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Atty. DICK DU BALADAD

“MAPping the Future” *column in INQUIRER*
and
“MAP Insights” *column in BUSINESSWORLD*

“Bridging and Building a Progressive Future”

on February 6 and 7, 2023

Let me first extend the gratitude of the 2023 Board of Governors for the confidence in entrusting us the stewardship of the Management Association of the Philippines or the MAP I convey my personal thanks for giving me this opportunity to be MAP’s 75th President - the fifth woman to lead this organization – with high hopes that during our watch, we can rise to the challenge of leaving a significant mark in the 73-year history of this organization.

We thank the past leaders whose decades of stewardship brought MAP to where it is today - a premier, independent, professional and prestigious association of business leaders whose insights are listened to, in both the private and the public sectors. That includes FRED PASCUAL and BABES SINGSON, who jointly headed MAP in 2022. I wish to thank both of them, and their respective teams, for their contributions. Let us show our appreciation to both Babes and Fred with a warm round of applause please.

MAP today has a strong membership base of 1,074 leaders who are significant influencers in their respective fields. Its members cut across many industries and their outputs can be felt in employment generation, in sharing gains through corporate social responsibility initiatives and in economic development. Certainly, one of MAP’s biggest contributions is leadership excellence. From among its ranks came many of those who are called for public service and shared their expertise to benefit the country and the Filipinos.

SERVING IN CHALLENGING TIMES

The year 2023 will still be challenging - a continuation of the transition years as we try to put our pandemic experience in the rear-view mirror. Now, we must set our sights to what’s ahead with cautious optimism, even as the fight with COVID continues.

The bigger challenge before us will be RECOVERY – not just in the economic front but also in the structural rebuilding of the fundamentals needed to address the impact of the digital transformation and the changed business dynamics in our government to our respective organizations. The growing expectation that business should integrate social responsibility as success indicator, places an enormous burden on our shoulders that will need new, transformational ideas and a high degree of collaboration across industries and sectors.

The Management Association of the Philippines can be that lynchpin, the hub if you will, to generate ideas and help make that cooperation happen. MAP today has solidified its standing as a professional, impartial, and independent organization, whose advocacies extend beyond its mission to achieve management excellence. We are a voice that is listened to in many socially relevant issues we initiate, support and reinforce in multiple platforms to influence changes for the better.

BRIDGING AND BUILDING A PROGRESSIVE FUTURE: MAP'S 2023 THEME

Preserving these gains is foremost in the minds of your 2023 Board. During its strategic meeting last November, we committed to work on crafting and implementing a two-pronged strategy to significantly contribute to this objective: by BRIDGING and enhancing the internal fundamentals and harnessing our collective strengths to help in **BUILDING a national future in shared prosperity.**

The two-pronged strategy is captured in our 2023 theme, "BRIDGING AND BUILDING A PROGRESSIVE FUTURE". This will guide our directions and activities for the year. To give flesh and substance to the theme, we mapped out six priority programs aptly embodied in the acronym B R I D G E.

- We keep Bridging our internal strengths,
- Focus on Resilience and Recovery,
- Initiate and welcome Innovation,
- Advocate for Diversity, Equity, and Inclusion or DEI,
- Make a strong push for Growth and People Development, and
- Base our actions on what can contribute to the Environment, Social and Governance or ESG goals.

These priority programs integrate the major concerns of our members gathered from the responses on a Quick Survey conducted in November last year. The results identified the Top 10 issues ranked according to priority and we duly noted that Ease of Doing Business remains to be a top concern.

1. Ease of Doing Business (EODB)
2. Economy
3. Energy
4. Climate Change
5. Competitiveness of Local Industries
6. Education
7. Agriculture
8. Infrastructure
9. ESG
10. Dealing with LGUs

TRANSLATING THE THEME INTO ACTION

With the identified key directions of MAP for the year, the Board will work with 30 MAP committees grouped into the six clusters. Together with their respective Governors-in-Charge, they will be responsible for the plans and actions to best deliver results. The programs will be harmonized, tracked and calibrated to maximize resources and generate quick wins.

• BRIDGING THE INTERNAL STRENGTHS

The first Cluster is tasked to Bridge the Internal Strengths. A strong MAP organization will capacitate us to deliver our mandate. Our collective strengths will enable MAP to lead, be the voice for management excellence, the hub of new ideas and solutions, that can effectively push our advocacies forward.

Today's MAP is a diverse group in age, gender, and professional background. It is the very first time in the history of MAP that 4 of the 9 members of the MAP Board are women. This alone sets a tone.

We have a relatively young Board that can potentially cement what MAP has been desiring to do for years: TO CREATE AND INSTITUTIONALIZE AN ENVIRONMENT THAT WOULD BRIDGE AND CONNECT THE WISDOM and WEALTH OF EXPERIENCE of THE SEASONED CEOs, with the NEW THINKING, NEW IDEAS, INNOVATIONS IN DOING BUSINESS and NEW PARADIGM OF THE NEXT GENERATION OF CEOs. This combined force will enable us to foster thought leadership and collect a wealth of ideas, solutions and business opportunities, that are adaptive, transformative, relevant and sustainable.

We will focus on narrowing the generational divide and create an environment of real inclusiveness, true to our management discipline of succession planning. The perspectives between the present and the next generation may differ, but I believe that this is not because we have different challenges, but because we have differing approaches. We have to bridge the gap of understanding, listen without judgment and impatience, and open our hearts and minds to meaningful collaboration.

Our first act, therefore, was to assign Next Generation members to be Co-Vice Chairpersons in most committees to give them the opportunity to lead, participate and be immersed in the organization. As of today, 23 NextGen members have risen to the challenge. That translates to 27% or almost 1/3 of the total leadership posts in committees represented by those whom we hope will eventually take over the reins in the future. We also keep making strides in achieving gender balance. For this year, we are gratified to note that we are at 44% female to 56% male gender mix of leaders in our various committees.

Building internal strength also mean that we can provide support to our members through timely information that can increase the confidence level in their business planning. We will establish DATAMAP that will make available relevant statistics, facts, figures, policy papers and other research materials that we may all need from time to time.

We will strengthen our linkages with data repositories like NEDA, PSA, DTI and other research organizations that can share their studies with us. I believe that business intuition is a spark that can be ignited when backed by solid indicators. MAP can better serve the members when we can help manage business risks through informed data points.

- **Building a Progressive Future**

Because these are core components of our programs, I shall personally head this Cluster. Armed with a strengthened MAP, we shall do our share in Building a Progressive Future.

