



“MAPping the Future” *column in the INQUIRER*

“The Agri-Aqua Innovation Challenge”

October 31, 2022

Prof. MATTHEW GEORGE O. ESCOBIDO

Despite the country’s fertile lands and waters and huge exclusive economic zones, the Philippines is behind its neighbors in farm productivity, crop diversification, and agri- and sea-based export production. Our farmers and fisher folk comprise two-thirds of the poor in the country. Such is the irony that they themselves are not that keen on their children following in their footsteps. The result is a declining enrollment in courses and erosion of workforce in the agriculture and aquaculture

sectors. As the average age of farmers increases past 58 years old, this setup threatens the food security of the Philippines.

In this context, the Department of Science and Technology (DOST) – Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (PCAARRD), the Asian Institute of Management (AIM) and the Management Association of the Philippines (MAP) set up the Agri-Aqua Innovation Challenge. By
(continued on page 3)



Ms. CHIT U. JUAN

“MAP Insights” *column in BUSINESSWORLD*

“How to Explore ASEAN”

November 1, 2022

It is important to know about Free Trade Agreements, such as the AFTA which covers the ASEAN region. Before we even go to the RCEP, ASEAN Plus and other aggrupations, it makes sense to know first about ASEAN.

Who are the member states? You will be surprised that some people do not bother to know what countries belong to ASEAN. Ambassador Delia Albert, a staunch advocate of regional cooperation, taught us the basics which are as follows.

1. Learn to say “ASEAN” properly. Say “AS-YAN” not “EY-SIAN”.
2. Know which countries are called member states or AMS. ASEAN Member States.
3. Find out cultural and religious differences. For example, when entertaining ASEAN delegates, be sensitive about offering Halal food. Also serve many vegetarian choices.
4. Prayer rooms. While Catholics only look for churches, our Muslim brothers and sisters need a place for quiet prayer, a few times a day.
5. Be punctual even if the others are not. It is best to correct the notion and reputation about Filipino time.

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“The Agri-Aqua Innovation Challenge” . . . (from page 1)

leveraging science and technology, the Innovation Challenge aims to inspire and engage the next generation of Filipinos in shaping a modern, progressive, and more relevant agriculture and aquaculture sectors.

The Innovation Challenge is an annual competition open to student teams and registered startups. It aims to provide a platform where research and development occurring in universities can be translated to actual products and services used by Filipinos. Research by Ph.D., masteral, or undergraduate students should not only be “bound” as publications but also as an intellectual property in products, resources in companies, and foundations of industries. It encourages entrepreneurs to take advantage of science and technology in their products and services and in their businesses.

The Innovation Challenge highlights the role universities play in our innovation ecosystem and national development. Aside from transmitting knowledge, skills, and attitudes to students, universities are catalysts of economic development. For instance, the Massachusetts Institute of Technology (MIT), a small university of 13,000 people, reported its entrepreneurial impact in 2015. Alumni have founded more than 30,000 companies, employed almost 5 million people, and generated \$2 trillion in annual revenues which is about six times the GDP of the Philippines.

The Philippine Startup Ecosystem 2020 Report, on the other hand, counted 400+ startups in the country. How many of them from our universities and received venture funding is not known. Even if all are from our universities or they received funding, the Philippines, a country of 100 million people, has an output no different than that of the University of Virginia. Yes, Virginia. This is according to Pitchbook’s global ranking of schools in terms of number of startups from 2006 to 2020. Stanford ranked first with 1,258 startups followed by UC Berkeley, MIT, and Harvard.

But change is coming. Policies with provisions to strengthen, promote, and develop an innovative and entrepreneurial ecosystem and culture in the country are being put into place. The Innovative Startup Act (RA 11337), the Youth Entrepreneurship Act (RA 10679) and revisions in the Corporation Code all point toward the right direction.

The Agri-Aqua Innovation Challenge builds on these developments. Funding from the DOST allows the Innovation Challenge to grant a total of almost ₱6 million to the teams for their innovation journeys. The winning startup receives ₱1 million while the winning student team receives ₱400,000. Additional funds are

given for them to do market validation and product iteration. All the finalists receive at least ₱100,000 to encourage them for the road ahead.

But it’s not just monetary support. By bringing in the academe and industry, the Innovation Challenge is not just an event to award winners, but a platform to nurture innovators. Professors from the AIM and CEOs and managers of agri-aqua companies of the MAP together to mentor the teams. They provide frameworks and best practices appropriate to their context in their innovation journey.

Unfortunately, these efforts may not be enough to nurture successful startups. Statistics would place their failure at about 90%. Then why bother? Moreso encourage and promote? There are as many reasons as there are entrepreneurs. But let me offer two.

First, one of these startups may have the solution to one of our problems. Like the startup pharmaceutical companies protecting us from COVID-19, Aquagentech of UST may be able to help shrimp farmers evade the white spot syndrome virus through their patented rapid detection kit. Or UPLB’s HormoGroee might reduce the cost and improve the yield of our farmers’ crops and insulate them from the skyrocketing cost of synthetic fertilizers.

The second is more profound. Going through the innovation process makes them better persons, students and Filipinos. Innovation requires empathizing with the customer, understanding another Filipino’s problem, helping them with creative ideas, implementing a solution as a product or a service, and organizing people to address a cause larger than his own. Early on, innovators become aware of concepts they have to learn, risks they need to mitigate, and actions they have to take. This makes their education purposive. They prepare for the career they define for themselves.

They can fall short at any part in the process – missed customer insights, failure of product features, or dysfunction in the organization. But it’s an iterative process. This engenders humility and grit. As Edison puts it – “I have not failed. I just found a thousand ways that won’t work”. From the failures, they have a better understanding of what it would take to succeed. How should they communicate? Who should they work with? Instead of just complaining about our problems – they try to find solutions. This makes them better Filipinos.

On November 9, 2022, the first batch of Filipino agri-aqua innovators will be pitching their solutions at the AIM from 1:00 PM to 6:00 PM. Prospective customers, partners, and investors are welcome to visit. They have booths to showcase their products and services. The public is encouraged to examine these solutions and

meet the teams behind them at <https://go.aim.edu/agriaquainnovationchalleng>. The Demo Day will be broadcasted live on this site.

