



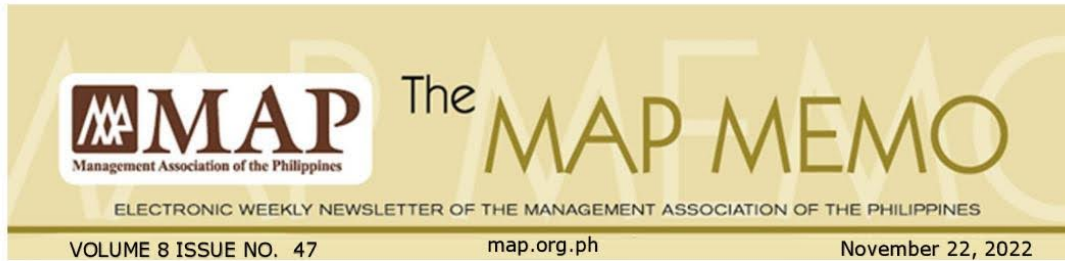
Management Association of the Philippines <map@map.org.ph>

MAP MEMO Volume 8 Issue No. 47 - November 22, 2022

MAP Memo <mapmemo@map.org.ph>

Wed, Nov 23, 2022 at 4:45 PM

Cc: Management Association of the Philippines <map@map.org.ph>, MAP Secretariat <mapsecretariat@map.org.ph>



Mr. CHARLIE P. VILLASEÑOR

“MAPping the Future” column in the *INQUIRER*

“Everything is About Supply Chain Today”

November 21, 2022

A broken supply chain will kill you, your business, and your country: In March of 2021 before there was a supply of vaccines, I caught severe COVID and nearly died. There was no ambulance, no hospital rooms, no medicines, and not enough health care support. I survived fighting for my life for a month. I refused to die with a cause of death labeled as “Supply Chain issues.” It would have been the height of irony, given that I was a leader of Supply Chain advocacy.

Companies and countries are expected to face continuing Supply Chain challenges in managing risk, controlling cost of goods, and improving the value they provide. We will continue to struggle with inflation and looming recession, demand volatility, supply disruptions, fraud and corruption, geopolitical tensions, talent availability, leadership issues, sustainability, and climate hazards. What I fear most is the reversal of globalization and wars. Supply Chain management will be a key success factor that will determine whether we survive and succeed.

(continued on page 2)



Mr. RAYMOND “Mon” A. ABREA

“MAP Insights” column in *BUSINESSWORLD*

**“Focusing on What Matters –
A Tax Regime Proposal”**

November 22, 2022

“Focus on what matters” isn’t only a phrase that applies to maintaining a proper work-life balance or just bettering your life in general. This phrase is also the key to improving our tax administration.

Under the 2021 BIR Annual Report (the latest as of the date of this writing), the total revenue collections for that year amounted to P2.08T. Of that amount, P1.29T or roughly 64% of the total collection comes from large taxpayers. In other words, the other 36% comes from small and micro enterprises.

The problem isn’t entirely obvious until you take into account studies by the World Bank (WB). According to Risk-Based Tax Audits published by the WB, small taxpayers (and, presumably, micro enterprises as well) typically contribute only 5% to the revenue collections. The bulk of revenue collections come from medium-sized enterprises (contributing 20-30%) and large enterprises (contributing 60-70%).

In the Philippines, not only is there no category for “medium-sized enterprises” but small and medium-sized enterprises are the ones facing the brunt of the problem.

(continued on page 3)

"Everything is About Supply Chain Today"

...
(from page 1)

The CEO Mandate

In our PASIA discussions, it was shared to me that CEOs are very keen on two supply challenges: (1) Making product available for sales, and (2) Lowering the cost of goods. You would be surprised at how many CEOs think they are entitled to perfect supply. And how many think that every Supply Chain has a bottomless warehouse full of products. Many CEOs come from Sales or Marketing backgrounds. It's not their fault. The Supply Chain industry doesn't train them well, and they don't have anyone on their board who with an intensive, practical, and world class Supply Chain background.

Supply Chain is now on center stage. Every time we open our news or social media platforms, Supply Chain captures all our attention. The harsh truth: CEOs, business executives and national leaders don't seem to fully comprehend what Supply Chain is all about. Supply Chain now impacts nearly everything!

Who then is to blame for the current supply issues in your business or country? The recent survey results from Coleman Parkes Research this month indicate that the key causes are (multiple causes not mutually exclusive):

- Global political unrest (e.g., conflict with Russia, Taiwan) 58%
- Lack of raw materials 44%
- Rising fuel and energy costs 40%
- Changes in regulation and compliance 36%
- Rising interest rates 34%
- Lacking contingency plans across the Supply Chain industry 34%
- Global pandemic/health concerns 32%
- Inflation and rising costs 31%
- Reliance on distant foreign suppliers 30%
- Labor shortage issues 30%
- Climate issues 28%
- Remote working 25%

When companies were asked what they would do when Supply Chain costs increase, the replies were (multiple options not mutually exclusive):

- Wage/recruitment freezes 61%
- Staff job cuts 50%
- Increase selling price of goods/services

Are we ready for this?

The company's balance sheet, income statement, and cash flow depend heavily on Supply Chain execution. Inventory levels, carrying cost, the

unit cost to serve the customer, asset management, production cost, cost of goods sold, inbound and outbound costs, and customer satisfaction all impact our financials. In Supply Chain, we juggle three flows: information flow, physical flow and cash flow. It's a complex arena where training and experience can mitigate difficulties and ensure success. CEOs and government leaders need to know what they can demand from their Supply Chain.

When asked "How would you describe the current state of your businesses' Supply Chain," respondents replied:

- In need of no improvement 0%
- In need of significant improvement 3%
- In need of some improvement 39%
- In need of a lot of improvement 49%

Summary: Challenges lie ahead and immediate proactive actions are needed to respond, elevate and fortify our supply chains.

A National Supply Chain Agenda

Reverse globalization is developing. The US has passed laws compelling chip makers to bring their manufacturing back to the US. They are spending billions of dollars creating the infrastructure they need to be self-sufficient. This will become increasingly impactful in the coming years.

From a macro-economic view, most of the solutions lie in focusing on fiscal and monetary policies to meet economic demands. We need structural reforms for end-to-end Supply Chain structures and execution. This is true for individual businesses, entire industries, and nations.

Another thing that bothers me is that, in all my engagements, clients think Supply Chain is about logistics management. This is a very limited view as logistics is already part of execution. A lot of work and analysis must be done up-front in the planning, which sets the pace and tone for achieving the right results. We need to educate stakeholders that Supply Chain is about Supply Chain planning, procurement, manufacturing and logistics. End-to-end Supply Chain is best described as "plan, source, make, deliver and return."

Some Recommendations for companies and the country

For businesses:

1. Include Supply Chain in your business agenda and make it a priority.
2. Integrate and orchestrate your Supply Chain: Plan - Source - Move.

3. Provide leadership and fast track talent development.
4. Develop and implement better processes.
5. Digitalize and automate.
6. Build ethical practices and drive sustainability.

For the country:

1. Create a governance focal point that leads oversight of regulations that affect the country's Supply Chain.
2. Develop a national Supply Chain strategy and roadmap beyond merely logistics roadmaps.
3. Organize appropriately with the right people, processes and technology.
4. Establish Supply Chain visibility (i.e. demand and supply data analytics, market and industry trends, etc.)
5. Have appropriate measures to assure supply, quality and minimize the cost of goods and services for the people and business.
6. Review and update procurement laws. Adopt best practices, such as strategic sourcing.
7. Digitize and automate.
8. Drive ethics and sustainability.

(The author is the Chair of the Management Association of the Philippines (MAP) Trade, Industry & Tourism Committee. He is also the Chair & CEO of the Procurement & Supply Institute of Asia (PASIA), TransProcure Corporation, and PASIA Shared Services. He is known as the Supply Chain icon in Asia for his works and advocacy of ethics, excellence and e-enablement in supply chains. He led and pioneered many Supply Chain and e-commerce undertakings of companies like 3M, Coca-Cola Export, Caltex/Chevron, BayanTrade, Ariba (SAP Company) and also LBC Express. Feedback at <map@map.org.ph> and <charlie.villasenor@transprocure.com>.)

"Focusing on What Matters – A Tax Regime Proposal" . . .
(from page 1)

Now, here is where "focusing on what matters" comes in.

