



“MAPping the Future” column in *INQUIRER*

**“Getting the youth involved
in nation branding”**

February 21, 2023

Mr. JUNIE S. DEL MUNDO

Last February 8, I had the honor of giving a talk at Far East University’s (FEU) Alejandro Roces Professorial Lecture to an audience of around 75 students, plus more who joined through the livestream. The topic was the necessity of nation branding, something I’ve been advocating for in recent years. In particular, I discussed the role of arts and culture in building a nation brand.

Some may wonder if it’s an appropriate subject to discuss among college students. After all, don’t they have academic matters to attend to? Aren’t they too young to grasp the concept and importance of having a nation brand?

On one hand, yes. Cultural organizations, branding professionals, and government agencies would be more fitting since they’re better positioned to take action and start the work on developing the Philippine brand.

(continued on page 2)



“MAP Insights” column in *BUSINESSWORLD*

“Being a Director”

February 21, 2023

Ms. CHIT U. JUAN

I remember being asked by my father to attend Board meetings and after each meeting, I was only too happy to receive a small envelope with some cash in it. I was 18 and being exposed to what it meant to sit around a table and be a Director. You had to sign papers and hardly understood all the discussions but you got exposed. At 24, my father passed and my older brother took command and took me along to run our business.

Now I know why I was made to sit at that table. It was the start of a journey which I further honed at the Institute of Corporate Directors (www.icd.org) when I was much older. As I got exposed to the people in the business community, specifically Management Association of the Philippines (www.map.org.ph), I knew there was so much more to learn as a Director of a company or even as a Governor of an esteemed group like the MAP.

(continued on page 3)

“Getting the youth involved in nation branding” . . .

(from page 1)

However, studying the strategies of two Asian superpowers presents a great reason why young Filipinos are worthy participants in this endeavor. Since social media is so ingrained into our lives, from personal connections to discussions of national socio-political issues, those who know how to command and steer online conversations must also get involved.

Besides, our youth will be the country’s eventual decision-makers. They’ll be the ones to benefit from the advantages of having a strong Philippine brand—and the ones who’ll experience the repercussions of being an insignificant presence in the international arena. I presented my lecture to FEU students in hopes that they get inspired to create a bigger and louder discussion on why nation branding is necessary and why we must work on it now.

As I explained, a nation brand is an idea that government leaders can work on to manage their respective country’s international reputation so it doesn’t remain anonymous or irrelevant in a globalized community. A strong, well-established international image makes a country trustworthy in the eyes of investors and visitors and, in turn, makes it easier for its government to weather unexpected and dire crises such as a pandemic.

Multiple factors contribute to an effective nation brand—exactly six, according to the Anholt-Ipsos Nation Brand Index, the authoritative ranking of nation brands that governments use to determine their strengths and weaknesses. These factors are exports, governance, culture, people, tourism, and immigration and investment.

Investing in all factors is necessary, of course, not just for a strong nation brand but for overall progress. Certain countries, however, had the vision to build on particular dimensions they knew would help strengthen their international image and eventually became soft-power superpowers that hold massive global influence through their capacity to entertain and inspire.

When I presented the arts and culture-based branding strategies of Japan and Korea, my young audience understood their appeal very well. They came of age already well-exposed to Japanese animation and manga, and aware of how older generations of Filipinos would go crazy over the latest K-drama. Thus, when streaming services became available, seeking out Japanese and Korean content online was natural for them.

I pointed out that both countries not only leveraged their culture but also geared their cultural exports to be more reflective of their youth. From a rigid and demanding impression, Japan cultivated a cool and kawaii image that felt more relatable and appealing to foreign audiences. With Korea, lifting its travel ban resulted in having well-traveled and globally connected citizens, particularly younger ones. This helped bring a more worldly perspective to various industries, including entertainment and technology. Both sectors also received plenty of government support, paving the way for better products and seamless integration of pop culture and sleek technology.

As much as the Philippines can take notes from what these countries did, I reminded my young audience that we can’t simply duplicate their strategies. A nation brand is effective only when it’s authentic to the reality and potential of its country. It requires a deep understanding of the past, how it affects the present, and a collective long-term vision of progress for the future.

What we can do is make an example of how Japan and Korea nurture their respective arts and culture scene through both government and private sector support. They laid the groundwork for the development of their cultural products decades before enjoying the benefits, and they’ve continued to invest in their creative industries to keep up with their audiences.

It shouldn’t be difficult for Filipino creatives to garner support to strengthen our nation brand. As I told the students, arts and culture are integral to our lives not just as sources of entertainment, inspiration, and information but also as agents of social change. Even when we have pressing financial concerns to worry about, we still appreciate a good TV show, a thought-provoking movie, an emotive song. Culture is a dimension of nation branding that’s easy to cultivate given how much we resonate with it. It’s the one that authentically reflects our identity and soul.

It isn’t the youth’s job to work on the Philippine brand, but young Filipinos already have the capacity to enact change. Given how passionate, tech-savvy, and globally aware they are, we must empower them as citizens, creatives, and stakeholders in the nation-branding process so they can unlock their potential as the country’s future leaders.

(The author is Chair of the Tourism Committee of the Management Association of the Philippines (MAP), and Chair and CEO of The EON Group. Feedback at <map@map.org.ph> and <junie.delmundo@eon.com.ph>.)

"Being a Director" . . .

(from page 1)

Corporate executives usually do not know where to start their directorship journey. They have the idea that the executive suite is where the action is and they spend decades in the C-Suite whilst not thinking about the next phase of their career ... corporate directorship. Today, it is easy to take a Professional Directorship Program, a course at the ICD, as a basic first step. Consider it an investment in your future career, that of being a corporate Director. Whether you pursue a directorship in a non-profit or a publicly-listed company, it is a career that will soon pan out and give you options as you go along your professional journey.

But it does not stop at getting a pay check or a transportation allowance (as we received in NGOs). It is merely the start of another phase, of learning the ropes of business decision-making or handling an endowment, such as a multi-billion peso grant given you for stewardship.

Both are equally-serious responsibilities and no matter what your role in the Board is, you need to continue to study the sector, read up on what you are in charge of and learn from your co-directors, too.

I was invited to be in the Board of an NGO some years ago and we handled a billion-peso fund that was meant to make a change in the lives of the poorest. That opened up more possibilities for me in the business as I got exposed to social conditions around the country. That also made us found our pioneering social enterprise to give market access to the smallest MSMEs. That is because I was sitting in that Board composed of esteemed people in civil society, who gave time and resources to change lives. The Board was composed of experts in finance, community relations, organizing communities, urban poor and other disadvantaged sectors. I was the only entrepreneur for a time but my ideas were welcome.

