



The **MAP MEMO**

ELECTRONIC WEEKLY NEWSLETTER OF THE MANAGEMENT ASSOCIATION OF THE PHILIPPINES

VOLUME 9 ISSUE NO. 10

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March 7, 2023

*“MAPping the Future” column in INQUIRER*  
***“A SOCIAL ROLE FOR BUSINESS IN  
THE POST-COVID ERA  
Implications for Business Strategy and  
Management Education”***  
*February 27 and March 7, 2023*



Dr. NICETO "Nick" S. POBLADOR, Ph.D.

(2<sup>nd</sup> of 2 Parts)

## **A Proposed Program Format**

To make management practice and the training of managers more attuned to the times, we propose instead the following list of courses to form part of our recommended program format:

- Introductory courses
  - BUSINESS AND SOCIETY – A description of an innovative approach to management by which firms pursue their traditional goal of profit

maximization by creating value for ALL their stakeholders – their customers, their workers, their business partners, and the communities of which they are a part.

- CURRENT ISSUES IN BUSINESS AND MANAGEMENT – A discourse on economic and business topics relating to current global trends and developments, such as isolationism among nations, political polarization within nations, global warming, rapidly evolving technologies, the coronavirus pandemic, and the Ukraine war and other conflicts; a discussion of what

*(continued on page*

2)



“MAP Insights” column in BUSINESSWORLD  
**“Nature’s Bridge to  
 21st C. Education”**  
 March 7, 2023

Dr. FEDERICO "Poch" M. MACARANAS, Ph.D.

**A** new age of leadership is upon us -- starting from the 9/11 World Trade Center bombing, the global financial crisis of 2009, the COVID pandemic, to the networked disinformation amidst the looming geo-political and -economic divides -- confronting every human with great uncertainty. (Not to speak of Nature’s own reminder - that climate change and earthquakes are still part of our reality.)

Not all people can solve those existential problems – but educating humans to be closer to each other as humans is a step forward, by bridging divides of ages, races, organizations, nations, and positions to make sense of a chaotic world.

### **Swarm Leadership**

Thus, we see the rise of the responsive leader who “connects everyone to collaborate so we learn

*(continued on page 3)*



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

(from page 1)

these imply for business strategy and economic policy.

- A GENERAL THEORY OF THE FIRM – An overview of alternative concepts of the firm from the perspectives of neoclassical economics, behavioral theories of the firm, structural functionalism, social Darwinism and complexity theory.
- Basic courses – a breakdown of Stakeholder Strategy into its four basic components, aka Environment, Social and Governance, or ESG, Investing.
  - Strategies for creating consumer value
  - Strategies for creating worker value
  - Strategies for creating value of business partners
  - Strategies for creating value for the community
- Electives
  - KNOWLEDGE MANAGEMENT – Classification and properties of knowledge, network effects, the Learning Organization
  - THE ORGANIZATION OF PRODUCTION 1 – The boundaries of the firm - vertical and horizontal dimensions.
  - THE ORGANIZATION OF PRODUCTION 2 – The digital platform business model, extended value networks (aka supply chains), Value Capture Theory
  - BIG DATA ANALYTICS: An Introduction
- The capstone strategy course –
  - BUSINESS STRATEGY IN THE POST-COVID ERA – A discussion of how stakeholder strategy can help achieve the U.N. Sustainable Development Goals; illustrative business cases.

A distinctive feature of this program is its focus on the interest of ALL stakeholder rather than the exclusive concern for profit or shareholder wealth.

### Directions for curricular reform

To make business more inclusive and more egalitarian, we propose that management courses and programs should be revised to give more emphasis on the creation and utilization of **Human Capital**, today's most important resource, and of which knowledge is a major component, and less on physical and financial

capital. Knowledge is more readily and more cheaply available to the economically disadvantaged members of society, including the unemployed, manual workers and street vendors, who are among the poorest of the poor.

We also suggest that greater importance should be given to the training of **workers, individual entrepreneurs and managers of SMEs** which comprise the majority of productive enterprises in the country and employ the larger majority of workers, and less on the development of managerial and technical skills of future executives of large corporate entities.