Instead of collecting from small and micro enterprises, the government should focus on improving its collections on medium and large taxpayers. To do this, we have proposed a more equitable tax regime that puts its focus to larger entities rather than small taxpayers.

EMPLOYEES

The first part of our proposal is straightforward - separate the employees from Self-employed and Professionals (SEPs). Employees are unique in that they have fixed income, unlike SEPs who earn significantly more but pay less taxes. Their salaries are subject to withholding tax and are remitted to the BIR by their employers. The effect of this portion is simple. It allows the government to focus on increased compliance from SEPs who should be paying a flat 10% tax.

MARGINAL INCOME EARNERS

The second portion of our proposal includes the need to increase the threshold for marginal income earners. For reference, our regulations presently recognize the concept of "marginal income earners." Under RR No. 11-2000, marginal income earners are those who earn annual sales of P100,000. Note that this regulation was issued in the year 2000, almost 22 years ago. And with the soaring inflation rates, the P100,000 annual sales is clearly not enough to encompass those who are truly marginal income earners.

Our proposal is to increase that threshold to those earning not more than P1,000,000. This threshold would sufficiently cover marginal income earners, such as sari-sari store owners. The next part involves encouraging them to register. To do this, we can offer a fixed amount of P1,000 to be paid annually. While this amount may seem low, keep in mind that our goal here is to encourage these taxpayers to register and to collect data, not taxes. The effort of collecting more taxes should be directed to medium and large taxpayers.

MICRO ENTERPRISES

The third part requires a review of micro enterprises, specifically the Barangay Micro Business Enterprises or BMBEs. Presently, the BIR has not released any data on how many BMBEs are registered. The problem becomes immediately apparent - we do not know if the taxpayers receiving BMBE certification (and are, therefore, being exempted from income tax) still fall within that threshold. Note that, in renewing BMBE certification, there is no audit process. It is easy for an entity to pretend to be BMBEs even if they no longer qualify.

Our proposal is to mandate the BIR to audit BMBEs every two years before renewing their tax exemption. We can also offer them to pay an optional flat tax of 10% and require them to adopt electronic invoicing. They shall be subject

to Tax Compliance Verification Drives to make sure they still properly comply.

SMALL ENTERPRISES

For small enterprises, our proposal remains - offer an optional flat tax of 10% and require them to adopt electronic invoicing. The crucial part of this portion involves the adoption of a risk-based audit.

A risk-based audit is a simple concept. A benchmark is set by the BIR based on how much certain industries generally earn, i.e., profit margin and how much taxes they usually pay effectively. Businesses who pay 30% below the threshold would be considered high-risk, and be subject to a tax audit.

Presently, the BIR conducts "random" audit, but we should dispose of this practice and focus on those that are truly high risk which can generate more revenues.

MEDIUM ENTERPRISES

The goal for this portion is really just to create the "medium taxpayer" category, which is separate from small enterprises whose annual gross sales do not exceed a certain threshold, e.g., P100 billion. Presently, the BIR only recognizes a large taxpayer category. However, there is a need to distinguish medium taxpayers from the rest of the taxpayer base. Recall that, under the WB study cited above, medium taxpayers ought to contribute 20-30% to the total revenue collections.

This is the first taxpayer category the government must start focusing on collecting from. Medium taxpayers must be subjected to a regular audit every three years. Why? Medium taxpayers are those who are earning a lot already. The BIR should focus their audit on them to make sure that they are paying the right taxes. This regular audit every three years is on top of the risk-based audit explained earlier.

This means, essentially, that a medium taxpayer that is high-risk will be subjected to both the regular audit every three years and the risk-based audit. However, medium taxpayers that are low risk will still be subject to audit, but only the regular audit every three years.

In this category, medium taxpayers should be imposed a 25% income tax rate, and they should still be mandated to adopt electronic invoicing.

LARGE ENTERPRISES

The "Large Enterprises" is an established category, comprising those earning P1B and above in profit. Under the CREATE Law, they pay 25% corporate income tax. They are required to use electronic invoicing, as per the TRAIN Law, and, under RR No. 9-2009, they are also required to maintain Computerized Accounting Systems (CAS) under RR No. 9-2009.

Currently, the BIR has around 3,000 companies in the Large Taxpayer Service (LTS) group under the Office of the Commissioner. The immediate goal is to expand this group to 7,000-10,000 large enterprises that will be subject to risk-based and regular audit every year. From this, the target collection must be set per industry and risk level of large enterprises, owing to the fact that more than 60% of our total tax collections are from the LTS group.

CONCLUSION

The idea behind this proposed tax regime is really to focus the government's efforts on places where it matters. In this case, focus must be directed to medium and large enterprises, and the government must relax its grip on small and micro enterprises, and especially marginal income earners. The goal of laws and government regulations, as regards these smaller businesses, must be getting them to register and helping them flourish. It is when these businesses begin to flourish as medium enterprises that we should begin to focus on collecting taxes from them.

(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is Member of the MAP Ease of Doing Business Committee, Founding Chair and Senior Tax Advisor of Asian Consulting Group and Co-Chair of Paying Taxes - EODB Task Force. He is Trustee of CSR Philippines - the advocacy partner of the BIR, Department of Trade and Industry (DTI), and Anti-Red Tape Authority (ARTA) on ease of doing business and tax reforms.)

Business Features Editor Doris Dumacio-Abadilla

ROAD TALK

Why the plans of most companies fail—and yours will, too

Hope is not a strategy. Yet most companies will base their plans more on hope than any real strategy. In my experience as the "mentor of the giants" (Fortune), strategic advisor and management consultant to the world's most famous global brands, Fortune 500 CEOs, and family business conglomerates in the region and globally, my team and I have seen first-hand that most companies do not know how to plan properly.

In this season of year-end planning, we usually get a lot of requests from clients to support them in their strategic road map planning sessions, whether they be for one, two, or even five to 10 years. Because these strategic planning sessions run for several days, it would be impossible to cover everything that is important for a good plan in a single column such as this. But I will share a few key points that are often overlooked by companies in the region and globally.

Most companies spend too little time on planning
First of all, think of a good plan like the roots of a tree: the deeper the foundation or the roots run into the ground, the stronger and taller the tree will be. And the more it can weather any storm.

While in theory this is clear to most, in practice, most companies spend ridiculously little time on planning, compared with the time they spend on execution. Most companies spend too much time on work for work's sake, on "being busy," without having any proper, detailed plans in place. So no wonder they get blindsided and never reach their full potential.

The elements of a solid plan
The majority of companies leave out crucial components of the equation in planning, leading to plans that are impractical, unrealistic or not actionable. These include com-



PROFIT PUSH
TOM OLIVER

ponents such as clear and measurable "stretch" goals, key actionable strategies to reach these goals, assumptions and principles behind these strategies, key tracking measures, tracking frequencies of the key performance indicators, trends analyses, contingency plans, unforeseen enemies and so forth.

If you are one of the companies that do not have ruthlessly detailed plans in place, then this is your wake-up call: You cannot change "the economy." You cannot change "market conditions." But you have 100 percent control over your productivity—and planning is the most important foundation for that.

Why it is always better to plan long term

For family businesses or business owners, this is easy to answer: because they are usually in it for the long haul. But even for other types of businesses and executives, it is always wiser to plan long-term, and have a clear long-term vision and road map for what they want to accomplish. Why? Because your short-term plans will be so much better because of it. Everything you do should perfectly fit into the long-term strategy, goals and objectives of your business. This is how great companies are made.

Of course, you will need to be flexible and adapt your



ILLUSTRATION BY RUTH MACAPAGAL

plans and strategies as you go along. But how can you do that effectively if you have no clear vision and road map for your long-term objectives? What "long-term" means is not universally defined because it depends on your type of business and industry.

To share an example from one of our clients: a 50-year-old multi-generational family business decided to pivot after we had done a 10-year road map strategy plan with them because the owners had realized that it would be more profitable and beneficial for them to change their overall strategy and direction.

They would not have seen that if the plan had been too short-term. Why? Because we saw that a storm was coming after we had done a clear trend analysis with them as part of their strategic plans. And that storm would have wiped out their earnings.

Trends, trends, trends

This is one of my favorite topics when it comes to planning because it is at the same time one of the most overlooked elements in strategic plans. The majority of businesses spend too little time correctly anticipating and predicting trends. This includes how these trends will affect their companies, the chances for development and expansion they will present, and how they might profit from them.