Your Board experience may come from NGOs, homeowners associations, a family company or a for-profit owned by a friend or acquaintance. But being a Director for any company or association is a learning experience for those starting a career in directorships. While your time will be well-compensated (sometimes just with a small token) but it is the experience that is priceless. And like for me who did not have the privilege to go to Graduate School, years of Board experience may be the equivalent of a masteral degree or even more.

But to understand the role of a Board Director, you need to study and learn that there also are

liabilities involved. This is the reality part. Directors may also be liable for decisions made by the Board as a collective group.

Our new group of women directors, the NextGen Organization of Women Corporate Directors (NOWCD), will be holding a face-to-face event with no less than former Securities and Exchange Commission (SEC) Chair Tess Herbosa on UNDERSTANDING THE ROLE OF A CORPORATE DIRECTOR on February 27 at Manila House. Maam Tess, as we call her, will tackle this part of the directorship journey. It may be good for you to start your future career by attending this event.

Further, do not think you are too young or too old to be a Director. Anybody with some corporate or entrepreneurial experience is a welcome addition to corporate boards. And in today's discussion about Diversity and Inclusion, women, youth and subject-matter experts are encouraged to accept invitations to join corporate boards. One is never too new or too old to add value to boards.

I remember this saying in ICD: Add value to your boards. This means speaking up, asking questions and being an active participant in board discussions. It also means reading up, being a good student in your new chosen company or cause. One is never too raw or too experienced when you sit in a board. Rather, it is the discussion among different minds that make a good board. Diverse, open and progressive.

Consider the board room as your next destination. You will always have something to contribute to the betterment of a company or organization. Meantime, do not count the eggs first. Sometimes, benefits to directors come in kind, and not always in cash. But you will be "paid" for something you already know and can add as a value to your board.

When you step into the Big League, there may be more benefits coming your way but, until then, consider it to be a fun learning experience and something to enrich your professional self.

Meantime, take time to study which boards you may soon want to be part of. It may just happen sooner or later. Be a corporate Director. The journey has just started. You did read until this last paragraph.
Sign up now!

(The author is a member of the MAP Diversity, Equity & Inclusion Committee, and the MAP Agribusiness Committee. She is President of NOWCD, Chair of the Philippine Coffee Board, and Councilor of Slow Food for Southeast Asia. Feedback at <map@map.org.ph> and <pujuan29@gmail.com>).

BOARD TALK

Business Features Editor
Doris Dumtao-Abadilla

Warning family businesses: Will sibling rivalry be your kiss of death?

With the vast majority of our clients being family businesses, both globally and in the region, we often find that sibling rivalry is a common phenomenon that keeps a lot of family businesses from ever reaching their full potential. The consequences? Enormous amounts of time and energy are lost in internal quarrels and a lot of business opportunities are passing by. Profits are not what they could be and challenges are gnawing away at people's energy.

The difference between silent and open disagreements

Most of these family conflicts are silent, this is why they are so hard to come by and solve. Let me share a few client examples. A family from the Middle East that operates their global empire out of Switzerland was ruled by several patriarchs. The first one laid the foundation for the multibillion-dollar empire. After his death, his oldest son took over the reins, expanded the empire and grew it into one of the world's most iconic brands. But he ruled with an iron fist and in complete darkness. No other family member was allowed to have any access to what he was doing—the financials, the ins and outs of the business, nothing.

What happened? Did they revolt? No, as long as they all received their money regularly, they kept quiet. They raised some questions on a few occasions when the family got together. But these questions were just as fast shot down as if they had come from Bernie Madoff's kids—don't ask, don't tell.

The finale: the ruler of the empire experienced a sudden death, and the entire business was left in shambles. Nobody knew what to do because he had been operating the entire empire in secrecy and did not keep clear records of what to do and how to do it. A classic mistake.

After his death, the man-



PROFIT PUSH

TOM OLIVER

agement executives, who were all nonfamily members, were operating outside of anyone's control and costs were spiraling. Profits were in free fall. That was when we got the call to step in and clean the house.

The monsters under the rug
What would have been the best solution to avoid this fiasco early? Open communication between family members. Bringing potential conflicts out in the open early enough is the best

way to avoid future fallouts. And to make sure the business keeps thriving.

But that is delicate, especially in Asia. Conflicts or concerns are usually not brought out in the open at all. Oftentimes, siblings communicate only indirectly with each other, throwing a few hints here and there, but not addressing the real elephants in the room.

Clarity breeds success. In Asia, both the communication between siblings and the one between children and parents is often not clear and open enough to provide the clarity the business needs to function properly.

Even worse, in a lot of times, no hints are dropped at all. Serious topics are simply swept under the rug in the hope they will somehow magically resolve by themselves. I got news for you: They never do! They grow into monsters under that rug. And when you least expect it or when you least have time for it, those monsters storm out from under-

neath that rug to haunt you—and eat away at your profits!

The two brothers

I will share another example from one of our clients in Asia, a multigenerational family business conglomerate. The whole business suffered because the two main siblings who were actively involved in the business did not cooperate or understand each other well. One of them was made CEO, and the other one headed an important business unit.

There were no clear directions on important strategic decisions because the brothers did not communicate openly and regularly. As a result, a lot of urgent issues in the conglomerate were not addressed. The whole staff suffered from sibling rivalry and a lack of communication between the brothers.

My team and I applied a few practical tools to solve this situation. Remember, however, that these are just examples. To tr-

ly resolve conflicts in any business situation, it is important to understand that every family is unique. Every business is unique. And this is why every solution must be unique.

Reality is rarely what you think it is

When the head of the family approached us to professionalize the business and solve the internal family conflicts, we first did an x-ray assessment of the situation, during which we had intensive one-on-one conversations with all of the family members involved. We also talked to key members within the organization, whether these be management committee (mancom) members or others, to get a clear picture of what reality was really like.

Reality is rarely what the head of the family thinks it is. In most family businesses, the actual head of the family is living in a bubble. He or she is kept in the dark about the true nature of the business, and its challenges and opportunities. This means that the most important task that needs to be done first is to eliminate these blind spots.

When my team and I came in, we first established clear rules of communication between the two. And clear swim lanes. They also needed a mindset change. We made them understand that the future of the entire group depended upon them getting their act together; clearly and openly addressing major business challenges and opportunities so the mancom and business units could execute.