(The author is Co-Chair of the MAP Human and Development Committee for Higher Education, CEO of conceptblocks and Adjunct Professor at AIM. Feedback at <map@map.org.ph> and <matthew.escobido@nxtclass.org>.)

"How to Explore ASEAN" . . . (from page 1)

After learning the basics of cultural complexities, know what networks there are:

1. AWEN- Asean Women Entrepreneurs Network. Now headed by Indonesia as Chair, it rotates leadership or chairship every two years. It started with Vietnam in 2014-2016, Philippines 2016-2018 and Thailand 2018-2020 and now Indonesia until 2023 (an exception to extend the term due to COVID restrictions in 2020).
2. ASEAN-BAC- private sector led business leaders' group which also includes Joint Business Councils (JBCs) and AWEN.
3. ASEAN Coffee Federation- a coalition of national coffee organizations across the ASEAN member states. From the Philippines, the Philippine Coffee Board, Inc. is the representative for the last 10 years now.
4. AMEN- ASEAN Mentors Network. Established during the Philippines Chairship in 2017, it has over 100 mentors that cross the geographical boundaries for senior executives mentoring younger leaders and entrepreneurs.
5. ASEAN Young Entrepreneurs Council (AYEC) - for those younger CEOs, below 40 years old.

These are just some of the many networks for private sector involvement in ASEAN affairs, business cross-matching and optimizing business connections and opportunities, like the Free Trade Agreements, among other regional non-tariff issues.

The headquarters is located in Jakarta, Indonesia and is the main office for all the many departments under the political, economic and social pillars of the regional authority. It is worth looking at the organizational chart of ASEAN to find out how your business can benefit from cross-border connections.

In the Philippines, PHILWEN or the Philippine Women's Economic Network represents the concerns of women business organizations, is the AWEN representative organization, and has been tasked to implement regional programs, such as the grant from OXFAM. Non-profits and grantors find it expedient to deal with coalitions in lieu of single country groups, as the initiative then becomes region-wide. If your sector has a need

for policies that can be discussed in ministerial meetings, then the way to go is to band together, so your concern is regional and not just national.

In the case of ASEAN Coffee Federation, for example, it was recognized by ASEAN as a vital coalition with coffee being a major export of Vietnam and Indonesia. Vietnam is now the number 1 producer of Robusta coffee in the world while Indonesia stays as one of the top ten producers of both Arabica and Robusta in the world. Even if the Philippines is currently a net importer of coffee, it bodes well for us to join the ranks of the top producers of ASEAN, having access to important data and opportunities in the coffee sector, we otherwise may not be included in.

And this is the same for private business in any industry. For you to optimize opportunities offered to only ASEAN member states, it may be good for you to explore joining an organization which figures well in ASEAN matters.

There also are programs like ASEAN ACCESS, which allows business people to find other important connections vital to your business sector, company or organization. There are many initiatives and all you need to do is get invited. But for you to get that precious invitation, your business must be open to collaborations, even partnerships across the member states.

We started by visiting each of the member states. It is not expensive when you think of the distance of each country from Manila. You can visit all 9 other member states on a mission to find your business opportunity. The other way is to join the delegation to ASEAN conferences. It may be your most economical investment to get to meet other business people from 9 other states, and explore opportunities.

There are many examples of regional players who have made it big from the Philippines --- Universal Robina, Oishi, Penshoppe, to name a few. But one need not be as big as they are to find your potential ASEAN partner. All you need to do is be present at the events and establish your network of like-minded potential business partners.

The next event is in Cambodia this October and the handover in November. Check out the website of ASEAN for more information but go ahead and start learning about ASEAN.

Again, learn how to say it: it's AS-YAN, not -EY-SYAN.

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

PHILIPPINE DAILY INQUIRER

BOARD TALK

Business Features Editor
Doris Dumalao-Abadilla

3 Fast ways to create a culture for top talent

Today marks my 50th column for the Inquirer. Thank you for all the wonderful feedback, comments, questions and inquiries we have received over the past year, mostly through the website of my group or in countless conversations with entrepreneurs, business owners, family businesses, boards and CEOs.

It is always a pleasure if someone quotes from my column because they find it valuable in guiding them to lead their business to the next level.

View change and challenges as opportunities

I was joining the celebration of the anniversary of one of the most recognized Asian brands last week. In a private conversation, the self-made billionaire founder shared his insights with me into what mindset and beliefs enabled him to succeed. And not to my surprise, one of them was to always regard change and challenges as opportunities.

Change is always a big opportunity, no matter if you like the change or not. That is irrelevant. This is a belief I have seen in almost all of the successful CEOs and business owners I have had the pleasure of advising and consulting.

If you can adopt this mindset and teach your top leaders to do the same, you have taken a first giant step forward because most businesses do not view challenges as such.

Over the last weeks, I have given a series of keynotes and workshops to a selected group of CEOs and business owners in the region, including many different topics geared toward future-proofing your business in times of change, and profiting from all the unique opportunities that exist in these times.

Create a culture where top talent thrives

One of the hot topics is always culture and top talent. What is the culture of the most



PROFIT PUSH
TOM OLIVER



Your goal is to become a jaguar. And to do that, you have to become fast, agile, lean and flexible

efficient, best-performing and most successful companies in the world? And how can we change our culture to be more efficient? How do we become an organization where top talents love to challenge each other and are happy in achieving success together?

The first thing the best-performing companies do differently is encouraging a culture of radical open-mindedness and transparency.

In several Asian countries, including the Philippines, that is a challenge. People are not used to a company culture where employees and board members openly address challenges, weaknesses and disagreements. Sugarcoating is part of that challenge.

There are so many examples of sugarcoating from our work practice in empowering companies to grow that it could easily fill hundreds of pages. In one case, a board member who ful-

filled a highly important role in the company was the completely wrong fit for the job. Even though this impacted the entire value chain of the company, and severely impacted sales and the bottom line, nobody told the CEO. Of the owner, Everyone talked behind each other's back, but in the board room, it was all love, peace and harmony.

Are you a frog in boiling water?

