



“MAPping the Future” column in *INQUIRER*

**“A SOCIAL ROLE FOR BUSINESS IN
THE POST-COVID ERA
Implications for Business Strategy and
Management Education”**

Dr. NICETO “Nick” S. POBLADOR

February 27, 2023

(1st of 2 Parts)

Context
The widespread economic and social suffering, resulting from major shifts in the global economic and political landscapes, global warming, the coronavirus pandemic, and other global crises, have brought into sharp focus the social responsibility of business.

Business is increasingly being called upon to address the major problems faced by Philippine

society today. Foremost among these is the marginalization of a large segment of society that is mired in abject poverty, and the increasing concentration of wealth and income in a small number of individuals. This observation is supported by the most recent report of the Social Weather Stations which shows that as of the end of 2022, fully half of all Filipino families consider themselves as Poor, and only one-fifth regard themselves as Not Poor. SWS Emeritus CEO Mahar Mangahas laments that despite substantial increases in our Gross Domestic Product and a doubling of per capita income in recent years, “so little of it is shared.” At the recently-held World
(continued on page 2)



“MAP Insights” column in *BUSINESSWORLD*

**“Enhanced Defense Cooperation
Agreement (EDCA)”**

February 28, 2023

Sec. RAFAEL “Raffy” M. ALUNAN III

The Enhanced Defense Cooperation Agreement (EDCA) was signed on April 28, 2014. It supplements the Visiting Forces Agreement (VFA) under the Mutual Defense Treaty (MDT), intended to bolster the alliance of both countries. The Supreme Court upheld its constitutionality twice in 2016, the second one with finality.

It’s the most significant defense agreement

between the US and the Philippines in decades. Because the US is constitutionally barred from establishing permanent military bases, the EDCA allows the US to rotate its troops in the Philippines and allows build-operate facilities on Philippine bases for both their military forces. The Philippines has personnel access to American ships and planes.

In January 2019, the first major project under the EDCA was completed at Cesar Basa Air Base in
(continued on page 3)

"A SOCIAL ROLE FOR BUSINESS IN THE POST-COVID ERA" . . .

(from page 1)

Economic Forum, OXFAM reported that the seven richest families in the Philippines accumulated more wealth in 2022 than the poorest 55 percent of the population.

While economic inequality is largely the outcome of the failure of the state to serve the material needs of the economically disadvantaged members of the community, and to provide equal access to economic opportunities to all, business too has been equally culpable.

By long-standing tradition, business firms seek to maximize profits for their owners. The single-minded pursuit of profits was often carried out **at the expense** of the economic interests of customers, workers, business partners, and the community.

A contrary view holds that business enterprises can best achieve their profit objectives by creating economic value for, rather than by appropriating value from, their stakeholders.

This idea has the following strategy implications:

- Create value for consumers by enhancing product quality, by selling products and services at reasonably low prices, and by providing adequate customer care;
- Create value for workers by offering comfortable wages and other financial benefits and by providing a healthy work environment;
- Create value for suppliers and distributors by engaging them in a mutually beneficial, trusting and collaborative relationship;
- Create value for the rest of the community, primarily by developing the untapped productive potential of those at the bottom of the social pyramid – the poorest and the least productive members of society; and
- Devote resources to maintain a healthy and sustainable eco-system.

To do so, however, business must change the way it does business. It goes without saying that management educators must change the way they teach future business managers.

Rethinking Management Education

By and large, existing programs and courses in management are **business-friendly** and emphasize measures by which business firms can enhance profits, or shareholder wealth.

We propose instead that business education should be rethought to make it more focused on the material interests of the firm's stakeholders, notably the economically disadvantaged members of society.

Existing Program Formats

Most existing graduate programs in business offer a number of courses in common. Typically, introductory courses include Economic Analysis and the Fundamentals of Management. In addition, the MBA program of the Virata School of Business also requires Corporate Financial Planning and Managerial Accounting and Control at the beginning of the program.

The introductory management course typically includes the long-standing concepts and principles which consist of (1) the traditional sub-classifications of management into planning, organizing, staffing, leading and controlling, and (2) usual textbook principles of management (division of work, unity of command, unity of direction, subordination of individual interests, chain of command, etc).

Progressive management thinkers and practitioners regard these concepts and principles as hackneyed and of little relevance in today's world of business.

Basic or core subjects typically consist of the so-called four functional areas of management; namely, marketing, production, financial management and human resources management.