Clear swim lanes

After getting an accurate picture of reality, we then proceeded to get the siblings together and first of all, resolve the internal conflicts. I would have to breach client confidentiality to go into more details, but suffice it to say that in this particular case, the two of them had incorrect ideas about each other's goals and aspirations within the family business.

The CEO thought that the other one wanted his position. This caused a lot of communication gaps and silos between the two. In reality, his brother was perfectly comfortable where he was and had no intention of replacing the CEO. In addition, we had to establish a regular rhythm by which the siblings would connect. In this case, this was a standing weekly huddle between the two, plus clear protocols they had to follow during the huddle.

These would ensure that any open or outstanding challenges but also opportunities would be addressed right away, including the next actions and delegation, so that implementation and ruthless execution could happen right away.

Key takeaways

- Clear communication and ruthless accountability are the oil in your business machine that makes sure everything runs smoothly.
- The root cause behind most family conflicts is that at some point, the family or several of its members lost the ability to communicate openly and clearly about challenges, opportunities, roles and responsibilities.
- Clarity breeds success. In Asia, both the communication between siblings and the one between children and parents is often not clear and open enough to provide the clarity the business needs to function properly.
- Bringing potential conflicts out in the open early enough is the best insurance policy to avoid future fallouts—and to make sure the business keeps thriving. **INQ**



ILLUSTRATION BY RUTH MACAPAGAL

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MAPPING THE FUTURE

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Being a director

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EU eyes a new tech champion, but it's no ChatGPT

By Lionel Laurent

EUROPE is where ChatGPT gets regulated, not invented. That's something to regret, as unchanged as the initial results of the artificial-intelligence (AI) arms race may be, they're also another reminder of how far the European Union (EU) lags behind the US and China when it comes to tech.

How did the land that birthed Nokia Oyj and Ericsson AB become the land that tech forgot? Some blame the acronyms synonymous with Brussels red tape — GDPR, DMA, DSA — even though the Googles of this world look far more spooked by ChatGPT than any EU fine. Tech lobbyists are fuming at EU Commissioner Thierry Breton, who wants incoming AI rules toughened to rein in a new breed of chatbots.

But maybe Breton's old company, AtoS SE, is a better example of the deeper malaise plaguing European tech. Aerospace champion Airbus SE has proposed an investment in Evidian, the big-data and cybersecurity unit that AtoS plans to spin off this year. The potential cost of failure in the EU is presented as a boost to European tech "sovereignty" through growth in cloud and advanced computing.

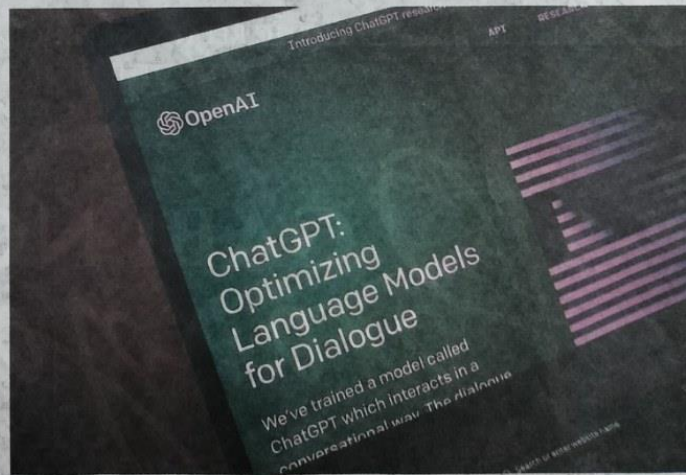
One look at AtoS' share price will reveal that the company is a symptom of, not a remedy for, Europe's tech decline. The company doubled revenue and employees in the 2010s through acquisitions, but was too slow to move to the cloud and away from older IT

infrastructure. Meanwhile, the likes of Microsoft Corp. and Alphabet, Inc. — the companies that are in a race to get chatbots with a personality into every home — splashed huge amounts of cash to grow their own cloud businesses and, together with Amazon.com, Inc., control two-thirds of the global market.

The R&D gap between US and Europe looks relevant here. Alphabet and Microsoft were among the world's three biggest corporate spenders in research in 2021, at around \$30 billion and \$23 billion respectively, according to European Commission data. The only EU company in the top 10 was Volkswagen AG, which spent 15.6 billion euros (\$16.6 billion). Airbus was far behind at 2.9 billion euros, as was AtoS, at 57 million euros.

Policymakers might assume that all it takes to close the gap is to cobble together ever-bigger domestic or regional champions. But aspirations for a "European cloud" have accomplished little.

Former AtoS executive Olivier Coste, in a new book about Europe's tech lag, sees the real issue as being more about the high cost of failure in the EU in the form of corporate restructuring. Unlike in the US, laying off engineers costs several hundreds of thousands of euros per person, takes time to negotiate, and demotivates staff who stay on. That discourages risk-taking on tech projects with a high rate of failure, he reckons. It also explains why 20th century-era industrial firms — better at incremental, not radical, innova-



tion — outspend 21st century tech in the EU.

Coste's prescription is to reduce the cost of failure. He recommends a "flexicurity" approach, Denmark-style, to tech jobs. That would mean more flexibility to hire and fire, offset with the safety net of enough income to protect people who do lose their job. His is far from a consensus view; others suggest more

disruptive innovation, like the US Defense Advanced Research Projects Agency, or Darpa. Another idea would be to pay European researchers better.

Obviously, Silicon Valley's recent spate of layoffs after pandemic-overhiring doesn't look like something to emulate. But AtoS is hardly in a solid place either. It has dragged its feet on restructuring and now needs 1.6 billion

euros in extra funding through 2023. That number is basically equivalent to its current market capitalization, an embarrassment for a firm worth 13 billion euros in 2017. And it's not even clear that the Evidian spinoff is the best path forward given the growth outlook, according to Bloomberg Intelligence's Tamin Raouf.

It's not all doom and gloom. Recent moves like the European

Investment Bank's 3.8 billion-euro venture-capital initiative could accelerate investment and innovation. But it's hard to shake a sense of *déjà vu* as Europe defends its cyber-industrial complex while reining in chatbots. All that's left is for politicians to call for a "European ChatGPT" — at least until the next big thing comes along.