Additionally, they don't spend enough time considering the risks these trends may bring to their business and the potentially unforeseen enemies they may produce, endangering their competitive position. When we did a strategic road map a few years ago for what has now become one of the largest and most successful Filipino companies globally, it became clear to the owners and top management that they had never planned for what would

happen if consumers changed their habits. They had never analyzed the probability of that and the trends that would be in its favor.

After a careful trend analysis, they realized that they would counter the unforeseen enemies that would certainly steal market share from them if they were not correcting their course. As a result, they changed their strategy and were able to successfully secure existing territories, but most of all expand and conquer new markets.

Blind spots and bending reality

I led a group of CEOs and business owners in Asia through a strategic planning exercise a few weeks ago that was also attended by representatives of some of the country's wealthiest families. During the planning, a CEO approached me and said, "Tom, after careful examination and taking into account what you explained to us about trends, I see that the music in our main core business is about to end in two to three years. What should we do?" We then devised a strategy that would enable them to extract maximum profits from their core business while at the same allowing them to pivot and build up a new line of business that would make use of a shift in market and consumer trends.

Assumptions and principles
Even more important than the plans you make are the as-

sumptions behind them. What do I mean by that? When you make any important decision, especially for strategic decisions, you should write down the reasoning that governs your decision-making.

What are your assumptions? For example, "Because of trends A and trend B, we expect a diminished market growth of Y in the consumer segment Z." As a result, we will discontinue product lines C and D. We will enter a new territory E because we assume that the cash flow products of our core business will allow us to seize a market share of X percent by deadline Y because we have analyzed the products of our competition in that territory to be inferior by a margin of Z."

You get the idea. Only by doing this, you will be able to go back later and stress-test your assumptions by analyzing where you had gone wrong. This will also allow you to uncover where you have blind spots and need more expert advice, and most of all, it will radically improve your decision-making.

The Big Five

- Spend enough time on planning.
- Cover all important elements of a good and solid plan.
- Plan long-term, then short-term.
- Analyze trends.
- Write down your assumptions.

Tom Oliver, a "global management guru" (Bloomberg), is the chair of The Tom Oliver Group, the most trusted advisor and consultant to many of the world's most influential family businesses, medium-sized enterprises, marketplaces and other organizations. For more information and inquiries, visit TomOliverGroup.com or email TomOliver@tomolivergroup.com.

Everything is about supply chain today

A broken supply chain will kill you, your business, and your country. In March of 2022, before the coming of vaccines, I had caught severe COVID-19 and nearly died. There was no ambulance, no hospital rooms, no medicines and not enough health-care support. I survived fighting for my life for a month. I refused to die with a cause of death labeled as "supply chain issues." It would have been the height of irony, given that I was a leader of supply chain advocacy.

Companies and countries are expected to face continuing supply chain challenges in managing risk, controlling cost of goods, and improving the value they provide. We will continue to struggle with inflation and looming recession, demand volatility, supply disruptions, fraud and corruption, geopolitical tensions, talent availability, leadership issues, sustainability and climate hazards. What I fear most is the reversal of globalization and wars. Supply chain management will be a key success factor that will determine whether we survive and succeed.

The COO mandate
In our Procurement & Supply Institute of Asia (Pasia) discussions, it was shared to me that CEOs are very keen on two supply challenges: 1. making product available for sales and 2. lowering the cost of goods. You would be surprised at how



MAPPING THE FUTURE
CHARLIE P. VILASENOR

many CEOs think they are entitled to perfect supply, and how many think that every supply chain has a bottomless warehouse full of products. Many CEOs come from sales or marketing backgrounds. It's not their fault. The supply chain industry doesn't train them well, and they don't have anyone on their board with an intensive, practical and world-class supply chain background.

Supply chain is now on center stage. Every time we open our news or social media platforms, supply chain captures all our attention. The harsh truth: CEOs, business executives and national leaders don't seem to fully comprehend what supply chain is all about. Supply chain now impacts nearly everything! Who then is to blame for the current supply issues in your business or country? The recent survey results from Coleman Parkes Research this

month indicate that the key causes are (multiple causes not mutually exclusive):

- Global political unrest (e.g., conflict with Russia, Taiwan), 58 percent
- Lack of raw materials, 44 percent
- Rising fuel and energy costs, 40 percent
- Changes in regulation and compliance, 36 percent
- Rising interest rates, 34 percent
- Lack of contingency plans across the supply chain industry, 34 percent
- Pandemic health concerns, 33 percent
- Inflation and rising costs, 31 percent
- Reliance on distant foreign suppliers, 30 percent
- Labor shortage issues, 30 percent
- Climate issues, 28 percent
- Remote working, 25 percent
- Wage/increased benefits, 61 percent
- Staff job cuts, 50 percent
- Increase selling price of goods/services, 46 percent

Are we ready for this?
The company's balance sheet, income statement and cash flow depend heavily on supply chain execution. Inventory levels, carrying cost, the

unit cost to serve the customer, asset management, production cost, cost of goods sold, inbound and outbound costs, and customer satisfaction all impact our financials. In supply chain, we juggle three flows: information flow, physical flow and cash flow. It's a complex arena where training and experience can mitigate difficulties and ensure success. CEOs and government leaders need to know what they can demand from their supply chain.

When asked, "How would you describe the current state of your businesses' supply chain?," respondents replied:

- In need of no improvement, 0 percent
- In need of significant improvement, 1 percent
- In need of some improvement, 39 percent
- In need of a lot of improvement, 49 percent

In summary, Challenges lie ahead and immediate proactive actions are needed to respond, elevate and fortify our supply chains.

National supply chain agenda
Reverse globalization is developing. The United States has passed laws compelling chip-makers to bring their manufacturing back to homeland. They are spending billions of dollars creating the infrastructure they need to be self-sufficient. This will become increasingly impactful in the coming years.

From a macroeconomic view, most of the solutions lie in focusing on fiscal and monetary policies to meet economic demands. We need structural reforms for end-to-end supply chain structures and execution. This is true for individual businesses, entire industries and nations.

Another thing that bothers me is that in all my engagements, clients think "supply chain is about logistics management. This is a very limited view as logistics is already part of execution. A lot of work and analysis must be done upfront in the planning, which sets the pace and tone for achieving the right results. We need to educate stakeholders that supply chain is about supply chain planning, procurement, manufacturing and logistics. End-to-end supply chain is best described as "plan, source, make, deliver and return."

Some recommendations for businesses:

1. Include supply chain in your business agenda and make it a priority.
2. Integrate and orchestrate your supply chain plan-source-move.
3. Provide leadership and fast track talent development.
4. Develop and implement better processes.
5. Digitize and automate.
6. Build ethical practices and drive sustainability.

For the country:

1. Create a governance focal point that leads oversight of regulations that affect the country's supply chain.
2. Develop a national supply chain strategy and road map beyond merely logistics road maps.
3. Organize appropriately with the right people, processes and technology.
4. Establish supply chain visibility (i.e. demand and supply data analytics, market and industry trends, etc.)
5. Have appropriate measures to assure supply, quality and minimize the cost of goods and services for the people and business.
6. Review and update procurement laws. Adopt best practices, such as strategic sourcing.
7. Digitize and automate.
8. Drive ethics and sustainability, too.

The author chairs the Management Association of the Philippines' Trade Industry & Tourism Committee. He is also the chair and CEO of Pasia, Trade-Procure Corp. and Pasia Shared Services. He is a regular columnist in Asia for his works and advocacy of ethics, excellence and enablement in supply chain. Reach out to charlie@pasiamanagement.com.