This is a misconception of companies that do not encourage a culture of open and constructive disagreements. We do not want to hurt anybody. We want to make people happy. Well, guess what, challenges only grow bigger with time. Think of them like a stone in your pocket. At first, you can still walk fine with that stone. But then these challenges grow if they are not addressed. They always do; that is a fundamental law of business.

Imagine adding another stone to the one you already carry in your pocket. And then one more, and one more, and so on. Now, the frog in the boiling water problem sets in. This is a principle that describes this phenomenon. The idea is that a frog will jump out of boiling water if it is placed there immediately, but if it is placed in lukewarm water and brought to a boil gradually, it will not recognize the danger and will be roasted to death. The tale is frequently used as a metaphor for people's incapacity or unwillingness to recognize or respond to ominous situations that develop gradually rather than abruptly.

It has since been proven false by science. But what is no longer true for frogs still applies to business; most businesses behave exactly like that. The challenges grow bigger with time, as is a natural law, and then we reach a point where the organization has become a slow-moving hippo-



ILLUSTRATION BY RUTH MACAPAGAL

potamus instead of an agile and lean jaguar.

Become a jaguar

Most organizations are like hippos and are getting bigger and bigger. But they have gotten so used to the stones in their pockets that they do not see them. However, the effects still show: missed business opportunities, challenges in execution, challenges in accountability, reduced profits and the list goes on and on.

Of course, such a business is not able to seize opportunities fast, move quickly against competitors or unforeseen enemies, make slingshot recoveries from challenges, and aggressively seize market share from competitors when they can.

Your goal is to become a jaguar. And to do that, you have to become fast, agile, lean and flexible. To accomplish this, one of

the most critical tasks is to build a culture where people openly address challenges, conflicts and constructive disagreements. You could also call them "healthy debates."

Institutionalize the change

If you want to lead and grow a successful business that will attain its full potential, you must encourage what we call "constructive disagreements." At first, this will be strange to many. But contrary to popular belief, you can change a company culture rather quickly if you know how it is done. And one of the ways to solve this is to institutionalize the change. What does that mean?

It means to create rituals, routines and daily practices that build quick wins, which in turn build momentum, which in turn will change corporate culture.

Let me share a few examples:

for instance, a daily huddle among teams should have clear rules and guidelines. One of them should be that the senior person always speaks last.

The devil's advocate

There is also what we call "roasting devil's advocate." This means that one team member must take a contrarian, devil's advocate position to give "forced" constructive feedback. This will make the practice not only more playful but will allow people to become used to voicing their opinion even if they do not agree or if they spot a weakness in a proposal, idea or project.

As we know from innovation, the best ideas rarely come from the top. This practice will encourage top leadership, middle managers and also lower-level employees to voice their opinion. However, if you do not like what you hear, do not rip your head off! As a business leader, you need to walk the talk and be open to whatever feedback.

Remember: Your goal is not to be right but to make the best decisions!

3 action steps

Reframe change and challenges as opportunities. Tackle challenges head-on as they arise.

Institutionalize changes by creating rituals, routines and best practices. www.tomoliver.com



Tom Oliver, a "global management guru" (Forbes), is the chair of The Tom Oliver Group, the most advanced and consulted by many of the world's most influential family businesses, medium-sized enterprises, market leaders and global conglomerates. For more information and inquiries, visit www.TomOliverGroup.com or email Tom.Oliver@tomoliver.com.

KPMG IN THE PHILIPPINES JOINS DIGITAL PILIPINAS IN GROWING THE COUNTRY'S FINTECH INDUSTRY

With the ASEAN digital economy on track to grow to \$1 trillion by 2030, industry leaders in the Philippines have raised the need to position the country as a home for digital innovation. This emphasis on innovation includes calls to grow the country's fintech industry.

To help position the Philippines as a hub for innovation, KPMG in the Philippines (R.G. Manabat & Co.), the Philippine member firm of professional services network KPMG International, participated as the Knowledge Partner of the recently concluded Digital Pilipinas Festival.

The Digital Pilipinas Festival took place from Oct 18 to 21 in Green Sun Hotel, Makati. The event was composed of both World Fintech Festival-Philippines and the Philippine Fintech Festival. Both of these events aimed to accelerate growth in the Philippine fintech industry by fostering public-private-sector dialogue on issues such as financial inclusion, cybersecurity, digital payments, proper use of data analytics, and so much more.

Partners from KPMG in the Philippines moderated several of the event's panels and workshops. Vice Chairman, COO and Advisory Head Noel Bonoan was a moderator for a panel discussing the potential role of blockchain in improving government services. Advisory Partner and Deal Advisory Head Michael Arcatomy Guarin and Advisory Partner and ESG Lead Kristine Aguirre acted as chairs and moderators for a workshop delving into the subject of environmental, social, and governance (ESG)



factors in business and the growth of green finance.

KPMG partners also contributed their insights in a number of the event's workshops: Vice Chairman Noel Bonoan for the 'Smart, Connected Cities, and Proptech' workshop, Technology Consulting Partner Gilbert Trinchera for the 'Insurtech and Healthtech' workshop, Technology Consulting Partner and Head Jalatin Manrique for a panel on AI and Big Data, and Technology Consulting Partner Michael Ian Emerson Royeca for a panel on Cybersecurity and Regtech.

KPMG in the Philippines will produce whitepapers based on discussions during each of the event's workshops. These whitepapers will help shape future discussions and decisions on fintech, digitalization, green finance, and all other topics covered by the event's workshops.

Together with the other participants of the Digital Pilipinas Festival, KPMG in the Philippines hopes to see a brighter future for the Philippines' fintech industry.

The agri-aqua innovation challenge

(First of two parts)

Despite the country's fertile lands and waters and huge exclusive economic zones, the Philippines is behind its neighbors in farm productivity, crop diversification, and agri- and sea-based export production. Our farmers and fisherfolk comprise two-thirds of the poor in the country. Such is the irony that they themselves are not that keen on their children following in their footsteps. The result is a declining enrollment in courses and erosion of workforce in the agriculture and aquaculture sectors. As the average age of farmers increases past 58 years old, this setup threatens food security.