We should note, however, that in the real world of business, management problems and concerns, such as the launching of a new product, or scaling up operations seldom fall exclusively within a particular management function, and should therefore be treated holistically.

Interspersed among the required subjects are elective courses, such as Quantitative Methods (aka Management Science), Management Information Systems, Managerial Economics and courses that cover specialized sub-areas of the four functional fields, such as Financial Markets, Management of Innovation, and Managing Organizational Culture.

In our thinking, statistical and mathematical models of choice, such as Linear Programming and other quantitative tools, are inappropriate for dealing with situations that are in a continuous state of flux. Today's managers face complex and ill-defined problems that are said to be "out of equilibrium" and are best "solved" with the help

of sophisticated computer algorithms and applications, such as high-performance computing, cloud computing and Big Data Analytics.

As a rule, the capstone Strategic Management course is offered at the tail end of the program. Also known as Strategic Planning and Control, this course typically covers long-standing concepts and procedures, such as environmental scanning, preparing the organization's vision and mission statements, and specifying the organization's goals and objectives.

In a world characterized by rapid, unpredictable change, strategic decisions are made in real time. In such dynamic settings, visioning, missioning, goal setting and planning are inappropriate.

(To be continued)

(The article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is a Retired Professor of Economics and Management at UP Diliman. Feedback at <map@map.org.ph> and <nspoblador@gmail.com>).

“Enhanced Defense Cooperation Agreement (EDCA)” . . .

(from page 1)

Pampanga. There are on-going EDCA projects at four other locations - Fort Magsaysay in Nueva Ecija, Lumbia Air Base in Cagayan de Oro, Antonio Bautista Air Base in Puerto Princesa, and Mactan Benito Ebuen Air Base in Cebu. Last week, four additional locations in Northern Luzon and Palawan were designated under the EDCA, but the exact locations remain confidential pending further consultations.

Extensive access to key locations facing the West Philippine Sea, Luzon Strait and, possibly, the Pacific Ocean, underscores America's goal to develop integrated deterrence. The Philippines occupies strategic real estate vital to our national interests and that of many nations. It's vital to China, aiming to be the center of the universe. It's vital to the economic interests of countries who rely on safe passage through our sea lines of communication. It's vital to countries in the Indo-Pacific region dissuading China from pursuing its hegemonic plans.

President Ferdinand Marcos Jr.'s (PFMJ) decision to fully implement and expand the scope of the EDCA is a sharp departure from former President Rodrigo Duterte's swing to the left before belatedly returning to the center. Although Duterte's independent foreign policy of being a

“friend to all” has been upheld by PFMJ, his all-out support for the PH-US defense alliance serves as leverage against an increasingly warlike China. As such, Balikatan exercises have dramatically increased in the number of joint activities and participating troops.

In 2016, France and the Philippines signed a defense pact to help modernize our military amid tensions with China. The agreement covers bilateral cooperation that relates to defense equipment, logistics and defense industry development. It provides for "high-level visits to increase cooperation; defense policy consultations; capacity-building training and exercises; exchanges of information; and the development of naval cooperation". Both countries are also eyeing a strong partnership on nuclear energy.

France has built 5 ships for the Philippine Coast Guard – (1) 83-meter Offshore Patrol Vessel and (4) 24-meter Fast Patrol Boats – and intends to build a PHP1.5-B shipyard. It also includes a 5-year program for preventive maintenance, spare parts, technical assistance and training. Previously, France submitted three LOIs confirming financial support for the Department of Transportation's upcoming projects; financial aid to support a training boat contract for the Philippine Merchant Marine Academy; and a possible maritime expert proposal.

Last November, the Philippines and France signed a MOA to strengthen the country's maritime safety and security, particularly in ship building and ship repair. France will deploy a maritime expert to provide the necessary technical assistance, training and consultancy service on best practice to ensure SOLAPS, create a National Transport Plan and help implement the 10-year Maritime Industry Development Plan to modernize the local fleet.

Last week, PFMJ and Japan PM Fumio Kishida agreed to sharply boost defense ties allowing Japanese troops greater access to Philippine territory on account of rising volatility in the East and South China Seas. It allows Japan to deploy its forces for humanitarian missions and disaster response in the Philippines; conduct more joint exercises; reciprocal port calls and aircraft visits; transfer of Japanese defense equipment and technology; and strengthen trilateral cooperation with the US

PM Kishida and PFMJ also agreed to strengthen cyber and economic security; reinforce the capabilities of the Philippine Coast Guard (PCG), and improve port facilities at Subic Bay. In recent years, Japanese ODA funded the construction and delivery of two 97mtr and ten 44mtr patrol

vessels for the PCG. There are reports that Japan may provide five more patrol vessels under similar arrangements.

