



“MAPping the Future” column in the *INQUIRER*

**“Winning strategy: Combining tech, talent and CX”**

October 24, 2022

Ms. MARY JADE T. DIVINAGRACIA

**A**s the world gradually returns to normal and businesses continue to recover from the pandemic, we find ourselves in a world of in-betweens – a place with both risks and opportunities as businesses figure out which legacy systems and pre-pandemic procedures they can merge with new strategies. This transition requires transformation, collaboration and a focus on people and technology.

In line with this, PwC Philippines shares its annual report, PwC MAP 2022 CEO Survey that compiles the perspectives of 119 chief executives from various industries and explores how their businesses have responded to the challenges of the pandemic and recent geopolitical issues. It provides valuable insights on their priorities for recovery and how they are transforming their business plans to make way for future growth.

*(continued on page 2)*



“MAP Insights” column in *BUSINESSWORLD*

**“Big-business strategies SMEs should adopt for ‘ber months”**

October 25, 2022

Mr. BENEDICT S. CARANDANG

**T**he proliferation of celebrity endorser announcements, holiday-themed digital ads, and promos welcoming September should tell you that big businesses are milking the ‘Ber months for what it’s worth. The ‘Ber months is not only the longest holiday season in the Philippines; it’s also the longest opportunity for local businesses to profit continuously.

While small and medium enterprises (SMEs) do not have the same amount of resources as their bigger counterparts, they have two advantages that big businesses don’t. First, they can be more agile in executing new strategies due to having less decision-makers. Second, SMEs can develop a strong internal team much faster, due to having less employees to develop and empower. Using these advantages to execute the following big-business strategies can help SMEs corner a market, improve their operations, and increase their sales volume this season.

*(continued on page 3)*

## **“Winning strategy: Combining tech, talent and CX” . . .**

*(from page 1)*

Developed together with the Management Association of the Philippines (MAP), the survey yielded findings that were presented during the recently held 20th MAP International CEO Conference on “THE WINS OF CHANGE: Thriving in a World of In-Betweens”.

The survey revealed that CEOs are incorporating technology and digital upskilling (64 percent), talent retention and development (58 percent), and improved customer experience (49 percent) in their business plans to prepare for post-COVID growth and recovery. Recognizing the value of digital transformation and key stakeholders, businesses are placing technology, customers and employees at the center of their strategy.

### ***Harnessing the power of technology***

As we have learned from the last two years, digital transformation is integral to the long-term success of a business. Companies that made early strategic investments in technology have been able to respond to changing market and customer behaviors, and even improve revenues and business outcomes.

While digital transformation does present new growth opportunities, it also exposes companies to new risks. Fraudsters and criminal hackers have never been more active; and data breaches are now common. Moreover, companies must also keep up with evolving regulatory requirements in the digital landscape. To ensure trust, integrity and compliance, business leaders must learn how to balance convenience and accessibility with security by embedding cybersecurity and data protection into their digital strategies.

### ***Winning with customer experience***

Digital transformation should be centered on customer experience. Companies that manage to digitally transform themselves to meet the needs of customers are leading the market. Since the pandemic dramatically shifted customer expectations, winning companies use data analytics to better understand customer patterns and behaviors, and adapt their services to meet their ever-changing needs.

In a country where consumer spending is a major economic growth driver, getting the customer experience right is everything. PwC found in a recent study that customers are willing to pay more for a great experience. When customers’ expectations are met or exceeded, companies

gain measurable business benefits — including the chance to get a larger share of the customers’ wallet.

The CEO survey also found that most CEOs will continue to invest in data platforms, artificial intelligence (AI) and contactless payment systems. As much as 3D printing, drones and VR/AR are exciting developments, companies need to invest in digitalization where it matters — in improving customer experience. Data platforms and AI can help enhance customer profiles and develop more personalized marketing campaigns. Electronic payment and billing solutions can also provide an easier, quicker and safer checkout experience to customers.

### ***Retaining and upskilling talent***

As companies continue to adopt new technologies, they must also ensure that their workforce can complement and leverage on the value of these investments. About 37 percent of CEOs identified labor constraints as one of the factors that will continue to affect their businesses.

Employees must be equipped with the right skills and competencies to match evolving business needs. Business leaders must foster a culture of learning in their organizations and empower their people to develop their capabilities through virtual upskilling and training programs. The government and educational institutions must also work together to ensure that the national curriculum is updated to prepare our students for the future.

Aside from gaps in digital skills, the pandemic has also exacerbated issues on talent retention. According to PwC’s Global Workforce Hopes and Fears Survey, one in five employees are likely to switch to a new employer, with Gen Z and Millennials topping the list.

An article by the Harvard Business Review found that resignation rates have been steadily increasing over the past ten years so the end of the pandemic would not signify the end of the resignations. The issues that led to the Great Resignation (i.e., burnout, unfair compensation) developed over a long period of time so they may take even longer to resolve. To win the war on talent, business leaders must recognize the needs of their employees and understand that they will have to make changes in their organization to meet those needs.

PwC’s workforce survey also found that retaining employees will call for more than just pay as they also consider purpose and fulfilment in their

career decisions. A corporate purpose founded on human values and societal impact is vital to attracting, motivating and retaining key talent. Employees want to find meaning in the work that they do. They need to be able to connect with the purpose of the company, see how it benefits society, and understand how their work helps achieve it.

As companies face a wide range of challenges in the new normal, it is important that their people are fully engaged to contribute to the organization's success.

### ***A business strategy for the future***

The past couple of years have transformed the way we do business. And to win in the next normal, businesses must act fast and adopt new ways of working. For organizations, this means implementing a three-fold transformation centered on technology, customer centricity, and talent management.

Digital capabilities that were previously viewed as 'nice to haves' are now table stakes as these can unlock transformative opportunities. Technology introduces key capabilities that can improve operations, enrich customer experience and enhance employee engagement.

Companies must also prioritize people and organizational transformation by investing in talent. Many have provided their teams with opportunities to upskill and optimize the use of digital tools. Others have also recognized the link between purpose and talent retention as they inspire their people to work towards the betterment of both the company and society.

As market conditions and customer needs continue to evolve, companies need to develop proactive strategies focused on creating long-term value. By integrating the intersection of these three main components into their strategies, companies can be better equipped to navigate the business landscape of tomorrow.

More business insights are discussed in the PwC MAP 2022 CEO Survey. Download the full report at [www.pwc.com/ph/ceosurvey](http://www.pwc.com/ph/ceosurvey).

*(The author is a member of the MAP CEO Conference Committee and the Vice Chair of the MAP Ease of Doing Business Committee. She is the Deals and Corporate Finance Managing Partner of Isla Lipana & Co./PwC Philippines. Feedback at <map@map.org.ph> and <jade.roxas@pwc.com >).*

### **"Big-business strategies SMEs should adopt for 'ber months" . . .**

*(from page 1)*

Make peak season preparations as early as now. Advertisers and marketing agencies submit holiday campaign pitches to big brands as early as June. By September 1, business plans for the peak season are set in motion. After the holidays are over, a post-mortem analysis of the 'Ber month campaigns is conducted, and the learnings reserved for next year's campaign briefing.

In contrast, many SMEs are unprepared for the holiday season year after year. Some assume their sales volume will naturally increase even if they don't spend on marketing. Some resort to last-minute promos without adequately preparing their operations. Most do not conduct a post-holiday performance analysis, missing out on insights that can improve next year's holiday campaign.

So if you are a business owner committed to earning more over the 'Ber months, you must also commit to preparing as early as now. First, collect operational intelligence from the previous years' Ber months. What issues were encountered in inventory, delivery and logistics? Which days were the busiest? Which point of sales had the most volume? Which products and/or services did the best and worst? If your competitors performed better than you did, what did they do differently?

From here, set a date to create a holiday business plan, which should combine your learnings with facts from your current day-to-day operations. The plan will ideally answer which of your products and services will be in high demand; your inventory and order capacity; and which parts of your operations will need extra spending.

You may not immediately know how much capital you'll need, and when it will be needed. In this case, a business credit line will largely help secure your business. This is a type of business loan that lets you borrow from a credit limit whenever the business need arises. As much as possible, find a revolving credit line that is free to set up, has an affordable interest rate, and lets you repay only what you used plus interest without a lot of fees. This will provide you a good emergency fund for cash flow gaps or new business opportunities.

**Fix small issues that can hinder operations.** Conglomerates and big brands are constantly reviewing internal systems and processes to improve efficiency and eliminate the redundancies that come with rapid growth. SMEs can do the same by reviewing existing systems for inventory, product information, order system,

Stock inventory alone can have lots of issues, such as your online ordering system not accurately reflecting actual items in stock, or items being difficult to find in your warehouse. The most important thing is to know everything you can sell, where they are stored, and how to bring them to the customer in the fastest way possible. Conducting a stress test that replicates your busiest days is the best way to find all these issues. Once you have information, act on developments that can be finished before the increase in demand kicks in.

**Train your staff, especially the ones on the ground.** Conglomerates take a lot of time in training employees and going over contingency plans, especially on mission-critical days like 11.11 or Christmas Eve. For warehouse, retail, and service staff, training is repeated at least annually. This ensures employee safety and mitigates risks as soon as they're noticed, preventing a complete shutdown of operations.

In the same vein, SMEs must reiterate their staff's training during the 'Ber months. Otherwise, employees might be tempted to take shortcuts, ignore safety rules, or skip the proper approvals to speed up production and delivery.

If you are running 'Ber month-related events or promos, it's also best to define a special process on how you'll fulfill event-related orders. In case of unexpected events, such as calamities or labor shortages, a contingency plan must be in place. Aside from ensuring a smooth customer journey from ordering to after-care service, discussing these plans and processes with staff will also give you valuable feedback on how you can deliver faster or mitigate risks better.