MAP Officers for 2023



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

November 10, 2022

Circular No. 073 – 2022

Subject: MAP Officers for 2023

Dear Fellow MAP Member:


It is our honor to formally announce the MAP Officers for 2023 who were elected in today's (November 10, 2022) Joint Meeting of the 2022 and the 2023 MAP Boards of Governors at the Shangri-La at The Fort:


President		Atty. BENEDICTA "Dick" DU-BALADAD Founding Partner and CEO Du-Baladad and Associates (BDB Law)
Vice President		Atty. ALEXANDER "Alex" B. CABRERA Chair Emeritus and ESG Leader Isla Lipana & Co./PwC Philippines
Treasurer		Dr. DONALD L. LIM Chief Operating Officer DITO CME Holdings, Inc.
Asst. Treasurer		Ms. MARIA CORAZON Corrie" D. PURISIMA Treasurer, Head of Markets and Securities Services, and Member of ExCom, HSBC Philippines
Secretary		Ms. KAREN V. BATUNGBACAL Senior Advisor to the Board IT & Business Process Association of the Philippines (ITBPAP)
Governor		Dr. CIELITO "Ciel" F. HABITO Chair Brain Trust, Inc.
Governor		Mr. BENJAMIN "Ben" R. PUNONGBAYAN Founder P&A Grant Thornton
Governor		Dr. CHITO B. SALAZAR President and COO PHINMA Corporation
Governor		Ms. MARTHA "Marts" MENDOZA SAZON President and CEO Globe Fintech Innovations, Inc. (GCash)

On behalf of the MAP Board of Governors and the MAP Nomination and Election Committee (NOMELEC), we would like to thank you for the confidence and support you provided to the outgoing MAP Board in its efforts to advance the MAP's mission of *Promoting Management Excellence for Nation-Building*. Kindly extend the same level of commitment to the incoming MAP Board.

Let us all continue to work together in pursuing the MAP's mission.

Sincerely,


MARILOU C. CRISTOBAL
Chair, MAP NOMELEC


ROGELIO L. SINGSON
President, MAP

MAP Statement entitled "THE SENATE MUST RATIFY RCEP NOW"



*Ramon V. Del Rosario Sr. Center for Management Excellence
Unit 608, Ayala Tower One
Ayala Triangle, Ayala Avenue
1226 Makati City, Philippines
(632) 7751-1151 to 52
map@map.org.ph; map.philippines@map.org.ph
Website: map.org.ph*

THE SENATE MUST RATIFY RCEP NOW

November 15, 2022

We, in the Management Association of the Philippines (MAP), would like to urge the Senate to ratify without further delay the Regional Comprehensive Economic Partnership (RCEP) Agreement, which had already been signed by President Rodrigo Roa Duterte along with the leaders of the other member economies in the grouping.

We have already lost 10 months of ability to compete on equal footing with our ASEAN and Asian partners already in RCEP in attracting foreign investments as they capitalize on the shift by a number of MNCs to seek alternative locations for their manufacturing sites.

RCEP is a 15-member free trade deal that accounts for 1/3 of the world's economy, 1/3 of the global trade, and a market of 2.3 billion people. It also covers 50% of the global manufacturing output, 50% of the global automotive products, and 70% of electronics products. RCEP member economies also account for 51% of the Philippines' export market, 68% of the country's imports and, most importantly, 58% of the country's foreign direct investment inflows, according to the Department of Trade and Industry (DTI). It will be similar to the European Union, a powerful economic bloc that will benefit enormously from the interchange of business among them, and with the world at large.

The misplaced fears of some agricultural sector critics are unfounded and illusory, as our government negotiators in RCEP have repeatedly explained that sensitive agricultural products remain protected under our commitments to the Agreement. These products include rice, swine meat, poultry meat, potatoes, onions, garlic, cabbages, sugar, and carrots. All will retain the restrictions they currently enjoy. Indeed, both the DTI and the Department of Agriculture (DA) have explained that membership in the Agreement opens up further export opportunities for our agricultural products, without exposing ourselves to an imagined flood of farm imports feared by opponents.

The delay in ratification deprives the country's producers of various exportable products of easier access to the markets of the RCEP countries due to the improved provisions on market access and easier rules of origin. The threat of likely diversion by their buyers of their business to other members already in RCEP is very real. Similarly, foreign investors will favor locating in other RCEP countries, including those already in the country, who are likely to move their business out of the country the longer we delay ratification. All told, we risk not only failing to attract new investments and trade opportunities; we are also likely to lose those we now have to those already in RCEP.

The Philippines cannot afford not to be in RCEP, as part of what promises to be the most important economic grouping in the world. It is time that we got on board and proactively exploit the wealth of opportunities it offers the Filipinos in terms of expanded jobs, increased incomes, and better lives.

We strongly urge our honorable Senators to ratify RCEP now.

SGV & Co. and MAP congratulate



Rene Aleta Ledesma
*Executive Chief Innovation Officer
Mercato Centrale Philippines, Inc.*

for being named the
2022 Outstanding Transformative Leader
of the SGV-MAP NextGen CEO
Transformative Leadership Program

■ ■ ■
Share our Purpose. #SGVforABetterPhilippines



Knowledge Partner
SGV
Building a better
working world

SGV & Co. and MAP congratulate



Atty. Marian Joanne Co-Pua
*Owner/Name Counsel
Co-Pua Law Office*

for being named the
2022 Purpose Leadership Awardee
SGV-MAP NextGen CEO
Transformative Leadership Program

■ ■ ■
Share our Purpose. #SGVforABetterPhilippines



Knowledge Partner
SGV
Building a better
working world

NOTICE OF ANNUAL GENERAL MEETING OF MAP MEMBERS FOR 2022



*Ramon V. Del Rosario Sr. Center for Management Excellence
Unit 605, 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>.

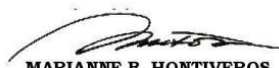
The Annual GMM proceedings will be recorded in audio and video format, and will have live streaming via ZOOM and Facebook.

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 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 AM to 2:00 PM
Grand Ballroom A and B
Level 3, Shangri-La The Fort**

Registration Fees	
MAP Member	FREE
Guest	P2,000 each

MAP Circular 068 - 2022



**PHILIPPINE
BLOCKCHAIN
WEEK 2022**
WWW.PHILBLOCKCHAINWEEK.COM

NOV 28 - DEC 4
**NEWPORT WORLD
RESORTS MANILA**

JOIN THE BLOCKCHAIN EVOLUTION

LEARN HOW EMERGING TECHNOLOGIES ARE SHAPING THE FUTURE OF BUSINESS

EVENT HIGHLIGHTS:

NOV 28

WELCOME NIGHT

**NOV 29
- DEC 1**

**3-DAY
CONFERENCE**

»» VC-STARTUP ««
MATCHMAKING

NFT & GAMING EXPO

**NOV 28
- DEC 4**

**NETWORKING EVENTS &
OFFICIAL AFTER PARTIES**

DEC 2

**PHILIPPINE BLOCK
AWARDS**
★ ★ ★

**DEC 3 -
DEC 4**

**THE BLOCK X FINALE
AFTER PARTY**

KEYNOTE SPEAKERS

 SERGEJ KUNZ FOUNDER 1 BLOCK	 LARRY NAMER CO-FOUNDER B2B RESTAURANTS	 IAN UTILE CO-FOUNDER, CO-PRODUCER OF 1170	 JUSTIN SUN FOUNDER TRON B20
 ERIK LAPAGLIA CO-FOUNDER BLOCKS B2B WEEK	 CHRIS SNOOK CEO THE WELLS GROUP	 DAVID USLAN CO-FOUNDER	 ZENECA FOUNDER B2B PLATFORM

SPEAKERS

 JASON BENIK CEO	 SANDRA H CEO	 ANTHONY FRANCISCO CEO	 KALIA LANAS CEO	 VILMA HATELA CEO	 KEVIN SEO CEO
 LITO VILLALUMBRA CEO	 DA FORDSON CEO	 WIT ZING CEO	 TRACIE GUTIERREZ CEO	 JEFF HUNTER CEO	 HENRY AGUDA CEO
 DONALD LIM CEO	 CHEYA GONZALES CEO	 DANIEL SOBING CEO	 KATIE BERNICK CEO	 EUGENE TANABE CEO	 JAT MA CEO

HOSTED BY:

 SONYA HUHNET CEO	 BEK YONATAN CEO
--	--

MAJOR SPONSORS:       

MEDIA PARTNERS:      

INDUSTRY PARTNERS:      

HOTEL PARTNERS:    

GET YOUR TICKETS NOW!

WWW.PHILBLOCKCHAINWEEK.COM/TICKETS



The award-winning BusinessWorld Economic Forum is back, face-to-face! Discover the possibilities amid uncertainties.

