



Mr. CLIFF M. EALA

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

### **“Discuss the Future of Work over a Cold Beer”**

November 7, 2022

In our grandparents’ time, a pair of gentlemen said that we are smart, in complete control of ourselves, and always act solely in our interest. With these traits, we seek what is most useful and valuable, which we usually measure with a price.

Those gentlemen consolidated their thoughts into what economists call the Von Neumann–Morgenstern expected utility theory. According to this, we always act to maximize utility based on

the assumptions that we are always rational, have total self-control, and always act in our interest. They say we operate with rationality, self-control and self-interest. But, our daily experiences tell us otherwise.

Our risk preferences are irrationally inconsistent. We are risk-seeking with lotteries, while we are risk-averse with insurance, despite facing similar risk probabilities. We don’t like insurance risk because we frame it as a loss. We like lottery risk  
*(continued on page 2)*



Ms. DELIZA G. RIDOLOS

## “MAP Insights” column in *BUSINESSWORLD*

### **“The Generational Shift: Mindsets, Motivations, Management”**

November 8, 2022

When I joined the Management Association of the Philippines (MAP) in 2009, I was 33 and president of Pacific Sun Solutions. I wondered what MAP could do for me as a young female CEO.

Thirteen years later, it’s 2022, and I am happy to say I am glad that I joined MAP! Here’s why:

MAP worked very hard to increase diversity among its members. The new MAP Governors for 2023-2024 have four women and five men of various backgrounds and ages, with a mix of younger (NextGen) CEOs. This diversity reflects

MAP’s advocacy for diversity in the workplace—a driver of team performance.

I also met MAP female CEOs who inspired me. These women were relatable. I was amazed at what they built, which gave me the confidence to work towards creating a similarly sustainable and productive organization.

Through MAP, I connect to accomplished CEOs who are just a meeting, email, or Viber message away. Attending MAP meetings allows me and others to share our experiences, knowledge, opinions, and concerns about the business  
*(continued on page 3)*

## **"Discuss the Future of Work over a Cold Beer" . . .**

*(from page 1)*

because we frame it as a gain. Losses loom larger than gains. We dislike a loss more than we like a gain of the same size.

We prefer one cookie now more than two cookies next week, which shows present bias and inconsistent discounting. Our discount rates increase closer to the present.

We have more self-control in the future. We find it easier to lose weight one year from now than to lose weight today.

We go out of our way to help others at work and outside work. We have kids even if we know that, like us, they will be more than a decade's source of sleepless nights and stressful bothers. We are self-giving and do stupid things like fall in love and marry even if we know that our odds of success are 6 out of 10.

Unfortunately, these assumptions about human functioning have spilt over to our management practices. We manage people as if they are entirely rational, always in control of themselves, and do everything only out of self-interest.

We dangle a carrot and expect people to do the work we want. Then, we dangle more carrots to push people for more work. We continue until they break or have the wisdom to quit early enough. We hire with a bias for men in senior management positions when their rationality doesn't account for the cognitive diversity that comes from women's lived experiences. We think mental health in the workplace is for the weak; the self-interested use of plastic is free, or working less than twelve hours a day is for underperformers.

"Quiet quitting" is one spillover of traditional mindsets, motivations, and management practices. Quiet quitting is a catchy rebranding of disengagement at work. This disengagement arises from the imbalance of management priorities. Quiet quitting isn't always a bad thing though. It is when it signals a lack of commitment, but not when it is an attempt to bring balance into life through compartmentalized disengagement.

We should start questioning the beliefs we anchor our management practices on and challenge the naïve and polarized simplification of binary fixes. Let's open up to more diverse and nuanced thinking to address the complex imbalance that we have created. Let's design a workplace where that balance we seek can freely come to life.

Next-generation leaders, this is your time to step up. Shape the future of work by joining the conversation on the generational shift of mindsets, motivations, and management. Build bridges that build business through our reciprocity wall and speed networking.

Join us at the Management Association of the Philippines (MAP) NextGen CEO Conference on "THE GENERATIONAL SHIFT: Mindsets, Motivations, Management" on 11 November 2022, Friday from 2:00 PM to 9:00 PM at the Collab space of the Sheraton Hotel, within the Newport World Resorts. Discuss, network and share. Friday drinks are on us. Don't miss this one!

Email [map@map.org.ph](mailto:map@map.org.ph) for registration details.

*(The author is Chair of the MAP NextGen Committee organizing the 3rd MAP NextGen Conference. He is a behavioral strategist, tech entrepreneur and author. Feedback via [map@map.org.ph](mailto:map@map.org.ph) and [cliff.eala@synerbyte.com](mailto:cliff.eala@synerbyte.com)).*

**“The Generational Shift:  
Mindsets, Motivations, Management” . . .**  
(from page 1)

environment. During the challenging COVID-19 lockdown, MAP members united to provide reliable support and information, which allowed me to navigate the pandemic wilderness.

Three years ago, MAP launched the NextGen Committee to focus on a younger demographic, much to my delight. It advocates ideas relevant to this group of CEOs, resulting in the MAP NextGen CEO Conference. We will have our first in-person conference this November 11 at the Sheraton Manila Hotel, a step up from our last two virtual events.

Last year, SyCip Gorres Velayo and Co. (SGV) and MAP initiated the SGV-MAP NextGen CEO Transformative Leadership Program with participants from the MAP NextGen. International and local resource speakers introduced the key themes of the program:

- Leading with Purpose,
- Humans@Center,
- Technology@Speed, and
- Innovation@Scale.

Each participant has an Innovation Challenge. The Innovation Challenge is a challenge or opportunity in their company that brings the four key themes together to address the challenge or opportunity with the help of a MAP mentor.

SGV-MAP will award the 2022 winner of the SGV-MAP Transformation Challenge (known last year as Innovation Challenge) at the NextGen conference. Although I was not last year’s winner, I participated in this program and was thrilled with the results. These results include sharpening my leadership skills, starting a new company project via the Innovation Challenge, and building new networks and friendships.

With the NextGen committee and the SGV-MAP Leadership Program, I met those who understand the challenges that I go through. They make it easier to talk about things I can’t talk about within my organization. They have become unbiased friends who understand my business problems and give me objective opinions. As one of my MAP NextGen friends pointed out, “We try to focus on the mental health of our employees, but what about the mental health of the CEO?”. We CEOs are human, too, and need to take care of our mental health by talking with others.