Finally, we recommend a number of guidelines in the implementation of our proposed curriculum:

- Design basic courses around broad strategic objectives and general problem areas and those that stress the ability to deal holistically with wide-ranging, inter-related issues, rather than the computational skills required to "solve" isolated and well-defined problems.
- Develop elective courses that focus on behavioral and relational skills that enable organizational leaders to build cohesive, adaptive and productive organizations.
- Eschew long-standing "management principles" and so-called "best practices" that are of little usefulness in specific contexts.
- Stress ingenuity, adaptability and flexibility as opposed to strict adherence to rules, procedures, plans and programs.

### Caveat

We fully realize that pulling off our recommendations for curricular reform is easier said than done. There are a number of reasons for being less than sanguine:

- Change tends to be resisted by incumbents whose interests lie in the status quo.
- Change is resisted if externally imposed (not made here mindset)
- Change must be tied to the institution's performance evaluation and reward system in order to encourage position holders to cooperate in its implementation.

But change we must. It's about time!

*(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>).*

## **"Nature's Bridge to 21st C. Education" . . .**

*(from page 1)*

from each other in quickly adapting to fast-changing situations" -- rather than those who are plainly relational by engaging the follower with his/her own skills and traits, or the directive leader who shows his/her own way. Nor the charismatic one who asks others to gaze at a person to inspire them.

These are labels, respectively, of Leadership 4.0, 3.0, 2.0, and 1.0. by Richard Kelly, *Swarm Leadership and the Fourth Industrial Revolution* (Palgrave: 2019)

Leadership 4.0 sees leaders as part of a swarm: a leader who connects others, as in a swarm of locusts, bees, termites, and ants that find themselves in self-organizing communities; wired across cultures, disciplines, and fields; agile, thanks to networked intelligence. A leader who rethinks power as "achievable through people rather than over people" (Peter Miller, *Smart Swarm*, 2010). One who harnesses the networks of its own members, and thus sees their organization as a network of networks, not fearful of doing everything by oneself.

No organization, not even one that represents the elite of any group by any metric - political parties, economic groups, social clubs, or technological entities - will survive the 21st C. without loosening organizational hierarchies. The V formation of flying geese has no single leader; when one is up front, one has to work the hardest because of wind resistance.

### **Reforming Education**

One of the "new" issues that has attracted enterprise leaders of the country is the mismatch between what industry needs and what schools offer. Rather than line up for a job, college graduates are admonished to create them to help solve the country's endemic underemployment and severe unemployment problems. Many bright ones vote with their feet for greener pastures elsewhere.

Is the trifocal structure of Philippine education the problem? Or is that merely a manifestation of the deep underlying cultural legacy of geography - an archipelagic mindset, amidst water in the ring of fire, and a Latin feudal economy in burgeoning Asia?

Can education leaders and reformers learn from Nature? Can we be connected even as we are geographically divided? Vision/mission

statements about 2 Commitments, abilities, and willingness however do not come in the same proportions, heavily weighted towards promises until deaths do the parting.

Why not study a collective scenario of doomsday, or how to forestall it? Huddled polar bears in freezing Arctic weather take turns moving inwards around a circle - in a slow dance to redistribute warmth within a group. Will the old and nouveau rich of the country be able to do the same for the poor amidst them? Some cynics will say, "but we are in the global warming stage!"

### **The dark side of crowds...**

The dark side of crowds is how Peter Miller (*Smart Swarm: Using Animal Behaviour to Change our World*, Collins: 2010) saw the February 4, 2006 stampede in the PhilSports Arena. Wowowee, the popular television game show was taping for its first anniversary program. It lured crowds of over thirty thousand people in the stadium for only about seventeen thousand - on promises of minibuses, a home, and a million peso jackpot.

Even before the gates opened, Miller narrates how the crowd of "hungry and sleepless" people scrambled, upon hearing a spokesperson allegedly announce "that only the first three hundred people with tickets would be eligible to compete for the million-peso prize." As "hope and dreams of getting rich would vanish" if they would not be among the first to enter the stadium, people pushed from the back, caused a barricade to collapse, and unnerved the guards who instinctively closed the gate.

People behind, unaware of what was transpiring, ended up in a frenzy as an energized throng. The surging crowd and the steep incline toward the gate resulted in the crushing death of seventy-four people, mostly older women, and hundreds injured.