BusinessWorld ECONOMIC FORUM
Forecast 2023
 OPPORTUNITY IN UNCERTAINTY
 NOVEMBER 29, 2022 | GRAND HYATT MANILA

Keynotes

<p>Reform Road to 2025: Key Legislative Measures to Boost Philippine Businesses Speaker</p>  <p>FERDINAND MARTIN G. ROMUALDEZ House of Representatives of the Philippines</p>	<p>Sustaining Recovery through Mounting Risks Secretary</p>  <p>BENJAMIN E. DIOKNO Department of Finance</p>	<p>Bracing the Headwinds: Economic Outlook 2023 Director for Asia Pacific Department</p>  <p>KRISHNA SRINIVASAN International Monetary Fund</p>	<p>Transforming the World for the Better: Updates on the 2030 Agenda for Sustainable Development Managing Director</p>  <p>NEO GIM HUAY Centre for Nature and Climate World Economic Forum</p>
---	--	---	---

Fireside Chats

 <p>Moving Forward Collaboratively: Strengthening Private-Public Partnerships COSETTE V. CANILAO President and CEO, Abotit InfraCapital</p>	 <p>Growing the Green Movement: Opportunities in the Philippines' Green Finance and Infrastructure Market JEAN-MARC ARBOGAST Country Manager for the Philippines, International Finance Corporation</p>	 <p>Responding to the Changing Skills Demand: Upskilling and Reskilling the Current and Future Workforce PAULINE FERMIN President & CEO, Acumen Strategy Consultants</p>
---	---	---

Panel Discussions

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

 <p>MERCEDITA A. SOMBILLA Undersecretary, Policy, Planning, and Regulations, Department of Agriculture</p>	 <p>BRUCE J. TOLENTINO Private Sector Board Member, Bangko Sentral ng Pilipinas</p>	 <p>WILLIAM S. CO Vice-Chairman, Philippine Chamber of Commerce and Industry, Chairman, Agriculture and Fishery Committee</p>
--	---	--

Powering the Future: The Philippines' Roadmap to a Diverse and Sustainable Energy Industry

 <p>MICHAEL O. SINDACRUZ Director for Energy Policy and Planning Bureau, Department of Energy</p>	 <p>JAMES VILLAROMAN Chief Strategy Officer, AbotitPower</p>	 <p>MIGUEL DE JESUS Executive Director & Head for Commercial Operation, AC Energy</p>
---	--	--

Education for All: Working Together towards High-Quality and Inclusive Education

 <p>CYNTHIA B. BAUTISTA Vice-President for Academic Affairs, University of the Philippines</p>	 <p>MARVIN GERMA CEO, Stock Smarts</p>	 <p>ARCHIVAL B. TOLENTINO President, Information Security Officers Group (ISOG)</p>	 <p>TOFF RADA Head of Public Policy, TikTok Philippines</p>
--	--	---	---

GOLD SPONSORS

Ayala | For The Greater Good | MEGAWORLD | PLDT | Smart

SILVER SPONSORS

BDO | BPI | Globe | MERALCO | METRO PACIFIC | WILCON | DEPOT

BRONZE SPONSORS

First Cebu | GCash | SGV

Partner Organizations

ANCHAM PHILIPPINES | ASA | British Council | CIP PHILIPPINES | ECCP | MAP | Philippine Business Association

Media Partners

one news | STAR

REGISTER NOW!



www.bworldonline.com/BWETFforecast2023
 For inquiry, contact us through manon@bworldonline.com



Dec. 6, 2022, Tue
6:30 PM to 10:30 PM
Bonifacio Hall, Level 4
SHANGRI-LA THE FORT

 **Christmas Party 2022**

featuring

PROJECT 8 Jazz & Retro Band

Attire :

RED *or* **GREEN**

Fees:

Member	- FREE
Spouse of Member	- FREE
Guest	- P3,000

MAP Circular 077 - 2022

REFORM REBUILD RECOVER

THE ARANGKADA PHILIPPINES FORUM
2022

DECEMBER 6, 2022 | MANILA BALLROOM, MARRIOTT MANILA

www.arangkadaphilippines.com

[/ArangkadaPhilippines](https://www.facebook.com/ArangkadaPhilippines)

[@arangkadaPH](https://twitter.com/arangkadaPH)

[/ArangkadaPhilippines](https://www.linkedin.com/company/ArangkadaPhilippines)

SCAN ME

REGISTER NOW!

Visit our event website and register at www.investphilippines.info/forum2022

You may contact our Registration Manager **Ms. Angelie Payuyo** at avpayuyo@teamasia.com or +63 917 881 3702.

EVENT SPONSORS

PLATINUM		GOLD			
SILVER		BRONZE		PATRON	
MEDIA		EVENT PARTNER		OFFICIAL VENUE PARTNER	
ORGANIZED BY					

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

MAJOR SPONSOR



Embassy of Italy
Manila

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

PRESENT



Giacomo Puccini's
TURANDOT

with the PHILIPPINE PHILHARMONIC ORCHESTRA
 Maestro VALENTINO FAVOINO, Guest Conductor

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

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

Beneficiary: PHILIPPINE ITALIAN ASSOCIATION

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

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

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

SAVE THE DATE




2023

SELECTUSA INVESTMENT SUMMIT

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

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

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

TOP 5 REASONS TO ATTEND THE 2023 SELECTUSA INVESTMENT SUMMIT

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

2022 SUMMIT HIGHLIGHTS

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

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

- 2022 Summit Participant

WHO SHOULD ATTEND?

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

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

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

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

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

U.S. Department of Commerce | International Trade Administration | SelectUSA

Articles/Papers from MAP Members

1. "A neglected basic human right" from MAP Governor CIELITO "Ciel" F. HABITO's "No Free Lunch" Column in the PHILIPPINE DAILY INQUIRER on November 22, 2022

Give a family middle-class surroundings, and they begin to have middle-class dreams." Gawad Kalinga founder Tony Meloto explained to me many years ago the rationale behind the colorfully painted houses that are the distinctive mark of their community-driven housing initiatives. His statement came back to mind years later when a Japanese colleague told me of a conversation he had with the little son of his Filipino driver. He asked the boy what he wanted to be when he grows up, and he told me how shocked he was at the boy's ready reply, "I want to be a driver, like my father." It will indeed be difficult to lift poor Filipinos out of poverty, he mused, if they cannot even aspire to achieve much more than what little they may have.

This should tell us how important and urgent it is that every Filipino family is provided decent housing. In the Sustainable Development Goals (SDGs) for 2030 committed to by the United Nations (UN), Goal 11 (out of 17) is to "make cities and human settlements inclusive, safe, resilient and sustainable." Among its targets is to "ensure access for all to adequate, safe and affordable housing and basic services," and upgrade slums to greatly reduce the "proportion of the urban population living in slums, informal settlements or inadequate housing." While the United Nations emphasis appears to be on urban slums, in a disaster-prone country like ours, inadequate rural dwellings vulnerable to damage from typhoons and floods must be of equal concern, especially with poverty being more prevalent in our rural areas.

The reality is, the number of people living in slums worldwide actually rose from 807 million to 883 million over the period 2000 to 2014, according to UN statistics. The bulk of slum dwellers are in three regions: East and Southeast Asia (332 million), Central and South Asia (197 million), and sub-Saharan Africa (189 million). In the first region where we belong, the Philippines is certainly a major contributor to this statistic. One can surmise this from glaring statistics I cited recently from the Asian Development Bank on government spending on "housing and community amenities." For this, 10.6 percent of the government budget is allocated in Malaysia, 6.2 percent in Myanmar, 5.2 percent in Brunei, 4.8 percent in Korea and Singapore, 2.7 percent in Indonesia, 1.7 percent in Japan, and 1.3 percent in Thailand and Bangladesh. In the Philippines, it is a miniscule 0.18 percent!

The Philippine government needs to depart from its traditional approach to housing, with heavy reliance on private sector developers to fill the housing gap, while government comes in via what appears to be minimal support in financing. In contrast, a recent Reuters article notes how the Singapore government, through its Housing Development Board, builds apartment units and sells them directly to citizens at highly subsidized prices on a 99-year lease. This has reportedly led to over 80 percent of Singaporeans owning their homes, one of the world's highest rates. Given that our other neighbors spend proportionately much more on housing as well, it's quite likely that their governments take a similar approach.

We are told that the new Department of Human Settlements and Urban Development has set a bold target of one million housing units every year—a tall order given the estimated current rate of 200,000-300,000 annual production. But we, indeed, need such bold targets in the face of a massive housing backlog, now estimated at 6.6 million units, implying that this is about the number of Filipino households living in inadequate and unsafe dwellings, using the SDG description. The Philippine Statistics Authority reported 26.4 million households in 2020, which means one in every four Filipino households is inadequately sheltered.

