insurance Brokers and Managers, Inc.

### SEPTEMBER 4

8. **Mr. ANDRES ESTEBAN "Andres" ORTOLA CASTRO**  
Country General Manager, Microsoft Philippines, Inc.
9. **Mr. RAHUL HORA**  
President and CEO, AXA Philippines
10. **Dr. HENRY LIM BON LIONG**  
Chair and CEO, Sterling Paper Group of Companies
11. **Atty. MICHAEL "Mike" T. TOLEDO**  
Director, Government Relations and Public Affairs, Metro Pacific Investments Corporation (MPIC)

### SEPTEMBER 5

12. **Amb. AMABLE "King" R. AGUILUZ V**  
Founder and Chair, AMA Education System
13. **Mr. ALDOUS REX "Aldous" A. ALINGOG**  
Chair, President and CEO, Agribusiness Rural Bank, Inc.
14. **Mr. ROMEO "Romy" L. BERNARDO**  
Managing Director, Lazaro Bernardo Tiu & Associates
15. **Engr. ALLYXON "Allyx" T. CUA**  
President and CEO, Accent Micro Technologies, Inc. (AMTI)
16. **Mr. ROGELIO "Roger" G. SALAZAR JR.**  
President, Health Information Management Association of the Philippines (HIMAP)

### SEPTEMBER 6

17. **Mr. EDUARDO "Teddy" G. SUMULONG**  
Managing Director and CEO, Land Registration Systems, Inc. (LARES)

### SEPTEMBER 8

18. **Arch. ERNESTO "Nesty" S. ISLA**  
President and CEO, EI Construction Co. Inc.
19. **Dr. ERNESTO "Ernie" M. ORDOÑEZ**  
President, Water Security Movement, Inc. (WSM)
20. **Ms. ANNA W. CORPUS SAY**  
CEO and Founder, Properties ATC (Phils.)
21. **Mr. JONATHAN "Tan" BAUTISTA VITANGCOL**  
SVP and COO, St. Peter Life Plan, Inc.

### SEPTEMBER 9

22. **Mr. ALEXANDER "Alex" DR ABLAZA**  
President and CEO, Climargy Inc.
23. **Atty. BENEDICTA "Dick" DU BALADAD**  
Founding Partner and CEO, Du-Baladad and Associates (BDB Law)
24. **Mr. GIL G. CHUA**  
Group President and CEO, DDB Philippines, Inc.
25. **Dr. ANTHONY ROLANDO "Tony" T. GOLEZ JR.**  
President and CEO, Filipinas Tectonic Safety Systems Corporation (FIL-TEC)

### SEPTEMBER 10

26. **Mr. KISHORE KUMAR "Kishore" NATHUMAL HEMLANI**  
Co-Chair, Multi-Sphere Trading, Inc.

### SEPTEMBER 11

27. **Ms. AMALIA "Lia" V. MANUEL**  
VP, MEGACEM INC.

### SEPTEMBER 12

28. **Mr. TARK BARTLEMA**  
Managing Director for Asia, Eaglesensing
29. **Sec. JESLI A. LAPUS**  
Independent Director, Metropolitan Bank and Trust Company
30. **Dr. GEORGE T. YANG**  
Chair and Founder, Golden Arches Development Corporation (McDonald's Philippines)

### SEPTEMBER 14

31. **Ms. VANESSA LEDESMA SUATENGCO**  
General Manager, Diamond Hotel Philippines

### SEPTEMBER 15

32. **Dr. MAGDALENO "Mag" B. ALBARRACIN JR.**  
Vice Chair, PHINMA, Inc.
33. **Mr. ILLAC ANGELO "Illac" A. DIAZ**  
Founder and Executive Director, Liter of Light, MyShelter Foundation
34. **Ms. MARIA MARGARITA "Margie" MORAN-FLOIRENDO**  
Chair, Cultural Center of the Philippines (CCP)
35. **Mr. ANTONIO "Tony" SY TAN**  
Chair and CEO, LCC Group of Companies

### SEPTEMBER 16

36. **Mr. ISAGANI "Gani" G. BUENAFLOR**  
Chair, Diamond Rent-a-Car
37. **Mr. ROGELIO "Roger" R. CABUÑAG**
38. **Sec. CARLOS "Sonny" G. DOMINGUEZ III**  
Secretary, Department of Finance
39. **Mr. GEORGE M. DRYSDALE**  
Chair and CEO, Marsman Drysdale Group
40. **Sec. ROGELIO "Babes" L. SINGSON**  
President and CEO, Metro Pacific Water
41. **Mr. JOSE "Joe" T. SIO,**  
Chair, SM Investments Corporation