For instance, if you are offering same-day shipping, your sales and marketing team should always communicate the areas covered by this offer. Fulfillment center managers must have a system for figuring out which warehouse can deliver an order the fastest. There must be a system informing customers when their order has been dispatched. Your logistics team must also be trained to communicate well with customers, especially if they need directions or are having trouble with delivery.

Resource poverty may not allow SMEs to operate in the same way as their bigger counterparts during the 'Ber months. However, there's a lot to be learned in big brands' strategies for planning ahead, prioritizing efficiency, preparing for worst-case scenarios, and training staff to ensure safety and a smooth fulfillment process. Once you distill these learnings into smaller-scale strategies for your business, you'll find it easy not only to increase your revenue during the long holiday

and shipping — in short, your overall end-to-end process. season – but to repeat your success year after year.

*(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 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>).*

**INQUIRER BUSINESS**

# No need to import more sugar, planters say

By **Jordeene B. Lagare**  
@jordeenelagare

There is no need for the Philippines to import additional sugar during the peak of milling operations, the Confederation of Sugarcane Farmers (Confed) said.

Confed, one of the major planter federations in the Philippines, said the past importation rounds authorized by the government would have been completed by Nov. 15 and "are seen to ease the tightness in the domestic market."

The group is referring to the two orders issued by the Sugar Regulatory Administration (SRA) this year.

Sugar Order No. 3, issued in February by past SRA leadership, involved the importation of 200,000 metric tons of refined sugar for crop year 2021-2022.

The other directive, SO No. 2, which the present management promulgated in September, covered the importation of 150,000 MT of refined sugar for crop year 2022-2023.

Together with the new sugar production from ongoing milling operations, these two

importations should suffice for now to meet expected demand during the peak milling months up to early next year," Confed president Aurelio Valderrama Jr. said in a statement.

Valderrama cautioned that the industry would have to assess current production capacity against the projected market demand to craft a "well-calibrated sugar importation program" to stabilize local supply and selling prices in the long run.

"Confed is closely monitoring the current supply-demand situation," said Valderrama, a former SRA board member, adding that "other factors that affect the future of Philippine sugar are being studied carefully."

These include current sugar prices in the markets and negative reactions from policy makers, legislators and end-users, including the possibility of renewed sugar smuggling.

In supermarkets, sugar is retailing for P70 to P134 per kilogram, against P50 to P60/kg a year prior, based on the SRA's price monitoring as of Oct. 14.

In public wet markets, sugar is priced from P60 to P100/kg from last year's P50 to P58/kg.

The SRA had announced selling sugar products for P70/kg, way below the prevailing prices, to make the widely used sweetener affordable and accessible to consumers.

**Concerns on smuggling**  
Valderrama cited the temporary restraining order against SO No. 3 in the previous crop year, resulting in "foregone production output and lost market opportunities for producers of sugar-sweetened products." At the same time, he said various players exploited the tight market situation and jacked up retail prices to the detriment of consumers.

"Unfortunately, on top of protests from industrial end-users and consumers, it is us, the producers, who are wrongly blamed for the high prices," he added.

Valderrama said the government and the industry must implement "concrete continuing measures" to effectively curtail smuggling.

The illicit activity, he added, has now reared its ugly head, citing the Bureau of Customs' apprehension of 76 containers of refined sugar.

Likewise pointed out was the rapid rise in the cost of producing sugar, particularly the prices of fertilizer, fuel and other direct costs, coupled with low productivity.

Raw sugar production since the start of crop year 2022-2023 reached 82,009 MT, up by 53.3 percent from 53,569 MT, data from the SRA dated Oct. 9 showed.

On the other hand, refined sugar production for the same period soared by 454 percent to 1.57 million per 50-kg bag from 273,771 per 50-kg bag.

Confed officials recognized the need to address higher production costs and invest in support for research, development and extension, as well as improve program implementation and fund utilization under the Sugar Industry Development Act.

"In this regard, we are exploring various options, in consultation with concerned stakeholders and policy-makers, on how to address all of these concerns. This will require close collaboration and cooperation among all parties and institutions concerned," said Valderrama. **INQ**

## OMLAW OUTLOOK

### ROBUST PIPELINE OF TECH DEALS SEEN

By **Tyrone Jasper C. Piao**  
@TyronePiao

A corporate law firm sees more companies entering into information technology (IT) acquisition as they pivot to digital platforms to keep the operations running.

Carlos Ocampo, founder of Ocampo & Manalo Law (OMLAW), said in a recent press briefing that enterprises found the need to secure a technology that would facilitate their daily work in the advent of hybrid setup, which was triggered by the pandemic-induced mobility restrictions.

"People could not always do their work from the office. The reliance on IT to ensure delivery of services was the backbone of that," he said.

"In the past few years, a number of clients who have decided or have been mandated by [regulators] to transform themselves, to upgrade their business to accommodate IT-aided systems. They purchase information companies to construct it for them," he added.

**No plug and play**  
But Ocampo explained that it was "not as simple" as buying plug-and-play software.

He raised the need to reconcile what the clients want and what the third-party technology solutions provider can deliver.

The legal counsel helps in ironing out the details of the transaction, including the warranty, the lawyer noted.

OMLAW is celebrating its 25th anniversary this year. It has clients across several industries, including aviation, energy, real estate and construction, finance, insurance, manufacturing and transportation.

"Our philosophy remains the same. The firm will do its best to understand our clients, their business goals and objectives, aiming to provide them quality and focused legal solutions to help them achieve their goals," Ocampo said.

"We remain in the business for the past 25 years because our clients believe in us, in the values we have as a firm and the quality of consultancy we provide," he added.

The firm was a legal counsel for various infrastructure projects, including the MRT-3 and Marcelo Fernan bridge in Cebu City. OMLAW also provided its expertise for the expansion projects of a local hospital in the United Arab Emirates, Guam, Clark, Iloilo and Pangasinan. **INQ**

## Winning strategy: Combining tech, talent and customer experience

As the world gradually returns to normal and businesses continue to recover from the pandemic, we find ourselves in a world of in-between—a place with both risks and opportunities as businesses figure out which legacy systems and pre-pandemic procedures they can merge with new strategies. This transition requires transformation, collaboration and a focus on people and technology.

In line with this, PwC Philippines shares its annual report, PwC MAP 2022 CEO Survey that compiles the perspectives of 119 chief executives from various industries and explores how their businesses have responded to the challenges of the pandemic and recent geopolitical issues. It provides valuable insights on their priorities for recovery and how they are retransforming their business plans to make way for future growth. Developed together with the Management Association of the Philippines (MAP), the survey yielded findings that were presented during the recently held 20th MAP International CEO Conference on "The Wins of Change: Thriving in a World of In-Betweens."

The survey revealed that CEOs are incorporating technology and digital upskilling (64 percent), talent retention and development (58 percent), and improved customer experience or CX (49 percent) in their business plans to prepare for post-COVID growth and recovery. Recognizing the value of digital transformation and key stakeholders, businesses are placing technology, customers and employees at the center of their strategy.

**Harnessing power of tech**  
As we have learned from the last two years, digital transformation is integral to the long-term success of a business. Companies that made early strategic investments in technology have been able to respond to changing market and customer behaviors, and even improve revenues and business outcomes.

While digital transformation does present new growth opportunities, it also exposes companies to new risks. Fraudsters and criminal hackers have never been more active, and data breaches are now common. Moreover, companies must also keep up with evolving regulatory requirements in the digital land-



**MAPPING THE FUTURE**

MARY JADE ROXAS-DIVINAGRACIA

scape. To ensure trust, integrity and compliance, business leaders must learn how to balance convenience and accessibility with security by embedding cybersecurity and data protection into their digital strategies.

**Winning with CX**  
Digital transformation should be centered on customer experience. Companies that manage to digitally transform themselves to meet the needs of customers are leading the market. Since the pandemic dramatically shifted customer expectations, winning companies use data analytics to better understand customer patterns and behaviors, and adapt their services to meet their ever-changing needs.

In a country where consumer spending is a major economic growth driver, getting the customer experience right is everything. PwC found in a recent study that customers are willing to pay more for a great experience. When customers' expectations are met or exceeded, companies gain measurable business benefits—including the chance to get a larger share of the customers' wallet.

The CEO survey also found that most CEOs will continue to invest in data platforms, artificial intelligence (AI) and contactless payment systems. As much as 3D printing, drones and VR/AR (virtual reality/augmented reality) are exciting developments, companies need to invest in digitalization where it matters—in improving customer experience. Data platforms and AI can help enhance customer profiles and develop more personalized marketing campaigns. Electronic payment and billing solutions can also

provide an easier, quicker and safer checkout experience to customers.

**Retaining, upskilling talent**  
As companies continue to adopt new technologies, they must also ensure that their workforce can complement and leverage on the value of these investments. About 37 percent of CEOs identified labor constraints as one of the factors that will continue to affect their businesses.

Employees must be equipped with the right skills and competencies to match evolving business needs. Business leaders must foster a culture of learning in their organizations and empower their people to develop their capabilities through virtual upskilling and training programs. The government and educational institutions must also work together to ensure that the national curriculum is updated to prepare our students for the future.

Aside from gaps in digital skills, the pandemic has also exacerbated issues on talent retention. According to PwC's Global Workforce Hopes and Fears Survey, one in five employees are likely to switch to a new employer, with Gen Zs and millennials topping the list.

An article by the Harvard Business Review found that resignation rates have been steadily increasing over the past to years, so the end of the pandemic would not signify the end of the resignations. The issues that led to the Great Resignation (i.e., burnout, unfair compensation developed over a long period of time so they may take even longer to resolve. To win the war on talent, business leaders must recognize the needs of their employees and understand that they will have to make changes in their organization to meet those needs.