Miller notes two guides for preventing tragedies: restraining crowd behavior through information for "individuals to maintain personal control," and keeping people density below critical levels. These are as useful for any structure, or even in urban planning and population programs. He adds how healthy markets likewise require information. "When investors give up personal judgment in favor of following a crowd's whim, they disconnect a market from critical information."

... and the wisdom of "smart groups"

resilience and flexibility of swarms, flocks, herds, colonies, and schools result from how interaction is managed. Hence, education systems can focus on how to reduce the VUCA aspects of 21st C. life through problem-solving groups, as in small learning teams in the case study approach, or huge ones like those who contribute to Wikipedia.

What determines the size of “smart groups”? Both the magnitude of the problem and the way groups are structured. In the case of a more massive challenge, e.g., in reforming the learning skills and competencies in general or teacher education in the Philippines, a solution is combining liberal arts with science (or STEM courses) -- the same prescription that Albert Einstein promoted for learning in the last millennium.

The mechanisms to manage interactions include (1) local knowledge with a diversity of information, (2) heuristics or rules of thumb to minimize computational requirements, (3) repeated interaction within teams and “quorum thresholds” for wiser decisions, and (4) “a healthy dose of randomness in individual behaviors.”

Miller’s second learning from smart swarms is for individuals to bring ideas to the table in their true authentic selves, not blindly copying others, ready to agree or disagree, competing as well as cooperating (co-opetition). He concludes, “the best way to serve the group, it turns out, is to be true to ourselves.”

All these are from animal behaviour with which humans can instinctually change the world.

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Thus, working with others in “smart groups” is Miller’s first lesson from swarms in nature. Taking the cue from biology, he notes that the

PHILIPPINE DAILY INQUIRER

# BOARD TALK

Business Features Editor  
Doris Dumalao-Abadilla

## How to leave your competition standing in the rain—and have fun doing it

The best-performing companies in the world have an extremely low tolerance for problems. So do the best CEOs, including the Fortune 500 CEOs and billionaire entrepreneurs. I have had the fortune of interacting with or advising

This also applies to their performance. They do not tolerate problems in their own performance and constantly analyze themselves by asking: How can I perform better? This is an obsession of the world's top CEOs, especially billionaire entrepreneurs. They embody and personify excellence and high standards. This is why they are never satisfied.

The reason why you are not doing as well as you could is that your standards are too low. The reason why the people in your teams or your company are not doing as well as they could is the same: low standards.

### High standards are your best insurance policy

In my experience of working with business leaders from around the world—from the fastest-growing startups on their way to a billion-dollar market valuation to industry leaders and global conglomerates—I've seen again and again that the best insurance policy to beat your competition is to enforce very high standards.

Why is this important for you as a business leader? The higher the standards you set for yourself and your business, the less you will accept any superficial explanation of why someone reporting to you did not reach his or her targets. And it will also propel you to constantly improve your "business machine" so it produces the desired outcomes.

In the Philippines, one of the recurring questions clients approach us with is: How do we transform the culture of our business into a culture of high performance to radically improve our profits? High standards are an essential part of that.



### PROFIT PUSH

TOM OLIVER

#### 'Soft' culture is hurting you

What does it mean in practice to have high standards? It means to hold ourselves and each other accountable to do what we said we would do by the time we said we would do it. Yet most companies slack off.

There are too many companies in the Philippines where the culture is too "soft" when it comes to dealing with problems. They may shrug problems off with the words, "Well, it's not a biggie. We will do better next time." Or they may say, "Ah, it's a one-off," without having made an actual analysis of that or without having the proper data to draw that conclusion. Or they say, "We do not want to have any conflict, so let us just wait and see if this resolves itself." It never does.

The fear of conflict in the region is too high when it comes to personal relationships. This is why far too many heads are still on the bodies when they in fact should be rolling. How can you create a culture of ruthless accountability and execution when you do not even hold each other accountable for problems and tolerate them? Not possible.

#### How to turn your problems into assets

How can you turn problems into assets and little gems that you can profit from to upgrade your business, your teams and your bottom line?