**SEPTEMBER 17**

42. **Mr. JEFFREY JOSEPH "Jeff" D.Y. CAMPOS**  
Chair, President and CEO, Greenfield Development Corporation
43. **Atty. ROMEO "Omy" H. DURAN**  
Partner, Head of Corporate Tax & Tax Immigration Division, Sapalo Velez Bundang & Bulilan Law Offices
44. **Mr. EDGAR BUCOY SAAVEDRA**  
Chair, President and CEO, Megawide Construction Corporation
45. **Ms. VIVIAN Y. TIN**  
President, Inner Sense Consulting & Research Corporation
46. **Dr. MILDRED V. VITANGCOL**  
Chair, St. Peter Life Plan, Inc.

**SEPTEMBER 18**

47. **Atty. EMMANUEL "Mannie" C. ALCANTARA**  
Managing Partner, Emmanuel C Alcantara & Associates Law Offices
48. **Sec. JOSE "Ping" P. DE JESUS**  
Chair, Converge Pure Fiber Technology
49. **Mr. JOSE LUIS "Joey" F. GOMEZ**  
President and CEO, RCBC Capital Corporation
50. **Ms. EDELWISA "Liza" M. MAPAGU**  
CEO, ASEA Metrics HR Solutions, Inc.
51. **Ms. SHERISA "Baby" P. NUESA**  
Independent Director, Ayala Land, Inc.

**SEPTEMBER 19**

52. **Mr. ROMEO "DJ" A. DE JESUS JR.**  
Managing Partner, R. S. Bernaldo & Associates
53. **Mr. JOSELITO "Lito" H. SIBAYAN**  
President, Mabuhay Capital Corporation

**SEPTEMBER 20**

54. **Mr. RAYMOND "Mon" A. ABREA**  
Founding Chairman and Senior Tax Advisor, Asian Consulting Group
55. **Ms. CRISTINA "Krees" P. CASTAÑEDA**  
Country Director, Drake Business Services Asia, Inc.
56. **Mr. PHILIP K.C. NG**  
President and CEO, Ergo Contracts Philippines Inc.
57. **Mr. SILLIMAN "Akyat" S. SY**  
COO, Ever Bilena Cosmetics, Inc.
58. **Ms. RHODORA "Doyee" TACTACAN-TUMPALAN**  
President and CEO, First Vita Plus Marketing Corporation
59. **Ms. NORMITA "Noemi" L. VILLARUZ**  
Founder and Managing Partner, Villaruz, Villaruz & Co., CPAs

**SEPTEMBER 21**

60. **Mr. JOSE "Jovee" V. CRUZ**  
Managing Partner, Edtech Corporation

**SEPTEMBER 22**

61. **Ms. SHARON G. DAYOAN**  
Chair and CEO, KPMG R. G. Manabat & Co.

**SEPTEMBER 23**

62. **Mr. ROBERT LESTER "Robert" F. ARANTON**  
President, Warehouse Management and Trade Development Services, Inc.
63. **Mr. RAMON "Mon" D. DIZON**  
Former Partner and Transaction Advisory Services Head, SyCip Gorres Velayo & Company (SGV & Co.)

64. **Mr. JONATHAN CHARLES "Jon" RUSSELL**  
EVP and COO, First Gen Corporation
66. **Mr. ORLANDO "Doy" B. VEA**  
Founder and CEO, Paymaya Philippines, Inc.

**SEPTEMBER 24**

67. **Mr. HENRY RHOEL "Henry" R. AGUDA**  
Chair, UBx Philippines
68. **Mr. ERNESTO "Ernie" B. PANTANGCO**  
Chair, EBP Holdings Corporation

**SEPTEMBER 25**

69. **Mr. JOSE BASANIO "Joe" T. ALDON**  
Managing Director and CEO, AXI LNGAS Inc.
70. **Ms. MARIA ESTER "Maret" FOLLOSCO BAUTISTA**  
Treasurer, CL Follosco Group, Inc.
71. **Ms. ALMA RITA "Alma" R. JIMENEZ**  
President and CEO, Health Solutions Corporation
72. **Mr. JEFFREY "Jeff" T. NG**  
President and CEO, Cathay Land Inc.

**SEPTEMBER 26**

73. **Mr. ENRICO "Eric" S. CRUZ**  
Independent Director
74. **Dr. FEDERICO "Poch" M. MACARANAS**  
Adjunct Professor, Asian Institute of Management (AIM)
75. **Mr. JAMES G. MATTI**  
Country Head, Willis Towers Watson Asia Pacific Shared Services Center
76. **Mr. DENNIS "Don-Don" A. UY**  
President and CEO, Phoenix Petroleum Philippines, Inc.