There has been much talk about hunger and malnutrition, especially in the wake of the pandemic. Decent and safe housing has not been talked and thought about as much. But shelter, like food and clothing, is one of the three basic human needs—and arguably a human right. It's high time that we put it at the forefront of the national agenda for infrastructure development.

cielito.habito@gmail.com

**2. "Rubber wheels"
from MAP Governor PETER WALLACE's
"Like it is" Column in the
PHILIPPINE DAILY INQUIRER on
November 21, 2022**

A real benefit of COVID was that I didn't have to travel on Edsa. Zoom did it for me. Sadly, that benefit is fading away, and the deathly crawl along Edsa is returning to its average 15 kilometers per hour. I could run faster than that when I was young.

There's nowhere to build another road. And we forgot to put a metro underground when everybody else was building one. So what to do? My good friend Eddie Yap, the Edsa busway advocate, has worked ceaselessly for a solution. At least for those who need it most, the 350,000 daily commuters who waste two to three hours of their day standing in the heat and rain with a patience I'll never understand. These commuters are the backbone who help run our economy. They deserve far better treatment than what they've had to endure for so many decades.

There is a train above Edsa, but it can't begin to handle the mass of humanity that just wants to get to work and home. The thoroughly disorganized bus system spent its life blocking other traffic from wending its way home or to the office. So it needs to go.

That's where Eddie comes in. He has fought for, initially, a busway along the median of Edsa that would increase efficiency and passenger throughput. This step has been done. With buses now confined within the busway, they no longer compete for road space with privately owned vehicles, so they can run unimpeded by traffic. The private vehicle lanes continue to be severely congested but with efficient, modern buses traveling unimpeded, maybe many will ditch their cars for the bus. Next step is to upgrade the busway into a full bus rapid transit (BRT) system using a series of buses on rubber wheels operating like a train on the busway. BRT is recognized the world over as the most cost-effective urban mass transit system. It uses the latest generation of electric-powered, high-capacity commuter buses as an alternative to trains. These buses approximate the efficiency of a rail train, but at a fraction of the cost. Here, these buses will be articulated with two coaches which, because of their length will have higher capacity, these buses are called bus trains, but run on rubber wheels on a normal, existing road, not steel wheels on a steel track. They are capable of being programmed for autonomous driving guided by sensors embedded in the busway. These buses will run on the existing inner-lane busway, not at the traffic-prone kerbside lanes. With properly designed bus stops, (well, they'll be more like a train station actually) positioned strategically along the route. And accessible by disabled-people friendly overpasses.

These bus trains are ideal for Edsa, being the densest commuter corridor in the metropolis, especially to meet passenger demand surges during morning and evening peak hours.

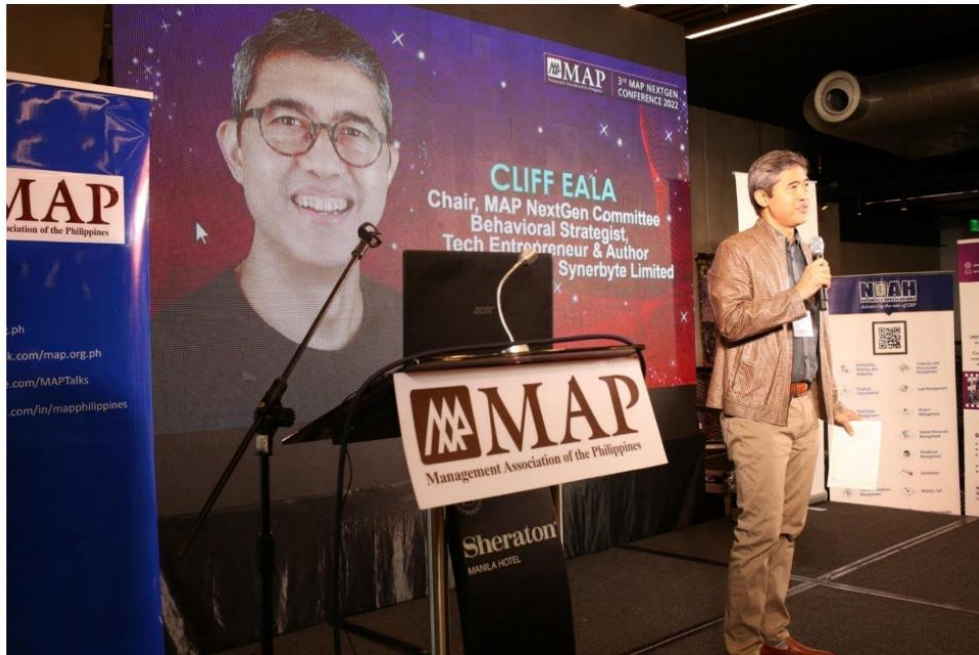
So this is where we need to go, electrically powered two-coach buses fully automatically controlled. Running just with the barest minimum gap or headway to provide a continuous stream of buses to meet passenger demand and reduce waiting time at the station.

For it to succeed and come into place fast, it must be the private sector to do it, in toto. The government does not have the capability, or the money. My preference would be for one concessionaire for the entire system. Let that winning bidder build the needed infrastructure, stations and access facilities, control center, and supply of the buses. Then, operate and maintain it under the watchful eye of the Department of Transportation, which must provide all the needed policy and regulatory support. It may take a little longer, but it should, preferably, be under the solicited mode of bidding with terms of reference based on strict and consistent application of the BRT standard as the performance metrics to make it objective and completely equal for everyone to enter the bidding, while providing the basis for evaluating the performance of the concessionaire after award.

New Transportation Secretary Jimmy Bautista is all for upgrading this busway to global standards under the public-private partnership development modality, and is fully on board (and I'm sure literally will be on the first bus). I've known Jimmy since his Philippine Airline days. This is a man who gets things done. So we can expect rapid progress toward its eventuality. And here's where the President can step in. Use his awesome powers to find legal ways to cut the convoluted bureaucracy down to an absolute minimum. He can bring Anti-Red Tape Authority into the picture to help get this done. Otherwise, we'll be waiting till eternity before we can step onto a bus.

If I were the secretary, I'd put Eddie on an advisory board to assist the bids and awards committee in their evaluation. I'm sure, with the dynamism and support of Bautista, this project could be completed within 2023. Miracles do happen, may this be one of them.

Email: wallace_likeitis@wbf.ph

















Summary of News Articles about the November 15, 2022 Statement on MAP urges Senate anew to ratify RCEP

1. "MAP urges Senate to act on RCEP after 10-month delay"

Alyssa Nicole O. Tan
BusinessWorld
November 15, 2022

THE Management Association of the Philippines (MAP) said the Senate must immediately ratify the Regional Comprehensive Economic Partnership (RCEP) agreement, citing the risk of losing out on foreign investment should further delays ensue.

"Foreign investors will favor locating in other RCEP countries, including those already in the Philippines, who are likely to move their business out of the country the longer we delay ratification," MAP said in a statement on Tuesday.

"All told, we risk not only failing to attract new investments and trade opportunities; we are also likely to lose those we now have to those already in RCEP," it added.

The RCEP, which started coming into force in the various member countries on Jan. 1, is touted as the world's largest free trade agreement involving Australia, China, Japan, South Korea, New Zealand and the 10 members of the Association of Southeast Asian Nations (ASEAN).

The Philippines is one of two countries yet to ratify RCEP, along with fellow ASEAN member Myanmar. One of the other holdouts, Indonesia, signed on at the end of August.

"We have already lost 10 months of ability to compete on equal footing with our ASEAN and Asian partners already in RCEP in attracting foreign investment as they capitalize on the shift by a number of MNCs to seek alternative locations for their manufacturing sites," it said.

MAP noted that the delay in signing onto the agreement deprives domestic producers of easier access to global markets and easier trade flows due to the agreement's simplified rules of origin.

"The threat of likely diversion by their buyers of their business to other members already in RCEP is very real," it said.

The Philippines failed to sign on to RCEP in the previous Congress due to concerns by some Senators over the absence of safeguards for agriculture.

Federation of Free Farmers President Leonardo Q. Montemayor has said the RCEP approval effort "highlight(s) its benefits in terms of market access opportunities (but) conveniently downplays, if not deliberately conceals (a) crucial caveat that any tariff concession from our trading partners under RCEP will not be exclusive to the Philippines, and will in fact be available to all other RCEP member countries."

"This means that there is no guarantee that we will be able to avail of and benefit from such opportunities especially if competing countries who are also part of RCEP are more competitive, dependable, and efficient than us," he added.