Last December, Japan adopted key security and defense policies that sharply depart from its post-World War II policy of self-defense; as well as development assistance for maritime safety and security upgrades. Consequently, Japan announced a 600 billion yen (US\$4.6 billion) economic assistance package for the Philippines through March 2024 to improve our infrastructure, information and communication technologies, energy security and industrial development.

The Philippines and Australia, also inked an MOU on Cooperative Defense Activities in 1995. Australia is one of the Philippines only two VFA partners. Both countries enjoy a significant degree of security cooperation, including the presence of Australian mobile training teams for capacity-building on counter-terrorism, urban warfare, maritime security, and other fronts. Yet, despite the broad range of ongoing bilateral activities, the significant potential for enhanced cooperation remains a largely unexplored opportunity.

We must step up. Modernization is slow, erratic and inadequate. To this day, we don't have clear rules of engagement to deal with China's gray zone tactics. We don't have a road map to obtain guarantees from our allies, in exchange for the EDCA arrangements that place us in the crosshairs of China, such as:

1. Bankrolling the total annual repairs and maintenance expenses of the AFP, PCG and PNP.
2. Swift access to energy, food, smart munitions, ammo stockpiles, manned and unmanned war-fighting systems and assets (air-sea-land-space-cyber) at preferential terms.
3. Continuous joint hybrid warfare training and sea-air patrols.
4. Hardening our vital human security and military infrastructure.

Our defense pacts with these countries are crucial for regional stability, human and ecological security. Yet, there's no integrated and systematic action so essential in deterring China. Everyone must focus and close ranks to protect our common national interests. If we've been paying attention, war is just around the corner. The clock is ticking. We better move it.

(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is former Governor of MAP. He is the Vice Chair of Pepsi-Cola Products Philippines, Inc. He is a Member of Philippine Council for Foreign Relations, and sits on the boards of other companies as Independent Director. Feedback at <map@map.org.ph> and <rmalunan@gmail.com>.)

BOARD TALK

Business Features Editor
Doris Dumitao-Abadilla

6 Secret tools to become a ruthless CEO who gets things done

Successful business leaders, especially CEOs, need to do a lot of things that are uncomfortable for most people. Among them are holding others ruthlessly accountable for results, firing the ones who are not a good fit and making tough and unpopular decisions that may even go against the majority opinion of board members.

A lot of people are too "soft" when it comes to these areas. Therefore, they either fail in top leadership positions or—in case they inherited the position, not by merit but by age or other factors—they fail in taking the business to the next level and therefore they fail in making sure it survives until the next generation.

In the past week, three of our clients approached me with the same request: all of them were business owners and CEOs at the same time. They asked me, "How can I become more ruthless as a CEO in the sense of getting things done, holding others accountable and making tough decisions?" We have seen that this is a common question that business leaders ask us a lot, especially in Asia.

Tool 1: Wear different hats

A good friend of mine used to be the CEO of one of the largest consulting companies in the world. As a hobby, he was a part-time stage actor. His CEO personality was radically different from the man he was in private, a loving, kind artist who loved to play on stage and sing in his spare time.

His acting practice was a huge help in his rise to the top as a CEO because it helped him to slip into that role much more easily.

Walt Disney used different chairs in his office to embody his different personalities and think through a project from many angles.

Tool 2: Use anchors and triggers

Most of the world's top CEOs switch between different personalities by using triggers



PROFIT PUSH

TOM OLIVER

or anchors, if not consciously, then subconsciously. They use these anchors and triggers to make the transition into different personalities easier. These can be objects or rituals to "get in the mood," as they would say. But what they really mean is that they are getting ready to play CEO.

Just like an actor who starts to slip into his role the moment he walks on stage or a movie set, the world's top CEOs use a piece of clothing, a watch, the ritual of putting on their suit, or whatever it is that works for them, as a trigger or anchor to make that switch.