The Cluster on **Resilience and Recovery** is headed by Ciel Habito, the former Secretary of NEDA under the Ramos Administration. His group will persistently pursue the 8-Point MAP Recommendations MAP submitted last 2022 to the then incoming administration.

To provide inputs to our members on the business horizon, we will hold an Economic Briefing on February 8. However, we feel that we can enrich the context of the economic prospects if we can identify investment opportunities we can take advantage of, to expand our markets. This year, therefore, we will be introducing an innovation of twinning the briefing on the Economy with an Investment Campaign to be scheduled within the first quarter of the year.

This initiative will be undertaken in partnership with the Department of Trade and Industry, and solidified through the signing of a Memorandum of Understanding later this afternoon.

The importance of **Innovation** cannot be over-emphasized. Digital marketing expert Donald Lim, is a natural choice to oversee this Cluster tasked to implement programs to help scale up tech start-ups. It will also provide support for students to turn their technological ideas into actual products and services that will benefit farmers, fisherfolks, and the rest of our population.

The **Diversity, Equity and Inclusion** or DEI Cluster assigned to Cluster Head Karen Batungbacal, is expected to conduct the third round of the SGV - MAP NextGen CEO Transformative Leadership Program" as one of its major undertakings.

This Cluster will continue to encourage our NextGen members and leaders to engage through the "4th MAP NextGen CEO Conference". This is the learning platform where they can discuss the most pressing challenges being faced by their generation and provide an avenue for them to learn from one another.

The Growth and People Development Cluster is headed by Chito Salazar, whose forte is education. Their task is to undertake initiatives and pursue

critical reforms to address our education crisis and to promote life-long learning.

And fittingly, the ESG Cluster, which will be headed by Alex Cabrera, the ESG Leader of PricewaterHouse Philippines, will keep us focused on the advocacy and social responsibility dimension of what we all do.

The highlight will be a major mid-year activity we plan to initiate – and that is to bring together the decision-makers in government, business leaders, the academe and the NGOs, and other interest groups to connect and collaborate.

In this whole day event, we have high hopes that the multi-sectoral discussions will catalyze our common vision to contribute in national recovery and nation building. The output will be a BLUEPRINT FOR SHARED PROSPERITY.

CLOSING

Friends, we are in for a busy, busy 2023. It may seem to be lofty goals that we set for ourselves but we have a lot of catching up to do, and we can do no less. What gives us confidence is knowing that we have one another's backs and we have the valuable support and active participation of the MAP community and our partners in government and other business organizations, especially those who are with us today.

I will end by sharing a timely gem of wisdom from one of the world's famous neuroscientists and an untiring advocate of global harmony and peace, Abhijit Naskar, who said and I quote:

"The holy trinity of tackling crisis is unity, faith and sacrifice. We must stay united as humans above all else, we must have faith in ourselves and in each other, and we must sacrifice our self-obsession."

In other words, we should think not only in terms of what serves our own interests, but more importantly, in what will serve the greater good.

Let us cross the bridge together. I look forward to an interesting and dynamic 2023 chapter with all of you.

Thank you.

(This was lifted from the Inaugural Address delivered on January 31, 2023 by the author as the 2023 President of the Management Association of the Philippines (MAP). She is the Founding Partner and CEO of Du-Baladad and Associates (BDB Law). Feedback at <map@map.org.ph> and <dick.du-baladad@bdblaw.com.ph>).

BOARD TALK

Business Features Editor
Doris Dumalao-Abadilla

How to hold successful meetings in as little as 10 steps

A lot of our clients in the Philippines and Asia ask us for guidelines and protocols on how to run more effective meetings. I would call most Filipino meetings we have attended “death by PowerPoint.” One of our clients, the president of a large, well-known family business in the Philippines, requested our support to pivot and future-proof his business. As part of our partnership, we took a deep dive into how effective his meetings were. It was a disaster.

The president came from a much-needed vacation only to find himself completely drained after the first three days. In one of the meetings he attended, we counted 32 people and during the meeting, only three spoke!

This is typical: too many meetings, too many PowerPoint slides, too many people per meeting and meetings that are too long. This runs like an epidemic through the region and is costing a lot of executives, board members, CEOs and business owners enormous amounts of wasted time.

Everything needs to be customized
Here I will share some general guidelines and protocols our clients have found very beneficial to make sure your meetings become more productive. But your business is unique. Solutions for your business must be unique and customized for them to work.

While general meeting guidelines and protocols are very valuable, in the end, they have to be customized to your business. We recently spent two and a half hours in a workshop with one of our clients to tailor their daily huddle protocols exactly to their needs. Why? Because this was a crucial part of their daily execution. The result? Their productivity soared and everyone ended up having a lot more time.

Do not confuse being “busy” with “getting things done”
As a business leader, time is



PROFIT PUSH
TOM OLIVER

your most precious asset. It is the one thing you will never get back. Another one of our clients in the region, a very promising entrepreneur with a lot of energy, did a lot of meetings because they made him feel good. He had the sense that things were getting done when he had meetings. That was an illusion.

Mostly, they were a waste of his and everyone else’s time. In line with the Asian practice of sugarcoating and avoiding direct confrontation, executives were afraid to tell him. In the meetings, things were not getting done, people were just talking about them.

The WFWS disease
A lot of companies and executives slip into the WFWS or “work for work’s sake” disease. That is different from “getting things done” and producing results. Confuse the two and you might find yourself on the losing end.

Fifty-two percent of the Fortune 500 companies from 2000 are no longer in existence. A Fortune 500 company’s life expectancy used to be 75 years. Today, it is less than 15.
As a business leader, your job is to create a machine that produces outcomes. A business is like a machine. It needs to have a clear design to produce specific outcomes.

Every meeting should produce clear results and outcomes, not just talking heads. Do you want to get together with your colleagues for an idle chat? Great.



ILLUSTRATION BY RUTH MACAPAGAL

Then have a drink together. But not at the office.

Who should be there?
Most companies invite far too many people to a meeting. They also often invite the same kind of people to every similar-sounding meeting. For example, for everything that sounds like a management committee or board-related matter, all management committee members or board members are invited. That is a bad practice because it is ineffective. You should only invite the people who can meaningfully contribute and who are needed to produce the stated goal and outcome of the meeting.

Jeff Bezos, for example, limits attendance at Amazon meetings to only a handful of people. Steve Jobs did not believe that more was always better. He had a reputation for just inviting the required people into the room. Too many people ruined the simplicity that Jobs thrived on.

It all starts with “why”
Before a meeting is called,

somebody needs to be in charge of the meeting. That person has to invite the relevant people to the meeting, clearly state the purpose. What outcome are we aiming to produce? What is the goal of the meeting? Who should be part of the meeting? Why are they needed? The “why” is the most important part that is often forgotten.