**SEPTEMBER 27**

77. **Atty. DOMINGO "Egon" Q. CAYOSA**  
National President, Integrated Bar of the Philippines (IBP)
78. **Mr. RENATO "Rene" E. LIRIO**  
Chair, Hillcreek Gardens Tagaytay, Inc.

**SEPTEMBER 28**

79. **Ms. ROSEMARIE "Rose" B. ONG**  
SEVP and COO, Wilcon Depot, Inc.
80. **Ms. NELIA CRUZ SARCOL**  
President and CEO, Centre for International-Education (CIE) Global Colleges, Inc.

**SEPTEMBER 29**

81. **Mr. AARON A. DOMINGO**  
Chief Representative (Philippines), Rothschild (Singapore) Limited
82. **Ms. PACITA "Chit" U. JUAN**  
President, Philippine Coffee Board, Inc.
83. **Mr. ROMMEL L. SYTIN**  
President and CEO, United Auctioneers, Inc.

**SEPTEMBER 30**

84. **Mr. ANTONINO "Tony" T. AQUINO**  
Director, Ayala Land, Inc.
85. **Mr. LAZARO JEROME "Jerome" C. GUEVARRA**  
SVP, BDO Capital & Investment Corporation
86. **Mr. ALBERT PÉREZ TORRES**  
Regional Director, Michael Page International Recruitment (Philippines) Inc.
87. **Atty. GIANCARLO "Gian" B. SAMBALIDO**  
Registered Foreign Lawyer (New York), Allen & Overy



**OCTOBER 2**

1. **Mr. MICHAEL HARRIS CONLIN**  
President and CEO, Henry & Sons Trading and Manufacturing Company, Inc.
2. **Atty. TEODORO "Teddy" A. Y. KALAW IV**  
Principal, Kalaw & Associates Law
3. **Ms. JUDITH V. LOPEZ**  
Independent Director; Chair, Audit Committee and Risk Compliance Oversight Committee, Philippine Veterans Bank
4. **Mr. JOSE "Tito" FELICIANO SANTOS**  
VP for Finance and Treasurer, Ateneo de Manila University
5. **Mr. RICHARD RAYMOND "Ricky" B. TANTOCO**  
President and COO, Energy Development Corporation

**OCTOBER 3**

6. **Mr. RONNIE B. ALCANTARA**  
Trustee, CIBI Foundation, Inc.
7. **Ms. MARIA TERESITA "Marites" T. DAGDAG**  
President, Clorox International Philippines, Inc.

**OCTOBER 4**

8. **Mr. FRANCIS C. LAUREL**  
President, Toyota Batangas City

**OCTOBER 5**

9. **Mr. ANTHONY "Tony" T. ROBLES**  
President and CEO, Coastside Homes Properties Inc.

**OCTOBER 6**

10. **Mr. D. ARNOLD A. CABANGON**  
President, Fortune Life Insurance Co., Inc.
11. **Mr. JOSE VICTOR "Victor" P. PATERNO**  
President and CEO, Philippine Seven Corporation
12. **Ms. MARRIANA "Hannah" H. YULO**  
Chief Investment Officer and SVP for Corporate Finance, DoubleDragon Properties Corporation

**OCTOBER 7**

13. **Mr. SAEED MOHAMMAD AHMAD ALI AHMAD**  
General Manager Philippines, Etihad Airways
14. **Mr. JESUS JOEY "Joey" T. MARCELO**  
CEO, Sante International Inc.
15. **Ms. OLGA GRACE "Grace" PEREZ**  
VP for Global Solutions, Newcore Industries International, Inc. (NCI)
16. **Atty. FELIX "Dodie" T. SY JR.**  
Managing Partner, Insights Philippines Legal Advisors

**OCTOBER 8**

17. **Ms. MARIA CRISTINA "Ginbee" L. GO**  
President, BPI Family Savings Bank

**OCTOBER 9**

18. **Mr. EDGAR "Ed" O. CHUA**  
CEO, De La Salle Philippines
19. **Ms. ANDRONICA "Nica" T. ROMA**  
President and General Manager, Nikka Trading

**OCTOBER 10**

20. **Atty. MARIE-ROSE "Tenten" BARRAMEDA LIM**  
President, Citicorp Capital Philippines, Inc.
21. **Mr. JOSE MA. ANTONIO "Jam" M. MACALINO**  
Country Head, Asset Services, CBRE GWS IFM PHILS. CORP.
22. **Mr. RENATO "Rene" B. PADILLA**  
General Manager, Philippine International Convention Center (PICC)

**23. Mr. DAVID ROOS**

Managing Director, Perfetti van Melle Philippines, Inc.