BLOOMBERG OPINION

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THE CURRENT PULSE OF THE PHILIPPINE STOCK MARKET

February 28, 2023 | Tuesday | 2 p.m.
Ballroom B, Sheraton Manila Hotel, Pasay City

 <p>MICHAEL GERARD D. ENRIQUEZ PRESIDENT & CHIEF INVESTMENT OFFICER SUN LIFE INVESTMENT MANAGEMENT AND TRUST CORP.</p> <p>SPEAKER</p>	 <p>APRIL LYNN LEE-TAN CHIEF EQUITY STRATEGIST COL FINANCIAL GROUP, INC.</p> <p>SPEAKER</p>	 <p>LUIS GERARDO A. LIMLINGAN MANAGING DIRECTOR REGINA CAPITAL DEVELOPMENT CORP.</p> <p>SPEAKER</p>	 <p>JONG LAYUG VICE-PRESIDENT & HEAD OF WEALTH MANAGEMENT GCASH</p> <p>SPEAKER</p>	 <p>DANIE P. LAUREL NEWS ANCHOR ONE NEWS</p> <p>MODERATOR</p>
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MAP General Membership Meeting

in celebration of



International Women's Day

ROLE OF WOMEN IN BRIDGING AND BUILDING A PROGRESSIVE FUTURE

A Project of MAP Diversity, Equity and Inclusion (DEI) Committee

March 8, 2023, Wednesday
11:30 AM to 2:00 PM

Bonifacio Hall, Level 4
Shangri-La The Fort

Fireside Chat Panelists:



**Amb. LAURE
BEAUFILS**

British Ambassador
to the Philippines



**Amb. MARYKAY
L. CARLSON**

US Ambassador
to the Philippines
(for re-confirmation)



**Amb. ANKE
REIFFENSTUEL**

German Ambassador
to the Philippines

Registration Fees:

MAP Member	FREE
Guest	P2,000 each

MAP Circular 009 - 2023



Articles/Papers from MAP Members

1. **“Creative lessons from Korea”** from MAP Governor CIELITO “Ciel” F. HABITO’s **“No Free Lunch”** Column in the **PHILIPPINE DAILY INQUIRER** on February 21, 2023

It seems hard to believe now, but Filipinos on the average were twice richer than South Koreans back in 1965. Data from countryeconomy.com show average income (GDP per capita) in the Philippines then at \$211, and \$108 in South Korea. Our total GDP was \$6,517 million, more than twice South Korea’s \$3,102 million. In 2021, 56 years later, South Korea’s total GDP of \$1.798 trillion was 4.6 times our \$394 billion. Their average income (\$34,744) was nearly ten times ours (\$3,576).

Population partly explains the story. We were close to equal then, with theirs at 29.2 million and ours at 32.8 million. Last year, it was 51.8 million and 115.6 million, respectively. While South Korea’s population less than doubled in the last 56 years (it grew by 77.4 percent), ours more than tripled (multiplied 3.4 times)—making us more than twice as numerous as Koreans now. But population aside, they also managed to grow their economy much faster than we did, even with much fewer people propelling it. I’ve written about how Korea’s Saemaul Undong movement primed that country’s rapid economic growth from the 1970s onward (“Spark for rural development,” 5/10/2019). Korean industry giants like Samsung and Hyundai have since turned into household words worldwide.

And now there’s Hallyu or “Korean Wave,” their systematic drive to turn Korean pop culture into a global multibillion dollar earner, which I wrote about two weeks ago. It should inspire us to similarly jockey Filipino talent and creativity into generating great wealth and substantial jobs, and possibly attain the same “soft power” Korea now flexes in the global arena. Coined by Harvard political scientist Joseph Nye, the phrase refers to the ability to influence people’s behavior without coercion (“hard power”)—with culture being a particularly effective tool.

It all started in the wake of the Asian financial crisis of 1997-1998 that nearly flattened the Korean industrial powerhouse driven by its chaebols, their giant diversified conglomerates. The crisis forced the chaebols to divest business units and focus on flagship products, thus opening opportunities for smaller players. “President Kim Dae-jung pushed for information technology and popular culture as the two key drivers for the future Korea,” wrote Danish brand strategist Martin Roll in his account of the rise of Hallyu. “Technology would create new industries above the traditional manufacturing ... and popular culture could become an important export product worth billions of dollars—while it would help rebrand Korea.”

And rebrand it did. K-pop music, K-dramas, Korean beauty products, Korean cuisine, and more have captured the hearts and palates of people of all ages around the world and helped the country rise above the image of a crisis-battered economy. And none of it came by accident. The 2020 Oscars win of the Korean film “Parasite” is said to have come after many years of a deliberate drive for the award, pursued through close collaboration among various sectors, and backed with significant government budgets.

Roll listed some of the strategic moves the Korean government made to enable Hallyu: (1) Focused investments in high-tech internet infrastructure, which gave Koreans fast and wide connectivity to the rest of the world, (2) Banning censorship laws that previously curbed creative independence of movie makers and other artists, which unleashed a wide range of topics for them to explore, (3) Emphasis on quality, design, marketing, and branding on a global scale, which increased the Koreans’ collective urge to improve overall quality to provide superior goods to the world market, and (4) Government investment in startups through venture capital schemes, with a major part going to the entertainment industry, which gave the needed push to gain industry momentum.

Could we pull off a similar “Pinoy Wave”? We have the innate ingredients for it, and now a legal anchor in the Philippine Creative Industries Development Act. But we must first get over our crab mentality and traditional difficulty with cooperation, coordination, and collaboration—and be willing to allot the necessary budgets—if we are to succeed in “doing a Korea.”

cielito.habito@gmail.com

2. "Move"

from MAP Past Governor
**PETER WALLACE's "Like it is" Column
in the PHILIPPINE DAILY INQUIRER on
February 20, 2023**

Joko Widodo is doing what I recommended to then-President Rodrigo Duterte in 2018. It didn't happen, so I'd like to try again with a new president because I believe it has to happen and started now, not when it becomes obvious it should have been done in 2016 when Duterte assumed the presidency: We must move to a new capital. Widodo had the foresight to see that Jakarta would be underwater as the world warms. Manila is already underwater in many areas and heading that way elsewhere. Worse, it's constrained on the west by Manila Bay, and on the east by Laguna de Bay. So it can only expand north and south, pushing people further and further away from the city center into limited vacant land.

Quoting from the Inquirer: "Metro Manila is in a low-lying area facing the sea, and is embracing two river systems, making it prone to flooding and disasters. ... Almost 87 percent of the megacity's land area is below sea level to which seawater could rise should a 10-year flood occur in 2030, impacting \$39.2 billion of the country's gross domestic product and putting 1.54 million people at risk" ("Experts warn anew vs reclamation, other climate impacts," News, 1/23/23).