At the NextGen conference, we will have Speed Networking for participants to speak with each other and swap calling cards or virtual cards via QR codes. After, MAP will sponsor a two-hour cocktail to further these conversations.

There will be a Reciprocity Wall at the NextGen conference: you post what you need help with on the assigned wall, and maybe someone will help you. May your request be granted!

Now that I am forty-something, I have my ear to the ground and can relate to baby boomers, Gen X, and Gen Y (millennials). As for Gen Z, they make me feel OLD. As digital natives, they adapt fast. They can make a marketing poster in minutes with apps like Canva and share real-time spreadsheets with Google Sheets. A few years ago, none of my employees wanted to use any other spreadsheet besides Microsoft Excel. Today, about 30 percent of spreadsheet users in my office use Google Sheets. Having exposure to Gen Z makes me want to compare notes with my fellow CEOs about this new generation entering the workforce.

We need to make the Philippines better because we lag behind our Southeast Asian neighbors in many metrics. Fortunately, our Filipino sports champions inspire us to be better and to manage better. Hidilyn Diaz—our first Filipino to ever win an Olympic gold medal—spoke at last year’s NextGen CEO Conference. This year, we are excited to have Gen Z Alex Eala. She is making exciting headlines as a rising star in the international tennis scene. Alex won the 2022 US Open Girls Juniors Championship. Understanding what drives her to excellence can help us better manage our Gen Z workers.

Flying to Manila from Australia for the conference is Nadia Woodhouse. Nadia, the conference keynote speaker, is passionate about creating positive change in business at the board level. Her focus on sustainability, purpose, board governance and oversight helps the EY Global Center for Board Matters engage company boards through provocative insights on disruptive global trends and governance matters.

Expect to hear panel discussions about diversity, creativity, innovation, and technological change from NextGen speakers and CEOs, such as Er Rollan (Growsari), Steve Sy (Great Deals Ecommerce), Micah Del Carmen (NOAHSys), Zahra Zanjani (CUBO), Georgina Romero (Connected Women), and David Leechiu (Leechiu Property), Chito Maniago (Zuellig), and Raoul Villegas (PwC). Other CEOs participating in the event are Georgina Carlos (Fetch! Naturals), Donna May Lina (Ube Media), Dr. Karen Remo (New Perspective Media), RJ Ledesma (Mercanto Centrale Philippines), Cliff Eala (Synerbyte), Wilson Tan (SGV), Babes Singson (Metro Pacific Water), and more.

See you there!

Register via <https://map.org.ph/events/3rd-map-nextgen-conference-2022/> for the MAP NextGen CEO Hybrid Conference on November 11, 2022 (Friday) at the Sheraton Manila from 2 pm to 8 pm. In-person activities include the conference, Reciprocity Wall, Speed Networking, cocktails, and an open bar.

*(The author is Vice Chair of the MAP NextGen Committee, and President of Pacific Sun Solutions, Inc. Feedback at <map@map.org.ph> and <ridoloso@pacificsun.ph>.)*



Business Features Editor  
Doris Dumlaog-Abadilla

PHILIPPINE DAILY INQUIRER

# BOARD TALK

## Succession in family businesses: Here's the perfect solution if the next generation doesn't want to take over

I was recently sitting in the boardroom with the family members of a very wealthy European eighth-generation family business that has been dominating whole industries in several countries for decades.

When we discussed succession, they mentioned that they had realized early on that the gene pool from their family could not possibly cover all important high-level positions in the group, at least not without force-fitting family members into positions they were not suited for. As a result, they already get top external talent to complement the family in the top leadership positions.

But what happens if the next generation does not want to take over? Because over 83 percent of our clients globally and in the region are family businesses, clients ask us this question a lot.

### Understand the 'why'

The head of an Asian fourth-generation family business approached us recently to ask if we can help them because the next generation does not want to step up. He was both shocked and puzzled by that. "Why?" he asked me. "Why do they not want to join the business that has been providing for our family for so many decades? We worked so hard to get this to the level where we are now."

A good solution starts with an understanding of the "why." In our global practice of advising family businesses around the world and creating customized succession plans, there are usually several reasons why the next generation may not want to take over.

- They do not feel as strong a sense of responsibility to carry



**PROFIT PUSH**

TOM OLIVER

ry the legacy of the family forward.

- They are simply not interested in this particular type of business.

- Complacency: They are too "spoiled," for lack of a better word, and comfortable, and do not want to follow in the footsteps of their hardworking parents or grandparents.

- Too high expectations: The next generation believes that it is too much of a burden to carry the legacy forward.

- Only a chore: The next generation views it as not being that much "fun" as they see their family always working hard, and this does not appeal to them.

- They want to explore outside of the current business first and learn for themselves.

- They may have a lack of passion for the particular business.

- The expectation of failure: They have a belief they may fail.

### Levy the burden of succession

I will share an example of how it can be too much of a burden to carry the legacy forward.

One of our Filipino clients who is both a family member and also the chair of one of the family conglomerate's most



ILLUSTRATION BY RUTH MACAPAGAL

important businesses shared a story with me about how he had taken over many years ago.

"Another family member had been in charge and now it was my turn. It was brutal and ugly. He was out to get me at every turn. He was constantly looking for mistakes as he wanted to take my place again, and the pressure from the family was enormous."

It was not long before he made his first big mistake, which then scarred him for life. As a negative consequence, he developed what we call "paralysis because of over-analysis" coupled with a strong tendency to micromanage. This cost the business many profitable opportunities because he could not make fast decisions and would not delegate enough.

Fortunately, after several hours of personal coaching, he managed to change his behavior and became a highly effective executive. The business pivoted successfully before COVID-19 and the last years were some of their best ever.

How can you avoid this from the start? Create a culture

to take over, the obvious question is: How do we fix it? What could a concrete plan look like?

Succession planning is about making the right decisions. It is a complex process.

Every family is unique. Every business is unique. So, of course, every solution must be unique for it to work. Successful succession requires complex planning. The earlier you start to plan and prepare, the better. Different scenarios and contingency plans need to be developed so you can easily switch from one plan to the next if circumstances change.

In all scenarios, a clear picture of reality is first needed before determining the path forward.

In every succession plan, there must be a deep investigation to establish if a family member is a good fit. Even if at first someone may not seem a good fit, in our regional and global experience, we have found that once you peel off the layers underneath, there can still be the potential for a great executive.