First of all, you need to understand that any type of problem needs to be analyzed concerning the question, "Is this a

one-off or is this a symptom of an underlying recurring issue or challenge?" In other words, is there a pattern?

Of course, the reason for this is clear: you want to know as fast as possible, especially if you are the one sitting at the top, if there is a bigger problem that needs fixing. You can only know that if someone keeps tracking the problems across the entire organization and analyzes if there are recurring problems or patterns that need to be addressed.

If you do not have a single person or team in your organization who is 100-percent dedicated to that, then I strongly recommend that you have at least one person in every business unit or department who wears that hat. If you don't, then some of the biggest elephants in the room may go by completely unnoticed until you have a whole elephant stampede in your backyard. No bueno.

#### Bad planning and window dressing

One of the reasons why my global strategy and management consulting group is world-renowned for strategic planning is because we put the finger where it hurts. We are not distracted by beautiful PowerPoint presentations. And neither should you!

I recently highlighted a German saying that I grew up with: "It is good to trust, but it is better to control." This may at first sound harsh for a lot of companies, but based on our experience of supporting companies in Southeast Asia and the Philippines for many years, I can tell you: That one sentence alone, if properly executed, would earn many companies millions of dollars more every year.

Their culture is too soft: mediocrity is tolerated. If people slack off, no heads are rolling and people are not reprimanded. In many companies, year after year, almost the same goals are put up by the business units because they were not reached. This is disguised by highlighting the "positive accomplishments," which are

window dressing to hide the fact that the major goals were, once again, not attained. The consequences? None.

#### Don't major in minor things

If you major in minor things, you will never ever make it to the big leagues. This means that you cannot expect to build or maintain a business that is a market leader and tolerate weak excuses why somebody did not perform on a major task. Yet often, companies in the region do exactly that: People are praised for making a beautiful PowerPoint presentation when they actually missed their targets—again.

If you are the owner of a family business or conglomerate—and over 83 percent of our clients are—then this type of behavior has even worse consequences for you. Every time this happens, imagine as if the hands of your employees (the ones who slack off and whom you do not hold accountable to high standards) reach into your pockets and take money from you, from your children

and your grandchildren—because that is what actually happens.

#### WFWS

If you are at the top, you must hold people accountable and you must make heads roll.

Most companies in the region employ too many people who are doing jobs that are either redundant, not producing outcomes or doubling the work others are doing. That is work for work's sake (WFWS). One of our clients, who was the CEO and member of the owner's family, said that 15 people in one division were writing reports that no one ever read. When I asked him what he had done to solve it, he said, "nothing." He kept them on the payroll. Practices like these set bad examples for all others to slack off and accept *pagre* mediocrity.

#### 5 To thrive-Key takeaways

- The best-performing companies in the world have an extremely low tolerance for problems.
- The best insurance policy to beat your competition is to enforce very high standards.
- You cannot create a high-performing company by tolerating weak links. High standards have to run through your organization like a red thread.
- People need to hold themselves and each other accountable to do what they said they would do by the time they said they would do it.
- If you major in minor things, you will never ever make it to the big leagues.



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 [www.TomOliverGroup.com](http://www.TomOliverGroup.com) or email [Tom.Oliver@inquirer.com.ph](mailto:Tom.Oliver@inquirer.com.ph).

## A social role for business in the post-COVID era; Implications for business strategy and management education (Part 2)

(Conclusion)

To make management practice and the training of managers more attuned to the times, we propose the following list of courses to form part of our recommended program format.

For introductory courses, we propose:

- Business and society: A description of an innovative approach to management by which firms pursue their traditional goal of profit maximization by creating value for all their stakeholders—their customers, their workers, their business partners and the communities of which they are a part.

- Current issues in business and management: A discourse on economic and business topics relating to current global trends and developments, such as isolationism among nations, political polarization within nations, global warming, rapidly evolving technologies, the coronavirus pandemic, the Ukraine war and other conflicts; a discussion of what



### MAPPING THE FUTURE

NICETO S. POBLADOR

these imply for business strategy and economic policy.

- A general theory of the firm: An overview of alternative concepts of the firm from the perspectives of neoclassical economics, behavioral theories of the firm, structural functionalism, social Darwinism and complexity theory.