When should a meeting end?
Sheryl Sandberg, the American billionaire who was the chief operating officer of Meta Platforms, prepares a handwritten list of topics for discussion for each meeting. Even if the meeting was only for eight minutes, it ends once everything on the list has been completed. Meetings are kept brief and straightforward. No idle chit-chat.

Sandberg has also coined one of my favorite phrases, “done is better than perfect.” She explains her famous motto by saying, “Aiming for perfection causes frustration at best and paralysis at worst.” In my experience with our clients, long and unnecessary meetings often reflect a sense of

perfectionism, of not trying to make any mistakes, of seeking 100 percent information before taking action. You cannot have 100 percent certainty. Look for it and you will fail.
Money seeks movement. Focus on getting things done in meetings, not on getting things to perfection, which is an unattainable standard that slows companies down.

One of our Asian clients told us their own story of too many meetings. The owner had a great idea for a new product, but the execution of the idea got lost in so many meetings, discussions, committees and PowerPoints that the competition launched the same product months before them. Bang! Opportunity gone.

Stand up and ditch the phone
Do you want a dramatic reduction in your company’s average meeting duration and at the same time boost results? Try to hold meetings standing up. Standup meetings have been demonstrated to increase group productivity in addition to re-

ducing meeting duration by 34 percent.

In general, taking meetings standing up is an excellent practice because you force yourself to be concise and avoid “topic slip.”

We know this is hard but ideally, there should be no cell phones during meetings. To make this easier, remember: the faster the meeting is done, the sooner you can get to your phone and attend to whatever needs to be done.

10 steps

- Define who will be running the meeting.
- Define the purpose/objectives of the meeting.
- Define who should be in the meeting and why.
- Clarify the purpose to everybody who is attending.
- Limit the total meeting time. If you are done before the time is up, end the meeting early.
- If you can, hold meetings standing up.

• Invite feedback and engage in constructive disagreements—the results will be better. In the Philippines, use our invention of the “rotating devil’s advocate”—people must take turns in expressing disagreement.

• Make sure the meeting achieves the defined purpose/objectives.

• Make sure one person writes meeting notes and distributes them to all parties after the meeting.

• Ideally, one person follows up on the action points of the meeting. This person sees to it that the recommendations are carried out. ❏



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 or email Tom.Oliver@inquirer.com.ph.

Bridging and building a progressive future



MAPPING THE FUTURE
BENEDICTA DU-BALADAD

We are a voice that is listened to in many socially relevant issues we initiate, support and reinforce in multiple platforms to influence changes for the better. Preserving these gains is foremost in the mind of your 2023 board. During our strategic meeting last November, we committed to work on crafting and implementing a two-pronged strategy to significantly contribute to this objective: by bridging and enhancing the internal fundamentals and harnessing our collective strengths to help in building a national future in shared prosperity.

‘BRIDGE’
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• We keep **Bridging** our internal strengths.
• Focus on **Resilience** and Recovery.

- Initiate and welcome **Innovation**.
- Advocate for **Diversity, equity and inclusion** or DEI.
- Make a strong push for **Growth** and people development; and
- Base our actions on what can contribute to the **Environment, social and governance** or ESG goals.

6 Clusters

With the identified key directions of MAP for the year, the board will work with 30 MAP committees grouped into six clusters. The programs will be harmonized, tracked and calibrated to maximize resources and generate quick wins.

The first cluster is tasked to bridge the internal strengths. Our collective strengths will enable MAP to lead, be the voice for management excellence, the hub of new ideas and solutions that can effectively push our advocacies forward.

Today’s MAP is a diverse group in age, gender and professional background. We have a relatively young board that can potentially cement what MAP has been desiring to do for years: to create and institutionalize an environment that would bridge and connect the wisdom and wealth of experience of the seasoned CEOs with the new thinking, new ideas, innovations in doing business and new paradigm of the next generation of CEOs. This combined force will enable us to foster thought leadership

and collect a wealth of ideas, solutions and business opportunities that are adaptive, transformative, relevant and sustainable.

• We will focus on narrowing the generational divide and creating an environment of real inclusiveness, true to our management discipline of succession planning.

Our first act, therefore, was to assign next generation members to be co-vice chairs in most committees to give them the opportunity to lead, participate and be immersed in the organization. We also keep making strides in achieving gender balance.

Building internal strength also means that we can provide support to our members through timely information that can increase the confidence level in their business planning. We will establish DATAMAP that will make available relevant statistics, facts, figures, policy papers and other research materials that we may all need from time to time. MAP can better serve the members when we can help manage business risks through informed data points.

Building a progressive future
Because these are core components of our programs, I shall personally head this cluster. Armed with a strengthened MAP, we shall do our share in building a progressive future.
The cluster on resilience and recovery is headed by Ciel Habito, former secretary of National

Economic Development Authority under the Ramos administration. His group will persistently pursue the eight-point recommendations that MAP submitted last 2022 to the incoming administration.

To provide inputs to our members on the business horizon, we will hold an economic briefing on Feb. 8. However, we feel that we can enrich the context of the economic prospects if we can identify investment opportunities we can take advantage of to expand our markets. This year, therefore, we will be introducing an innovation of twinning the briefing with an investment campaign within the first quarter of the year. This initiative will be undertaken in partnership with the Department of Trade and Industry.

The importance of innovation cannot be over-emphasized. Digital marketing expert Donald Lim is a natural choice to oversee this cluster tasked to implement programs to help scale up tech startups. It will also provide support for students to turn their technological ideas into actual products and services that will benefit farmers, fisherfolk and the rest of our population.

The DEI cluster assigned to Karen Batungbalac is expected to conduct the third round of the SGV-MAP NextGen CEO Transformative Leadership Program as one of its major undertakings. This cluster will continue to encourage our next generation members and leaders to engage

through the 4th MAP NextGen CEO Conference. This is the learning platform where they can discuss the most pressing challenges being faced by their generation and provide an avenue for them to learn from one another.

The growth and people development cluster is headed by Chito Salazar, whose forte is education. Their task is to undertake initiatives and pursue critical reforms to address our education crisis and to promote life-long learning.

And fittingly, the ESG cluster, which will be headed by Alex Cabrera of PwC Philippines, will keep us focused on the advocacy and social responsibility dimension of what we all do.