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(To be concluded)



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How to explore ASEAN

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This week: Growth, commodities inflation, and births deflation

With a generally bad economic environment globally, especially in Europe and China, it is important that the Philippines should do more investment promotion roadshows abroad and institute business-friendly domestic policies. The goal is to attract many companies leaving Europe, China, and even the US, while keeping investors that are already here.

There were four Philippine Economic Briefings (PEB) done already by the economic team — in Jakarta and Singapore on Sept. 6 and 7, New York City in Sept. 22, and Washington D.C. in Oct. 15. These are good initiatives, with the economic team talking face to face with big potential investors in big financial centers like Singapore and New York.

MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

Last week, on Oct. 26, Budget Secretary Amemar Pangandaman and Finance Secretary Benjamin Diokno met with business leaders of the US-ASEAN Business Council (US-ABC) and reiterated the recent market-oriented reforms that are conducive to foreign investors.

Then, on Oct. 28, the National Economic and Development Authority (NEDA) Board's Investment Coordination Committee-Cabinet Committee (ICC-CabCom) met on various projects

proposals submitted by agencies and government bodies, and on the approval of the updated NEDA-ICC guidelines for PPP (private-public partnership) projects. The Finance and NEDA Secretaries are co-chairs of the ICC, while members include the Executive Secretary, the Governor of the Bangko Sentral, and the Secretaries of Budget and Trade.

GROWTH IN Q3 2022
I mentioned the bad economic environment in Europe and China as shown by their GDP growth in the third quarter (Q3) of 2022. Germany grew only 1.2%, France 1%, Spain 3.8%, China 3.9%, and the US 1.8%. Other major economies like the UK, Italy, and Japan have not released Q3 results yet.

Economies in East Asia seem to be the medium-size growth drivers in the world. Their GDP growth in Q3 2022: Vietnam 13.7%, Singapore 4.4%, Taiwan 4.7%, South Korea 3.7%, Vietnam and Taiwan were among the very few economies that did not contract in 2020, then they continued their momentum in 2021 and 2022.

The "high" growth of Spain and France in 2021 and 2022 was mainly due to "base effect" — they had very deep economic contractions in 2020, a very low base that year, and even a mild increase in economic activities in the succeeding years would constitute "high" growth already. The Philippines' Q3 will be released on Nov. 10 but so far, we grew 7.8% in Q1-Q2 already.

One reason why Vietnam and Taiwan were able to sustain their growth momentum in 2022 is because they did not follow the US Fed's huge interest rate hikes that penalize businesses in the name of fighting high inflation (Table 1). I remain my growth projection for the Philippines of 7-7.5% in Q3, Q4, and full year 2022. One priority to use is energy sales growth, then I add other

TABLE 2 Commodity prices, % change

Commodities	Unit	Oct. 28 2020 (a)	Oct. 28 2021 (b)	Oct. 28 2022 (c)	Peak 2022 (d)	YoY % (b/a)	YoY2 % (c/b)
A. Energy							
Dubai crude	\$/barrel	41.14	81.55	91.27	122.53	119.2	11.9
WTI crude	\$/barrel	37.39	81.46	87.90	119.65	108.2	7.9
US natural gas	\$/mmbtu	3.30	5.43	5.79	9.71	64.5	6.6
TTF gas	€/MWh	14.49	64.86	112.24	339.20	347.6	73.0
Coal	\$/ton	58.20	223.70	385.70	457.80	284.4	72.0
B. Fertilizer, Industrial							
Ammonium nitrate	€/ton	159.00	607.50	695.00	860.00	262.1	14.4
Di-ammon. phosp.	\$/ton	357.00	675.00	687.50	1005.00	89.0	1.9
Urea	\$/ton	257.50	828.75	607.50	1050.00	221.8	-26.7
Bitumen	€/ton	2258.00	3158.00	4399.00	4824.00	119.0	17.6
C. Agricultural							
Rice	\$/cwt	12.47	13.28	16.12	17.84	6.5	21.4
Coen	\$/bu	401.50	568.25	679.78	813.50	41.5	19.6
Wheat	\$/bu	608.75	772.75	829.25	1277.50	26.9	7.3
Potatoes	€/100 kg	5.00	14.46	21.00	27.00	109.2	45.2
D. Livestock							
Feeder cattle	\$/lb	136.45	157.65	177.80	187.68	15.5	12.8
Live cattle	\$/lb	106.28	129.28	150.38	151.68	21.6	16.3
Lean hogs	\$/lb	65.62	75.20	86.90	122.40	14.6	14.5
Poultry	\$/lb/kg	6.07	8.10	7.98	8.20	33.4	-1.5
Salmon	NOK/kg	57.29	57.83	89.59	110.04	0.9	54.9

SOURCE: TRADING ECONOMICS. DOLLAR/POUNCE % CHANGES ARE AUTHOR COMPUTATIONS.

considerations. For instance, in 2021, Merarco energy sales growth over 2020 was 5.7%, exactly the same GDP growth in 2021. For 2022 first half (Q1 and Q2), Merarco energy sales growth was 5.7% but Q1 sales growth was 7.8%, which is a good indicator that households and businesses are humming stronger. I have personally observed this too in many provinces.

COMMODITIES INFLATION
This column has discussed comparative inflation rates in many countries before — see for instance "The ERIC, NGCR, Inflation and public debt" (Oct. 10). Today we will discuss important commodities and their price hikes over the past two years. I use the latest data, that of Oct. 28, and compare the prices on the same date in 2021 and 2020.

The irrational "war on fossil fuels" has produced irrational and unwanted results: high energy prices, from gasoline and diesel to electricity, high fertilizer prices, like that of ammonium nitrate because the main raw materials to produce ammonia and urea are natural gas and oil; high industrial prices for items like bitumen, asphalt, and paints because their main raw material is crude

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 operations. 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
MAP Website: 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/9hriGepMK2PyMGDD8>

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>.

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>.

Thank you!

Issued on October 20, 2022 in Makati City.