### Start with the end in mind

Remember: Great executives are made, not born.

What is key: Have an external expert carry out these interviews and assessments with the next generation. These should never be done by someone within the family or by an executive within the family business conglomerate because all of these will be biased.

Otherwise, there is a strong tendency to "bend reality" to suit whatever outcome the person has in mind.

If you are a business owner or head of a family business conglomerate, consider the ideal outcome you want to achieve—if nothing is impossible.

### Different scenarios:

- The family feels that on review of the current situation and their expectations, the next generation is not ready at this stage.
- The family believes that the children might not be confident enough and want to try something on their own before they step into the business.

- The family is also unsure if the children can take the business forward.

It is almost always better for children to first work for some time outside of the family business. Why? Because they will not have a sense of entitlement and things will not be given to them easily, either by other family members or colleagues, because they are family. It will also help them to develop their sense of responsibility, ownership and accountability.

### Next action steps

1. Understand the "why."
2. Levy the burden of succession: Give the next generation the clear assurance that it's okay to make mistakes.
3. Pass on the wisdom and experience in a systemized manner.
4. Start with the end in mind.

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Tom Oliver, a "global management guru" (Bloomberg), is the chair of The Tom Oliver Group, the trusted advisor and consultant to many of the world's most influential family businesses, medium-sized enterprises, market leaders and global conglomerates.

For more information and inquiries, visit [www.TomOliverGroup.com](http://www.TomOliverGroup.com) or email [TomOliver@inquirer.com.ph](mailto:TomOliver@inquirer.com.ph).

## Discuss the future of work over a cold beer

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**MAPPING THE FUTURE**

JOHN CLIFFORD M. EALA

do stupid things like fall in love and marry even if we know that odds of success are six out of 10.

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Discuss, network and share. Drinks are on us. Email [map.org.ph](mailto:map.org.ph) for details. iwq



The author shares the MAP NextGen Committee organizing the 3rd MAP NextGen Conference. He is a behavioral strategist, tech entrepreneur and author. Feedback via [mapmap.org.ph](mailto:mapmap.org.ph) and [clifeala@myberlyts.com](mailto:clifeala@myberlyts.com).

## The agri-aqua innovation challenge

By Matthew George O. Escobido

(Conclusion)

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, or Republic Act No. 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 Department of Science and Technology allows the Innovation Challenge to grant a total of almost P6 million to the teams for their innovation journeys. The winning startup receives P1 million while the winning student team receives P400,000. Additional funds are given for them to do market validation and product iteration. All the finalists receive at least P100,000 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 Asian Institute of Management (AIM) as well as CEOs and managers of agri-aqua companies of the Management Association of the Philippines (MAP) will mentor the teams. They provide frame-

works 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 percent. Then why bother? There are as many reasons as there are entrepreneurs. But let me offer two.

### Problem solving

First, one of these startups may have the solution to one of our problems. The startup pharmaceutical companies protecting us from COVID-19, AquagenTech of University of Santo Tomas, may be able to help shrimp farmers evade the white spot syndrome virus through their patented rapid detection kit. Or University of the Philippines Los Baños' HormoGro 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 Filipino. 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 purposeful. They prepare for the career they define for themselves.

They can fall short at any point 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.

This Nov. 9, the first batch of Filipino agri-aqua innovators will be pitching their solutions at AIM from 1 p.m. to 6 p.m. 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/agriaquainnovationchallenge>. The demo day will be broadcast live on this site. iwq



The author is the chair of the MAP human and development committee for higher education. CEO of ConnextBlocks and adjunct Professor at AIM. Feedback at [mapmap.org.ph](mailto:mapmap.org.ph) and [matthew.escobido@intels.org](mailto:matthew.escobido@intels.org).





# NOTICE OF ANNUAL GENERAL MEETING OF MAP MEMBERS FOR 2022



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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



## FORTHCOMING EVENTS



The poster features a background image of two farmers in a field. One farmer is in the foreground, wearing a wide-brimmed hat and a plaid shirt, bending over to work with green plants. Another farmer is in the background, also wearing a hat and a light-colored shirt, standing in a boat on a body of water, holding a large fishing net. The text on the poster is as follows:

**DOST-PCAARRD**  
**Agri-Aqua**  
**Innovation**  
**Challenge**

# DEMO DAY:

# TOP 17 TEAMS

November 9, 2022 (Wednesday)  
1:00 pm - 6:00 pm (GMT+08)

Asian Institute of Management campus

SCAN HERE

Logos for DOST-PCAARRD, Asian Institute of Management (AIM), and MAP (Makati Area Planning Office) are visible at the bottom left.

The first ever Agri-Aqua Innovation Challenge will have its culminating activity, the Demo Day on November 9, 2022, from 1:00 to 6:00 pm at the Asian Institute of Management in Makati City. The top 17 teams of the program shall showcase and pitch their product and business!

Join them as they showcase their innovation in solving the county's problems in the agriculture and aquaculture sectors. Listen to their pitch and share your feedback on market relevance, product creativity and business viability.

Come and join us as we continue to work together for the nation and help us decide which teams are fit to be on top!

Please register thru any of the following links:

Face-to-Face

<https://forms.gle/Tpfm6myWZngSpCju6>

via ZOOM

<https://aimedu.zoom.us/meeting/register/tJwlcOyhrDMrHdcjr-IPVPj5FWGNs1NnidAZ>

To learn more about the teams, please visit the link: <https://www.youtube.com/@agri-aqua-innovation-challenge>.