In contrast, the Subic/Clark area is well above the sea, has a protected deep water harbor, an airport already constructed, and is easy to expand, plus lots of vacant lands. It's an ideal location for a nation's capital. President Marcos Jr., as a visionary leader, must look seriously into a shift.

It's something former secretary Art Tugade tried in a courageous shift of the Department of Transportation offices to Clark. But no one followed him, so he was forced to return to a hugely overcrowded Manila—a city that ranks first in the world's densest cities, with 18,649,422 million residents, 15 million of whom are daily workers. That equates to 42,857 people per square kilometer filling the Greater Manila Area every day. Hybrid work has eased the crowding—but only a little. It's made an imperceptible change to the quality of life in the city.

Our leaders must do what so few are willing to do: look into the far future. What will Manila look like 50 or 100 years from now? I venture it will be an underwater morass, even more crowded, if that's possible, and uninhabitable. Now is the time to start the shift somewhere else.

BGC is not it. It suffers from the same problems Manila has/will have apart from being a disastrously built old-style city, far from its original design.

I was greatly disappointed that the Supreme Court started building there. I hope the Senate, which is considering moving there, reconsiders so their grandchildren can take over grandpa's position (there's no anti-dynasty law as the Constitution

commands) in a pleasantly designed city where there's space. Canberra, the capital of Australia, is such a city. Sydney and Melbourne couldn't agree on which would be the capital, so they compromised and built a new, well-designed capital between the two. All national government is there: the administration, congress, and the judiciary.

It could start with all government offices moving there. Most are in old buildings, so moving is something that should be done anyway. The Supreme Court and Congress should cancel their intent to build anew in BGC and do it in Clark/Subic instead. Think of the future, not build on the past. Let the private sector choose when it's financially best to do so. A nonstop bullet train can connect the two in under 30 minutes.

Jun Palafox could design a new city to be proud of. A city designed for enjoyably comfortable, environmentally friendly living. A smart city where all services are interconnected and digitalized, where there are plenty of parks, playgrounds, and recreational spaces; where you choose to use public transport—or walk; where traffic flows, even during rush hours. None of this can happen in Manila, it's too far gone. Any improvement will be incremental. Greed and lack of government control have destroyed what used to be the Pearl of the Orient.

In a bilateral US-RP meeting in late January, Subic Bay was tagged as a priority site for infrastructure projects. Well, building a city certainly qualifies as an infrastructure project.

Mr. Marcos should, at the very least, contract a local-international consortium of experienced consulting companies to conduct a study of the feasibility, necessity, and cost of doing it versus the cost of not doing it, based on a 50-year time frame.

Batangas has also been suggested to me as a possible alternative site. So maybe investigating that could be part of the study. Thinking about it, such a study should consider what will the whole Philippines look like 50 years from now when world temperatures are 2 degrees Celsius, or more. And start preparations now.

Email: wallace.likeitis@gmail.com

Pictures taken during the MAP Clusters and Committee Meetings



1st Meeting of MAP Tax Committee
February 15, 2023



**BCYF Ideas Roundtable on
"Media and Tech: Innovation in Education and Development Imperatives"
February 17, 2023**



**1st Meeting of the MAP Cluster on GROWTH and PEOPLE DEVELOPMENT
February 20, 2023**



1st Meeting of the Cluster on INNOVATION
February 21, 2023

MAP Talks on Youtube

February 8, 2023
MAP Economic Briefing and
General Membership Meeting (GMM)

MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING
 February 8, 2023, Wednesday, 11:30 AM to 2:00 PM, Grand Ballroom A&B, Shangri-La The Fort

Guest Speakers:
 Dr. **ACHIM FOCK, Ph.D.**, Operating Manager for Europe, Middle East, Philippines and Thailand, **WORLD BANK**
 Cong. **JOEY S. SALCEDA**, Chair, Committee on Ways and Means, **HOUSE OF REPRESENTATIVES**
 Dr. **KEVIN CHUA**, Country Economic, **WORLD BANK**

Emcee:
 Ms. **NIKKI TANG**, CEO, **DMARK Corporation**

Moderator:
 Dr. **CIEL HABITO, Ph.D.**, Governor-in-Charge, **MAP**, Cluster on Resilience and Recovery, **Chair, Brain Trust Inc. (BTI)**

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

75th MAP Inaugural Meeting 2023
 Guest Speaker and Inducting Officer
Chief Justice ALEXANDER G. GESMUNDO
Supreme Court of the Philippines

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

MAP Management Man of the Year 2022
Mr. ISIDRO "Sid" A. CONSUNJI
 Chairman and President, **DMCI Holdings, Inc.**

November 22, 2022, Monday
 11:45 AM to 2:00 PM
 Grand Ballroom A and B,
 Shangri-La The Fort

November 11, 2022
3rd MAP NextGen Conference 2022

MAP 3rd MAP NEXTGEN CONFERENCE 2022

THE GENERATIONAL SHIFT:
MINDSETS MOTIVATIONS MANAGEMENT

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

11 NOVEMBER 2022 **SHERATON MANILA**
 FRIDAY | 2:00 PM - 6:00 PM PASAY CITY

October 13, 2022
MAP GMM

MAP General Membership Meeting

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

Tourism Outlook Beyond 2022

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

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

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

September 13, 2022
MAP International Hybrid Conference

MAP Management Association of the Philippines

PRESENTS **20th MAP INTERNATIONAL CEO CONFERENCE 2022**

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

IN PARTNERSHIP WITH **BusinessWorld CONVERGE BUSINESS FPH**

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

September 8, 2022
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, House of Representatives
 Dr. **ANICETO C. ORBETA, JR.**, President, Philippine Institute of Development Studies (PIDS)

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

August 19, 2022 MAP GMM

MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

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. JOEY BERNUDEZ
Chair
Maybridge Finance and Leasing, Inc.