PwC's workforce survey also found that retaining employees will call for more than just pay as they also consider purpose and fulfillment in their career decisions. A corporate purpose founded on human values and societal impact is vital to attracting, motivating and retaining key talent. Employees want to find meaning in the work that they do. They need to be able to connect with the purpose of the company, see how it benefits society, and un-

derstand how their work helps achieve it.

As companies face a wide range of challenges in the new normal, it is important that their people are fully engaged to contribute to the organization's success.

**Business strategy for the future**

The past couple of years have transformed the way we do business. And to win in the next normal, businesses must act fast and adopt new ways of working. For organizations, this means implementing a three-fold transformation centered on technology, customer-centricity and talent management.

Digital capabilities that were previously viewed as "nice to have" are now table stakes as these can unlock transformative opportunities. Technology introduces key capabilities that can improve operations, enrich customer experience and enhance employee engagement.

Companies must also prioritize people and organizational transformation by investing in talent. Many have provided their teams with opportunities to upskill and optimize the use of digital tools. Others have also recognized the link between purpose and talent retention as they inspire their people to work toward the betterment of both the company and society.

As market conditions and customer needs continue to evolve, companies need to develop proactive strategies focused on creating long-term value. By integrating the intersection of these three main components into their strategies, companies can be better equipped to navigate the business landscape of tomorrow. **—CONTRIBUTED INQ**

More business insights are discussed in the PwC MAP 2022 CEO Survey. Download the full report at [www.pwc.com/ph/ceosurvey](http://www.pwc.com/ph/ceosurvey).

The author is a member of the MAP CEO Conference Committee and vice chair of MAP Asia of Doing Business Committee. She is the dean and corporate finance managing partner of PwC in Manila, Philippines. Feedback at [map@map.org.ph](mailto:map@map.org.ph) and [jdsr@pwc.com](mailto:jdsr@pwc.com)



**ICTSI flagship**  
"GREEN PORT" Manila International Container Terminal, the Philippines' leading international trading gateway and flagship of International Container Terminal Services Inc., recently bagged the 2022 "Green Port Award" (GPAS) from the Asia-Pacific Economic Cooperation (Apec) Port Services Network. GPAS is an evaluation system for ports in the Apec region which recognizes "high caliber" and "sustainable" environmental actions and leadership. The award is valid for three years. **—PHOTO FROM ICTSI**

## 'CRITICAL FACILITY'

### NGCP'S CALAMBA SUBSTATION SWITCHED ON

The National Grid Corp. of the Philippines (NGCP) recently energized the Calamba 230-kiloVolt substation and associated transmission lines to help manage the increasing electricity demand in the country's largest island.

In a statement, the NGCP said the P1,065 billion substation project would address the continuing load growth of the growing demand for power, particularly in South Luzon.

The project has three components: Calamba 230kV Substation, Calamba-Bay 230kV Transmission Line 2 and the Calamba-Binan 230kV Transmission Line 2.

"With many industrial and residential developments south of Metro Manila, NGCP's new Calamba 230-kV Substation is a critical facility for South Luzon. The substation and its associated transmission lines will also serve as another highway to prevent overloading and other reliability issues," it added.

The Calamba substation is strategically located near industrial parks to accommodate demand in Laguna, Batangas and adjacent provinces.

To date, there are to manufacturing economies in Batangas and 14 in Laguna, based on the latest count of the Philippine Economic Zone Authority.

"This project will benefit mostly industrial customers, particularly factories, manufacturing plants, and other big businesses in the ecozones and industrial parks," the grid operator said.

These areas are seen to greatly benefit from improved transmission services and im-

proved efficiency in production of these industries and businesses," it added.

**Supply constrains**  
Earlier, NGCP flagged that electricity supply problems may affect customers in Pangasinan as the local government unit of San Simon town had ordered the closure of its San Simon 230-kV Substation construction site.

The Sept. 9 closure order signed by Mayor Abundo Punsalan Jr. claimed that the construction was being undertaken without the necessary permits required by the local government of San Simon.

The company, however, said it had secured a building permit dated June 1, 2021, prior to the construction of the substation. The closure order, however, remains in effect.

"Without this substation, the reliability of transmission services in the Pangasinan area is threatened, and power interruptions are a real possibility," NGCP said.

"We are appealing to the local officials of San Simon led by Mayor Punsalan, to lift the closure order and allow NGCP to continue with this grid improvement initiative. We share the common goal of delivering efficient and reliable services to the Filipino people," it added.

The aforementioned project, certified as an Energy Project of National Significance by the Department of Energy in 2019, aims to reinforce the reliability and stability of power transmission services in the Luzon grid by serving as an alternate source for customers connected to the existing Mexico Substation. **—JOHN DENNE B. LAGARE INQ**

# Big-business strategies SMEs should adopt for 'ber months

The proliferation of celebrity endorser announcements, holiday-themed digital ads, and promos welcoming September should tell you that big businesses are milking the 'ber months for what it's worth. That the holiday celebrations kick off during the first of the 'ber months (September, followed by October, November, and December) not only make the Philippines the record holder for the longest holiday season, it's also the longest opportunity for local businesses to profit continuously.

While small and medium enterprises (SMEs) do not have the same resources as their bigger counterparts, they have two advantages that big businesses don't. First, they can be more agile in executing new strategies due to having fewer decision-makers. Second, SMEs can develop a strong internal team much faster, due to having fewer employees to develop and empower. Using these advantages to execute the following big-business strategies can help SMEs corner a market, improve their operations, and increase their sales volume this season.

Make peak season preparations as early as now. Advertisers and marketing agencies submit holiday campaign pitches to big brands as early as June. By Sept. 1, business plans for the peak season are set in motion. After the holidays are over, a post-mortem analysis of the 'ber months campaigns is conducted, and the lessons reserved for next year's campaign briefing.

In contrast, many SMEs are unprepared for the holiday season year after year. Some assume their sales volume will naturally increase even if they don't spend on marketing. Some resort to last-minute promos without adequately preparing their operations. Most do not conduct a post-holiday performance analysis, missing out on insights that can improve next year's holiday campaign.

So, if you are a business owner committed to earning more over the 'ber months, you must also commit to preparing as early as now. First, collect operational



## MAP INSIGHTS BENEDICT S. CARANDANG

intelligence from the previous year's 'ber months. What issues were encountered in inventory, delivery and logistics? Which days were the busiest? Which point of sales had the most volume? Which products and/or services did the best and worst? If your competitors performed better than you did, what did they do differently?

From here, set a date to create a holiday business plan, which should combine what you learned with facts from your current day-to-day operations. The plan will ideally answer which of your products and services will be in high demand; your inventory and order capacity; and which parts of your operations will need extra spending.

You may not immediately know how much capital you'll need, and when it will be needed. In this case, a business credit line will largely help secure your business. This is a type of business loan that lets you borrow from a credit limit whenever the business need arises. As much as possible, find a revolving credit line that is free to set up, has an affordable interest rate, and lets you repay only what you used plus interest without a lot of fees. This will provide you a good emergency fund for cash flow gaps or new business opportunities.

Fix small issues that can hinder operations. Conglomerates and big brands are constantly reviewing internal systems and processes to improve efficiency and eliminate the redundancies that come with rapid growth. SMEs can do the same by reviewing existing systems for inventory, product information, order system, and shipping — in short, your overall end-to-end process.

Stock inventory alone can have lots of issues, such as your online ordering system not accurately reflecting actual items in stock, or items being difficult to find in your warehouse. The most important thing is to know everything you can sell, where they are stored, and how to bring them to the customer in the fastest way possible. Conducting a stress test that replicates your busiest days is the best way to find all these issues. Once you have information, act

on developments that can be finished before the increase in demand kicks in.

Train your staff, especially the ones on the ground. Conglomerates take a lot of time in training employees and going over contingency plans, especially on mission-critical days like 11.11 or Christmas Eve. For warehouse, retail, and service staff, training is repeated at least annually. This ensures employee safety and mitigates risks as soon as they're noticed, preventing a complete shutdown of operations.

In the same vein, SMEs must reiterate their staff's training during the 'ber months. Otherwise, employees might be tempted to take shortcuts, ignore safety rules, or skip the proper approvals to speed up production and delivery.

If you are running 'ber month-related events or promos, it's also best to define a special process on how you'll fulfill event-related orders. In case of unexpected events, such as calamities or labor shortages, a contingency plan must be in place. Aside from ensuring a smooth customer journey from ordering to after-care service, discussing these plans and processes with staff will also give you valuable feedback on how you can deliver faster or mitigate risks better.

For instance, if you are offering same-day shipping, your sales and marketing team should always communicate the areas covered by this offer. Fulfillment center managers must have a system for figuring out which warehouse can deliver an order the fastest. There must be a system informing customers when their order has been dispatched. Your logistics team must also be trained to communicate well with customers, especially if they need directions or are having trouble with delivery.

Resource poverty may not allow SMEs to operate in the same way as their bigger counterparts during the 'ber months. However, there's a lot to be learned in big brands' strategies for planning ahead, prioritizing efficiency, preparing for worst-case scenarios, and training staff to ensure safety and a smooth fulfillment process. Once you distill these lessons into smaller-scale strategies for your business, you'll find it easy not only to increase your revenue during the long holiday season — but to repeat your success year after year. ■

*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.*

BENEDICT S. CARANDANG is the vice president for External Relations of First Credo, 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 Jacaban. First Credo's content marketing lead, map@map.org.ph benedict@firstcredo.ph



# Appreciating life, family, and friends

Today is a special day for me and I want to thank, appreciate, and mention certain groups and people who have helped me all these years.