- For basic courses, we propose a breakdown of stakeholder strategy into its four basic components, a.k.a. environment, social and governance or ESG investing.

- Strategies for creating consumer value

- Strategies for creating worker value

- Strategies for creating value of business partners

- Strategies for creating value for the community

For electives, we suggest:

- Knowledge management: classification and properties of knowledge, network effects and the learning organization

- The organization of production 1: The boundaries of the firm—vertical and horizontal dimensions.

- The organization of production 2: The digital platform business model, extended value networks (a.k.a. supply chains) and value capture theory

- Big data analytics: an introduction.

For the capstone strategy course, there must be Business Strategy in the post-COVID-19 era, a discussion of how stakeholder strategy can help achieve the United Nations Sustainable Development Goals alongside illustrative business cases.

A distinctive feature of this

program is its focus on the interest of all stakeholder rather than the exclusive concern for profit or shareholder wealth.

#### Directions for curricular reform

To make business more inclusive and more egalitarian, we propose that management courses and programs should be revised to give more emphasis on the creation and utilization of human capital—today's most important resource, and of which knowledge is a major component—and less on physical and financial capital. Knowledge is more readily and more cheaply available to the economically disadvantaged members of society, including the unemployed, manual workers and street vendors who are among the poorest of the poor.

We also suggest that greater importance should be given to the training of workers, individual entrepreneurs and managers of small and medium enterprises—which comprise the majority of productive enterprises in

the country and employ the larger majority of workers—and less on the development of managerial and technical skills of future executives of large corporate entities.

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But change we must. It's about time!



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Roundtable discussion  
with

DR. ARSENIO M. BALISACAN  
SECRETARY  
NATIONAL ECONOMIC AND  
DEVELOPMENT AUTHORITY



Regional  
Comprehensive  
Economic Partnership  
(RCEP): What's in  
store for us?

**22 MARCH 2023**

(WEDNESDAY) AT 1:00PM VIA ZOOM



pmftc

Sponsored by:



# MAP General Membership Meeting

## Current State of Philippine Transport

*A Project of MAP Infrastructure Committee*

April 12, 2023, Wednesday  
 11:30 AM to 2:00 PM  
 Bonifacio Hall, Level 4  
 Shangri-La The Fort