# Program Flow

1:00 - 1:30

**Ribbon Cutting**

1:30 – 1:45

**National Anthem**

**Opening Remarks**

**Sec. Renato U. Solidum, Jr.**

Secretary  
Department of Science & Technology

**Dr. Donald L. Lim**

Vice President  
Management Association of the Philippines

**Prof. Matthew George O. Escobido**

Program Director – Agri-Aqua Innovation Challenge  
Asian Institute of Management

**Product Pitching**

1:45 – 1:52

**AGRITIPS**

1:52 – 1:59

**SHIFTECH MARINE**

2:06 – 2:13

**WASTE4GOOD**

2:13 – 2:20

**KAMINO ALGAE**

2:20 – 2:27

**UPROOT**

2:27 – 2:34

**HORMOGROE**

2:34 – 2:41

**FARMBOX**

2:41 – 2:48

**FIBERTECH**

2:48 – 2:55

**INSIKLO**

2:55 – 3:02

**V.O.R.T.E.x**

3:02 – 3:32

**Break**

3:32 – 3:39

**AQUAGENTECH**

3:39 – 3:46

**AQUALINK**

3:46 – 3:53

**GREENSTACKS**

3:53 – 4:00

**FRESHBOX**

4:00 – 4:07

**SADIWA ULANG FARMING**

4:14 – 4:21

**I-SENSE**

4:21 – 4:28

**PILIFINES**





# Program Flow

4:28 – 5:00

**Break**

5:00 – 5:30

**Awarding of Winners**

5:30 – 5:45

**Closing Remarks**

**Dir. Noel Catibog**

Director, TTPD, DOST-PCAARRD  
Certified Patent Agent

**Mr. Oscar A. Torralba**

Chair  
MAP Agribusiness Committee

**Prof. Matthew George O. Escobido**

Program Director – Agri-Aqua Innovation Challenge  
Asian Institute of Management



3<sup>rd</sup> 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

## KEYNOTE SPEAKERS



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



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



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

## PANELISTS



**MICAH DEL CARMEN**  
President  
NOAHSYS Corporation



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



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



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



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



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



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

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## BRONZE SPONSORS



REGISTER AT:

[www.map.org.ph](http://www.map.org.ph)







Updated Program - as of November 8, 2022

<p><b>NOTE :</b> All sessions from 2:00 PM to 6:10 PM will be held at the LOFT (Upper Deck), and will have LIVE STREAMING over Facebook and YouTube.</p>	
2:00-2:20 PM	<p>OPENING CEREMONIES</p> <p>Invocation</p> <p>Philippine National Anthem</p> <p>Opening Remarks from the MAP President            Sec. ROGELIO "Babes" L. SINGSON            President and CEO, Metro Pacific Water; Former Secretary, Department of Public Works and Highways (DPWH)</p> <p>Message from the MAP NextGen Conference Chair            Mr. CLIFF EALA            President and CEO, Synerbyte Limited</p> <p>AVP Theme Setter</p>
2:20-3:00	<p>OPENING KEYNOTE</p> <p><i>Keynote Speaker:</i></p> <div style="display: flex; align-items: center;">  <div> <p><b>Ms. NADIA WOODHOUSE</b>            Associate Director, EY Global Center for Board Matters, EYGS LLP</p> </div> </div> <p><i>Moderator:</i>            Prof. PAOLO ANTONIO "Paolo" L. AZURIN            Member, MAP NextGen Committee; Head of Investment Banking - PHL, CLSA Exchange Capital, Inc.</p>
3:00-3:15	BREAK
3:15-3:55	Fireside Chat on "Mindsets, Motivations and Management on Diversity and Creativity"

	<p><i>Panelists:</i></p> <div data-bbox="537 212 634 296">  </div> <p data-bbox="678 222 1013 275">Mr. DAVID LEECHIU CEO, Leechiu Property Consultants, Inc.</p> <div data-bbox="537 310 634 405">  </div> <p data-bbox="678 323 1029 375">Ms. GEORGINA "Gina" ROMERO CEO and Co-Founder, Connected Women</p> <div data-bbox="537 443 634 533">  </div> <p data-bbox="651 451 964 501">Ms. ZAHRA ZANJANI Co-Founder and COO, CUBO Modular</p> <p><i>Moderator:</i> Mr. RENE ALETA "RJ" LEDESMA JR. Executive Chief Innovation Officer, Mercato Centrale Philippines, Inc.</p>
<p>3:55-4:35</p>	<p>Fireside Chat on "Mindsets, Motivations and Management on Innovation and Technological Changes"</p> <p><i>Panelists:</i></p> <div data-bbox="561 806 656 890">  </div> <p data-bbox="667 821 948 871">Ms. MICAH M. DEL CARMEN President, NOAHSYS Corporation</p> <div data-bbox="558 911 659 1001">  </div> <p data-bbox="672 921 1094 999">Ms. CHEZKA GONZALES-GARRIDO Airbus A320 Pilot President, Philippine Blockchain Technologies Inc.</p> <div data-bbox="570 1033 656 1117">  </div> <p data-bbox="672 1050 937 1100">Mr. REYMUND "ER" ROLLAN CEO and Co-Founder, Growsari</p> <div data-bbox="570 1138 656 1218">  </div> <p data-bbox="672 1150 1148 1201">Mr. STEVE SY CEO and Founder, Great Deals E-Commerce Corporation</p> <p><i>Moderator:</i> Dr. KAREN REMO President and CEO, New Perspective Marketing International Inc.</p>



4:35-5:15	<p>Awarding Ceremony for the TRANSFORMATION CHALLENGE of the 2nd SGV-MAP NextGen CEO Transformative Leadership Program</p> <p><i>Introduction and Background of 2022 SGV-MAP NextGen CEO Transformative Leadership Program</i></p> <p>Ms. ROSSANA "Rosing" A. FAJARDO Partner and PHL Consulting Head, SyCip Gorres Velayo &amp; Co. (SGV &amp; Co.)</p> <p><i>AVP – A Look Back to our Journey</i></p> <p><i>Appreciation to the Coaches and Judges</i></p> <p><i>Recognition of the Participants</i></p> <p><i>Awarding of Outstanding Leader</i></p> <p><i>Moderator:</i> Ms. MARIA KATHRINA "Kaye" MACAISA-PEÑA Partner for Consulting, SGV &amp; Co.</p>
5:15-5:30	<p>Exclusive MAP NextGen Interview</p> <p><i>Speaker:</i></p> <div data-bbox="496 816 634 936">  </div> <p>Ms. ALEXANDRA "Alex" M. EALA US Open 2022 Girls Junior Tennis Champion</p> <p><i>Moderator:</i> Ms. DONNA MAY "Donna" LINA Co-Vice Chair, MAP NextGen Committee President, UBE Media, Inc.</p>
5:30-6:10	<p>CLOSING KEYNOTE</p> <p><i>Closing Keynote Speaker:</i></p> <div data-bbox="496 1203 646 1354">  </div> <p>Mr. CHITO S. MANIAGO Country Head for Government Affairs, Communications &amp; Sustainability Zuellig Pharma Corporation</p> <p><i>Moderator:</i> Mr. RAOUL ANTONIO "Raoul" A. VILLEGAS Member, MAP NextGen Committee Executive Director - Deals and Corporate Finance, PwC Philippines/ Isla Lipana &amp; Co.</p>
6:10-7:10	<p>Speed Networking at the LOUNGE (Lower Deck)</p> <p><i>Moderator:</i> Ms. MARIA GEORGIANNA "George" E. CARLOS Member, MAP NextGen Committee; Founder and Pack Leader, Fetchl Naturals</p>
7:10-9:10 PM	<p>Free-Flow Networking Cocktails at the LOUNGE (Lower Deck)</p>