But before that, I want to mention the Asia-Pacific Economic Cooperation (APEC) Finance Ministers Meeting (FMM) held on Oct. 19 and 20 in Bangkok, Thailand. This seems to have escaped the coverage of many local business reports.

The period 2020-2022 had been years of severe fiscal challenges for practically all countries around the world. Finding new revenues, cutting certain expenditures and subsidies, reducing borrowings while controlling inflation and encouraging fast growth are multiple challenges that responsible governments must address.

Finance Secretary Benjamin Diokno attended the APEC-FMM and in his panel on "Digitalization for Fiscal Policy and Efficient Tax Collection," he mentioned that the Philippines' online filing and payment even improved collections amid the pandemic — a 5% increase in the number of tax payers, an 84% increase in electronic payments in 2021, and revenue collections expanded by 5.2% that year. Collections from January to August 2022 grew by 3% compared to the same period in 2021.

I support with caution the rapid shift to digital commerce and payment system. It is faster, convenient, and more transparent. But caution should be put in place when governments have more data about people and companies because when authoritarian leaders and political parties rise in power in any country, they will definitely weaponize the digital information for their political repression and economic central planning agenda.

The Finance, Budget, and Economic departments can use the digital infor-

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

mation to rationalize the expanding welfare system. If some people are added to the system, some must get out and their subsidies should not be forever.

Now, I have 10 groups of people to say a big "Thank you" to.

One, my family. My wife and our two girls, Elle Marie and Bien Mary, for the gift of fatherhood. They are 16 and 12 years old and growing pretty and healthy. I practice my firm belief that there should be more personal and parental responsibility, and less government responsibility, in running people's lives.

Two, my siblings, especially my sister Maricris Oplas, the single biggest donor in kind to my think tank, Minimal Government Thinkers (MGT), all these years; and my sister Libeth and younger brother Bonifacio who helped take care of Papa and Mama when they were still alive.

Three, my non-biological siblings, the Milora family who took me in as part of their family too, especially Dr. Judea Milora who has become my personal doctor. The Milora family has a big agro-forest farm in Pangasinan which I helped monitor since 1992.

The farm allowed me to have firsthand insight into rice, mango and animal farming, forestry practices, and harvesting.

Four, my friends and co-founders of MGT. And allies, in particular the Friedrich Naumann Foundation for Freedom (FNF, Berlin, Bangkok, and Manila offices), the Property Rights Alliance and the Heartland Institute (both in the US), the Geneva Network and previously International Policy Network (both in the UK), the World Taxpayers Association, the Lion Rock Institute (Hong Kong), and IDEAS (Malaysia). And certain friends and supporters in the US and the UK — Jo Kwong, Cathy Winkels, Gower

Norquist, Lorenzo Montanari, Julian Morris, and Philip Stevens.

Five, my past and current editors, from Interaksyon to BusinessWorld — Arnold Tenorio, Rocky Tom, Bojo Basilio, Roby Alampay, Alicia Herrera, and Willy Reyes. And BusinessWorld CEO Miguel Go Belmonte. I thank them for their continued trust in me as a writer and researcher.

Six, the Concerned Doctors and Citizens of the Philippines (CDC PH), for their courage in fighting the authoritarian lockdown, the mandatory use of face shields and masks even outdoors, the mandatory vaccination, and discrimination based on the vaccination card.

In particular, I wish to thank past CDC PH presidents Dr. Benigno "Iggay" Agbayani, Jr., Dr. Homer Lim, and current President Dr. Marivic Vilva. Other key leaders and weekly Huddle hosts Ann Cuisia, Mari Kaimo, Francis Abraham, and Eli Balleo. The brave doctors and allies of CDC PH, Docs Eric Tan, Jade del Mundo, Alan Landrinos, Romy Quijano, Rafael Castillo, and Jody

Dalmacion. And brave lawyers Tanya Lat and Ting Bello. And many other supporters and donors of CDC PH. I still wish that the next Health Secretary will be either Dr. Iggy Agbayani or Dr. Jody Dalmacion.

Seven, my classmates and batchmates from Cadiz City High School batch 1980 in Negros Occidental. My friends and classmates from the University of the Philippines (UP) — UP Sapul, UP ETC, UP Cebu, UPSE batch 1984, UPSE Alumni Association (UPSEAA), UPSE PDE batch 33, UP Narra dormmates. My three good friends from ETC who have gone to the afterlife — Fermin Taruc, Roger Yznor, Raul Tomas — thank you for the laughter many years ago.

Eight, folks in the energy sector here, both government and corporate. I particularly want to thank the guys in the competitive generation sub-sector for continuously expanding the country's power capacity and giving Philippine consumers competitive power rates.

Then the guys in the partly competitive power distribution sub-sector, especially the private utilities.

See the comparative electricity rates that I gathered in the table. I wrote to some friends in the provinces to get a photo of their electricity bills for the October 2022 billing. So far I got five plus our bill here in Metro Manila. So, two from private distribution utilities, Manila Electric Company (Maneco) and Davao Light and Power Company (DLPC), and four electric cooperatives (EC) — Central Pangasinan EC (Cenpec) and Capayan EC 2 (Capaga 2) in Luzon; Iloilo EC 1 (Iloilo 1) and Northern Negros EC (Nonneco) in the Visayas.

ECs must work on getting cheaper generation rates and cutting or reducing their big system losses. Private distribution utilities (DU) have higher

distribution charges but they have stable power supply and blackouts are very rare, unlike in most EC areas. DUs also have much stronger distribution lines that do not easily fall down during strong storms.

Last week, the Independent Electricity Market Operator of the Philippines (IEMOP) held a media briefing. Among the important data presented in the briefing were:

— UP Sapul, UP ETC, UP Cebu, UPSE batch 1984, UPSE Alumni Association (UPSEAA), UPSE PDE batch 33, UP Narra dormmates. My three good friends from ETC who have gone to the afterlife — Fermin Taruc, Roger Yznor, Raul Tomas — thank you for the laughter many years ago.

And second, that the average peak demand for the third quarter were as follows: July-Sept. 2020 was 12,409 megawatts (MW), July-Sept. 2021 was 12,611 MW, and July-Sept. 2022 was 13,462 MW, a 6.7% growth. This number bolsters my view that GDP growth in Q3 is around 7.5%, so that the full year 2022 GDP growth would be around 7.5%.

Nine, other friends from other business sectors and NGOs, in particular my classmates in Rotary Year 2006-2007 (District 3830 led by past governor Butch Francisco). And my classmate who later became governor, Edwin Alzules.

Ten, the economic team of the Marcos Jr. administration. I still believe that they are the most experienced, most respected economists and the most cohesive team to instill more business confidence in the country.

Thank you, friends and family. ■

BIENVENIDO S. OPLAS, JR. is the president of Minimal Government Thinkers. [biominalgovernment@gmail.com](mailto:biominalgovernment@gmail.com)



\* REINVESTMENT FUND FOR SUSTAINABLE CAREER. SOURCE: ELECTRICITY BILLS FROM FRIENDS IN THESE AREAS: MEBALCO WESTBEE

# Joint Statement Supporting the Phaseout of Philippine Offshore Gaming Operators (POGOs)



---

## Joint Statement Supporting the Phaseout of Philippine Offshore Gaming Operators (POGOs)

October 25, 2022

We express our full support for the complete phaseout of Philippine offshore gaming operators (POGOs).

The social and reputational costs of government sponsorship of operations that are globally frowned upon far outweigh any economic benefits. For the past years, regulatory oversight has been a problem, resulting in monitoring and taxation issues with our licensing agency, the Philippine Amusement and Gaming Corporation (PAGCOR). Conflicting mandates and the lure of corruption have rendered it and other involved government agencies incapable of effectively regulating POGO. Crimes, like money laundering, kidnaping, bribery, prostitution, human and drug trafficking – all associated with the gambling industry – impact on our record of law and order, and our reputation. The taint of money laundering diminishes confidence in our banking system and puts legitimate financial flows, including from OFWs, at risk from sanctions of international oversight bodies. Our connectivity to international banking, and the business and OFW communities who depend on it, must be protected.

Since the COVID-19 pandemic, the POGO industry has significantly declined by 50% to 70%. This suggests that now is the best time to terminate their operations. The total ban will only result in temporary economic strains, as opposed to the enduring socio-economic consequences and heavier disruption if we do not act now. The Chinese government has been quite categorical in its objections to POGO, which they characterized as “harming not only China’s interest and China-Philippines relations but also hurt the interests of the Philippines”.

We fully support the Department of Finance’s (DOF) push to phase out all POGO operations, and urge our legislators and the Executive Department to take all actions necessary to execute in an orderly way.

FOUNDATION FOR ECONOMIC FREEDOM (FEF)  
MAKATI BUSINESS CLUB (MBC)  
MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP)

# NOTICE OF ANNUAL GENERAL MEETING OF MAP MEMBERS FOR 2022



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

October 20, 2022

**Circular No. 070 - 2022**

**Subject: NOTICE OF ANNUAL GENERAL MEETING OF MAP MEMBERS FOR 2022**

Dear MAP Member:

Please be informed that the Annual General Meeting of the Members, otherwise known as the Annual General Membership Meeting (GMM), of the MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP) will be conducted on November 28, 2022, Monday, from 11:45 AM to 2:00 PM at the Bonifacio Hall, Level 4, of the Shangri-La The Fort, BGC, Taguig City.