One of our family business clients had a lot of difficulty with the "tough CEO" role because he was put there as the eldest and next in line, not because he was the right one for the job. His personality could not have been more CEO-averse: He's a soft, almost fragile, kind person who just wanted to make the world a better place. He could never make any tough decisions, let alone execute them. As a solution, I gave him a pen to use as an anchor whenever he had to be CEO that would empower him to make that switch. It was also to remind him that being a tough CEO did not mean that he was a bad person or that he would have to give up on the other sides of his personality!

Tool 3: Don't micromanage but probe

I was born in Germany. There is a German saying that goes: "Vertrauen ist gut, Kon-

trolle ist besser." It means, "It is good to trust but it is better to control." This caused a lot of laughs at a recent client dinner but most Germans indeed operate that way. And it is essential for business success.

Unless you can be 100-percent sure that you are surrounded by star performers, people who are 10/10, you will have to set up your own personal system of checks and controls to make sure the jobs that you delegate get done.

Tool 4: Master the balance between being nice/approachable and tough/ruthless

Realize that these are not mutually exclusive. Most of the Best Fortune 500 CEOs and billionaire entrepreneurs I have had the fortune of interacting with or advising have many different sides to their personalities.

The key is to know when to play and which one to be most effective. Take empathy, for example. It is not an obstacle to have great empathy—it is a major advantage because you will be able to put yourself into someone else's shoes more easily, whether it be the shoes of a

client or an employee. But empathy becomes a problem if you cannot switch to a different hat when you need to fire someone who is not performing.

Tool 5: Hold yourself accountable—not just others

Remember, as a business leader, your main goal is not to be liked, but to do what's right.

Do what must be done to get the business to the next level. If you have a challenge with making tough decisions and doing what you know is the right decision, then think about how it will be if the business starts to tank in a few years because you did not do what was necessary. Then nobody will be happy!

This realization will make it easier for you to hold yourself accountable for what must be done.

Tool 6: Live and grow in the "stretch" zone

Another way to look at it is this way: There are three zones for every company and every

individual: the comfort zone (this is where most people live), the stretch zone (where every individual and business should be) and the panic zone. If you stay in the comfort zone for too long, life will put you in the panic zone before you realize it. Rest assured, this will come.

Corporate history is full of examples. Constantly leaning, growing, being uncomfortable—and doing what is uncomfortable and hard but necessary—will put you firmly in the stretch zone and avoid that you suddenly find yourself in the panic zone.

Life, the economy, the markets and competitors throw people and companies into the panic zone if they have been comfortable for too long. It is a law of nature. So your best bet is to stay in the stretch zone.

One of our clients, the American CEO of a family business conglomerate, approached us with the request to make one of their businesses profitable because it had been bleeding money. We collaborated with their leadership team, did extensive analyses and created solutions together with the top management, the owners and lawyers

to make sure the owners had practical solutions they could execute to stop the bleeding. They would have to fire part of their staff because they had too many employees they could not afford.

When I asked the owner if they wanted us to support them in implementing the solutions to make sure they would see fast results, they decided that it was not needed and they would do just as fine on their own.

After a year, they still had not implemented any of the solutions and were still bleeding money. The owner did not want to fire anybody because he was afraid people would no longer like him. He knew what he had to do but avoided it.

In this case, he should have done what we recommended: have someone next to him do the firing but go through with ruthlessly cutting the fat. Then the business would have stopped to bleed. Instead, nobody was happy because everybody was afraid they were aboard a sinking ship.

Top 6

Tool 1: Wear different hats.
Tool 2: Use anchors and triggers.

Tool 3: Don't micromanage but "probe."

Tool 4: Master the balance between being nice and approachable, and being tough and ruthless.

Tool 5: Hold yourself accountable—not just others.

Tool 6: Live and grow in the "stretch" zone. **INQ**



ILLUSTRATION BY RUTH MACAPAGAL

Tom Oliver, a "global management guru" (Bloomberg), is the chair of The Tom Oliver Group, the trusted advisor and counselor to many of the world's most influential family businesses, medium-sized enterprises, market leaders and global conglomerates. For more information and inquiries, visit TomOliverGroup.com or email Tom.Oliver@inquirer.com.ph.

A social role for business in the post-COVID-19 era; Implications for business strategy and management education

(First of two parts)

The widespread economic and social suffering resulting from major shifts in the global economic and political landscapes, global warming, coronavirus pandemic and other global crises has brought into sharp focus the social responsibility of business.