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**Capt. Stanley Ng**  
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**Asec. Mary Jean Pacheco**  
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Dates	On-Site	Virtual Via Zoom
END OF NOV. 16, 2022 (WEDNESDAY)	PHP 18,000 / USD 340	PHP 2,900 / USD 55
NOVEMBER 17-18, 2022 (THURSDAY & FRIDAY)	PHP19,000 / USD 360	PHP 3,200 / USD 60

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

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# Program

DAY 1 (November 17, 2022)

Time		Agenda		Speakers
8:00 AM	8:30 AM	Registration		
8:30 AM	9:00 AM	Snacks / Networking		
9:00 AM	9:15 AM	Invocation / National Anthem / Overview		
9:15 AM	9:20 AM	Introduction of Emcee		
9:20 AM	9:40 AM	PASIA Welcome		Charlie P. Villaseñor
9:40 AM	10:10 AM	Keynote Speaker	"Effective Leadership in Challenging Times"	Rogelio Singson
10:10 AM	10:40 AM	Plenary Discussion	"Impact of the Ukraine-Russia War and the Pandemic" and "Effective Leadership in Challenging times"	Capt. Stanley Ng
10:40 AM	11:10 AM		"Philippine Economic Outlook: Opportunities, Challenges and the Future"	Jonathan Ravelas
11:10 AM	11:40 AM		Logistics Improvement Program	Asec. Mary Jean Pacheco
11:40 AM	12:10 PM		"Blockchain for Supply Chain"	Donald Lim
12:10 PM	1:10 PM	LUNCH BREAK / RAFFLE		
1:10 PM	1:30 PM	Exhibition Visits and Networking		
1:30 PM	2:00 PM	Plenary Discussion	"The strategic role of Supply Chain and Procurement in today's Global context"	Jorge Juan Muñoz Fernandez
2:00 PM	2:30 PM		"Global semiconductor shortage hits worlds manufacturing. Supply chain insights and strategies from a market leader"	Martin Schreiner
2:30 PM	2:50 PM		"Decoding the Reverse Supply Chain of Industrial Surplus & Non-moving"	Rushikesh Bhandari & Kanchan Bhandari
2:50 PM	4:00 PM	Solutions Presentation, Meetings and Networking	"Enhancing your Supply Chain, Procurement & Logistics Competency"	PASIA
			"Augmenting Agile Procurement through Solutions & Services"	PASIA
			"Open for Business - The Work Execution System Ecosystem"	Ogie Tabor
			"Digitalizing Logistics"	Rajesh Kumar
4:00 PM	5:00 PM	Educational Breakout Session	"The Value of Supply Chain Finance"	Cliff Entrekin
			"IBP is evolving. As it needs to."	Barry Elliott
			"How to Talk to Your Boss."	Tonet Rivera
			"Sustainable Potato Agriculture in the Philippines"	Vicky Yap
			"Significance of Incoterms 2020 in Global Trade Business"	Jane Panelo

DAY 2 (November 18, 2022)

Time		Agenda		Speakers
8:00 AM	8:30 AM	Registration		
8:30 AM	9:00 AM	Snacks / Networking		
9:00 AM	9:20 AM	Invocation / National Anthem / Overview		
9:20 AM	9:25 AM	Introduction of Emcee		
9:25 AM	9:45 AM	PASIA Welcome		Charlie P. Villaseñor
9:45 AM	10:15 AM	Keynote Speaker	"Digital Transformation in the Supply Chain"	Rosemarie Ong
10:15 AM	10:45 AM	Plenary Discussion	"The art of branding yourself"	Laurence Lloyd
10:45 AM	11:15 AM		"Leading with Impact in this Digital Age"	Jen Capones - Tongco
11:15 AM	11:45 AM		"Enabling Smarter Trade through Sustainable Ports"	Sean James L. Perez
11:45 AM	12:15 PM		"Future Fit - Responsible Logistics"	Terry Alan Farris
12:15 PM	1:15 PM	LUNCH BREAK / RAFFLE		
1:15 PM	1:45 PM	Exhibition Visits and Networking		
1:45 PM	2:15 PM	Plenary Discussion	"The Future of Work - Minimizing the Work Execution Gap"	Gary Saw
2:15 PM	2:45 PM		"Redesigning Supply Chain Organizations to Embrace Disruption"	Ramon Segismundo
2:45 PM	3:15 PM		"How to build a more sustainable supply chain in Asia"	Naomi Vowels
3:15 PM	5:00 PM	Educational Breakout Session	"Adapting Decision Making for the new needs of the marketplace"	Walter Buzynski
			"Is your supply chain evolving or does it need to transform?"	Jericho Del Puerto
			"Is Integrated Business Planning Still Relevant Today?"	Rankine Ruel Novabos
			"New Thoughts on Contracting Negotiations and Options"	Edgar LaBenne
3:15 PM	5:00 PM	PASIA Supply Chain Leaders Roundtable (By Invitation)		Frank Post
				Gary Saw
				Tonet Rivera
				Jun Marfori
				Alan Surposa
5:00 PM	Onwards	Cocktail Party (by Invitation @The Hub / Grand Ballroom		

as of November 3, 2022



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**BENJAMIN E. DJOKNO**  
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Bracing the Headwinds: Economic Outlook 2023



**KRISHNA SRINIVASAN**  
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Transforming the World for the Better: Updates on the 2030 Agenda for Sustainable Development



**NEO GIM HUAY**  
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Fireside Chats



Moving Forward Collaboratively: Strengthening Private-Public Partnerships

**COSETTE V. CANILAO**  
President and CEO  
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Growing the Green Movement: Opportunities in the Philippines' Green Finance and Infrastructure Market

**JEAN-MARC ARBOGAST**  
Country Manager for the Philippines  
International Finance Corporation



Responding to the Changing Skills Demand: Upskilling and Reskilling the Current and Future Workforce

**PAULINE FERMIN**  
President & CEO  
Acumen Strategy Consultants

Panel Discussions

Planting and Planting the Seeds of Growth: Boosting the Agriculture Sector and Ensuring Food Security



**MERCEDITA A. SOMBILLA**  
Undersecretary, Policy, Planning, and Regulations  
Department of Agriculture



**BRUCE J. TOLENTINO**  
Private Sector Board Member  
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**WILLIAM S. CO**  
Vice-Chairman  
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Powering the Future: The Philippines' Roadmap to a Diverse and Sustainable Energy Industry



**MICHAEL O. SINOCRUZ**  
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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.