Friends, we are in for a busy, busy 2023. It may seem to be lofty goals that we set for ourselves but we have a lot of catching up to do and we can do no less. What gives us confidence is knowing that we have one another’s back and we have the valuable support and active participation of the MAP community and our partners in government and other business organizations. ❏



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MAP INSIGHTS DICK DU BALADAD

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• Advocate Diversity, equity and inclusion

• Make a strong push for Growth and people development

• Base our actions on what can contribute to the Environment, social and governance goals

These priority programs integrate the major concerns of our members gathered from the responses in a quick survey in November. The results identified the Top 10 issues ranked according to priority and we duly noted that ease of doing business remains to be the top concern, followed by the economy, energy, climate change, competitiveness of local industries, education, agriculture, infrastructure, environment, social and governance goals and dealing with local governments.

GETTING INTO ACTION

With the identified key directions of MAP for the year, the Board will work with 30 MAP committees grouped into six clusters. Together with their respective governors-in-charge, they will be responsible for the plans and

actions to best deliver results. The programs will be harmonized, tracked and calibrated to maximize resources and generate quick wins.

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Articles/Papers from MAP Members

1. **“Jockeying Filipino creativity”** from MAP Governor CIELITO “Ciel” F. HABITO’s **“No Free Lunch”** Column in the **PHILIPPINE DAILY INQUIRER** on February 7, 2023

The members of the globally popular K-pop boy band BTS have begun their military conscription, and the South Korean economy is set to lose at least an estimated \$5.9 billion, based on estimates reported by CNBC. This figure is based on the Hyundai Research Institute’s estimate of \$3.9 billion overall annual economic contribution BTS makes to the Korean economy, noting the 18-month minimum military service required of all able-bodied Korean men. But the total figure is likely to be even higher, as BTS had earlier announced a planned “hiatus until 2025.”

That’s just BTS. Altogether, “Hallyu”—the Chinese term that means “Korean wave” referring to Korean popular culture spanning music, movies, drama, online games, cuisine, and more—was estimated by the Korea Foundation for International Cultural Exchange to have brought in \$12.3 billion in 2019. For a country with a population less than half ours, that already comprises 13 percent of our own total exports (\$94.7 billion) in that year. Think of how much more prosperous our economy could be if we could do what the Koreans did to create so much wealth (and jobs) from their “cultural economy.” Given the Filipinos’ widely acknowledged artistic and creative talent, often described to be the richest and most versatile in Asia, this need not be a pipe dream beyond our reach. Now is the time for us to deliberately plan and work on “doing a Korea,” and cash in much more than we have so far been able to, on our creative economy.

For starters, we all need to understand the whole wide range of productive activities spanning our so-called creative sector. A new law just over six months old called the Philippine Creative Industries Development Act (Republic Act No. 11904) gives us a formal definition: creative industries are those “that produce cultural, artistic, and innovative goods and services originating in human creativity, skill, and talent and having a potential to create wealth and livelihood through the generation and utilization of intellectual property.” These industries encompass audiovisual media (including films, TV content, animated productions, recorded music); digital interactive media (including software, mobile apps, video games, other digitalized creative content); creative services (including advertising/marketing, cultural and recreational activities, live creative experiences); design (such as in architecture, landscaping, fashion/accessories, furniture,

jewelry, toys); publishing and printed media (including books, blogs, comics, graphic novels, editorials/commentaries, magazines, etc.); performing arts (including live music, theater, dance, opera, circus, spoken word, puppetry); visual arts (including paintings, sculptures, photographs, antiques, multimedia art); traditional cultural expressions (including arts and crafts, culinary practices, cultural festivals); cultural sites (including historic buildings and town sites, archaeological sites, monumental sculptures or paintings, museums); and more. A colleague points out that we must not overlook hairdressers, make-up artists, manicurists, and the like, who also rightfully count among our creative workers.

Many of the above already contribute to our national wealth in both the formal and informal sectors of the economy—with those in the latter probably making up a prominent segment. They were especially hit hard when the economy was put on extended lockdown during the pandemic. But not in Korea, it seems. That’s because they have successfully jockeyed the sector into a multibillion-dollar export earner that actually grew during the pandemic; recall how online entertainment became everyone’s recourse then. Bloomberg noted that Korea’s entertainment exports grew 6.3 percent in 2020, even as overall goods exports fell 5.4 percent due to the pandemic.

The lesson to us should be clear. We must similarly jockey our creative sector to become the multibillion-dollar export earner that Korea made it—and in the process, flexed its “soft power” in the global arena. In another column, I will examine specific strategies Korea pursued on this. Nothing prevents us from copying them.

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2. **“An evil man (3)”** from MAP Past Governor PETER WALLACE’s **“Like it is”** Column in the **PHILIPPINE DAILY INQUIRER** on February 6, 2023

Putin has achieved the reverse of everything he’d intended. He hasn’t brought Ukraine into the Russian empire—he’s losing what little he already had, and that may well include Crimea. He hasn’t proved to the world what an indomitable, unconquerable military establishment he has — he’s shown that it’s an inept, disorganized, mismanaged, corrupt, failed organization. He hasn’t strengthened his economy through annexation; instead, he’s destroyed relationships with Russia, and he’s sent the Russian economy into an irreversible,

growingly worse decline that's going to take years, even decades to recover from. Instead of attracting more foreign investments, he's driven what international businesses that were there away, 1,600 at last count. He's lost his main export markets for oil and gas. Germany, the biggest buyer, no longer trusts Russia and is establishing permanent alternatives like many others. Oil and gas exports to Europe have fallen from 45 percent to 17 percent and will decline even more. The strongest sanctions ever imposed on a country and some of its citizens have been imposed.

He hasn't weakened Nato — he's strengthened it immeasurably, with the addition of two countries he'd tried to keep out, neutral Norway and Sweden. And his horrific drone attacks on civilians have led to Ukraine being considered for an accelerated track into Nato membership. He's brought Ukraine into the European Union, divorcing the cultural links with Russia that used to exist. His actions have led Nato to a much higher level of defense spending, making military capability even stronger. And brought a higher level of camaraderie, working together — against Russia. The warm relationship between the two nations has been destroyed. Interviewed Ukrainians say they now hate Russians.

Putin is a pariah on the international stage. Whilst he remains, Russia will no longer have a voice in the world. Russia should be removed from the G7, and its veto right in the security council should be canceled. I'm not sure why this hasn't happened, I'm sure the other six would wish it.