**24. Mr. MAGTANGOL "Doy" A. ROQUE JR.**

President, M2.0 Communications, Inc.

**25. Atty. MARIA GEORGINA "Gina" J. SOBERANO**

Principal, Tax, KPMG R. G. Manabat & Co.

**OCTOBER 11****26. Prof. PAOLO ANTONIO "Paolo" L. AZURIN**

Head of Investment Banking - Philippines, CLSA Exchange Capital, Inc.

**27. Mr. ROBERTO JOSE "Bobby" L. CASTILLO**

President and CEO, EEI Corporation

**28. Mr. VLADIMIR "VJ" M. MANUEL**

Chief Growth Officer, Nudgyt Pte Ltd

**OCTOBER 12****29. Mr. SHAILESH "SB" BAIDWAN**

President, PayMaya Philippines, Inc.

**30. Cong. MARISSA DEL MAR**

President, Millicent Productions

**31. Mr. RAUL C. PAGDANGANAN**

President and CEO, Cardinal Santos Medical Center

**32. Dr. ENRIQUE "Ricky" Y. YAP JR.**

EVP, Manila Hotel

**OCTOBER 13****33. Mr. FRANK S. GAISANO**

Chair and CEO, Metro Retail Stores Group, Inc. (MRSGI)

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

President and CEO, Clairmont Group

**OCTOBER 14****35. Atty. CARLOS ALFONSO "Caloy" T. OCAMPO**

Founding Partner and Senior Partner, Ocampo and Manalo Law Firm

**36. Mr. ARTHUR "Art" R. TAN**

CEO and Vice Chair, Integrated Micro-Electronics, Inc.

**OCTOBER 15****37. Mr. AURELIO NOEL "Noel" G. DAYRIT**

President and Head of Investment Banking and Advisory, Maybank Kim Eng Capital, Inc.

**38. Atty. GIANNA R. MONTINOLA**

SVP, Far Eastern University (FEU)

**OCTOBER 16****39. Dr. EDWARD "Ed" L. FERREIRA**

Special Envoy of the Duterte Administration to the Republic of Kazakhstan and President and CEO, Ferycor International Management Group, Inc.

**OCTOBER 17****40. Dr. DONALD PATRICK "Donald" L. LIM**

COO, DITO CME Holdings Inc.

**41. Mr. JAIME NOEL "Joel" SANTOS**

President and Co-Founder, Thames International School

**42. Ms. MARIA MARGARITA "Margot" TORRES**

Managing Director, Golden Arches Development Corporation (McDonald's Philippines)

**OCTOBER 18****43. Mr. AURELIO "Rey" O. ANGELES**

President, Filipinas Multi-Line Corporation

**44. USec. ERNESTO "Nesty" G. CAROLINA**

Administrator, Philippine Veterans Affairs Office (PVAO)

- 45. **Mr. PATRICK C. PARUNGAO**  
Center Head, UST Global, Inc.
- 46. **Mr. DAVID ANDRE "David" P. SISON**  
President, Mamamia Foods, Inc.
- 47. **Mr. BRYAN SPENCER "Bryan" U. YAP**  
President and COO, Lepanto Consolidated Mining Company

#### OCTOBER 19

- 48. **Ms. TERESITA "Tessie" SY COSON**  
Vice Chairperson, SM Investments Corporation
- 49. **Ms. NIKKI TANG**  
CEO, DMARK Corporation

#### OCTOBER 20

- 50. **Mr. RODELIO "Dode" C. ARCILLA**  
President, Enterprise Information Technology Corporation (EITC)
- 51. **Mr. LEONARDO "Dong" R. ARGUELLES JR.**
- 52. **Dr. ALFREDO R "Alran" A. BENGZON**
- 53. **Mr. CEZAR "Bong" P. CONSING**  
President and CEO, Ayala Corporation
- 54. **Atty. RUBEN T. DEL ROSARIO**  
Managing Partner, Del Rosario & Del Rosario Law Offices
- 55. **Mr. PATRICK RICHARD "Patrick" D. REIDENBACH**  
President, Ubaldo Reidenbach Solutions, Inc. (UR Solutions)

#### OCTOBER 21

- 56. **Mr. ROBERTINO "Robert" E. PIZARRO**  
President, A. Brown Company, Inc.