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### 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.
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- 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

## Schedule

The MABA program is designed for working professionals who want to study on a part-time basis. Classes will be taking place on weekdays (6am to 9pm) and/or Saturdays (9am to 12h and 1:30pm to 4:30pm) in UA&P's Ortigas campus. The tri-term schedules are:

- Term 1: August to November
- Term 2: January to March
- Term 3: April to July

## Important Dates

Information Session: March 25, 2023 | Saturday  
Application Deadline: April 15, 2023 | Saturday  
Interview Dates: April 22 & 29, 2023 | Saturday  
Release of Application Result: May 6, 2023 | Saturday  
Bridging Classes: May 20 - July 15, 2023 | Saturdays only  
Analytics Bootcamp: July 22, 2023 | Saturday  
Student's Orientation: August 26, 2023 | Saturday  
Class Start Date: August 30, 2023 | Wednesday

## Contact us

Master in Applied Business Analytics (MABA) Program  
School of Management (SMN)  
6th Floor, APEC Communications Building (ACB)  
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Pearl Dr, Ortigas Center, Pasig, 1605  
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# UA&P MASTER IN APPLIED BUSINESS ANALYTICS

**Unleash your potential and build your career in analytics!**

The Master in Applied Business Analytics (MABA) Program, launched in 2018, is a two-year graduate program for experienced professionals in any industry who want to seize the power of data and analytics in their work to forward their organization. It is designed for working professionals who are starting a career in analytics or wanting to build their managerial expertise and take their analytics career to the next level.

The MABA Program aims not only to meet the growing demand for people with business competencies, leadership, and managerial skills, but also to provide the much-needed professionals schooled in humanist and ethical perspectives, capable of making sense of data to provide insights that will drive business and organizational solutions. This optimizes MABA's relevance to the growing data analytics needs and concerns of the triple helix – the industry, academe and government, and other emerging institutions in our society, given the clarion call of Industry 4.0.



**WE MAKE  
DATA SERVE  
PEOPLE.**



## Graduate Outcomes

Students develop analytics solutions and begin leading data-driven projects using different perspectives. Working on real data, students apply algorithms in Python and R, among others, to derive insights to solve problems of stakeholders across industries. When they graduate from the program, they will have the capacity to carry-out the following:

- Leverage data to inform strategic and operational decisions.
- Utilize data and analytical models to inform specific functions and business decisions.
- Leverage data analysis and modeling techniques to solve problems and glean insight across functional domains.
- Create analytical models to derive insights from data.
- Oversee analytical operations and communicate insights to executives.
- Identify, define, and prioritize ethical concerns related to data analytics as they pertain to persons, organizations and society.

## Program Delivery

The key to a successful analytics program for business students is in the implementation. As an applied business analytics program, MABA is an applied, multi-disciplinary, experience building and collaborative program. Its pedagogy and emphasis will differ from Data Science programs. Faculty from the academe and industry work together to combine theory and practice i.e., integrating business, technology, communication and quantitative disciplines with liberal education. Our partnership with the Analytics Association of the Philippines (AAP) and sponsor companies will help you work on real problems of real clients with actual data for your analytics course projects. Courses are project-oriented employing inquiry-based approach to learning to build critical thinking and problem-solving skills.



## Curriculum\*

YEAR 1		
Term 1	Term 2	Term 3
Business Strategy and Analytics (2 units)	Programming for Databases (2 units)	Data Engineering (2 units)
Computing for Analytics (2 units)	Descriptive Analytics, Visualization, and Storytelling (2 units)	Analytics Algorithms 1 (2 units)
Business and Management Theories, Concepts, and Cases (2 units)	Statistical Computing (2 units)	Human Perspective in Analytics (2 units)
OR		
Mathematics for Analytics (2 units)		
YEAR 2		
Term 1	Term 2	Term 3
Management of Analytics Projects (2 units)	Insight Development and Innovation (2 units)	Elective (2 units)
Data-Driven Organization and Management (2 units)	Ethics and Law in Data Analytics (2 units)	Capstone 2 (4 units)
Analytics Algorithms 2 (2 units)	Capstone 1 (2 units)	

\*subject to revisions effective SY 2023-2024

## Admission Criteria

Applicants to the UA&P MABA Program must hold a bachelor's degree from an accredited institution with at least three years of professional experience. Having a quantitative background and occupying a management role are highly advantageous. Experience in a domain and managing projects are key factors to your success in the program.



## Articles/Papers from MAP Members

**1. "Wanted: A sense of urgency"  
from MAP Governor CIELITO "Ciel" F.  
HABITO's "No Free Lunch" Column in the  
PHILIPPINE DAILY INQUIRER on  
November 8, 2022**

As the country began emerging from the worst of the pandemic earlier this year, I wrote of the need for us to go back to the basics in plotting our way forward. I was alluding to the need to focus on our two most basic and most critically challenged assets: our people and our lands. The latter must be understood to include our seas and inland waters, which are actually several times larger than our land territory itself.

Five months into the new administration, it's hard not to get a sense that rather than receive priority attention, these basics have instead taken a backseat in the President's focus—a glaring sin of omission indeed. Not a few have expressed the even unkind view that there is in fact no clear focus emanating from the presidency so far, and it's indeed hard not to fall into this conclusion.

That the basic welfare of our people needs paramount and urgent attention, especially now, should be obvious to all of us. The pandemic afflicted more than 4 million and killed more than 64,000 Filipinos; many still suffer from lingering long-term health impacts of the disease. It also battered our people with escalated poverty, hunger, and malnutrition, with the last having permanent effects on the youngest of our children as it impairs their brain and physical development for life. On top of that, education of our children and youth was set back by one of the longest-known school closures worldwide, even as Philippine education was already in serious crisis based on pre-pandemic cross-country comparisons of education outcomes. The adverse impacts of the double whammy on health and education may not be evident today, but will surely stare us in the face many years from now when today's young children become the country's workforce on which our economy and society run.