Putin has failed in his goal to restore Russia to great power; instead, he weakened it immeasurably. How he gets out of the ignominy, the humiliation, and the shame of this loss for a man of overweening ego is the overriding question today. If there's a face-saving solution, I can't see it. And, personally, I don't believe he should have one. Sadly, real politics doesn't work that way. If it comes to the negotiating table, and there are growing calls for that, some compromise will be called for. But I can't see Volodymyr Zelenskyy, with the strength he has today, agreeing to any compromise that cedes any territory to Russia. It would take extremely difficult diplomacy to convince him to. Whilst Putin will dig his heels in on agreeing to relinquish the four territories he's (falsely) claimed are now his, Zelenskyy will not concede on the reparations Russia must pay to rebuild the cities it has destroyed. Or avoid the international court for the war crimes its soldiers have done against obvious civilians-only targets, killing thousands. Winston Churchill, 81 years ago, was pressured to negotiate with Hitler after Pearl Harbor. He said, "no, this is the cause of freedom." Zelenskyy, too, has stood firm, in the cause of freedom. So where will the face-saving be for Putin? Compounding the problem is that Putin can't be trusted to abide by any agreement reached. Despite this, there are some who

believe a diplomatic agreement might be the only way this war can end.

Putin should be forced out. But how? Best would be for the populace to revolt. But with their lack of information on what is really happening, this is, as yet, not a likely event. However, as the deaths of so many of the 300,000 conscripts added to the well over 200,000 dead professional soldiers, a revolt led by mothers and wives may come. The elite could revolt, too, but they'd need the generals on their side. There's been little talk of that. The Russian soldiers should do what the German sailors did in World War I — refuse to sail. Hitler was forced to call an armistice. Soldiers refusing to fight can lead to the same conclusion.

The Economist summed it up well in announcing its "country of the year": Ukraine. It had to be. The Economist praised Ukrainians for four outstanding qualities: Heroism, they weren't crushed they stood and fought; ingenuity, they spotted weaknesses and exploited them; resilience, no water, electricity, the heat, but they found ways; inspiration, to Taiwan, to the peoples of tyrants, to the world. Their example in 2022, was second to none.

"The only off-ramp for Putin is to get out of Ukraine," former secretary general of Nato, Anders Fogh Rasmussen.

"Ukraine is alive and kicking," Zelenskyy.

"Our enemies will all die," a 9-year-old Ukrainian girl.

Email: wallace.likeitis@gmail.com

Summary of News Articles about 75th MAP Inaugural 2023

1. "Cautiously optimistic about 2023—MAP chief"

by Andrea E. San Juan
BusinessMirror
February 1, 2023

THE Management Association of the Philippines (MAP) said it is cautiously optimistic about 2023, adding that there needs to be a "high degree" of collaboration across industries and sectors.

"The bigger challenge before us will be recovery—not just in the economic front but also in the structural rebuilding of the fundamentals needed to address the impact of the digital transformation and the changed business dynamics in our government on our respective organizations," Benedicta Du-Baladad, President of MAP for 2023, said on Tuesday.

With this, the MAP president said this places an "enormous burden" on the business organization that will need "transformational" ideas and a "high degree" of collaboration across industries and sectors."

She noted that MAP can be the "linchpin" to generate ideas and help make cooperation happen.

Meanwhile, to back the business organization's mission for this year, Du-Baladad unveiled MAP's priority sectors, which she said are based on the major concerns of its members from the responses on a Quick Survey conducted in November 2022.

The results, she revealed, identified the top 10 issues ranked according to priority. In addition, MAP noted that Ease of Doing Business remains to be a top concern.

Last November 17, 2022, the business organization conducted a quick survey among its members so that the incoming MAP Board of Governors can conduct programs and activities that will address their concerns.

Members were asked to pick at most 10 primary concerns for 2023. The areas or sectors to choose from in the survey were: Agriculture, Arts & Culture; Climate change; Competitiveness of local industries; Competitiveness of local government units (LGUs); Cyber Security; Data Privacy Protection; Dealing with LGUs; Diversity and Inclusion; Doing Business in other countries; Ease of Doing Business; Economy; Education; Energy; Entrepreneurship; ESG (Environmental, Social and Governance); Fiscal and Financial; Healthcare; Human Capital Development; ICT; Infrastructure; Innovation; Justice and the Rule of Law; Labor and Employment; Next Generation Leadership; Plastic Pollution; Public-Private Partnership; Shared Prosperity; Social Justice; Sports; Science, Technology, Engineering and Math promotion to students; Supply Chain

Management; Sustainability; Taxation; Trade and Industry; Transportation; Urban Development; and water security.

However, the survey results show that MAP's members choose to address these concerns for this year: Ease of Doing Business; Economy; Energy; Climate Change; competitiveness of local industries; Education; Agriculture; Infrastructure; ESG; and Dealing with LGUs.

Meanwhile, Du-Baladad told reporters on the sidelines of MAP's 75th Inaugural Meeting on Tuesday that the business organization's key legislative priorities for 2023 will be based on the 10 concerns of its members.

"The concerns of the business, [that's where we come in], anything related to economy and business. There are 10 concerns of businesses and we will look into all those and we'll try to support, look at it and see what we can do," the MAP president said.

One of MAP's missions is to advocate for reforms that "help shape a brighter future for the Philippines."

Last June 29, 2022, MAP submitted its recommendations for President Ferdinand R. Marcos Jr.

The business group earlier called on the President to address the country's "urgent" education crisis; to upgrade the public health system to enhance the productivity of the agriculture and agribusiness sector; and to lower the cost of doing business, among others. (Full story [here: https://businessmirror.com.ph/2022/07/07/map-pushes-aggressive-export-development-plan-under-pbbm-administration/](https://businessmirror.com.ph/2022/07/07/map-pushes-aggressive-export-development-plan-under-pbbm-administration/))

5. "MAP head faces 2023 with 'cautious optimism'"

by Revin Mikhael D. Ochave
BusinessWorld
February 1, 2023

THE new president of the Management Association of the Philippines (MAP) is cautiously optimistic about the country's recovery this year as the pandemic continues.

"The year 2023 will still be challenging — a continuation of the transition years as we try to put our pandemic experience in the rear-view mirror. Now, we must set our sights to what's ahead with cautious optimism, even as the fight with coronavirus disease 2019 (COVID-19) pandemic continues," MAP President Benedicta Du-Baladad said during

the group's inaugural meeting on Tuesday in Taguig City.

According to Ms. Du-Baladad, the country will face challenges both in terms of economic recovery and keeping up with surging digitalization amid the pandemic.

"The bigger challenge before us will be recovery, not just in the economic front, but also in the structural rebuilding of the fundamentals needed to address the impact of the digital transformation and the changed business dynamics in our government to our respective organizations," Ms. Du-Baladad said.