Mr. CLIFF EALA
President
Synerbyts Limited

Co-Moderators

Mr. VIC MAGDARAOG
Co-Chair for MAP CEO Academy
MAP HMDC
Senior Business Advisor
Advisory & Insights (AAI)

Dr. BEN TEEHANKEE
Co-Vice Chair for Social Justice
MAP ESG Committee
Professor
DLSU

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

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

SPEAKERS:

Mr. ANDREW CHAN
Asia Pacific Leader in ESG
PwC Malaysia

Mr. VINCENT KNEEFEL
Circular Economy Director
Plastic Credit Exchange

Ms. MA. ANTONIA YULO LOYTAGA
President
National Resilience Council

EMCEE:

Ms. AGNES A. GERVAICIO
Co-Vice Chair for Environment, MAP ESG Committee
CEO, MBI Reserve

QA/MODERATOR:

Athy. ALEXANDER B. CABRERA
Governance-Chief, MAP ESG Committee
Chief Strategy and ESG Leader
M&L Services & Co., PwC Philippines

April 29, 2022 MAP Webinar

GREEN EDCA MOVEMENT

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

April 29, 2022, Friday, via ZOOM

Speakers:

Sec. JIM O. SAMPULNA
Secretary
Department of Environment and Natural Resources (DENR)

Atty. ANGELA CONSUELO S. IBAY
Head of Climate Change and Energy Program,
World Wildlife Fund for Nature (WWF)

Ms. ANA MARGARITA MONTIVEROS
E&R Vice President and Chief Reputation & Sustainability Officer
Vestris Equity Ventures, Inc.

Atty. TONY LA VIÑA
Dean, Ateneo School of Government;
Associate Director, Manila Observatory

Moderators:

Mr. SANTIAGO F. DUMLAO JR.
Executive Director, Association of Credit Rating Agencies for Asia (ACRAA)

Ms. RAQUEL B. CAGURANGAN
President for Asia Pacific Committee
VP Operations, Avature Medical Corp.

July 14, 2022 MAP GMM

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

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

Speaker:

Sec. ALFREDO "Fred" E. PASCUAL
Department of Trade and Industry (DTI)

June 23, 2022 MAP GMM

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

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

Speakers:

Dr. DAVID R. HARDOON
Managing Director
Absolute Data Innovation

Ms. AILEEN JUDAN JIAO
President and Country General Manager
IBM Philippines, Inc.

Mr. PAUL WHITEN
Head of Asia Pacific

Co-Moderators:

Mr. PATRICK D. REIDENBACH
Chief, MAP ICT Committee
President, @holodeckidolabsolutions, Inc. (HR Solutions)

Mr. EDUARDO "Teddy" G. SUMULONG
Global Chair, MAP ICT Committee
Managing Director and CEO, Land Registration System, Inc. (LARS)

May 2, 2022 MAP Webinar

SENTIMENT ANALYSIS
AI and Big Data for Reading Collective Minds

May 2, 2022, Monday, via ZOOM

Speakers:

Mr. WILSON I. CHUA
Managing Director and Founder
Future Gen International Pte Ltd. (Singapore)

Mr. ROGER DO
CEO
AxiPublic (Singapore)

Moderator:

Dr. BENITO L. TEEHANKEE
Co-Vice Chair for MAP CEO Academy, MAP HMDC
Professor and Head of the Business for Human Development Network, DLSU

April 29, 2022 MAP 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
DVF Dairy Farm, Inc.

Moderators:

Mr. OSCAR A. TORRALBA
Chair, MAP Agro-livestock Committee
Chair and CEO, Teem Holdings Corporation

Mr. CHARLES P. VILLASENOR
Chair, MAP Trade, Investments & Tourism Committee
Chair and CEO, PASA, TransProcura and PASA Shared Services

Happy Birthday to the following MAP Members who are celebrating their birthdays within February 1 to March 31, 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. DURLAO**
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

40. **Mr. RIC GINDAP**
Creative + Strategy Director, Design for Tomorrow
41. **Ms. VALERIE "Riena" N. PAMA**
President, Sun Life Asset Management Company, Inc.
42. **Dr. LIZA JEANETTE "Liza" A. ROBLES**
President, Manila Hearing Aid

FEBRUARY 14

43. **Ms. CRISTINA AMOR "Amor" LIMMACLANG**
Co-Founder and Chief Communications Officer, GeiserMaclang Marketing Communications, Inc.
44. **Ms. ANGELINE XIWEN THAM**
CEO and Founder, DBDOYC, INC.

FEBRUARY 15

45. **Mr. J. LUIGI "Luigi" L. BAUTISTA**
President and General Manager, NLEX Corporation

46. **Mr. DANILO “Bong” J. MOJICA II**
CEO, Tailwind Digital Solutions Inc.

FEBRUARY 17

47. **Atty. ROSARIO “Cherry” S. BERNALDO**
Managing Partner, R. S. Bernaldo & Associates
48. **Mr. J. ERNESTO “Ernie” C. VILLALUNA**
Director, Philex Mining Corporation

FEBRUARY 18

49. **Mr. ROBERTO “Bobby” S. CLAUDIO**
Chair Emeritus, Quorum Holdings Corporation
50. **Ms. SUSAN “Sue” L. DIMACALI**
Director, National University (NU) February 18

FEBRUARY 19

51. **Dr. KAREN BELINA “Karen” F. DE LEON**
President, Misamis University
52. **Mr. NOEL C. OÑATE**
Chair, La Funeraria Paz Group

FEBRUARY 20

53. **Mr. DANILO “Donnies” T. ALAS**
Chair and CEO, Alas Oplas & Co., CPAs
54. **Mr. ELEUTERIO “Terry” D. CORONEL**
Consultant, Filinvest Development Corporation
55. **Atty. NILO T. DIVINA**
Managing Partner, Divina Law
56. **Mr. BENJAMIN “Jay” R. LOPEZ**
President and Director, INAEC Aviation Corporation

FEBRUARY 21

57. **Ms. MARY ANG**
CEO and General Manager, Heritage Multi-Office Products, Inc.
58. **Ms. MARILOU “Malou” C. CRISTOBAL**
Chair, Multinational Investment Bancorporation
59. **Ms. MARIFE B. ZAMORA**
Board Director, PLDT

FEBRUARY 22

60. **Atty. DARREN M. DE JESUS**
President and CEO, Cocogen Insurance, Inc.
61. **Mr. GEORGE T. SIY**
President, Face & Body Rejuvenation Center, Inc.
62. **Mr. JORGE MIRANDA YULO**
President and CEO, 1 Document Corporation

FEBRUARY 23

63. **Mr. ROLANDO “Roland” R. AVANTE**
Vice Chair, President and CEO, Philippine Business Bank
64. **Mr. DANTE M. BRIONES**
Chair and CEO, Sasonbi, Inc.
65. **Ms. AGNES A. GERVACIO**
CEO, MDI Novare
66. **Mr. RAFAEL “Peng” R. PEREZ DE TAGLE JR.**
Board Director, Metro Rail Transit Corporation
67. **Ms. LOURDES “Chingling” R. TANCO**
Managing Director, Mida Trade Ventures International, Inc.