Our lands and waters demand paramount attention as well, as our inadequacies therein directly feed into the compromised health and nutrition of our people, as they already have. Most analysts believe that we have yet to see the worst of tightened food supplies and the resulting escalation in food prices worldwide, naturally implying that urgent measures are needed so we can get much more out of our farm and fisheries resources.

And so, while it's extremely urgent that we buckle down to work and fix long-standing and now extremely urgent problems facing our top two assets—our people and our lands—where is the government in all of this? We still have no secretary of health, at a time COVID-19 remains a problem in our midst, and yet we are offered the twisted logic that a secretary will be appointed once COVID-19 is behind us. We have a part-time secretary of agriculture in the person of the Chief Executive, who has clearly had very limited time for the sector, as he must oversee the concerns of some two dozen other departments as well—if he is indeed doing so. Department of Agriculture insiders privately admit that the department feels "paralyzed," the logical outcome after the extremely competent and highly respected official that the President had designated as his alter-ego there was "thrown under the bus," as many have described it, for obvious political reasons.

Meanwhile, we have a secretary of education in the person of the Vice President, whose appointment was justified by her being a mother, but has had no demonstrated experience and expertise in managing education other than as a local chief executive. The last Congress actually passed in its homestretch a law establishing an education commission (EdCom) that is supposed to gather top lawmakers, with counsel from the nation's best brains, to plot our way out of our education crisis. I would have thought that this EdCom, similar to its early 1990s precedent, would be convened within the first 100 days of the administration, given the urgency. Yet we still hear nothing about it to date.

The honeymoon is long over. It's time that the President convincingly demonstrates that he truly has a heart for us Filipinos, and clearly shows us where his priorities are (and that he has any at all). Or he may yet be remembered for, as a columnist from another paper put it, a "detached presidency."

cielito.habito@gmail.com

**2. "Don't let the old man in"**  
**from MAP Governor PETER WALLACE's**  
**"Like it is" Column in the**  
**PHILIPPINE DAILY INQUIRER on**  
**November 7, 2022**

A hauntingly beautiful song written by Mikal Gilmore, derived from a movie called "The Mule" with Clint Eastwood about an old man who refused to be old. It's at the heart of being old; not admitting it. At least in your mind, your body doesn't give you the option. It ages whether you wish it, or not.

Don't let the old man in  
I want to live me some more  
Can't leave it up to him  
He's knocking on my door  
And I knew all of my life  
That someday it would end  
Get up and go outside

Don't let the old man in  
Many moons I have lived  
My body's weathered and worn  
Ask yourself how old you'd be  
If you didn't know the day you were born  
Try to love on your wife  
And stay close to your friends  
Toast each sundown with wine

Don't let the old man in  
When he rides up on his horse  
And you feel that cold bitter wind  
Look out your window and smile  
Don't let the old man in  
Look out your window and smile

Don't let the old man in As I've long argued, the mind is you, your soul is there. The body is but the vehicle to carry it. If you think young, you're young. Think positively, and you'll have a future. Negativism leads to death. And death is an option best to avoid as long as possible. But not to be scared of.

There seems to be a strange aversion to talking about death, almost a taboo subject. Yet it's the one thing that is coming to you with absolute certainty. Maybe 50 years from now, maybe tomorrow. It's one of the few things you can't plan around. Except for those unfortunate few with a mortal illness. Mind you, when you think about it, old age is a mortal illness in its own way. So death will come. Be not afraid.

I've never understood why the religious believe there's a better life beyond, but are scared of death, of going to that better life. As someone who's not religious, I live with the knowledge that once the heart stops, that's it. I've no fear of it, I'd just rather it didn't happen yet. But it will. At 83, I've very few years or months left. C'est la vie. I wish only it would be quick.

But enough of that. Let us talk about life. I've had a very full one, quite successful in my varied business career. Some exciting moments were motor racing (I almost lost my head once) and ocean sailing (stranded in the middle of it once, far from anywhere). A wife and a couple of kids succeeding in life who say they love me—and I believe them. I certainly love them.

I started life wanting to be a surgeon, but then I saw blood and changed my mind. Deciding grease-ingrained fingernails as an engineer was a better deal. I'll never forget my first year at uni. We had to learn English again. I'd had enough of that, I wanted the nuts and bolts stuff, so I asked the professor, "Why English? I learnt that at school." His answer, I quote exactly: "Mr. Wallace, IF, and I stress, IF you graduate and become an engineer, you'll have to write reports." Today, my fingernails are clean (well, relatively, my wife doesn't think so). Today, I write reports, like this weekly column. But more intensive ones, too, to keep my mind active. I'm a great believer that you must exercise the mind daily. An idle mind is a dying mind.

You read endlessly about the need to exercise the body if you want to live long. That exercise can be just walking, but it must be something. But what's too infrequently discussed is the exercise of your brain. Keeping the brain thinking, not sinking into a vegetative state, is even more essential to a healthy, long life. I spend two hours first thing every morning writing. And add to that during the day by remaining in business, and interacting with the business community. Then on to the country's best-equipped workshop. I have developed a balance that suits me.

What I like about being old is that the uncertainty is gone. Will I fall in love? Will I have kids I can be proud of? Will I succeed in business? Will I climb the ladder? Will I have lifelong friends? Will I be healthy? Will I live a long time? You've answered the last one just by being able to ask it. Life is comfortable, you're comfortable within yourself. There are no more doubts. You have nothing you need to strive for, nothing to prove to yourself, or others. If you want to do something, you can just do it.

That's the nice thing about being old, you can do as you wish. Not be pressured by outside sources to conform to this or that. You want to live long, and happily.

Don't let the old man in.