Business is increasingly being called upon to address the major problems faced by Philippine society today. Foremost among these is the marginalization of a large segment of society that is mired in abject poverty, and the increasing concentration of wealth and income in a small number of individuals. This observation is supported by the most recent report of Social Weather Stations, which shows that as of the end of 2022, half of all Filipino families consider themselves poor and only one-fifth regard themselves as not poor. SWS emeritus CEO Mahar Mangahas laments that despite substantial increases in our gross domestic product and a doubling of per capita income in recent years, "so little of it is shared." At the recently held World Economic Forum, Oxford reported that the seven richest families in the Philippines had accumulated more wealth in 2022 than the poorest 55 percent



MAPPING THE FUTURE

NICETO S. POBLADADOR

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managers face complex and ill-defined problems that are said to be "out of equilibrium" and are best "solved" with the help of sophisticated computer algorithms and applications, such as high-performance computing, cloud computing and big data analytics.

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The article reflects the personal opinion of the author and not the official stand of the Management Association of the Philippines or MAP. The author is a retired professor of economics and management at UP Diliman. Feedback at map@map-mpg.org.ph and npoblador@gmail.com

FORTHCOMING EVENTS



MAP General Membership Meeting

in celebration of



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

Grand Ballroom B&C, Level 3
Shangri-La The Fort

Fireside Chat Panelists:



Amb. LAURE
BEAUFILS
UK



Amb. MARYKAY
L. CARLSON
US



Amb. ANKE
REIFFENSTUEL
Germany

Registration Fees:

MAP Member	FREE
Guest	P2,000 each

MAP Circular 009 - 2023



1. “Provincializing’ agriculture”

from MAP Governor CIELITO “Ciel” F. HABITO’s “No Free Lunch” Column in the PHILIPPINE DAILY INQUIRER on February 28, 2023

You know agriculture is in great trouble when so many op-ed columns are being written on the sector, even from writers who don’t normally deal on the subject. The attention is well deserved, as I consider agriculture the backbone of our economy. It stands out as the sector most evenly spread across all regions of the country, unlike services, where only two regions (Metro Manila and Calabarzon) already account for over half of the sector’s gross domestic product (GDP) contribution. In industry, only three regions do (with the addition of Central Luzon). In agriculture, it takes six regions to comprise half its output, and regional contributions are more even. One might say it’s the sector that binds them all together.

But agriculture directly accounts for barely a tenth of our GDP now (from about a third in the 1940s). It could, and should, account for more, especially in a country as naturally well-endowed as ours. But it’s time for a new approach to managing the sector, and it hinges on provinces taking primary responsibility to make their farmers and fishers productive, competitive, and profitable. Three observations lead me to this:

One: Devolution was a good idea, but badly executed.

After the Local Government Code of 1991 became law, municipal agricultural officers (MAOs) were largely left on their own. It seemed that the Department of Agriculture (DA) felt no compulsion to provide them technical supervision as municipal employees. Worse, mayors with little regard for agriculture made them all-around workers, even drivers. Still, the DA continued to work top-down, managing things centrally and prescribing one-size-fits-all programs, even where unsuitable. My favorite field anecdote was when I asked the village chief of a poor upland Mindanao barangay what he would ask of the government if granted one wish. His reply: carabaos (for tilling the idle grasslands around them). I asked what they were getting from government; he said fertilizers and hybrid seeds. So I asked what they did with them. He said they had no use for them, so they simply sold them.

When I chided the MAO for not telling the DA of their real need, she replied, “I keep telling them that every year, but they’ve made up their minds to give fertilizers and hybrid seeds.” This incident alone firmly convinced me that recentralizing agricultural extension—like at least one DA secretary wanted—cannot be the way to go.

Two: Agriculture needs a much higher budget allocation.

Something is wrong when less than 2 percent of our total government budget goes to agriculture when our closest neighbors reportedly allot from 3.4 percent (Indonesia) to 6.5 percent (Vietnam). But it’s hard to justify raising the DA budget when its absorptive capacity is slow, and the quality of its spending is low. For example, it spends more on farm inputs (yes, fertilizers and hybrid seeds) with one-off benefits, when it should be investing more in public goods like irrigation, rural roads, and postharvest facilities with lasting productivity-enhancing effects. DA can leverage more funds for agriculture by downloading their budget to provincial governments via matching grants that give the latter one, two, or more pesos for each peso they spend on agricultural development—with necessary safeguards on fund use. This yields a double dividend of improved DA disbursements (helping them better justify increased budgets), while drawing out even more funds from the units of government closer to the actual problems on the ground, hence more knowledgeable on solving them.