To confirm your attendance, kindly register thru the following Google Form link:

<https://forms.gle/9hriGepMK2PvMGDD8>

The AGENDA for the MAP Annual GMM will be as follows:

Part I - MAP Annual GMM

1. Call to Order
2. Certification of Notice and Quorum
3. Approval of Minutes of the November 22, 2021 MAP Annual GMM
4. MAP President's Report on the MAP's 2022 Programs and Activities, Membership Status and Financial Condition
5. Induction of New MAP Members
6. Other Matters

Part II - Awarding Ceremony for "MAP Management Man of the Year 2022"

7. Reading of Citation for "MAP Management Man of the Year 2022"
8. Conferment of the Award
9. Acceptance Speech of the Awardee
10. Closing Remarks
11. Adjournment

The MAP General Information Sheet and its attachments, minutes of the November 22, 2021 Annual GMM, and other documents related to the November 28, 2022 Annual GMM can be accessed through the new MAP website <[map.org.ph](http://map.org.ph)>.

The Annual GMM proceedings will be recorded in audio and video format, and will have live streaming via ZOOM and Facebook.

If you have questions about the conduct of the Annual GMM, you may send an email to <[map@map.org.ph](mailto:map@map.org.ph)>.

Thank you!

Issued on October 20, 2022 in Makati City.

Very truly yours,

**MARIANNE B. HONTIVEROS**  
MAP Secretary





# Philippine Infrastructure Summit

Breaking barriers, Building dreams

**27 October 2022 (Thursday), 1 – 5:30pm**  
Registration starts at noon  
Discovery Primea, Makati City

PwC Philippines, the Management Association of the Philippines and the Public Private Partnership Center of the Philippines gather industry regulators, players and experts to discuss the future of the infrastructure sector in the Philippines in this event.

The **Philippine Infrastructure Summit** is a good opportunity to know more about the newly released amendments to the Implementing Rules and Regulations of the Build-Operate-and-Transfer Law.

#### Who should join

- Infrastructure sector investors and players (e.g., engineering, procurement, and construction (EPC) contractors, banks, project sponsors and proponents)
- Government and international financial institutions

Register now and find out the topics, speakers and panelists at

[www.pwc.com/ph/infra-summit](http://www.pwc.com/ph/infra-summit)





# Philippine Infrastructure Summit

Breaking barriers. Building dreams



## Program

27 October 2022 (Thursday)

1 – 5:30pm

Discovery Primea, Ayala Avenue, Makati City

### Registration

**Welcome remarks** **Rogelio “Babes” Singson**  
President  
Management Association of the Philippines

### Introductory video

**Keynote address** **Maria Catalina E. Cabral**  
Undersecretary for Planning and Public-Private Partnership Services,  
Department of Public Works and Highways

#### *Moderator:*

**Eleazar E. Ricote**  
Deputy Executive Director  
Public Private Partnership Center of the Philippines

#### *Panelists:*

**Eduardo H. Yap**  
President & CEO, Clairmont Group  
Chair, Infrastructure Committee,  
Management Association  
of the Philippines

**Robert Y. Siy, Jr.**  
Co-Convenor, Move as One Coalition

**Siddhartha Bhaskar Shah**  
Asian Development Bank

#### *Video Message:*

**Hon. Michael L. Rama**  
Cebu City Mayor  
National President, League of Cities



# Philippine Infrastructure Summit

Breaking barriers, Building dreams



## Panel Discussion 1: Financing Infrastructure

### **Edward Clayton**

Deals Partner, Capital Projects & Infrastructure  
PwC Malaysia

*Moderator:*

**Mary Jade T. Roxas-Divinagracia, CFA®, CVA**  
Deals and Corporate Finance Managing Partner  
PwC Philippines

*Panelists:*

**Francis Nicolas M. Chua**  
First Vice President and Head of  
Corporate Finance Group  
Development Bank of the Philippines

**Ferdinand A. Pecson**  
Former Executive Director  
Public Private Partnership Center of the  
Philippines

**Lulu S. Baclagon**  
Senior Investment Officer  
International Finance Corporation

## Panel Discussion 2: Challenges from the Private Sector

### **Rodrigo E. Franco**

President and Chief Executive Officer  
Metro Pacific Tollways Corporation

### **Cosette Canilao (Pre-recorded speech)**

President & Chief Executive Officer  
Aboitiz InfraCapital

*Moderator:*

**Aldie P. Garcia**  
Assurance Partner  
PwC Philippines

*Panelists:*

**Jaime Raphael C. Feliciano**  
Chief Business Development Officer  
Megawide Construction

**Anna Victoria M. Lu**  
First Vice President of Water Business  
and President of Apo Agua  
Infrastructura  
Aboitiz InfraCapital



# Philippine Infrastructure Summit

Breaking barriers, Building dreams



**Panel Discussion 3:  
Legal and  
Regulatory Issues  
in Public Private  
Partnerships**

**Ma. Cynthia C. Hernandez**  
Executive Director  
Public Private Partnership Center of the Philippines

*Moderator:*

**Alexander B. Cabrera**  
Chairman Emeritus and ESG Leader  
PwC Philippines

*Panelists:*

**Atty. Miguel L. Mendoza**  
Partner  
Puyat Jacinto & Santos Law

**Atty. Alberto C. Agra**  
Public Private Partnership Law  
Professor and Political Law Reviewer

**Mia Mary Sebastian**  
Group Chief Business Development  
and External Relations Officer,  
Citadel Pacific Ltd.  
Former Deputy Executive Director,  
Public Private Partnership Center of the  
Philippines

**Brando Cabalsi**  
Tax Partner  
PwC Philippines

**Closing remarks**

**Alexander B. Cabrera**  
Chairman Emeritus and ESG Leader  
PwC Philippines

# 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  **MAP** in partnership with  **FPH**  
 Management Association of the Philippines A Lopez Group Company

**Beneficiaries:**  
**50% for the training of selected Philippine athletes and coaches**  
**50% for MAP Teachers Training Program and other MAP CSR activities**

<b>GOLD PARTNER</b>		<b>SILVER PARTNERS</b>	
 <b>SGV</b> Building a better working world		 <b>Ayala</b>	 <b>cebu pacific</b>
<b>HOLE-IN-ONE PARTNERS</b>			
 <b>AUTOHUB GROUP</b>	 <b>CHERY</b>	 <b>GETGO</b>	 <b>DIVINA LAW</b> Dynamic Lawyering
<b>BRONZE PARTNER</b>		<b>MEDIA PARTNERS</b>	
 <b>METRO RAIL TRANSIT CORPORATION</b>		 <b>BusinessWorld</b> www.businessworld.com	 <b>DMCI HOMES</b> Feels real good to be home
		 <b>The Manila Times</b>	 <b>NLEX SCTEX</b> METRO PACIFIC TOLLWAYS
		 <b>PLDT Enterprise</b>	 <b>Smart</b> SMART COMMUNITY
		 <b>SM PRIME</b>	 <b>Shell</b>
		 <b>STRADCOM</b> IT Solutions for Real Change	
		 <b>UA Auctioneers Inc.</b>	

**HOLE PARTNERS**

- Aboitiz Infracapital • Aboitiz Power Corp. • ACCRALAW • BPI • C&G Law • Camp John Hay Manor  
 • Casas+Architects • Castillo Laman Tan Pantaleon & San Jose • Changan Motor Philippines  
 • Continent 8 Technologies • Corinthians Integrated Security • Destileria Limtuaco • DDB Group Philippines  
 • E.I. Construction • Emmanuel C Alcantara & Associates Law Office • Ergo Contracts Philippines  
 • Gardenia Bakeries • John Clements Consultants • Leechiu Property Consultants • Lockton Philippines  
 • Macroasia Corporation • Mendoza and Pangan Law Office • Metro Retail Stores Group  
 • MIS Maritime Corporation • Novellino Wines • One Document Corp. • One MERALCO • PayMaya  
 • Philippine Coffee Board • Philippine Veterans Bank • Reyes Tacandong & Co. • Romulo Law Office  
 • SA Technologies Philippines • SAMSUNG Philippines • Suarez Narvasa Law Firm  
 • UnionBank • Webcast Technologies

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

MAP Circular No. 071 - 2022

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



About the Discussion Leader

Ranjay Gulati

Former head of the organizational behavior unit at Harvard Business School, Ranjay Gulati served for almost a decade as chair of the Advanced Management Program, HBS's premier leadership development program



Ranjay regularly speaks to executive audiences around the world. The groups he speaks to range in size from small senior leadership and corporate boards to large company off-sites. He has worked with companies in a range of industries and spoken with groups across of functional areas. His clients range from large well-established corporations to high-growth entrepreneurial ventures.

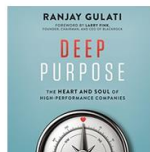
November 7 (Monday) to November 8, 2022 (Tuesday)
8:00 a.m. to 5:00 p.m.
Dusit Thani Manila Hotel, Makati City

Scan to register



Participation Fee
US\$1,100 per participant
US\$10,000 for a group of 10

RSVP
Cris Mercado
Number: 0917 830 3031
E-mail: cris.mercado@johnclements.com



Drawing upon his recent book, Ranjay Gulati will offer a compelling reassessment of purpose as a management ethos, documenting the gains and social benefits that become possible when firms get purpose. Based on extensive field research, he will show how deep-purpose energize their enterprise by inspiring employees and fostering greater and trust with customers and partners. Purpose is also a compass these firms effectively navigate the inevitable tradeoffs across stakeholders and balance their short- and long-term goals. Ultimately, a deeper with purpose holds the key not merely to the well-being of individuals but also to humanity's future.