Very truly yours,

MARIANNE B. HONTIVEROS
MAP Secretary

FORTHCOMING EVENTS

MAP Golf Cup

for Corporate Social Responsibility

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

Shotgun Tee Off will be at 8:00 AM.

presented by



in partnership with



Beneficiaries:

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

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HOLE-IN-ONE PARTNERS				
BRONZE PARTNER		MEDIA PARTNERS		

HOLE PARTNERS

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- 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 • International SOS • 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

Registration Fees:	Wack Wack Member	Non-Wack Wack Member
MAP Member or Guest	P2,000	P7,500

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.

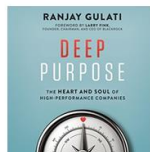
November 7 (Monday) to November 8, 2022 (Tuesday)
8:00 a.m. to 5:00 p.m.
Dusit Thani Manila Hotel, Makati City

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





3rd MAP NEXTGEN
CONFERENCE 2022

THE
GENERATIONAL SHIFT:

MINDSETS MOTIVATIONS MANAGEMENT

HYBRID CONFERENCE | SPEED NETWORKING | RECIPROCITY WALL



11 NOVEMBER 2022
FRIDAY | 02:00 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



CHITO S. MANIAGO
Country Head for
Government Affairs
Communications &
Sustainability
Zuellig Pharma Corp.

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.



CAPT. STANLEY KUA NG
President and COO
Philippine Airlines (PAL)



ZAHRA ZANJANI
Co-Founder and COO
CUBO Modular



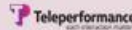
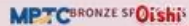
ER ROLLAN
Co-Founder and CEO
Growsari

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The Manila Times



REGISTRATION FEES

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

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> THE FUND TRANSFER FORM OR
THE DEPOSIT SLIP WITH YOUR NAME ON IT.



FEDERATION OF INDIAN
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(PHIL.) INC.

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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!**

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 info@ficci.com.ph



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- 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



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

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Tonet Rivera



Jun Marfori



Dino Limjap



Walter Buczynski



Tess Owens



Edgar LaBenne



Jericho Del Puerto



Rankine Ruel Novabos



D. Balasubramaniam




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 Entreklin
CEO
Convergence Capital



Ogie Tabor
Senior Presales
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**“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

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Manila

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STA. ELENA CONSTRUCTION & DEVELOPMENT CORPORATION
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HILTON MANILA
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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. "Resource-rich but income-poor"
from MAP Governor CIELITO "Ciel" F.
HABITO's "No Free Lunch" Column in the
PHILIPPINE DAILY INQUIRER on
November 1, 2022**

The great paradox about the Philippines is that in spite of its being among the most naturally wealthy countries on earth, it has found itself in a worse economic situation than far less-endowed neighbors and comparable economies around the world. Our abundance of natural wealth is widely recognized. Our 300,000 square kilometers of land and inland waters host an extremely rich and diverse array of plant and animal life. With more than 36,000 kilometers of coastline and abundant inland waters, we have an extremely rich array of marine and freshwater resources known to be among the richest and most diverse in the world. We have more than 50,000 plant and animal species existing in the country, about two-thirds (65 percent) of which are unique to us—with more new species reportedly discovered every year than elsewhere in the world. We are one of the 17 megadiversity countries of the world that together account for 60–70 percent of global biodiversity, and are also known to be the fifth most minerally endowed country, globally. With all those natural riches, we could be among the most economically prosperous countries in the world.

But we know we are not, and this has puzzled numerous observers in and out of the country for so long. Cross-country comparisons on cost of living (worlddata.info) show the cost of living in the Philippines significantly exceeding that in Malaysia, Thailand, Indonesia, and Vietnam. But our average income (gross domestic product per capita) of \$3,549 in 2021 was less than one-third that in Malaysia (\$11,371), one-half of Thailand's (\$7,233), about 20 percent lower than Indonesia's (\$4,292), and slightly below Vietnam's (\$3,694). Right now, as our poor reel under the weight of high and escalating food prices, it's a sad fact that food prices in this country are much higher than, and in many cases a multiple of, those in our Southeast Asian neighbors. And yet, we like to point out that many of their agricultural scientists actually studied here in Los Baños.

Our inflation in the past three years had in fact primarily traced to short supplies of basic farm and fishery products. The agriculture and fisheries sector also hosts the poorest of the Filipino poor, particularly in coconut farming and fishing communities. Meanwhile, our green (agriculture and forestry) and blue (aquatic and marine) economic assets have been beset by unsustainability and environmental degradation that threatens their capacity to sustain

generations of Filipinos yet to come.

What has been our problem? It sums up in one word: productivity, especially in our agriculture sector. Simply defined, productivity measures the amount of output produced with a given amount of inputs and reflects production efficiency and improved technology. Production efficiency can be improved simply by changing farm practices. This could mean just changing the way work is organized on the farm, timing of planting and harvesting (to minimize vulnerability to bad weather, for example), growing more than one crop or sequencing alternate crops (i.e., intercropping or multiple cropping), and many more. Technological improvement comes out of research, usually on seed improvement (development of hybrids), soil improvement, pest management, developing more efficient machines, and so on.

I believe that too many people, especially policymakers in government, fail to distinguish production from productivity, and are content to maximize the former, regardless of the latter. Historical calls for food self-sufficiency appear to have inordinately focused on maximizing local production, neglecting the need to maximize productivity as well. In effect, the goal was to maximize local production at whatever cost, perpetuated by a policy that shut out foreign competition by banning or restricting imports. By removing the impetus to match the productivity of our neighbors, we slipped into a long-term complacency that led us to where we are today.