"The growing expectation, that business should integrate social responsibility as success indicator, places an enormous burden on our shoulders that will need new, transformational ideas and a high degree of collaboration across industries and sectors," she added.

Meanwhile, Ms. Du-Baladad said that ease of doing business remains a top concern among MAP members based on a survey conducted in November last year.

The other issues raised by MAP members were the economy, energy, climate change, competitiveness of local industries, education, agriculture, infrastructure, environmental, social, and governance (ESG), and dealing with local government units.

"MAP today has a strong membership base of 1,074 leaders who are significant influencers in their respective fields. Its members cut across many industries and their outputs can be felt in employment generation, in sharing gains through corporate social responsibility initiatives and in economic development," Ms. Du-Baladad said.

"Certainly, one of MAP's biggest contributions is leadership excellence. From among its ranks came many of those who are called for public service and shared their expertise to benefit the country and the Filipinos," she added. — Revin Mikhael D. Ochave

3. "Ease of doing business still firms' top concern in PH"
by Alden M. Monzon
Philippine Daily Inquirer
February 1, 2023

The president of the Management Association of the Philippines (MAP) on Tuesday said that the ease of doing business remains a top private sector concern in the country, placing first among the top 10 considerations of local companies.

MAP president Benedicta Du-Baladad made the point during her speech at the business management group's inaugural meeting and induction ceremony for its set of officers this year, drawing from the results of a survey they conducted among members in November last year.

"We duly noted that ease of doing business remains to be a top concern. Other [concerns] are economy, energy, climate, change, competitiveness of global industries, education, agriculture, infrastructure, ESG (environmental, social and governance) and dealing with [local governments]," she said.

With this, Baladad said that MAP intends to take action and will work with 30 committees grouped into the six clusters.

Best results

"Together with their respective governors in charge, they will be responsible for the plans and actions to best deliver results. The programs will be harmonized, tracked and calibrated to maximize resources and generate quick wins," the MAP president said.

Baladad said this year would still be challenging, adding that it would be a continuation of the transition years as the country moves on from the experiences during the global pandemic.

"Now, we must set our sights on what's ahead with cautious optimism, even as the fight with COVID continues," she said.

"The bigger challenge before us will be recovery, not just in the economic front but also in the structural rebuilding of the fundamentals needed to address the impact of the digital transformation and the changed business dynamics in our government to our respective organizations."

The MAP president also highlighted that the growing expectation is that businesses should integrate social responsibility as success indicators.

She added that this can be addressed by transformational ideas and collaboration across industries and sectors.

"The Management Association of the Philippines can be that linchpin, the hub if you will, to generate ideas and help make that cooperation happen," Baladad added. INQ

4. "Gesmundo inducts new MAP officers"
by Franco Jose C. Baroña
The Manila Times
February 1, 2023

CHIEF Justice Alexander Gesmundo led the induction of the 2023 Management Association of the Philippines (MAP) Board of Governors during MAP's 75th Inaugural Meeting held in Taguig City on Tuesday.

Benedicta "Dick" Du-Baladad, the founding partner and CEO of Du-Baladad & Associates, will lead the MAP for 2023 with her election as its 75th president.

Du-Baladad brings to the table a solid experience in management, having earned a joint degree in the Masters of Law and International Tz Program at Harvard University.

Currently, she works as the Asia-Pacific director for WTS Global in the Netherlands, vice chairman of the Bank of Commerce, and trustee of the Philippine Chamber of Commerce and Industry, Institute of Corporate Directors and Women Business Council of the Philippines. She is also a professorial lecturer at the College of Law of the University of the Philippines and the University of Santo Tomas.

Joining Du-Baladad on the MAP 2023 Board of Governors are lawyer Alexander Cabrera as vice president, Dr. Donald Lim as treasurer, Maria Corazon Purisima as assistant treasurer, and Karen Batungbacal as secretary.

Also taking on as new MAP governors are Dr. Cielito Habito, Benjamin Punongbayan, Chito Salazar and Martha Sazon.

In her remarks during the meeting, Du-Baladad vowed that during her term as president, she will try to make MAP as the Philippines' leading organization committed to promoting management excellence for nation-building.

She noted that MAP has a strong membership base of 1,074 leaders "who are significant influencers in their respective fields."

Du-Baladad said MAP members cut across many industries that share their gains through corporate social responsibility initiatives and economic development.

She said one of MAP's biggest contributions is leadership excellence.

"From among our ranks came men and women who are called to public service and share their expertise to benefit the country and the Filipino people," Du-Baladad said.

She stressed that 2023 will still be challenging, as it will be a "continuation of the transition years as we try to move our pandemic experience in the rearview mirror."

"Now we have to set our sights with cautious optimism," she said.

Du-Baladad stressed that the biggest challenge is "recovery not just in the economic front but also in the structural rebuilding of the fundamentals needed to address the impact of the digital transformation and the changed business dynamics in our government to our respective organizations."

In this respect, she said new transformational ideas are needed, as well as a high degree of collaboration across various industries.

Du-Baladad said MAP "can be that linchpin or the hub that will generate ideas and make that collaboration happen."

She said MAP has solidified its standing as a "professional, impartial and independent organization whose advocacies extend beyond its mission to achieve management excellence."

"We are a voice that is listened to in many socially relevant issues we initiate to support and reinforce multiple platforms to influence changes for the better," Du-Baladad said.

Du-Baladad said this is the very first time in the MAP history that four of the nine members of the board are women.

"That alone sets the tone," she said.

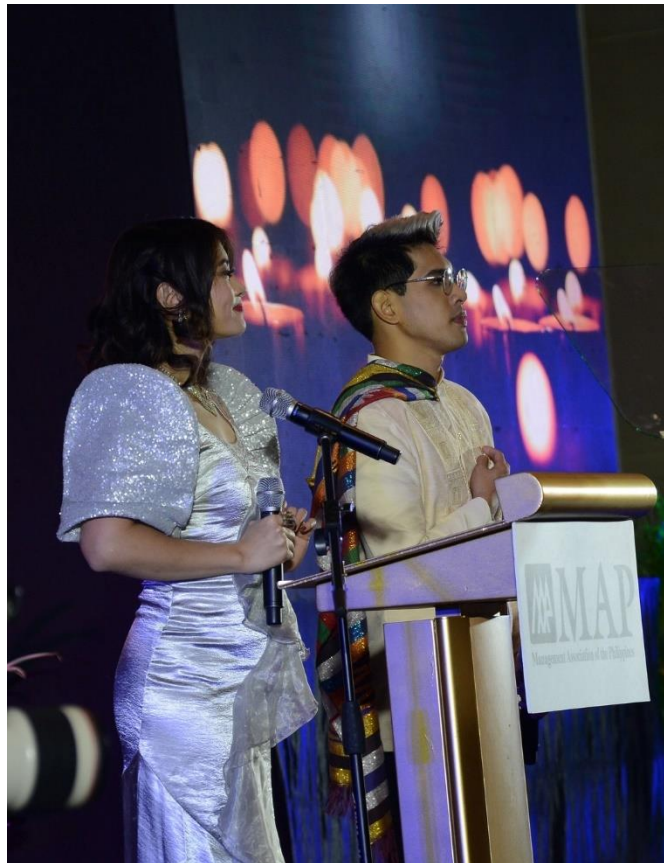
5. "MAP Inaugural Meeting"
by Franco Jose C. Baroña
The Manila Times
January 31, 2023