\*Ranjay will be available to sign your copies of the book at the venue

PARTNERS





3<sup>rd</sup> MAP NEXTGEN CONFERENCE 2022

## THE GENERATIONAL SHIFT:

# MINDSETS MOTIVATIONS MANAGEMENT

HYBRID CONFERENCE | SPEED NETWORKING | RECIPROCITY WALL | FREE-FLOW NETWORKING COCKTAILS (Open Bar for 2 hours)



**11 NOVEMBER 2022**  
FRIDAY | 2:00 PM - 8:00 PM



**SHERATON MANILA**  
PASAY CITY

### KEY NOTE SPEAKERS



**ALEX EALA**  
US Open 2022  
Junior Tennis Champion



**NADIA WOODHOUSE**  
Associate Director  
EY Global Center for  
Board Matters, EYGS LLP

### PANELISTS



**MICAH DEL CARMEN**  
President  
NOAHSYS Corporation



**GEORGINA ROMERO**  
CEO and Co-Founder  
Connected Women



**DAVID LEECHIU**  
CEO, Leechiu Property  
Consultants, Inc.



**STEVE SY**  
Founder and CEO  
Great Deals E-Commerce Corp.



**STANLEY KUA NG**  
President and COO  
Philippine Airlines (PAL)



**ZAHRA ZANJANI**  
Co-Founder and COO  
CUBO Modular



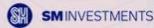
**ER ROLLAN**  
Co-Founder and CEO  
Growsari

### SPONSORS

KNOWLEDGE PARTNER   DIAMOND SPONSOR   SILVER SPONSOR   DIGITAL MEDIA PARTNER   MEDIA PARTNERS



### BRONZE SPONSORS



### REGISTRATION FEES

MEMBER	Php 3,250
GUEST	Php 5,000
SPECIAL RATE FOR ACADEME AND GOVERNMENT	Php 3,250

NOTE: Get 1 FREE seat for every 5 seats paid.

### PAYMENT OPTIONS

Please wire or deposit your payment thru BDO or BPI:  
Account Name : MANAGEMENT ASSOCIATION OF THE PHILIPPINES  
BDO Account No. : 003600161177  
BPI Account No. : 2593105574

### IMPORTANT REMINDER

After wiring or depositing, IT IS VERY IMPORTANT TO EMAIL to [map.philippines@map.org.ph](mailto:map.philippines@map.org.ph) THE FUND TRANSFER FORM OR THE DEPOSIT SLIP WITH YOUR NAME ON IT.



FEDERATION OF INDIAN  
CHAMBERS OF COMMERCE  
(PHIL.) INC.

# FIEO BUSINESS DELEGATION 2022

IN PARTNERSHIP  
WITH:



**EMBASSY OF INDIA**  
Manila, Philippines



**FEDERATION OF INDIAN  
EXPORT ORGANISATIONS**

Set up by Ministry of Commerce, Government of India  
ISO 9001 : 2015 Certified

WHAT:

**B2B  
MEETINGS**

WHEN:

**NOVEMBER 15, 2022 - MANILA  
NOVEMBER 16, 2022 - CEBU  
NOVEMBER 17, 2022 - DAVAO**

WHERE:

**SHANGRI LA, BGC 10:00-2:00 PM  
SEDA CENTRAL BLOC 3:00-7:00 PM  
ACACIA HOTEL DAVAO 3:00-7:00 PM**

LUNCH/ DINNER WILL BE SERVED

**REGISTER  
NOW!**

**CONTACT US:**

 0917-632-5107

 [info@ficci.com.ph](mailto:info@ficci.com.ph)



**SECTORS FROM:**

- Aluminum Powders & Flakes Powers of Non-Lamellar Structure
- Agricultural (Food & Beverage)
- Pet Food
- Frozen Meat
- Textile & Apparel
- Instruments and Appliances used in medical, surgical, dental, or veterinary sciences
- Chemicals & Fertilizers
- Dyes, Pigments & Chemicals
- Healthcare
- Coir Products
- Stationary Products
- Tiles & Ceramics

<https://forms.gle/YfkTEEj25PdwJXMYA>

← **CLICK & REGISTER**



## Supply Chain Revolution: Respond, Elevate & Fortify

NOVEMBER 17&18, 2022 (THURSDAY & FRIDAY)  
8:00 AM - 5:00 PM | 8 Hrs GMT @ MARRIOTT HOTEL, MANILA  
HYBRID EVENT

### SPEAKERS AND PANELISTS



**Charlie Villasenor**  
Chairman and CEO  
PASIA, TransProcure,  
Pasia Shared Services

### CONFERENCE BOARD



**Tonet Rivera**



**Jun Marfori**



**Dino Limjap**



**Walter Buczynski**



**Tess Owens**



**Edgar LaBenne**



**Jericho Del Puerto**



**Rankine Ruel Novabos**



**D. Balasubramaniam**



**Mr. Rogelio Singson**  
President of Management  
Association of the Philippines  
(MAP)



**Dr. Robert Yap**  
Executive Chairman YCH Group  
President of Singapore  
National Employers Federation  
ASEAN Business Advisory Council,  
Singapore Chair



**Capt. Stanley Ng**  
President & COO  
Philippine Airlines



**Jonathan Ravelas**  
Managing Director  
Management for Business  
and Marketing Services




**Ramon Segismundo**  
General Manager Advisor  
1HRX Singapore



**Jorge Juan Munoz Fernández**  
Chairman of Supply &  
Procurement Council  
Supply Chain Asia Ltd (SCA)  
Vicen President of Group Procurement  
Telener Procurement Company, Singapore




**Rosemarie Bosch Ong**  
SEVP-COO of Wilcon Depot, Inc.  
President of Philippine  
Retailers Association



**Teodoro J. Herbosa MD**  
FPCS FPSGS FPCEM  
Professor & Chairman  
Dept. of Emergency Medicine  
PGH College of Medicine  
UP Manila



**Martin Schreiner**  
Senior Director Global Purchasing  
and Supply Management  
Vishay Intertechnology, Inc



**Barry Elliot**  
Managing Director  
ABF1 Consulting



**Jen Capones - Tongco**  
Founder and  
CEO Netrust  
Philippines Corporation



**Marlon Corpuz**  
Country Sales Director  
LAIYE



**Naomi Vowels**  
Co-founder and Director  
Givvable



**Terry Farris**  
Chairman & Director  
EdventureCo Asia and Pacific  
Chairman, DDLS Philippines Director,  
Arowana Impact Capital Chairman,  
Education Committee,  
AMCHAM Philippines



**Jane Panelo**  
Interlogix Corporation  
Owner/Licensed  
Customs Broker



**Frank Post**  
Senior Director Global  
Procurement  
Western Digital



**Cliff Entrekinn**  
CEO  
Convergence Capital



**Ogie Tabor**  
Senior Presales  
Consultant  
LAIYE

**Continuing Educational Hours (CEHs) for CSPP, CSSP & CWLP** Recertification can be earned by attending the PASIAWORLD Annual Conference.



For more inquiries, you may contact us on  
info@pasia.org | www.pasia.org | Viber and WhatsApp:  
(+63) 919 921 4789 | (+63) 917 5663 303 | (+63) 977 332 3401





**“MAP Management Man of the Year 2022”  
Awarding Ceremony  
and  
MAP Annual General Membership Meeting**



*Awardee:*

**Mr. ISIDRO “Sid”  
A. CONSUNJI**

Chair and President  
DMCI Holdings, Inc.

**November 28, 2022, Monday  
11:45 PM to 2:00 PM  
Bonifacio Hall, Level 4  
Shangri-La The Fort**

Registration Fees	
MAP Member	FREE
Guest	P2,000 each

MAP Circular 068 - 2022

CULTURAL CENTER OF THE PHILIPPINES  
FILIPINAS OPERA SOCIETY FOUNDATION, INCORPORATED  
RUSTAN GROUP OF COMPANIES

MAJOR SPONSOR



Embassy of Italy  
Manila

IN COOPERATION WITH  
LCS GROUP OF COMPANIES  
SAN MIGUEL CORPORATION  
STA. ELENA CONSTRUCTION & DEVELOPMENT CORPORATION  
BANK OF THE PHILIPPINE ISLANDS  
HILTON MANILA  
MR. DANNY DOLOR

PRESENT

Giacomo Puccini's  
**TURANDOT**

with the PHILIPPINE PHILHARMONIC ORCHESTRA  
Maestro VALENTINO FAVOINO, Guest Conductor

FEATURING

LILLA LEE, Soprano ALESSANDRO LIBERATORE, Tenor  
JINSU LEE, Bass RACHELLE GERODIAS, Soprano BYEONG IN PARK, Baritone

Director, Set & Costume Designer VINCENZO GRISOSTOMI TRAVAGLINI  
Assistant Director PRINCE SISOWATH RAVIVADDHANA MONIPONG  
Production Manager DENNIS MARASIGAN

Beneficiary: PHILIPPINE ITALIAN ASSOCIATION

TICKET PRICES

Orchestra Center P6,000 (Gala) P4,000 (Matinee)	Balcony I Center P2,500 (Gala) P1,500 (Matinee)
Orchestra Sides P5,000 (Gala) P3,000 (Matinee)	Balcony I Sides P2,500 (Gala) P1,500 (Matinee)

Call Lulu Casas 09175708301 Maricar Alamodin 09175384508 CCP Box Office 8832-3704 Ticketworld 8891-9999 SM Tickets 8470-2222; 0917-870-2222  
Rustan's Makati - 8813-3739 Loc 280 Rustan's Shangrila - 8633-4636 Loc 400 Rustan's Alabang - 8850-5592 Rustan's Gateway - 8931-2460

December 9, 2022, Friday Gala 8:00 PM December 11, 2022, Sunday Matinee 3:00 PM  
Tanghalang Nicanor Abelardo (CCP Main Theater)

# SAVE THE DATE



## 2023 SELECTUSA INVESTMENT SUMMIT

May 1 – 4, 2023 | Gaylord National Resort & Convention Center in National Harbor, Maryland

The SelectUSA Investment Summit is the premier event showcasing investment opportunities in the United States. The 2023 Summit will bring together companies from all over the world and economic development organizations from every corner of the United States.