FEBRUARY 24

68. **Mr. EDILBERTO “Bert” B. BRAVO**
Chair and CEO, U-Bix Corporation
69. **Mr. FRANCISCO “Pancho” M. DEL MUNDO**
CFO, Universal Robina Corporation
70. **Dr. ROLANDO “Rolly” T. DY**
Executive Director, University of Asia and the Pacific
71. **Mr. REYNALDO ANTONIO “Rey” D. LAGUDA**
President and CEO, Philippine Business for Social Progress, Inc. (PBSP)
72. **Mr. LEE C. LONGA**
EVP and CFO, Pru Life U.K.
73. **Mr. ROLANDO “Don” J. PAULINO JR.**
Managing Director and Vice President (COG Philippines), Shell Philippines Exploration BV

FEBRUARY 25

74. **Mr. EBB HINCHLIFFE**
Executive Director, AMCHAM Philippines

FEBRUARY 26

75. **Mr. PROTACIO “Ding” C. BANTAYAN JR.**
Advisor to the Board, ORIX METRO Leasing & Finance Corporation
76. **Mr. NESTOR V. TAN**
President and CEO, BDO Unibank, Inc.
77. **Mr. RENATO “Renan” B. VELONZA**
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**

MARCH 1

1. **Arch. BENJAMIN “Bing” S. AVILA**
Principal Architect, Avila Architect
2. **Atty. RAYMUND JOSEPH IAN “Raji” O. MENDOZA**
Managing Partner, Mendoza Calnea Mangundayao and Associates
3. **Atty. EDUARDO “Ed” M. PANGAN**
Partner, Mendoza and Pangan Law Offices
4. **Mr. PHILIP G. SOLIVEN**
Vice Chair, Multico Prime Power Inc.

MARCH 2

5. **Mr. EDMUN H. LIU**
Chief Finance Officer, LH Paragon Group of Companies
6. **Mr. FAUSTO R. PREYSLER JR.**
President and Chair, Smith Bell Corporation
7. **Mr. SIMPLICIO “Jun” P. UMALI JR.**
President and General Manager, Gardenia Bakeries (Phils.), Inc.

MARCH 3

8. **Ms. MELESA “Elsie” D. CHUA**
President and CEO, CDC Quadrillion
9. **Mr. JUAN CARLOS “Carlos” G. DEL ROSARIO**
Chair Emeritus, Amalgamated Investment Bancorporation
10. **Mr. ENRIQUE “Ricky” K. RAZON JR.**
Chair and President, ICTSI (International Container Terminal Services, Inc.)

MARCH 4

11. **Mr. WILLIAM N. CHUA CO KIONG**
President, Wills International Sales and Corporation
12. **Ms. GENEROSA “Gigi” PIO DE RODA REYES**
President and CEO, FPG Insurance Co., Inc.

MARCH 5

13. **Mr. TEOFILO “Pilo or Theo” S. EUGENIO**
Former President, Asia Pacific Chartering Phil., Inc.
14. **Mr. CONRADO “Conrad” G. MARTY**
Vice Chair, Hyundai Asia Resources Inc.
15. **Mr. EDWIN “Ed” V. MATULIN**
SVP and Board Director, Synchrony Global Services Philippines, Inc.

MARCH 6

16. **Mr. ALOYSIUS “Nonoy” B. COLAYCO**
Country Chair, Jardine Matheson Group of Companies - Philippines
17. **Mr. ALFREDO “Al” S. PANLILIO**
President and CEO, PLDT and Smart Communications, Inc.
18. **Mr. JAIME AUGUSTO “Jaime” ZOBEL DE AYALA II**
Chair, Ayala Corporation

MARCH 7

19. **Mr. REYNALDO “Rey” C. CENTENO**
President and CEO, General Life Assurance Philippines, Inc.
20. **Cong. FELICITO “Tong” C. PAYUMO**
Chair, University of Nueva Caceres

MARCH 8

21. **Mr. VITALIANO “Lanny” N. NAÑAGAS II**
President, Organizational Systems, Inc.

MARCH 9

22. **Ms. MARIE KIMBERLY “Kim” S. BENEDICTO**
COO, CLB Engineering and Supply, Inc.
23. **Ms. CORAZON “Cora” S. DE LA PAZ BERNARDO**
Honorary President (former President - 2004 to 2010), International Social Security Association
24. **Atty. ARNEL PACIANO “Arnel” D. CASANOVA**
25. **Engr. WILFREDO “Will” L. DECENA**
CEO, Will Decena & Associates, Inc.
26. **Mr. JEFFREY “Jeff” O. TARAYAO**
President, One Meralco Foundation

MARCH 10

27. **Mr. AFTAB AHMED**
CEO, Citibank, N.A.
28. **Ms. HAIDEE C. ENRIQUEZ**

MARCH 11

29. **Atty. ARNEL JOSE “Arnel” S. BAÑAS**
Deputy Secretary for Administration and Financial Services, Senate of the Philippines
30. **Mr. RAINERIO “Bong” M. BORJA**
President, Alorica
31. **Mr. EDUARDO “Ed” V. FRANCISCO**
President and CEO, BDO Capital & Investment Corporation
32. **Mr. ALDIE P. GARCIA**
Assurance Partner, Isla Lipana & Co./ PwC Philippines
33. **Ms. CIELITO “Cielo” L. GARRIDO**
CEO, San Dionisio Credit Cooperative
34. **Mr. DEXTER CHUA LEE**
Chief Strategy and Planning Officer, Philippine Airlines (PAL)
35. **Atty. MARIA LOURDES “Malou” P. LIM**
Vice Chair and Tax Managing Partner, Isla Lipana & Co./ PwC Philippines

MARCH 12

36. **Mr. RENE D. ALMENDRAS**
President & CEO, AC Infrastructure Holdings Corporation
37. **Mr. DANTE FRANCIS “Klink” M. ANG II**
Executive Editor, President and CEO, The Manila Times
38. **Mr. RODRIGO “Rod” E. FRANCO**
President and CEO, Metro Pacific Tollways Corporation
39. **Mr. FRANCISCO “Kaiku” H. LICUANAN III**
Chair, Geostate Development Corporation

MARCH 13

40. **Mr. ROLANDO “Rolly” S. NARCISO**
Independent Director, Wilcon Depot, Inc.