Rogelio "Babes" Singson, Management Association of the Philippines president for 2022, turned over the MAP presidency to Atty. Benedicta "Dick" Du Baladad during group's 75th Inaugural Meeting at the Shangri-la Hotel in Taguig, Manila on Tuesday afternoon. PHOTO BY J. GERARD SEGUIA

**Pictures taken during the January 31, 2023
75th MAP Inaugural Meeting and
Induction of MAP 2023 Board of Governors**



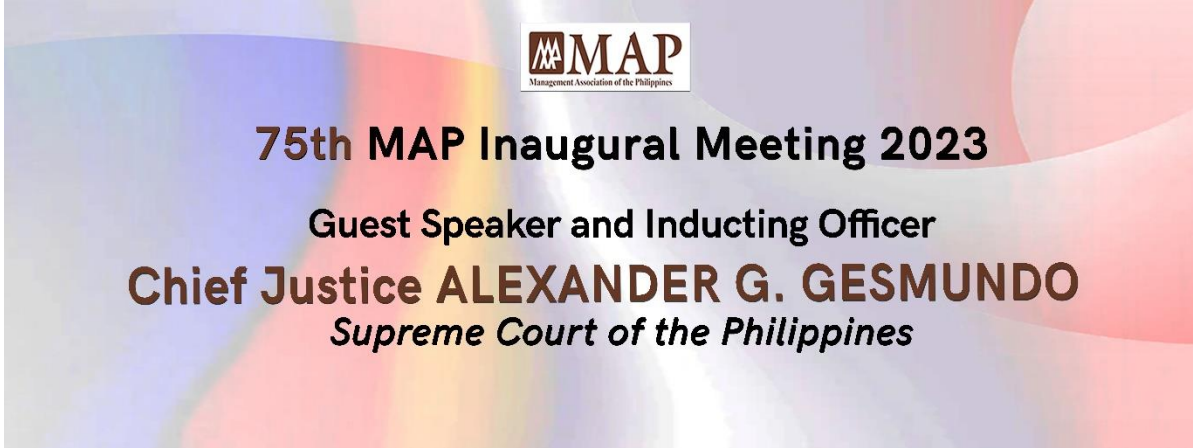






MAP Talks on Youtube

January 31, 2023
MAP Inaugural Meeting and
Induction of MAP 2023 of Governors



November 22, 2022
MAP Annual General Membership Meeting and
"MAP Management Man of the Year 2022"
Awarding Ceremony



November 11, 2022
3rd MAP NextGen Conference 2022



October 13, 2022
MAP GMM



September 13, 2022
MAP International CEO Hybrid Conference

MAP
 Management Association of the Philippines

PRESENTS 20TH MAP INTERNATIONAL CEO CONFERENCE 2022

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

IN PARTNERSHIP WITH
 BusinessWorld CONVERSE BUSINESS FPH

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

August 19, 2022 MAP GMM

MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

PUSH FOR CHANGE
 TOWARDS A BETTER FUTURE FOR ALL

Speakers

Sec. ARSENIO "Arsi" M. BALISACAN
 National Economic and Development Authority (NEDA)

Gov. FELIPE "Philip" 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 CEO Academy Panel Discussion
A NEW AGE OF CAPITALISM IN THE PHILIPPINES – Part 2

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

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

Panelists: **Mr. JOE BERMUDEZ** (Chair, Maybridge Finance and Leasing, Inc.), **Mr. CLIFF EALA** (President, Synetixity Limited)

Co-Moderators: **Mr. VIC MAGDARAOG** (Co-Chair for MAP CEO Academy), **Dr. BEN TEEHANKKEE** (Co-Vice Chair for Social Justice), **Ms. ALMA JIMENEZ** (President and CEO, Health Solutions Corporation), **Prof. DINDO MANHIT** (CEO and Managing Director, Stratbase Group)

May 19, 2022 MAP GMM

MAP General Membership Meeting

INTEGRATING ESG IN THE WAY WE DO BUSINESS

Speakers: **Mr. ANDREW CHAN** (Auto Pacific Leader in ESG), **Mr. VINCENT KNEEFEL** (Circular Economy Director), **Ms. MA. ANTONIA YULO LOYZAGA** (President, National Resilience Council)

EMCE: **Ms. AGNES A. GERVAICIO** (Co-Vice Chair for Environment), **Atty. ALEXANDER S. CABRERA** (Governor-in-Charge, MAP ESG Committee)

Q&A MODERATOR: **Atty. ALEXANDER S. CABRERA** (Governor-in-Charge, MAP ESG Committee)

MAY 19, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM

April 29, 2022 MAP Webinar

GREEN EDSA MOVEMENT

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

Speakers: **Sec. JIM O. SAMPULNA** (Secretary, DENR), **Atty. ANGELA CONSUELO S. IBAY** (Head of Climate Change and Energy Program), **Ms. ANA MARGARITA MONTIVEROS** (Vice President and Chief Reputation & Sustainability Officer), **Atty. TONY LA VIÑA** (Dean, Ateneo School of Government)

Moderators: **Mr. SANTIAGO F. DUMLAO, JR.** (Chairman, GEM), **Ms. RAQUEL B. CAICIRAN GAY** (Co-Chair for GEM ESG Committee)

September 8, e2022
MAP – PMAP Joint GMM

MAP PMAP Joint General Membership Meeting

HUMAN CAPITAL: Be Competitive Or Die!