**THE WORLD'S TOP INVESTMENT EVENT. THE WORLD'S TOP INVESTMENT DESTINATION.**

### TOP 5 REASONS TO ATTEND THE 2023 SELECTUSA INVESTMENT SUMMIT

- 1 Explore interactive exhibitor showcases** featuring EDOs, service providers, industry experts, and international tech startups.
- 2 Network** with 50+ states and territories, companies from 80+ markets, speakers, government officials, and more.
- 3 Set up one-on-one or group meetings and make your investment deals happen.**
- 4 Learn from policy and industry experts** in 100+ sessions providing you with actionable information on everything from developing a workforce to understanding incentives.
- 5 Meet and form valuable partnerships** with industry partners from across the United States.

### 2022 SUMMIT HIGHLIGHTS

- 24-member delegation
- 300 speakers
- 650 economic development representatives
- 2,000 business investors
- 3,600 attendees

*"SelectUSA provided us with the tools necessary to make an informed decision to invest in the U.S."*

*- 2022 Summit Participant*

### WHO SHOULD ATTEND?

Philippine businesses of all sizes that are seeking to establish or expand business operations in the United States.

**JOIN US TO MAKE THE CONNECTIONS YOUR BUSINESS NEEDS TO SUCCEED.**

The SelectUSA Investment Summit is the best place to link serious investors with promising business opportunities. To learn more about the Summit, please visit: <https://www.selectusasummit.us/>

To join the Philippine Delegation to the Summit, please contact:

Darrel Ching, Commercial Attaché  
Jeanne Santiago, Commercial Assistant  
Jeanne.Santiago@trade.gov

U.S. Department of Commerce | International Trade Administration | [SelectUSA](#)

## Articles/Papers from MAP Members

**1. "Exporting more to more"  
from MAP Governor CIELITO "Ciel" F.  
HABITO's "No Free Lunch" Column in the  
PHILIPPINE DAILY INQUIRER on  
October 25, 2022**

Among our comparable Asean neighbors, we export the least relative to the size of our economy, and it's glaring. In 2021, Singapore's exports amounted to an equivalent of 127 percent of its gross domestic product. The corresponding figure for Vietnam was 104, Malaysia 63, Thailand 54, and Indonesia 20 percent. Ours was a mere 14 percent.

In times of global recession, such as is widely feared to be imminent now, this might be seen as a blessing in disguise, as we would have relatively much less to lose when export markets shrink in the face of declining incomes. But this doesn't mean we should not be trying to sell overseas much more than we've managed to. After all, we need exports because they allow us to pay for goods and services that we import from abroad, especially those we can't produce ourselves. And like it or not, we are a highly import-dependent economy, and I'm not referring to consumer goods like food and everyday products. The bulk—more than 80 percent—of our import bill goes to inputs to production, especially fuels, equipment and machinery, supplies and raw materials for our farms and factories (like fertilizers and chemicals), and intermediate products (like electronic chips that we assemble into semiconductors and circuit boards, which we in turn export). The lesson that Asian export-oriented countries learned from the last global slowdown in 2008-2009 was not that they should export less, but that they shouldn't overly rely on dominant markets like the US and Europe as buyers of their exports. It's important to "put our eggs in more baskets," so to speak, so we don't end up in big trouble if one or two of them drop. In short, export market diversification is crucial.

For many years, we have in fact put too much of our export "eggs" in too few baskets. For decades, the US, Japan, and Western Europe received the bulk of our exports. China and Asean changed that somewhat with their entry into the picture in the past decade or so, thanks to free trade agreements. This moderated the disproportionately high share that used to go to the US, especially. Asean, as a bloc, is now actually our biggest export market, with whom our total trade and exports now exceed that of China, Japan, or the US. Even so, we have continued to largely overlook fast-growing markets in such places as Central and Eastern Europe, and Latin America.

I've always felt we could do much better with the latter in particular. Back in the 1990s, I discovered in visits there that Mexico, Brazil, Argentina, and Chile were already trading briskly with neighbors like Malaysia and Indonesia, while our trade with them was a mere trickle. The irony about this is that our shared Hispanic colonial history with them should have been an advantage for us in fostering trade with these economies, as against our neighbors whose colonial ties were with the British and the Dutch. In fact, we were the gateway to the rest of Asia from the Americas and Europe in the era of the Manila-Acapulco galleon trade, spanning the 16th to 19th centuries. But Singapore and Taiwan have long taken that distinction away from us.

We have also been too dominantly reliant on electronics exports, mainly semiconductors and circuit boards (rather than finished products), which peaked at about two-thirds of all our merchandise export earnings, and still stand at around 60 percent. This has made our export sector unduly vulnerable to one industry's ups and downs. And given that the world electronics industry has indeed been prone to such swings, the same instability is transmitted into the Philippine export sector and the economy at large.

Happily, things have been changing, albeit ever so slowly. The numbers suggest that Philippine export markets have become increasingly more diversified in recent years. The number of economies to which our country exports has grown from about 70 in 2000 to 200 now. Still, it's remarkable that the composition of our top 10 export markets has hardly changed in the last decade. There remains a long way to go and much work to do to achieve the export market diversification that would give us both higher levels of exports and greater export stability.

cielito.habito@gmail.com

**2. "A tax won't work (2)"  
from MAP Governor PETER WALLACE's  
"Like it is" Column in the  
PHILIPPINE DAILY INQUIRER on  
October 24, 2022**

Last week, I discussed why a 10-percent tax on export of nickel ore won't lead to local processing. For copper, it is already processed in an initial step with the large mines having a concentrator plant attached to them. The extra step of refining that concentrate is already done here by Pasar, which has a smelter to produce cathodes of copper. The next step of manufacturing products, made of copper, is a financial decision manufacturers, independent of the mines, have to make that a tax — on the mines — won't influence. There's no sufficient supply for a second smelter. So, a tax on copper won't work either. What I think this pretty clearly shows is that a 10-percent export tax is only applicable to nickel, but wouldn't work or achieve the intended aim. This would, in fact, only lead to further uncompetitiveness of nickel ore from the Philippines, which would then likely lead to the eventual closure of existing mines and no new ones, and, therefore, no prospects for processing, with consequent lack of income for the government, jobs for the people, and development of local communities.

What I'd like to discuss here is something I've raised again, and again — and again. Thoughtless people want to ban mining, despite the fact that they use mined products in everything they do. These thoughtless people led to a ban on open-pit mining back in 2011, then again in 2017, after it had been relaxed in 2012, before now being allowed again. This bothers me greatly. How can we guarantee that someone that is willing to invest hundreds of millions, even billions of dollars, won't suddenly have that investment closed down by a new leader with activist ideas? This is a problem not only for mining, but for everything. How do we break the six-year shifts in policies in a way that will protect any investor willing to put his money into the country? Our leaders might want to think about that. That five-year hiatus, which has now been reversed again, set back the development of a number of mines, including the large Tampakan deposit in South Cotabato that was about to reopen. But the Tampakan mayor apparently revoked the company's business permit. We seem to be lurching from one problem to another.

Environmentalists of the local Catholic diocese hailed the delay in the development of Tampakan. I'm particularly disappointed in Fr. Jerome Millan of the Catholic Diocese of Marbel who claimed a victory in stopping open-pit mining. He's saying NIMBY, Not in My Backyard, let other people suffer, as he sees it, the deleterious effects of mining. He's going against Catholic teaching where imposing on others is not what the Bible teaches you to do. Accepting

responsibility and concern for others is throughout the Bible, just one verse — Philippians 2:4: "Let each of you look not only to his own interests, but also to the interests of others." He's also being hypocritical. He uses a gold cross. He kindly feeds children with food cooked in metal pots. His church is lit by electricity produced by metal generators. Or, for the environmentalists, metal-framed solar panels and windmills. Where does he think the ever so many products he uses that have metal in them get the metal from? Mines. Without mines, our world collapses. The Christian thing to do is to say, "let's do it here, so others don't have to suffer the degradation (as he sees it, I don't for reasons I can discuss) of their environment. We'll do it for them." That's the Christian thing to do.

Activists are too often people with the best of intentions, with the least of knowledge. They fail to consider all aspects of an issue. Mining is a good example of that; they oppose it. And, yes, it does harm the local environment—for a while. But post-mining, the land can be converted into something beautiful (a lake) or useful (a city). Pollution from a mine can be minimal if the mining is responsibly done. It's the irresponsible mining that causes all the trouble. It's the irresponsible lot where I thoroughly agree with the environmentalists, that must be stopped. That's what they should focus on.

Our modern world is totally dependent on mined products, from iron ore to cement. We have no civilization without it. An activist's role, and particularly the church's, with all its power, should not try and stop it, but to actively monitor all mines, and fight to ensure that a mine is operated in a manner that minimizes any negative effect on the environment, and looks after the local people. NIMBY is a thoughtless, selfish, unchristian alternative. Without mining we go back to the stone age, living in huts.