Email: wallace\_likeitis@wbf.ph

# 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 KUA 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 20<sup>TH</sup> MAP INTERNATIONAL CEO CONFERENCE 2022  
**The Wins of Change: Thriving In a World of In-Betweens**

IN PARTNERSHIP WITH  
**BusinessWorld** **CONVERGE BUSINESS** **FPH**

20<sup>TH</sup> MAP INTERNATIONAL CEO HYBRID CONFERENCE 2022  
September 13, 2022, Tuesday, 8:30 AM to 5:00 PM, Grand Ballroom, Shangri-La at The Fort

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. ARSENI0 "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  
A Joint Project of Labor-Union and Management Development Committee (LUMDC) and MAP CEO Committee

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

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

Co-Moderators: **Mr. VIC MAGDARAOG**, Co-Chair for MAP CEO Academy, MAP HMO; **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, Stratbase 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  
A Project of MAP ICT Committee

Speaker: **Dr. DAVID R. HARDOON**  
Managing Director  
Abolito Data Innovation

Panelists: **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, President, GlobalDataSolutions, Inc. (GDSolutions); **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-Power's Leader in ESG  
FAC Malaysia
- Mr. VINCENT KNEFFEL**  
Climate Economy Director  
PwC Credit Exchange
- Ms. MA. ANTONIA YUIO LOYTAGA**  
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  
Vice President & Co. - FWC 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  
Autofullis (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

**MAP** Management Association of the Philippines  
**GREEN EDSA MOVEMENT**

**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  
Philippine Association of Credit Rating Agencies (PACRA)
- Mr. RAQUEL B. CAGURANGAN**  
Executive Director  
Philippine Association of Environmental Engineers, Inc.

**Moderator:**

- Ms. ANA MARGARITA MONTIVEROS**  
High-Vice President and Chief Reputation & Sustainability Officer  
South Korea's Samsung

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 & 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**

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

**Speakers:**

- Mr. HENRY RHODEL R. AGUDA**  
Chief  
UBI Philippines
- Mr. LUIS BUENAVENTURA**  
Country Manager  
First BCI 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 Philippines

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**

**Speakers:**

- Mr. SANDEEP CHAUDHARY**  
CEO  
Santitas
- Ms. CAROL DOMINGUEZ**  
CEO  
The Executive Institute
- Ms. GINA EALA**  
Chief HR Officer  
Bank of Philippine Islands
- Mr. JP ORBETA**  
Chief HR Officer  
AC Energy
- Mr. RON SEGISMUNDO**  
CEO  
M&P Transport and  
Logistics Philippines

**Moderator:**

- Mr. SONNY COLOMA**  
Executive Director  
Executive Director  
Executive Director  
Executive Director  
Executive Director

APRIL 22, 2022, FRIDAY  
9:00 AM to 11:00 AM  
via ZOOM

Webinar ID: 845 0324 0324  
Passcode: 8450324

MAP Executive No. 095-0922

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-Entrepreneurship
- Sec. CHITO J. JUAN**  
President, Philippine Culture Board, Inc.  
Member, MAP Agribusiness Committee

Moderator: Sec. Chito J. Juan

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

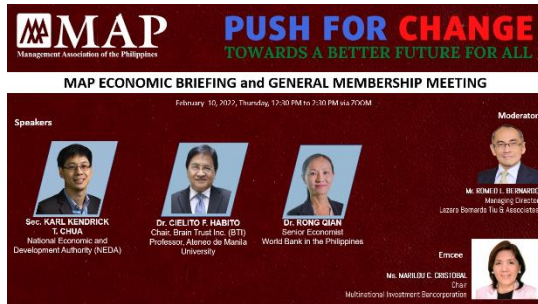
**Speaker:**

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

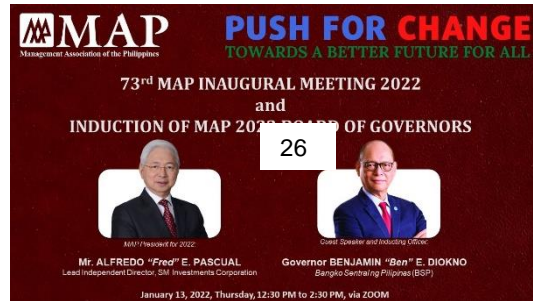
**Moderator:**

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

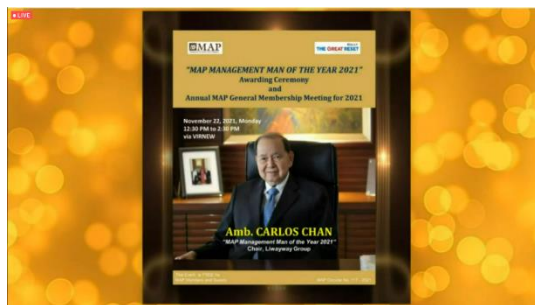
February 10, 2022  
 MAP Economic Briefing and  
 General Membership Meeting



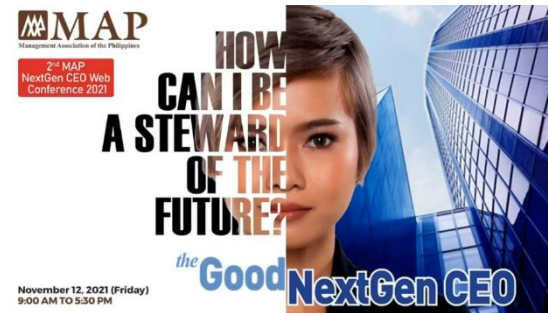
January 13, 2022  
 MAP Inaugural Meeting and  
 Induction of MAP 2022 Board of Governors



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 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**

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President and COO, JG Summit Holdings, Inc.
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Managing Director, Cisco Systems Management B.V.
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Treasurer, Beyond Property Management Services

**NOVEMBER 24**

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Chair, Century Properties Group, Inc.
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SVP and Head of Strategy, Products and Support - Corporate Banking, Bank of the Philippine Islands (BPI)
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Chair and CEO, P&A Grant Thornton
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President and CEO, bneXt
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President and CEO, Bermaz Auto Philippines, Inc.

**NOVEMBER 25**

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President and CEO, BizNewsAsia Philippines, Inc.

**NOVEMBER 26**

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President and CEO, Global Executive Solutions Group, Inc.
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Chair, Zesto Corporation November 26

**NOVEMBER 27**

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VP for Strategy and Business Development, Republic Cement & Building Materials, Inc.
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President, Cargohaus, Inc.
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CEO, eMotors, Inc.
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Chair and President, EquitiWorld Securities, Inc.
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Independent Director, Maya Bank

**NOVEMBER 28**

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Chair and CEO, Automated Technology (Philippines), Inc.

**NOVEMBER 29**

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Executive Director, World Wide Fund for Nature or WWF Philippines
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CEO, TSM Shipping (Phils.), Inc.

**NOVEMBER 30**

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87. **Ms. MARIANNE "Maan" B. HONTIVEROS**  
Managing Director, CEO Advisors, Inc.
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