Too many people miss the point when they brand economists "import lovers" as they call for opening up. It's not about loving imports. It's about pushing ourselves to shape up with competition.

cielito.habito@gmail.com

MAP Talks on Youtube

October 13, 2022
MAP GMM

MAP General Membership Meeting

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

Tourism Outlook Beyond 2022

Speaker: Secretary **CHRISTINA GARCIA FRASCO**
Department of Tourism (DOT)

Reactors: **Capt. STANLEY KUJA NG**, President and COO, Philippine Airlines (PAL); **Mr. BRUCE ALEXANDER WINTON**, General Manager, Manila Marriott Hotel

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

September 13, 2022
MAP International CEO Hybrid Conference

MAP Management Association of the Philippines

PRESENTS 20th MAP INTERNATIONAL CEO CONFERENCE 2022

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

IN PARTNERSHIP WITH BusinessWorld, CONVERGE BUSINESS, FPH

20th MAP INTERNATIONAL CEO HYBRID CONFERENCE 2022

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

August 19, 2022
MAP GMM

MAP Management Association of the Philippines

PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL

MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

Speakers: **Sec. ARSENIO "Arsi" M. BALISACAN**, National Economic and Development Authority (NEDA); **Gov. FELIPE "Phillip" M. MEDALLA**, Bangko Sentral ng Pilipinas (BSP)

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

July 1, 2022
MAP Webinar

MAP Management Association of the Philippines

PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL

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

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

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

Panelists: **Mr. JOEY BERMUDEZ**, Chief, Maybridge Finance and Leasing, Inc.; **Mr. CLIFF EALA**, President, Synerbyte Limited

Co-Moderators: **Mr. VIC MAGDARAOG**, Co-Chair for MAP CEO Academy, MAP HMOO, Senior Business Advisor, Advisory & Insights (AAI); **Dr. BEN TEEHANKEE**, Co-Vice Chair for Social Justice, MAP ESG Committee, Professor, DLSU; **Ms. ALMA JIMENEZ**, Chief, Health Solutions Corporation; **Prof. DINDO MANHIT**, CEO and Managing Director, Stratabase Group

September 8, e2022
MAP - PMAP Joint GMM

MAP Management Association of the Philippines

PMAP Philippine Management Association

Joint General Membership Meeting

HUMAN CAPITAL: Be Competitive Or Die!

Speakers: **Cong. MARK GO**, Chairman, House Committee on Higher and Technical Education, House of Representatives; **Dr. ANICETO C. ORBETA, JR.**, President, Philippine Institute of Development Studies (PIDS)

September 8, 2022, Thursday, 11:45 PM to 2:00 PM, Grand Ballroom A&B, Level 3, Shangri-La at The Fort

July 14, 2022
MAP GMM

MAP Management Association of the Philippines

PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL

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

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

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

June 23, 2022
MAP GMM

MAP Management Association of the Philippines

PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL

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

JUNE 23, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM

Speakers: **Dr. DAVID R. HARDOON**, Managing Director, Absolute Data Innovation; **Ms. AILEEN JUDAN JIAO**, President and Country General Manager, IBM Philippines, Inc.; **Mr. PAUL WHITEN**, Chief Advocate, Red Hat Asia Pacific

Co-Moderators: **Mr. PATRICK D. REIDENBACH**, Chair, MAP ICT Committee, Managing Director, President, Cloudinfrastructure Solutions, Inc. (i8 Solutions); **Mr. EDUARDO "teddy" G. SUMULONG**, Co-Vice Chair, MAP ICT Committee, Managing Director and CEO, Land Registration Systems, Inc. (LARS)

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 LOYTAZA**
President
National Resilience Council

EMCE:

- 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

MAY 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 Wildlife Fund for Nature (WWF)
- Atty. TONY LA VINA**
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, Operations, Manager, Analytics, Data, Tech

Moderator:

- Mr. OSCAR A. TORRALBA**
Chair, MAP Agribusiness Committee
Chair and CEO, Toon Holdings Corporation
- Mr. CHARLES P. VILLASENOR**
Chair, MAP Trade, Investment & Taxation Committee
Chair and CEO, PASTA, TransProcess and PASTA Shared Services

April 29, 2022, Friday, via ZOOM

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 & Taxation 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. VILLASENOR**
Chair, MAP Trade, Investment & Taxation Committee
Chair and CEO, PASTA, TransProcess and PASTA 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 B&I Finance
- Mr. MIGUEL CUNETA**
Co-Founder and
Chief Executive Officer
Sistek - Citibank Indonesia

Moderator:

- Ms. MA. AURORA "BOTS" D. GEOTINA-GARCIA**
Member and Project Manager, MAP Arts & Culture Committee
President, MASECO BPO/Call Center

April 27, 2022, Wednesday, 6:00 PM to 6:30 PM via ZOOM

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
- Ms. CAROL DOMINGUEZ**
CEO, HR Services
HR Solutions Philippines
- Ms. GINA EALA**
Chief HR Officer
Bank of Philippine Islands
- Mr. JP ORBETA**
Chief HR Officer
AC Energy
- Mr. RON SEGISMUNDO**
CEO
HR Strategist and
20+ HR Business of Industry

Moderator:

- Mr. SONNY COLOMA**
Executive Director, Human Resource Management Development Committee

Webinar ID: 845 0324 0324
Passcode: 8450324
MAP Executive No. 092-2022

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

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

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:

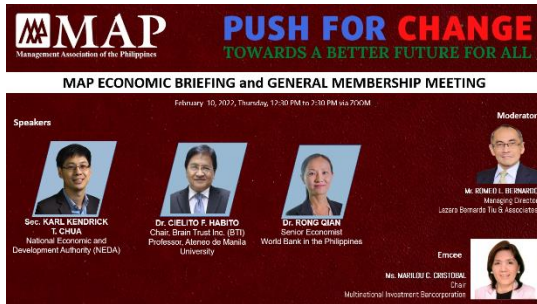
- Mr. JAY LABRADOR**
President, International Wine and Food Society (Philippines)

Moderator:

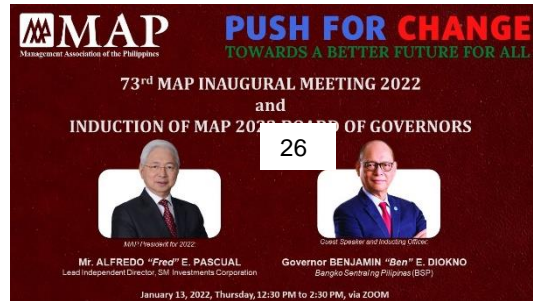
- Mr. EDUARDO "Eddie" H. YAP**
Chair, MAP Arts & Culture Committee
President and CEO, Claimont Group