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

# MAP Talks on Youtube

October 13, 2022  
MAP GMM

September 13, 2022  
MAP International CEO Hybrid Conference

August 19, 2022  
MAP GMM

July 1, 2022  
MAP Webinar

September 8, e2022  
MAP – PMAP Joint GMM

July 14, 2022  
MAP GMM

June 23, 2022  
MAP GMM

May 19, 2022  
MAP GMM

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL  
A Project of MAP ESG Committee

**MAP General Membership Meeting**

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

**SPEAKERS:**

- Mr. ANDREW CHAN**  
Alpha Factor's Leader in ESG  
F&C Malaysia
- Mr. VINCENT KNEFFEL**  
Climate Economy Director  
PwC Credit Exchange
- Ms. MA. ANTONIA YUIO LOYTAGA**  
President  
National Resilience Council

**EMCEE:**

- Ms. AGNES A. GERVACIO**  
Climate Change for Government, MAP ESG Committee  
CEO, MD, Newera

**Q&A MODERATOR:**

- Atty. ALEXANDER S. CABRERA**  
Governance-Chief, MAP ESG Committee  
Chair, Business and ESG Council  
Isla Usana & Co., F&C Philippines

MAP 19, 2022, THURSDAY, 12:30 PM TO 2:30 PM via ZOOM

May 2, 2022  
MAP Webinar

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL  
A Project of MAP Human and Management Development Committee (HMDC)

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

**Speakers:**

- Mr. WILSON I. CHUA**  
Managing Director and Founder  
Future Gen International Pte Ltd. (Singapore)
- Mr. ROGER DO**  
CEO  
Autofabrics (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

May 2, 2022, Monday, via ZOOM

April 29, 2022  
MAP Webinar

**GREEN EDSA MOVEMENT** **MAP**  
April 29, 2022, Friday, via ZOOM

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

**Speakers:**

- Atty. ANGELA CONSUELO S. IBAY**  
Head of Climate Change and Energy Program,  
World Wide Fund for Nature (WWF)
- Atty. TONY LA VIÑA**  
Dean, Ateneo School of Government  
Associate Director, Manila Observatory
- Ms. ANA MARGARITA MONTIVEROS**  
High-Vice President and Chief Reputation & Sustainability Officer  
South Korea's Samsung
- Mr. SANTIAGO F. DUMLAOG, JR.**  
Executive Director, Association of Credit Rating  
Agencies in South Korea
- Mr. RAQUEL B. CAGURANGAN**  
Executive Director, MAP ESG Committee  
VP, Engineering, Manager, Analytics, Data, Tech

Moderator: Mr. Oscar A. Torralba

April 29, 2022  
MAP Webinar

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL  
A Joint Project of MAP Agribusiness Committee and MAP Trade, Investment & Tourism Committee

**MAP CEO Academy Webinar**

**PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT**

**Speakers:**

- Dir. RAQUEL B. ECHAGUE**  
Director for Resource-Based Industries Service  
Board of Investments (BOI)
- Mr. DANILO V. FAUSTO**  
President  
DVF Dairy Farm, Inc.

**Moderators:**

- Mr. OSCAR A. TORRALBA**  
Chair, MAP Agribusiness Committee  
Chair and CEO, Toon Holdings Corporation
- Mr. CHARLES P. VILLASEÑOR**  
Chair, MAP Trade, Investment & Tourism Committee  
Chair and CEO, PASA, TransProduce and PASA Shared Services

April 29, 2022, Friday, 5:00 PM to 5:30 PM via ZOOM

April 27, 2022  
MAP Lecture

**MAP** Management Association of the Philippines  
MAP Arts & Culture FIRESIDE CHAT  
April 27, 2022, Wednesday, 6:00 PM to 6:30 PM via ZOOM

**Art + Cryptocurrency**  
**THE RISE OF DIGITAL ART**

**Speakers:**

- Mr. HENRY RHODEL R. AGUDA**  
Chief  
UBI Philippines
- Mr. LUIS BUENAVENTURA**  
Country Manager  
First Asset Services
- Mr. MIGUEL CUNETA**  
Co-Founder and  
Chief Executive Officer  
Sistek - Citibank Indonesia

**Moderator:**

- Ms. MA. AURORA "Bobby" D. GEOTINA-GARCIA**  
Member and Project Manager, MAP Arts & Culture Committee  
President, MASECO Philippines

April 22, 2022  
MAP Webinar

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL  
A Project of MAP Human and Management Development Committee

**MAP CEO Academy**

**STRATEGIC HUMAN RESOURCES:**  
**HOW TO THRIVE AND PROSPER IN THE TALENT ECONOMY**

April 22, 2022, Friday  
9:00 AM to 11:00 AM  
via ZOOM

**Speakers:**

- Mr. SANDEEP CHAUDHARY**  
CEO, India
- Mr. CAROL DOMINGUEZ**  
CEO, Philippines
- Ms. GINA EALA**  
Chief HR Officer  
Bank of Philippine Islands
- Mr. JP ORBETA**  
Chief HR Officer  
AC Energy
- Mr. RON SEGISMUNDO**  
CEO  
M&M Philippines and  
26.6M Business of Manila

**Moderator:**

- Mr. SONNY COLOMA**  
Executive Director, Human Resource  
Management, M&M Philippines  
Executive Director, Human Resource  
Management, M&M Philippines

Webinar ID: 845 0324 0324  
Password: MAP2022022  
MAP Organizer No. 095-2022

April 22, 2022, Friday, 9:00 AM to 11:00 AM via ZOOM

March 24, 2022  
MAP General Membership Meeting

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL  
MAP General Membership Meeting

**RCEP: Should we get in now?**

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

**Speakers:**

- Sec. WILLIAM D. DAR**  
Secretary of Agriculture
- Sec. RAMON M. LOPEZ**  
Department of Trade and Industry 2019
- Dr. RAMONETTE B. SERAPICA**  
Senior Research Fellow, Philippine Institute for  
Development Studies (PIDS)
- Mr. ARTHUR R. TAN**  
CEO and Vice-Chair, Integrated  
Micro-Entrepreneur
- Ms. CHIT U. JUAN**  
President, Philippine Culture Board, Inc.  
Member, MAP Agribusiness Committee

Moderator: Mr. Oscar A. Torralba

March 9, 2022  
MAP Lecture

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL  
MAP Arts & Culture Lecture

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

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

**Speaker:**

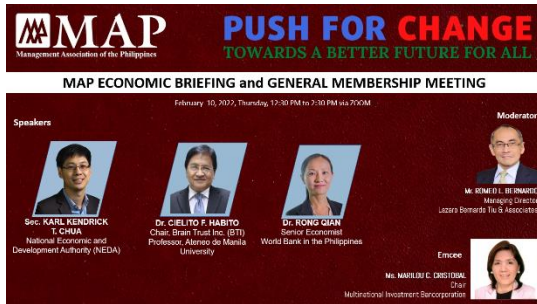
- Mr. JAY LABRADOR**  
President, International Wine  
and Food Society (Philippines)

**Moderator:**

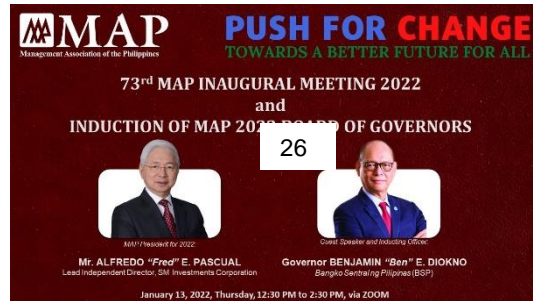
- Mr. EDUARDO "Eddie" H. YAP**  
Chair, MAP Arts & Culture Committee  
President and CEO, Claimont Group



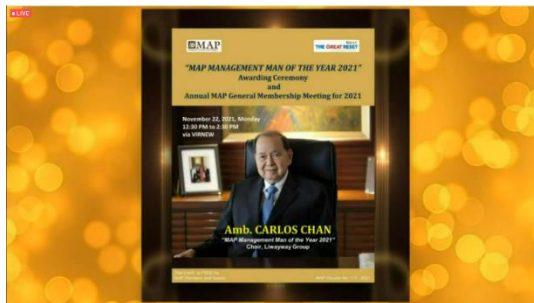
February 10, 2022  
 MAP Economic Briefing and  
 General Membership Meeting



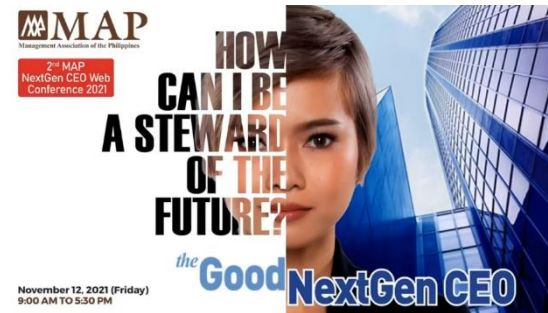
January 13, 2022  
 MAP Inaugural Meeting and  
 Induction of MAP 2022 Board of Governors



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



November 12, 2022  
 2nd MAP NextGen CEO Conference



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

### 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" BAIWAN**  
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**  
COO and Senior Managing Director, Seven Seven Global Services, Inc.

**Subscribe to "MAP Talks" on YOUTUBE:**



<https://www.youtube.com/channel/UCeNIKpZ2CZmVkrjh9GNfSoA>



**Like MAP on Facebook:**

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

**Connect with MAP thru LINKEDIN:**



<https://www.linkedin.com/in/mapphilippines/>

*Visit Our Website*

**Visit the new MAP Website:**

<[map.org.ph](http://map.org.ph)>

**Join the "MAP Bulletin Board" Viber community**



Join us on Viber

<https://invite.viber.com/?g2=AQB96LUTksl4X03UIdOSgWDEPCjwdBfZLGFrjkuDpC1j%2FCpAHFFj0kgzkmWL2hvc>

Please subscribe to “MAP Talks” on YOUTUBE:

<https://www.youtube.com/channel/UCeNIKpZ2CZmVkrjh9GNfSoA>

Please follow MAP on FACEBOOK:

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

Please connect with MAP thru LINKEDIN:

<https://www.linkedin.com/in/mapphilippines/>

Please visit the new MAP Website by clicking the following:

<[map.org.ph](http://map.org.ph)>

Please join the “MAP Bulletin Board” Viber community by clicking the following:

<https://invite.viber.com/?g2=AQB96LUTksl4X03UidOSgWDEPCjwdBfZLGFrjkuDpC1j%2FCpAHFFj0kgzkmWL2hvc>