MARCH 14

41. **Dr. CYNTHIA R. MAMON**
COO, Enchanted Kingdom, Inc.
42. **Mr. JOSE “Joe” R. SOBERANO III**
President and CEO, Cebu Landmasters, Inc.
43. **Mr. FERNANDO ZOBEL DE AYALA**
Advisor to the Board, Ayala Corporation

MARCH 15

44. **Ms. ANNA JERMAINE “Jermaine” V. BOMBASI**
Managing Director, Empire Centre for Regenerative Medicine
45. **Mr. WILSON CHU**
Chair and President, Breadtalk Philippines, Inc.

- 46. **Mr. ROLAND ENRIC L. DELA CRUZ**
Vice Chair, ANR Unlimited MPC
- 47. **Mr. ROLANDO "Rolly" A. JAURIGUE**
ButterflyHouse at KM 89 Garden

MARCH 16

- 48. **Arch. FELINO "Jun" A. PALAFOX JR.**
Founder, President and Principal Architect - Urban Planner, Palafox Associates

MARCH 17

- 49. **Ms. COSETTE V. CANILAO**
President and CEO, Aboitiz InfraCapital, Inc.
- 50. **Dr. CORAZON "Cora" PB. CLAUDIO**
Convenor- Chair, Climate Action and Sustainability Alliance (CASA)
- 51. **Mr. RENATO "Rene" A. FLORENCIO**
Chair, GolconDIA Jewelry and TechnoMarine
- 52. **Dr. NICETO "Nick" S. POBLADOR**
Retired Professor of Economics and Management, University of the Philippines

MARCH 18

- 53. **Mr. LEANDRO "Lean" L. LEVISTE**
Founder and President, Solar Philippines

MARCH 19

- 54. **Mr. ARTHUR "Art" N. AGUILAR**
President, Negros Island Biomass Holdings, Inc.
- 55. **Mr. JOSE "Joe" P. BANTILING**
CEO, Trends and Concepts Total Interior Solutions, Inc.
- 56. **Mr. RAUL JOSEPH "Jojo" A. CONCEPCION**
President and CEO, Concepcion-Carrier Air Conditioning Company
- 57. **Consul Gen. M. ISSAM "Sam" ELDEBS**
President and CEO, DSE Connect Corporation
- 58. **Mr. RENATO "Rene" C. VALENCIA**
Chair, OmniPay, Inc.

MARCH 20

- 59. **Mr. ALEXANDER "Alex" M. GENIL**
President and CEO, ZMG Ward Howell
- 60. **Mr. JOSE MARCEL "Jocel" E. PANLILIO**
Chair and CEO, Boulevard Holdings
- 61. **Sr. ZETA R. RIVERO, SPC**
CEO, Perpetual Succour Hospital of Cebu, Inc.
- 62. **Mr. FREDRICK "Rick" M. SANTOS**
Chair and CEO, Santos Knight Frank Inc.
- 63. **Mr. MICHAEL "Mike" G. TAN**
COO, Asia Brewery Incorporated
- 64. **Dr. REYNALDO "Rey" B. VEA**
President and CEO, Mapua University

MARCH 21

- 65. **Atty. WALTER L. ABELA, JR.**
Partner and Head, Tax and Corporate Services, Navarro Amper & Co./Deloitte
- 66. **Mr. LEOPOLDO "Leo" P. DE GUZMAN**
Chair and CEO, Marigold Estate Ventures Company, Inc.
- 67. **Mr. ARUN RAMESH "Arun" MIRPURI**
President, Philippine Grocers Food Exports, Inc.
- 68. **Mr. WILLIAM CARLOS "William" UY**
Chair and President, Parity Values, Inc.

MARCH 22

- 69. **Mr. MARK DAVID "Mark" C. ALVAREZ**
Managing Director Philippines, InSites Consulting
- 70. **Mr. CARL LESTER "Carl" S. ANG**
EVP, Multi-Rich Home Decors, Inc.
- 71. **Mr. WILSON T. LEI YEE**
CEO, Simply Moving Philippines, inc.

MARCH 24

- 72. **Mr. EUGENE "Eug" S. ACEVEDO**
President and CEO, Rizal Commercial Banking Corporation (RCBC)
- 73. **Ms. MA. LUNA "Luna" E. CACANANDO**
President and CEO, Small Business Corporation

MARCH 25

- 74. **Ms. MARLETH S. CALANOG**
Executive Director, Ateneo de Manila University Graduate School of Business Center for Continuing Education
- 75. **Mrs. VICTORIA "Vicky" P. GARCHITORENA-ARPON**
Consultant, Family Philanthropy and Corporate Social Responsibility March 25
- 76. **Mr. JONATHAN JUAN "JJ" DC. MORENO**
President and CEO, AF Payments Inc.
- 77. **Mr. JESUS "Bobby" C. ROMERO**
COO, Converge ICT Solutions Inc.

MARCH 27

- 78. **Mr. MANUEL LOUIE "Louie" B. FERRER**
Vice Chair, Megawide Construction Corporation
- 79. **Mr. RODRIGO SEGURA**
Partner and Senior Consultant, CMC Business Solutions, Inc.

MARCH 28

- 80. **Atty. J. ANDRES "Andy" D. BAUTISTA**
- 81. **Mr. MENELEO "Ito" J. CARLOS JR.**
President, RI Chemical Corporation
- 82. **Sec. HERMINIO "Sonny" B. COLOMA JR.**
Publisher, Manila Bulletin Publishing Corporation
- 83. **Mr. WOLFGANG KURT "Wolfgang" HARLE**
Managing Director, Harle Philippines, Inc.
- 84. **Mr. RAMON "Mon" S. MONZON**
President and CEO, The Philippine Stock Exchange
- 85. **Ms. LYNETTE ORTIZ**
CEO, Standard Chartered Bank Inc.
- 86. **Mr. JOSE ARNULFO "Wick" A. VELOSO**
President and General Manager, Government Service Insurance System (GSIS)

MARCH 29

- 87. **Mr. JOHN D. FORBES**
Senior Adviser, AMCHAM Philippines

MARCH 30

- 88. **Mr. JAIME "Jimmy" F. SINGSON**
President, USA BPO, Inc.
- 89. **Mr. VICTOR JOSE "Vic" TANCINCO**
President and CEO, St. Peter Life Plan, Inc. March 30

MARCH 31

- 90. **Sec. BENJAMIN "Ben" E. DIOKNO**
Secretary, Department of Finance (DOF)
- 91. **Mr. ROBERTO "Bobby" B. TAN**
President, Philippine Deposit Insurance Corporation (PDIC)

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