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

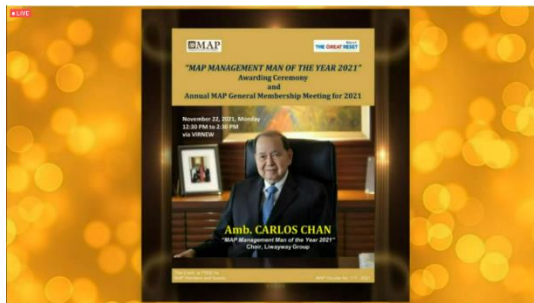
February 10, 2022
 MAP Economic Briefing and
 General Membership Meeting



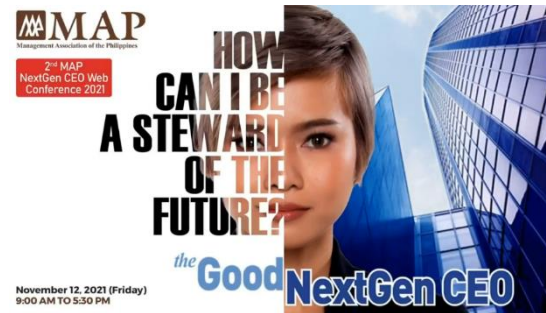
January 13, 2022
 MAP Inaugural Meeting and
 Induction of MAP 2022 Board of Governors



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 November 1 to 30, 2022

NOVEMBER 1

1. Ms. ARLEEN MAY "*Ayen*" S. GUEVARA

NOVEMBER 2

2. Mr. ANTONIO "*Tony*" C. MONCUPA JR.
CEO, East West Banking Corporation
3. Mr. ROMEO "*Romy*" D. UYAN JR.
COO, China Banking Corporation

NOVEMBER 3

4. Ms. NERISSA "*Neri*" S. REYES
President, AVANTI People Partnership International, Inc.

NOVEMBER 4

5. Mr. JERAHMEEL FANDRALL "*Jer*" B. CHEN
GM and VP-Finance, Trans-tec International Marketing Phils. Inc.
6. Mr. CHARLES A. GAMO
Director, Strategic Investments, PTC Holdings
7. Ms. GWENDOLYN "*Gwen*" DE LARA KELLEY
Chief Technology Officer, The Insular Life Assurance Co., Ltd.
8. Mr. EDGARDO G. "Ed" LACSON
President, MIS Maritime Corporation
9. Atty. CAROLINA FRANCISCA "*Carol*" A. RACELIS
General Counsel and Tax Partner and EY Asean Tax Quality Leader, SGV & Co.
10. Ms. KRISTINE "*Tin*" ROMANO
Managing Partner, McKinsey & Company
11. Mr. DONAVAN YU
CEO, Journeytech, Inc.

NOVEMBER 5

12. Mr. FEDERICO "*Fred*" V. BORROMEO
13. Mr. ANTONIO "*Tito*" A. HENSON
Chair and CEO, Access and Projects Management, Inc.

NOVEMBER 6

14. Mr. J.V. EMMANUEL "*Jocot*" A. DE DIOS
President and CEO, Manila Water Company, Inc.
15. Mr. DENIS H. NIXON
President, Cornerstone Performance International Inc.

NOVEMBER 7

16. Mr. J. ANTONIO "*Jun*" A. CABANGON JR.
Chair and CEO, Fortune General Insurance Corporation

NOVEMBER 8

18. Mr. JOSE MARI "*Jomari*" H. BANZON
President, SM Development Corporation
19. Mr. OSCAR J. HILADO
Chair, Philippine Investment Management (PHINMA) Inc.

NOVEMBER 9

20. Engr. FERDINAND "*Ferdi*" G. INACAY
Exec. Adviser to the Council, Global Comfort Group Corp.
21. Mr. MICHAEL "*Mike*" P. LIWANAG
SVP and Chief of Staff to the JGS CEO and President, JG Summit Holdings, Inc.
22. Mr. RENATO "*Rene*" C. SUNICO

23. Mr. SALVADOR "*Dory*" G. TIRONA
President, COO and CFO, Lopez Holdings Corporation

NOVEMBER 10

24. Atty. EMERICO "*Rico*" O. DE GUZMAN
Of Counsel, ACCRALAW
25. Mr. WILLIAM "*Willy*" L. LIM
President, Eastern Wire Manufacturing, Inc.
26. Mr. MANUEL "*Dmi*" LOZANO
SVP, CFO and CIO, Aboitiz Equity Ventures, Inc.
27. Mr. JOSE "*Joe*" E. MADDATU
Managing Director, ENZI Corporation

NOVEMBER 11

28. Mr. FELIX ENRICO "*Rico*" R. ALFILER
Vice Chair, Philippine National Bank (PNB)
29. VP JEJOMAR "*Jojo*" C. BINAY
Former VP, Republic of the Philippines
30. Atty. FREDIERIC "*Eric*" B. LANDICHO
Managing Partner and CEO, Navarro Amper & Co. / Deloitte Philippines
31. Mr. GUILLERMO "*Guilly*" D. LUCHANGCO
Chair and CEO, The ICCP Group of Companies
32. Ms. LOURDES GRACE "*Grace/Des*" B. MAPALAD
President, TransGlobal Consolidators, Inc.
33. Mr. BENJIE YAP
Chair and CEO, Unilever Philippines

NOVEMBER 12

34. Mr. ARISTOTLE JOSEPH "*AJ*" C. ADIVISO
CEO, President and General Manager, SA Technologies Philippines, Inc.
35. Ms. ROSITA CERES "*Nanette*" LEGASPI-AGUAS
Human Resources Head, UL Skin Sciences Incorporated, United Laboratories Inc.
36. Ms. ANFENG "*Jane Wan*" WAN
37. VP - Business Development, Philippine Oppo Mobile Technology Inc.