#### OCTOBER 22

- 57. **Dr. JIKYEONG KANG**  
President and Dean, Asian Institute of Management (AIM)
- 58. **Ms. MARIA ROSARIO "Charrie" YULO-NG**  
Managing Director, Carmelray Industrial Corporation
- 59. **Atty. EUNEY MARIE MATA "Euney" J. PEREZ**  
Managing Partner, Mata-Perez, Tamayo and Francisco Attorneys-at-Law
- 60. **Mr. OSCAR ALESON TORRALBA**  
Chair and CEO, Town Holdings Corporation

#### OCTOBER 23

- 61. **Mr. IAN PHILIPPE "Ian" W. CUYEGKENG**  
EVP and COO, Philippine British Assurance Co., Inc.
- 62. **Mr. JOSE BEN "Joeben" R. LARAYA**  
Chair, ULTREX Management and Investments Corporation
- 63. **Dr. SIEGFRED "Yeye" L. MANAOIS**  
Chief, Piers Inspection Division, MICP, Bureau of Customs
- 64. **Mr. ERICSON "Eric" SUPAN MARANAN**  
CFO, Sante International Inc.

#### OCTOBER 24

- 65. **Ms. NATIVIDAD "Nabbie" N. ALEJO**  
Co-Founder and Managing Director, Alpha Primus Advisory, Inc.
- 66. **Mr. CESAR R. CONCIO JR.**  
Chair, Vision Exponents, Inc.
- 67. **Ms. MA. CRISTINA "Angel" SANTIAGO ROSALES**  
President and CEO, Professional Payroll Specialists Inc. (PPSI)

#### OCTOBER 25

- 68. **Dr. ROBERTO "Obet" P. SALVINO**  
President and Chair, Salvino Agri-Industrial Machinery
- 69. **Mr. JAMES G. VELASQUEZ**  
President and CEO, PT&T Corporation
- 70. **Ms. DIANA "Dianne" P. AGUILAR**, Chair, SB Capital and Investments Corp.

#### OCTOBER 27

- 71. **Mr. REX C. DRILON II**  
Vice Chair, Center for Excellence in Governance
- 72. **Mr. JEFFREY "Jeff" C. LIM**  
President, SM Prime Holdings, Inc.
- 73. **Mr. BENJAMIN "Ben" S. SANTOS**  
President, AS Realty Corporation

#### OCTOBER 28

- 74. **Ms. DOROTHY DRYSDALE**  
Head, Internal Communications, Marsman Drysdale Group
- 75. **Mr. PAULINO "Jun" B. FERNANDEZ, JR.**  
CEO, Global CoMRCI
- 76. **Atty. TERESITA "Tess" J. HERBOSA**  
Of Counsel, ACCRALAW

#### OCTOBER 29

- 77. **Mr. GERARD "Jerry" H. BRIMO**  
President and CEO, Nickel Asia Corporation (NAC)
- 78. **Mr. RAMON R. DEL ROSARIO JR.**  
President and CEO, PHINMA, Inc.
- 79. **Ms. VIRGINIA GARRIDO LANE**  
VP and Treasurer, Lane Moving and Storage, Inc.
- 80. **Mr. REYNALDO "Rey" C. LUGTU JR.**  
President and CEO, Hungry Workhorse Consultancy, Inc.
- 81. **Ms. RIZALINA "Riza" G. MANTARING**  
Board Director, Sun Life Grepa Financial Inc.
- 82. **Mr. ARIEL C. ONG**  
President, First Philec

#### OCTOBER 30

- 83. **Atty. PATRICK T. AQUINO**  
Head of Energy Utilization Management Bureau, Department of Energy (DOE)
- 84. **Atty. ROBERTO "Boy" N. DIO**  
Senior Litigation Partner, Castillo Laman Tan Pantaleon & San Jose
- 85. **Ms. ANNA IRMINA "Minette" B. NAVARRETE**  
President, Kickstart Ventures, Inc.

#### OCTOBER 31

- 86. **Mr. EDGARDO "Ed" H. ANGELES**  
President and CEO, Selegna Holdings Corporation
- 87. **Mr. ARSENIO "Toto" G. BARCELONA**  
President, Harbest Agribusiness Corporation
- 88. **Dr. CATHERINE "Karen" V. DE ASIS**  
Chief Brand Strategist, MKS Marketing Consulting and Training Corporation
- 89. **Mr. ANTHONY OUNDJIAN**  
Managing Director and Senior Partner, Boston Consulting Group (BCG) Southeast Asia
- 90. **Mr. LEONCIO "Joey" D. PAZ**  
VP - Interbranch Operations and Head of ICT, Simplex Industrial Corporation
- 91. **Ms. MILAGROS "Mila" F. SERING**  
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