MAP described as "misplaced" opposition from the agricultural sector, noting as well that sensitive agricultural products remain protected under the Philippines' commitments to RCEP. These products include rice, pork, poultry meat, potatoes, onions, garlic, cabbages, sugar, and carrots. "All will retain the restrictions they currently enjoy," it said.

"Both the DTI (Department of Trade and Industry) and the Department of Agriculture (DA) have explained that membership in the Agreement opens up further export opportunities for our agricultural products, without exposing ourselves to an imagined flood of farm imports feared by opponents," it added.

Senator Imelda Josefa Remedios R. Marcos, who chairs the Senate Foreign Affairs Committee, has said that the DA's track record of preferring imports instead of developing productive farms has been cited as a potential deal-breaker within the chamber.

The DA has "an unparalleled record of reckless importation, which is why stakeholders are very fearful," she said at a hearing.

Agriculture Assistant Secretary-designate for Policy, Research and Development Noel A. Padre contends that the DA's mandate of ensuring food security takes heed of the necessity of improving domestic productivity, describing one of the

strategies being pursued as “distributing our domestic production from surplus areas to deficit areas.”

“We encourage imports only when domestic production is not enough to address our demand,” he added. “With respect to the agriculture and fishery sector under RCEP, we assure the committee that we will continue to engage our stakeholders.”

Trade Secretary Alfredo E. Pascual said last week that the Marcos administration is determined to sign up to the agreement. “President Ferdinand R. Marcos, Jr. is committed to ratify it.”

The chamber has asked the executive branch to send formal notice of its endorsement of the treaty.

“Apparently, there have been no formal letters or endorsement of RCEP with this admin except that the President was the one who asked me to pass it,” Senate President Juan Miguel F. Zubiri said at the floor. “We can’t act on anything that’s not on our table.”

Senator Juan Edgardo M. Angara has said key Senate officials commit to accelerating the process with colleagues in the executive branch.

“The Philippines cannot afford not to be in RCEP, as part of what promises to be the most important economic grouping in the world,” MAP said.

“It is time that we got on board and proactively exploit the wealth of opportunities it offers the Filipinos in terms of expanded jobs, increased incomes, and better lives,” it added. “We strongly urge our honorable Senators to ratify RCEP now.”
— Alyssa Nicole O. Tan

**2. “Business group urges Senate to ratify RCEP”
by TED CORDERO
GMA Integrated News
November 15, 2022**

The Management Association of the Philippines (MAP), an organization of top management and business leaders, is urging the Senate to ratify the mega trade deal, the Regional Comprehensive Economic Partnership (RCEP).

The RCEP is a free trade agreement that involves the 10-member Association of Southeast Asian Nations (ASEAN) along with China, Japan, South Korea, Australia, and New Zealand.

It was approved by the previous administration in September last year and brought to the Senate for concurrence.

Treaties or international agreements entered into by the government require Senate concurrence.

“We, in the MAP, would like to urge the Senate to ratify without further delay the RCEP agreement, which has already been signed by President Rodrigo Roa Duterte along with the leaders of the other member economies in the grouping,” the business group said in a statement.

“The Philippines cannot afford not to be in the RCEP, as part of what promises to be the most important economic grouping in the world. It is time that we got on board and proactively exploit the wealth of opportunities it offers the Filipinos in terms of expanded jobs, increased incomes, and better lives. We strongly urge our honorable senators to ratify RCEP now,” MAP said.

Last week, Senate President Juan Miguel Zubiri said that the economic managers of the Marcos administration had yet to formally endorse the RCEP for the Senate’s concurrence.

The Department of Trade and Industry (DTI) expects the RCEP to generate a 10.47% increase in the country’s exports and a 2.02% increase in real gross domestic product.

The RCEP represents 50% of the global manufacturing output; 50% of the global automotive output; 70% of electronics; 26% of the global value chain (GVC) trade volume; 60% GVC for electrical/machinery, petroleum/chemicals, textiles/apparel, metal, and transport equipment, 35% of the contribution to global exports of electronics and machineries; and the main GVC hubs of big economies such as South Korea, Japan, and China.

“We have already lost 10 months of [our] ability to compete on [an] equal footing with our ASEAN and Asian partners already in RCEP in attracting foreign investments as they capitalize on the shift by a number of MNCs (multinational companies) to seek alternative locations for their manufacturing sites,” MAP said.

The group also said that there were misplaced fears of some agricultural sector critics “as our government negotiators in RCEP have repeatedly explained that sensitive agricultural products remain protected under our commitments to the agreement.”

The DTI earlier said that rice and other agricultural products are protected from tariff reductions and eliminations under the RCEP.

"Indeed, both the DTI and the Department of Agriculture (DA) have explained that membership in the agreement opens up further export opportunities for our agricultural products without exposing ourselves to an imagined flood of farm imports feared by opponents," MAP said.

"The delay in ratification deprives the country's producers of various exportable products of easier access to the markets of the RCEP countries due to the improved provisions on market access and easier rules of origin," it added.

President Ferdinand Marcos Jr. has previously aired his concerns about the trade agreement, saying that he did not know if the nation's agriculture industry was strong enough to withstand the competition that opening markets would bring about.

MAP, however, said that foreign investors will favor locating in other RCEP countries, including those already in the country, "who are likely to move their businesses out of the country the longer we delay ratification."

"All told, we risk not only failing to attract new investments and trade opportunities; we are also likely to lose those we now have to those already in [the] RCEP," the group said. — VBL, GMA Integrated News

**3. "Business leaders call Senate to ratify RCEP now"
by Bernie Cahiles-Magkilat
Manila Bulletin
November 15, 2022**

The Management Association of the Philippines (MAP), a group of business leaders committed to promote excellence for nation building, has strongly urged the Senate to ratify without further delay the Regional Comprehensive Economic Partnership (RCEP) deal saying the country has lost 10 months against ASEAN neighbors in competing for foreign investments and expanded trade flows.

"We strongly urge our honorable Senators to ratify RCEP now," said MAP in a statement Tuesday, Nov. 15.

The mega trade deal was already ratified by then President Rodrigo Duterte, but the Senate failed to concur the ratification by the executive branch amid strong opposition from various organizations, particularly farmer groups.

"We have already lost 10 months of ability to compete on equal footing with our ASEAN and Asian partners already in RCEP in attracting foreign investments as they capitalize on the shift by a number of multinational corporations (MNCs) to seek alternative locations for their manufacturing sites," said MAP

According to MAP, the delay in ratification deprives the country's producers of various exportable products of easier access to the markets of the RCEP countries due to the improved provisions on market access and easier rules of origin.

"The threat of likely diversion by their buyers of their business to other members already in RCEP is very real," MAP said.

Similarly, foreign investors will favor locating in other RCEP countries, including those already in the country, who are likely to move their business out of the country the longer we delay ratification. "All told, we risk not only failing to attract new investments and trade opportunities; we are also likely to lose those we now have to those already in RCEP," MAP said.

MAP further called "misplaced, unfounded and illusory" the fears of some agricultural sector critics of RCEP based on pronouncements by experts and negotiators from the Department of Trade and Industry and the Department of Agriculture.

The group cited government negotiators in RCEP who have repeatedly explained that sensitive agricultural products remain protected under our commitments to the agreement. These products include rice, swine meat, poultry meat, potatoes, onions, garlic, cabbages, sugar, and carrots. All these farm products will retain the restrictions they currently enjoy.

The DTI and the Department of Agriculture (DA) have explained that membership in the Agreement opens up further export opportunities for our agricultural products "without exposing ourselves to an imagined flood of farm imports feared by opponents."

As the most important economic grouping in the world so far, MAP stressed the "Philippines cannot afford not to be in RCEP."

"It is time that we got on board and proactively exploit the wealth of opportunities it offers the Filipinos in terms of expanded jobs, increased incomes, and better lives," MAP added.

RCEP is a 15-member free trade deal that accounts for one-third of the world's economy, one-third of the global trade, and a market of 2.3 billion people. RCEP also covers 50 percent of the global manufacturing output, 50 percent of the global automotive products, and 70 percent of electronics products.

RCEP member economies also account for 51 percent of the Philippines' export market, 68 percent of the country's imports and, most importantly, 58 percent of the country's foreign direct investment inflows, according to DTI.

MAP even likened it to the European Union, a powerful economic bloc that will benefit enormously from the interchange of business among them, and with the world at large.