Speakers: **Cong. MARK GO** (Chairman, House Committee on Higher and Technical Education), **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 General Membership Meeting on "DTI'S PRIORITY PROGRAMS"

PUSH FOR CHANGE
 TOWARDS A BETTER FUTURE FOR ALL

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 General Membership Meeting

ACT LEADERSHIP IN OUR NEW WORLD

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

Speakers: **Dr. DAVID R. HARDOON** (Managing Director, Axiata Data Corporation), **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), **Mr. EDUARDO "Teddy" G. SUMILONG** (Co-Vice Chair, MAP ICT Committee)

May 2, 2022 MAP Webinar

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), **Mr. ROGER DO** (CEO, AutoPolitic)

Moderator: **Dr. BENITO L. TEEHANKKEE** (Co-Vice Chair for MAP CEO Academy, Professor and Head of the Business for Human Development Network, DLSU)

April 29, 2022 MAP Webinar

MAP Academy Webinar

PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

April 29, 2022, Friday, 1:00 PM to 3:00 PM via ZOOM

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

Moderators: **Mr. OSCAR A. TORRALBA** (Chair, MAP Agribusiness Committee), **Mr. CHARLE F. VILLARERO** (Chair, MAP Trade, Investments & Tourism Committee)

Happy Birthday to the following MAP Members who are celebrating their birthdays within February 1 to 28, 2023

FEBRUARY 1

1. **Mr. WILSON LIM**
President, Abenson, Inc.
2. **Ms. CATHERINE "Cathy" L. YAP YANG**
First Vice President and Group Head, Corporate Communications, PLDT and Smart

FEBRUARY 2

3. **Mr. RAMON "Mon" B. ARNAIZ**
Chair, Raco Group of Companies
4. **Mr. JOSE PATRICIO "Pat" A. DUMLAO**
President, First Metro Investment Corporation

FEBRUARY 3

5. **Mr. ROMEO THADDEUS "Thad" LIAMZON**
President, Artel Land Corporation
6. **Mr. WILFREDO "Willy" G. REYES**
Editor-in-Chief, BusinessWorld Publishing Corp.

FEBRUARY 4

7. **Mr. JOSE "Joe" R. SIMEON**
Chair, Consolidated Matrix, Inc.

FEBRUARY 5

8. **Ms. ESTER R. PUNONGBAYAN**
President and CEO, E. Punongbayan Global Outsourcing, Inc.

FEBRUARY 6

9. **Dr. MILAGROS "Mila" O. HOW**
EVP, Universal Harvester, Inc.
10. **Mr. DELFIN "Del" L. LAZARO**
Board Member, Ayala Corporation
11. **Atty. WILLIAM "Bill" S. PAMINTUAN**
SVP and Chief Legal Counsel, MERALCO
12. **Mr. BENEDICTO "Benedict" C. SISON**
CEO and Country Head, Sun Life of Canada (Phils) Inc.
13. **Mr. JOSE M. SORIANO**
14. **Atty. EUSEBIO "Ebot" V. TAN**
Senior Partner, ACCRALAW

FEBRUARY 7

15. **Mr. CESAR V. CAMPOS**
Chair Emeritus, Cenel Development Corporation
16. **Dr. JOSE PAULO "Chichoy" E. CAMPOS**
President, Emilio Aguinaldo College (EAC)
17. **Atty. DANILO "Danicon" L. CONCEPCION**
Former President, University of the Philippines (UP)
18. **Mr. EDWIN R. G. REYES**
EVP and Group Head, BDO Unibank, Inc.

FEBRUARY 8

19. **Mr. JOVENCIO "Jovy" F. CINCO**
President, Penta Capital Investment Corporation
20. **Mr. DANILO SEBASTIAN "Dan" L. REYES**
Country Manager, Genpact

FEBRUARY 9

21. **Dr. CRISPINIANO "Cris" G. ACOSTA**
President, FILMINERA Resources Corporation

22. **Consul BERNARDO "Dong Dong" T. BENEDICTO III**
Chair, Alpha One A1 Grand Industrial Sales Inc.
23. **Ms. IMELDA "Imee" H. CENTENO**
SVP - Human Resources and Organization Development, UNILAB, Inc.
24. **Atty. FRANCISCO "Francis" ED. LIM**
Senior Legal Counsel, ACCRALAW
25. **Ms. BERNADINE "Bern" T. SIY**
President, Interworld Properties Corporation

FEBRUARY 10

26. **Ms. KAREN V. BATUNGBACAL**
Board Member, Virlanie Foundation Inc.
27. **Sec. JAIME "Jimmy" J. BAUTISTA**
Secretary, Department of Transportation (DOTr)
28. **Prof. MATTHEW GEORGE "Matthew" O. ESCOBIDO**
Independent Consultant
29. **Ms. MA. LOURDES "Marides" C. FERNANDO**
President, Bright Future Realty, Inc.
30. **Mr. BRIAN GREGORY "Brian" T. LIU**
Director and CFO, Cirtek Holdings
31. **Mr. SIMON "Mon" R. PATERNO**
Founder and CEO, ZQR Corporation
32. **Mr. STEPHEN JAMES "Steve" REILLY**
33. **Mr. RAJAN "Raj" UTTAMCHANDANI**
Chair and CEO, Esquire Financing Inc.

FEBRUARY 11

34. **Atty. PILAR NENUCA "Nuca" P. ALMIRA**
President and CEO, Makati Medical Center
35. **Ms. MA. LOURDES MARGARITA "Dette" D. ARUEGO**
Managing Director, Assessment Analytics, Inc.
36. **Dr. REYNALDO "Regie" T. CASAS**
President, Advance Renewable Energy Inc (AREI)
37. **Mr. RENATO "Rene" M. LIMJOCO**
International Consultant
38. **Mr. ERMILANDO "Ernil" D. NAPA**
Chair and CEO, Manila Consulting and Management Co. Inc.

FEBRUARY 12

39. **Mr. EDUARDO "Edu" M. OLBES**
EVP, Security Bank Corporation

FEBRUARY 13

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Creative + Strategy Director, Design for Tomorrow
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President, Manila Hearing Aid

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CEO and Founder, DBDOYC, INC.

FEBRUARY 15

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CEO, Tailwind Digital Solutions Inc.

FEBRUARY 17

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Managing Partner, R. S. Bernaldo & Associates
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Director, Philex Mining Corporation

FEBRUARY 18

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Chair Emeritus, Quorum Holdings Corporation
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FEBRUARY 19

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Chair, La Funeraria Paz Group

FEBRUARY 20

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FEBRUARY 25

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FEBRUARY 26

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COO, Trends & Technologies, Inc.

FEBRUARY 27

78. **Ms. ENUNINA “Nina” V. MANGIO**
President, Mawell Chemical Corporation

FEBRUARY 28

79. **Mr. JOSE “Jo or Jomag” P. MAGSAYSAY JR.**
CEO, Cinco Corporation (Potato Corner)
80. **Mr. BENJAMIN “Ben” C. ZETA**

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