Three: Agriculture is everyone’s concern.

It is much too important to leave to the DA alone. It must be a joint accountability of the DA and the provincial agricultural offices coordinating the MAOs, along with other institutions like church, academe, and big business. Agriculture outcomes impact food consumers, and that means everyone, especially the poor that counts farmers among them—leading them to food insecurity and malnutrition when productivity is low and food prices high. All have a part to play to address the pervasive and long-term effects of our troubled agriculture sector. And in our suggested playbook, provinces must step up if things are to get better.

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2. "Farewell" from MAP Past Governor PETER WALLACE's "Like it is" Column in the PHILIPPINE DAILY INQUIRER on February 27, 2023

This will be my last column for the Inquirer. I won't go into the details here, but we had a disagreement that made writing for the paper difficult.

It's been a 10-year ride after a decade with the Manila Standard of writing on an ever-so-wide range of subjects. From politics to economics. From business to daily living. Even sneaked in a few personal bits. I enjoyed it.

I've never been a writer. In fact, I remember well in my first year in engineering at university, English was a required course. I asked the professor, "Why are we learning English again, I learned all I needed to know at school." He replied, "Mr. Wallace if, and I stress if, you do graduate and become an engineer, you'll have to write reports. We'll be teaching you how to write reports."

Well, I did become an engineer and did have to write reports. Nowadays, writing is a major part of my life. Interestingly, it turns out my grandmother was a writer and the editor of a newspaper. The first woman ever. And my great-grandfather, too. My father published a regular newsletter on a bridge (he was a world champion). So it must be in my genes.

The 48 years I've lived in the Philippines have been a joy. Such a tumultuous country, but how can you not love it? No day is ever predictable. That makes it easy for a writer, of course, as there's always something to comment on.

I've made a point of always trying to offer a solution to the issues that arise, as I see them. Hopefully, some of these have helped the decision-makers to make a decision that helped move the Philippines forward. Experience seems to say it has. My small voice has influenced some important issues.

I came here in 1975 to build a factory for an American company. Moved on to a conglomerate with a number of factories and service businesses. And then to manage a country's largest distributor at the time. I employed thousands of Filipinos, so I got to know them well. Enough to want to be one of them. Congress under the leadership of Senate President Manny Villar and Speaker Sonny Belmonte offered me citizenship. President Benigno Aquino III signed a law granting it in 2016.

I started my own business, a think tank, in 1982 to advise CEOs of what's happening outside their business operations. At the time, information about the environment for business was sparse. It led to me being intimately involved with the top political

leaders from Cory Aquino on. It's been a successful business, celebrating 40 years of existence.

We have a fascinating five years ahead of us where the President will face some very serious challenges to resolve. Difficult ones that will require careful skill to handle. On the international scene, top of the list will be the confrontation between the United States and China, a growingly deteriorating one. And China's threat to annex Taiwan where we can't help but be involved.

Domestically, it's agriculture and education. Filipinos must eat and children must grow up to become productive citizens. Able to have a decent standard of living. Something the President has to strive for. In a fiercely competitive world, building job-creating businesses are going to be a tough task. So I'm glad the Senate agreed to join the Regional Comprehensive Economic Partnership. It's an essential step in job creation. But there's ever so much more that must be done. The President and his economic team will have their job cut out for them in providing every Filipino with a decent, well-fed standard of living.

So I'll remain involved as I move into my twilight years. I can't imagine a day of being inactive. It's not in my nature.

So I bid you all farewell from telling it LIKE IT IS in this newspaper. But will continue to TELL IT LIKE IT IS elsewhere because it's in my nature.

Thank you all for sticking with me through the decade.

Farewell.
Email: wallace.likeitis@gmail.com

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 | FRIDAY | 2:00 PM - 6:00 PM | SHERATON MANILA 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
Synerbyx 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:

Atty. ALEXANDER B. CABRERA
Governance-Chief, MAP ESG Committee
Chair, Board on and ESG Leader
M&A Partner & Co-FCP 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
EVA Vice President and Chief Reputation & Sustainability Officer
Avanza 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, Co-CEO
of Top Operations, Avantha 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
Chief Advocate
Red Hat 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
AxiAPublic (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 AgroBusiness Committee
Chair and CEO, Teem Holdings Corporation

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

Happy Birthday to the following MAP Members who are celebrating their birthdays within March 1 to March 31, 2023

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**
8President 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 “Boboy” 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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