**4. "MAP urges Senate to ratify RCEP"
by Alden M. Monzon
Philippine Daily Inquirer
November 16, 2022**

The Management Association of the Philippines (MAP) on Tuesday called on lawmakers to immediately ratify the Regional Comprehensive Economic Partnership (RCEP) agreement, which has languished in the Senate more than a year after the previous Philippine president approved it.

The country's largest business management group said that it "strongly urges" the upper chamber to approve the regional trade agreement, citing as well that it has been signed by other member-economies of the Association of Southeast Asian Nations (Asean).

"We have already lost ten months of ability to compete on equal footing with our Asean and Asian partners already in RCEP in attracting foreign investments as they capitalize on the shift by a number of [multinational corporations] to seek alternative locations for their manufacturing sites," MAP said.

The RCEP is a free trade pact among all Asean member-states, as well as six of the regional bloc's trade partners including Australia, China, Japan, South Korea and New Zealand.

The free trade agreement provides preferential arrangements, including market access, in all participating countries.

MAP said the concerns raised by some critics over the RCEP's impact on the sensitive agriculture sector were "unfounded and illusory" as government negotiators in RCEP "have repeatedly explained that sensitive agricultural products remain protected under our commitments to the agreement.

These products include rice, swine meat, poultry meat, potatoes, onions, garlic, cabbages, sugar and carrots, according to MAP.

"Both the [Department of Trade and Industry] and the Department of Agriculture have explained that membership in the agreement opens up further export opportunities for our agricultural products, without exposing ourselves to an imagined flood of farm imports feared by opponents," the group said.

MAP said that the delay in ratification deprives local producers of exportable products of easier market access to countries which have signed up to RCEP, saying that being a signatory brings with it improved provisions on market access and easier rules of origin.

**5. "MAP urges Senate anew to ratify RCEP"
by Eireene Jairee Gomez
The Manila Times
November 16, 2022**

THE Management Association of the Philippines (MAP) has again urged the Senate to ratify the Regional Comprehensive Economic Partnership (RCEP) agreement "without further delay."

The Philippines and Myanmar are the only signatories yet to confirm the 15-member trade deal which took effect at the start of 2022. Then-president Rodrigo Duterte ratified the agreement last year but the Senate failed to add its approval as required by law.

Duterte's successor, Ferdinand Marcos Jr., has said he wants assurances that the deal would ensure protections for farmers. Earlier this month, Trade Secretary Alfredo Pascual claimed that the President was committed to ratification.

"We have already lost 10 months of ability to compete on equal footing with our Asean and Asian partners already in RCEP in attracting foreign investments..." the MAP said in a statement on Tuesday.

The RCEP is composed of the 10-member Association of Southeast Asian Nations (Asean) and dialogue partners China, Japan, Australia, New Zealand and South Korea. The deal is said to account for a third of the global economy and global trade, and comprises a market of 2.3 billion people.

The MAP noted that RCEP members also account for 51 percent of the Philippines' export market, 68 percent of imports and 58 percent of foreign direct investment inflows.

While the agriculture sector has opposed the RCEP's ratification, the MAP claimed that this was "misplaced" as sensitive agricultural goods such as rice, pork and sugar, among others, would remain protected.

"The delay in the ratification deprives the country's producers... of easier access to the markets of the RCEP countries...", the business group said. "The threat of likely diversion by their buyers... to other members already in RCEP is very real."

Also, foreign investors could favor other RCEP countries, and by not ratifying the deal, the Philippines could fail to attract new investments but also likely "lost those we now have."

"The Philippines cannot afford not to be in RCEP, as part of what promises to be the most important economic grouping in the world. It is time that we got on board and proactively exploit the wealth of opportunities it offers the Filipinos in terms of expanded jobs, increased incomes and better lives," the MAP said.

"We strongly urge our honorable senators to ratify RCEP now."

MAP Talks on Youtube

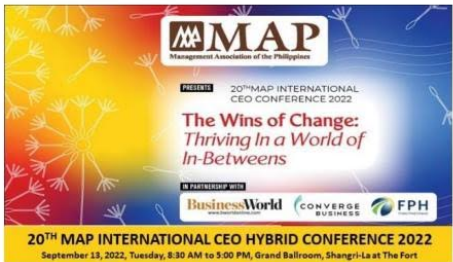
November 11, 2022
3rd MAP NextGen Conference 2022



October 13, 2022
MAP GMM



September 13, 2022
MAP International CEO Hybrid Conference



September 8, e2022
MAP - PMAP Joint GMM



August 19, 2022
MAP GMM



July 14, 2022
MAP GMM



July 1, 2022
MAP Webinar



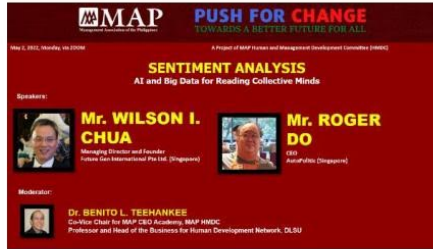
June 23, 2022
MAP GMM



May 19, 2022
MAP GMM



May 2, 2022
MAP Webinar



April 29, 2022
MAP Webinar



April 29, 2022
MAP Webinar



April 27, 2022
MAP Lecture



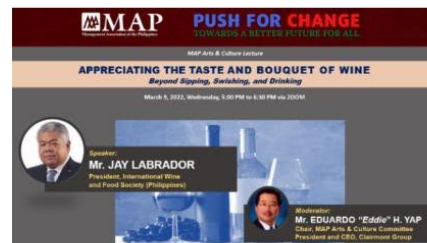
April 22, 2022
MAP Webinar



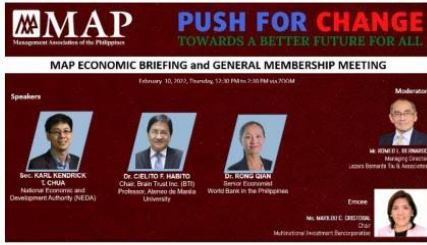
March 24, 2022
MAP General Membership Meeting



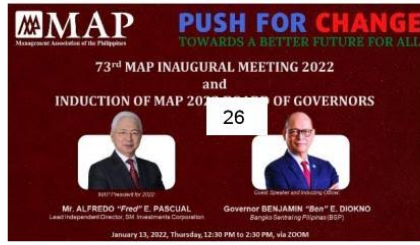
March 9, 2022
MAP Lecture



February 10, 2022
MAP Economic Briefing and
General Membership Meeting



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



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 Emeritus, PHINMA Corporation

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

NOVEMBER 10

23. Mr. SALVADOR "*Dory*" G. TIRONA
President, COO and CFO, Lopez Holdings Corporation
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 JIJOMAR "*Jojo*" C. BINAY
Former VP, Republic of the Philippines
30. Atty. FREDERIC "*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. ADVISO
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. GOKONGWEI**
President and COO, JG Summit Holdings, Inc.
66. **Ms. KATHRINA "Karrie" CAPELLAN ILAGAN**
Managing Director, Cisco Systems Management B.V.
67. **Mr. HERNAN P. 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" MJARES ELIZONDO**
President and CEO, CEMEX Holdings Philippines
74. **Mr. ANTONIO "Tony" 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.


ELECTRONIC WEEKLY NEWSLETTER OF THE MANAGEMENT ASSOCIATION OF THE PHILIPPINES




Condolence to the bereaved family of the following:


Mr. REYNALDO "Rene" R. HUERGAS
 President and CEO of Bee Information Technology PH Inc.
 who passed away on November 15, 2022 at the age of 75.

Subscribe to "MAP Talks" on YOUTUBE: 
<https://www.youtube.com/channel/UCeNIKpZ2CZmVkrjh9GNfSoA>

Like MAP on Facebook: 
<https://www.facebook.com/map.org.ph/>

Connect with MAP thru LINKEDIN: 
<https://www.linkedin.com/in/mapphilippines/>

Visit Our Website **Visit the new MAP Website:**
[<map.org.ph>](http://map.org.ph)

Join the "MAP Bulletin Board" Viber community 
<https://invite.viber.com/?g2=AQB96LUTksl4X03UidOSgWDEPCjwdBfZLGFrjkuDpC1j%2FCpAHFFj0kgzkmWL2hvc>

Please subscribe to "MAP Talks" on YOUTUBE:

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

Please follow MAP on FACEBOOK:

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

Please connect with MAP thru LINKEDIN:

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

Please visit the new MAP Website by clicking the following:

[<map.org.ph>](mailto:map.org.ph)

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

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