NOVEMBER 13

38. Atty. SAMUEL "*Sammy*" O. ABELLERA
Chair and President, Kamayan International, Inc.

NOVEMBER 14

39. Mr. IBRAHIM "*Ibba*" R. BERNARDO
Co-Founder, Packworks
40. Amb. ALBERT F. DEL ROSARIO
Chair, Gotuaco, del Rosario Insurance Brokers, Inc.
41. Ms. DORIS MAGSAYSAY HO
President and CEO, Magsaysay Maritime Corporation
42. Mr. VIRGILIO "*Ver*" L. PEÑA
Director, Everest Academy Manila
43. Gov. AMANDO "*Say*" M. TETANGCO JR.
Independent Director, Belle Corporation

NOVEMBER 15

44. Mr. KELVIN ANG
CEO, AIA Philippines (formerly AIA Philam Life)
45. Mr. CLARO "*Cid*" P. BONILLA
EVP - Chief Strategy and Financial Officer, The Insular Life Assurance Co., Ltd
46. Mr. ALBERTO "*Abet*" S. VILLAROSA
Chair, Security Bank Corporation

NOVEMBER 16

- 47. **Ms. MA. SALVE I. DUPLITO**
President, Empower and Transform, OPC
- 48. **Ms. LINDA PECORARO**
General Manager, Conrad Manila
- 49. **Ms. FAY ANGELICA "Fay" SUPREMO**
- 50. **Ms. MARIA ROWENA VICTORIA "Row" M. TOMELDAN**
President and CEO, AyalaLand Logistics Holdings Corporation

NOVEMBER 17

- 51. **Mr. CARLOS "Do" C. EJERCITO**
Chair, Northern Access Mining Inc. (NAMI)
- 52. **Mr. ALBERT MITCHELL "Mitch" LARRAZABAL LOCSIN**
FVP, PLDT, Inc.
- 53. **Mayor CEZAR T. "Cezar/Zar" QUIAMBAO**
Mayor, Municipality of Bayambang, Pangasinan

NOVEMBER 18

- 54. **Mr. DOM FREDRICK "Dom" S. ANDAYA**
Senior Director and Head of Tenant Representation, Colliers Philippines
- 55. **Mr. AMADO "Odon" DEL ROSARIO**
Corporate Affairs Director, PGA Cars, Inc.

NOVEMBER 19

- 56. **Mr. JAVIER "JJ" J. CALERO**
Chair, Full Circle Communications
- 57. **Consul-Gen. VICENTE "Vince" J. CARLOS**
Honorary Consul General, Consulate of the Republic of Cote d'Ivoire
- 58. **Mr. AUGUSTO "Gus" C. LAGMAN**
President, Logic Management, Inc.

NOVEMBER 20

- 59. **Ms. ROSSANA "Rosing" A. FAJARDO**
Partner, PH Consulting Head, SGV & Co.

NOVEMBER 21

- 60. **Mr. ANTHONY "Tony" B. SOTELO**
President and CEO, J Anthony Management Consultants, Inc.
- 61. **Ms. ANNABEL "Ambe" C. TIERRO**
Senior Managing Director, Accenture, Inc. (Philippines)

NOVEMBER 22

- 62. **Ms. MARIA GRACIA PIA "Pia" L. ARELLANO**
President and CEO, Transunion Information Solutions, Inc.
- 63. **Mr. ABELARDO "Abe" P. BASILIO**
COO for Manila Water Operations, Manila Water Company, Inc.
- 64. **Ms. MARIA CECILIA "Lia" O. FRANCISCO**
Founder and CEO, CreditBPO Tech, Inc.

NOVEMBER 23

- 65. **Mr. LANCE Y. GO3KONGWEI**
President and COO, JG Summit Holdings, Inc.
- 66. **Ms. KATHRINA "Karrie" CAPELLAN ILAGAN**
Managing Director, Cisco Systems Management B.V.
- 67. **Mr. HERNAN P. "Hernan" SAN LUIS**
Treasurer, Beyond Property Management Services

NOVEMBER 24

- 68. **Mr. JOSE EDUARDO "Joey" B. ANTONIO**
Chair, Century Properties Group, Inc.
- 69. **Mr. REGINALDO ANTHONY "Reggie" B. CARIASO**
SVP and Head of Strategy, Products and Support - Corporate Banking, Bank of the Philippine Islands (BPI)
- 70. **Ms. MARIA VICTORIA "Marivic" C. ESPAÑO**
Chair and CEO, P&A Grant Thornton
- 71. **Ms. MARIA CRISTINA "Teh" R. OPINION**
President and CEO, bneXt
- 72. **Mr. STEVEN TAN**
President and CEO, Bermaz Auto Philippines, Inc.

NOVEMBER 25

- 73. **Mr. IGNACIO ALEJANDRO "Nacho" MIJARES ELIZONDO**
President and CEO, CEMEX Holdings Philippines
- 74. **Mr. ANTONIO "Ton6y" S. LOPEZ**
President and CEO, BizNewsAsia Philippines, Inc.

NOVEMBER 26

- 75. **Mr. RAY SILVESTRE "Ray" N. CANILAO**
President and CEO, Global Executive Solutions Group, Inc.
- 76. **Mr. NAPOLEON "Polly" L. NAZARENO**
- 77. **Amb. ALFREDO "Fred" M. YAO**
Chair, Zesto Corporation November 26

NOVEMBER 27

- 78. **Mr. JOHN REINIER "Reinier" H. DIZON**
VP for Strategy and Business Development, Republic Cement & Building Materials, Inc.
- 79. **Mr. RUDY G. FULO**
President, CargoHaus, Inc.
- 80. **Ms. ELIZABETH "Beth" H. LEE**
CEO, eMotors, Inc.
- 81. **Mr. ANTONIO "Tony" A. LOPA**
Chair and President, EquitiWorld Securities, Inc.
- 82. **Ms. VICKY CASTILLO "Vicky" L. TAN**
Independent Director, Maya Bank

NOVEMBER 28

- 83. **Mr. RENATO "Rene" M. TANSECO**
Chair and CEO, Automated Technology (Philippines), Inc.

NOVEMBER 29

- 84. **Ms. KATHERINE "Trin" P. CUSTODIO**
Executive Director, World Wide Fund for Nature or WWF Philippines
- 85. **Mr. IAN R. GARCIA**
CEO, TSM Shipping (Phils.), Inc.

NOVEMBER 30

- 86. **Mr. J. CARLITOS G. "Itos" CRUZ**
- 87. **Ms. MARIANNE "Maan" B. HONTIVEROS**
Managing Director, CEO Advisors, Inc.
- 88. **Mr. ATSUSHI "A-N" NAJIMA**
President and Managing Director, Nissan Philippines, Inc.

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