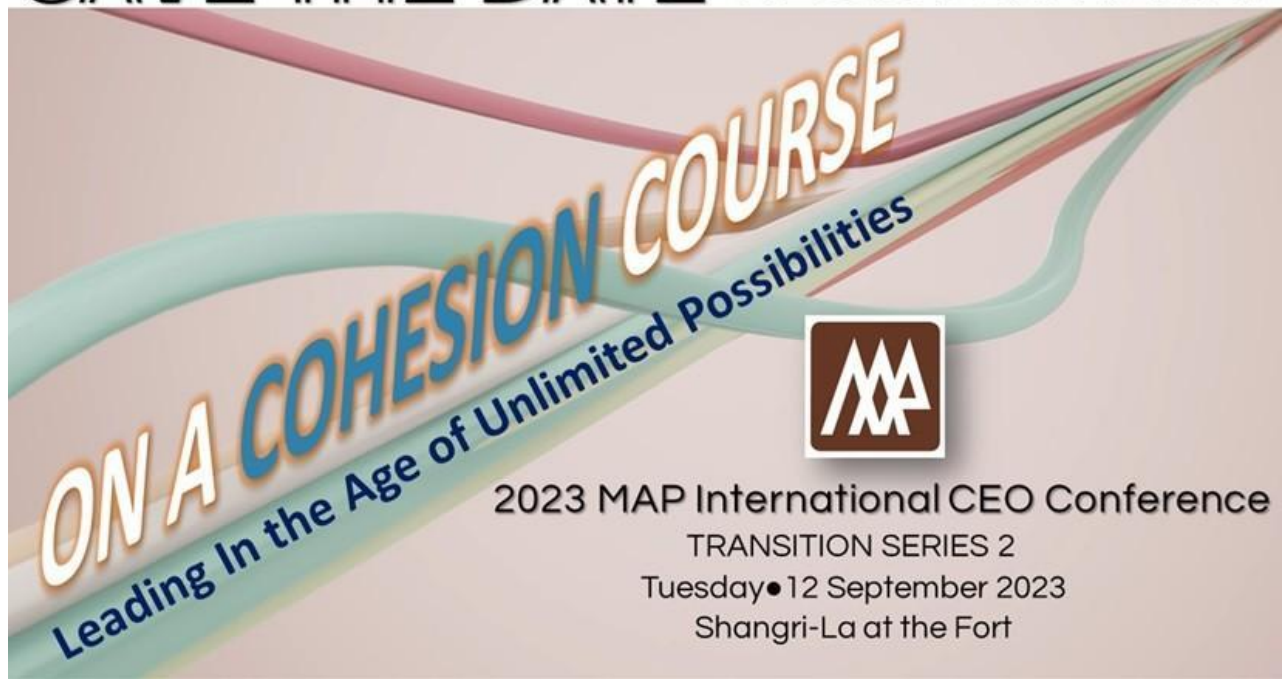
*Speaker*

**Secretary JAIME “Jimmy” J. BAUTISTA**  
 Department of Transportation (DOTr)


Registration Fees:	
MAP Member	FREE
Guest	P2,000 each



**SAVE THE DATE REGISTER EARLY**



**ON A COHESION COURSE**  
Leading In the Age of Unlimited Possibilities



2023 MAP International CEO Conference  
TRANSITION SERIES 2  
Tuesday • 12 September 2023  
Shangri-La at the Fort

**Articles/Papers from MAP Members**

# Are Filipinos too selfish?"

from MAP Governor CIELITO  
"Ciel" F. HABITO's "No Free Lunch" Column in the PHILIPPINE DAILY INQUIRER on March 7, 2023

Are we Filipinos generally more self-centered and selfish than other Asians? Is this a cultural flaw of ours that has kept our country from progressing at the same pace that most of our neighbors have done over the past decades?

A friend who was in the business of manufacturing wooden butcher-block knife holders once told me of his experience when he received a large order from overseas that he couldn't possibly service within the time frame specified by the foreign buyer. Knowing who his direct competitors were, he invited them to team up with him in order to meet the volume needed within the required time. Not one was willing. All seemed to prefer going about their business on their own terms, "kanya-kanya (to each his own)" style. That was a major export opportunity lost, which easily could have led to more subsequent orders, sustained business, and possibly even wider opportunities—if only those firms had agreed to band together as a team.

In the 1990s, as head of the National Economic and Development Authority, I was asked by President Fidel V. Ramos to receive a visiting delegation from Harvard Medical School (maybe because he knew I studied at Harvard). The group was here to scout for an institutional partner for a Harvard teaching hospital and must have recognized Filipino medical practitioners as among the best in the world. Thus, our country seemed a logical place in which to establish their brand in Asia. So I helped them with leads and introductions to possible local partners. Months later, I learned that we lost them to Singapore, which, I was told, rolled out the red carpet and even offered building space. Informally, I heard that they supposedly got turned off that among the first questions they consistently faced in their meetings here was "What's in it for me/us?" I could only shake my head in dismay.

In our troubled agriculture sector, among the most crucial needs is to consolidate operations of our small and highly fragmented farms into cooperatives operating as commercial entities, to gain higher productivity with economies of scale.

Our neighbors have had great success with farmers' cooperatives, yet the track record in the Philippines has been spotty. Why do too many of our coops fail? The all-too-common story is that someone ran away with the money.

Last week, we heard of airport security personnel stealing money and valuables from a Thai and a Chinese tourist. Someone commented that with one act of thievery, these individuals managed to put to naught billions of pesos invested by our Department of Tourism to attract foreign visitors to the country. One can only wish that thieves like these among us would think more and know the much larger harm they are doing to fellow Filipinos, well beyond their direct victims. The same goes for the mastermind in the killing of Negros Oriental Gov. Roel Degamo, or those behind trading cartels who inflict suffering on millions of consumers by manipulating commodity supplies to gain fabulous profits for themselves.

Unpatriotic acts don't only come from criminals, but also from bureaucrats in the national and local governments who seem to delight in throwing as many hurdles as they can in the way of getting something from the government. My pet peeve is those offices with "development" in their name, but whose primary (and seemingly favorite) function is regulation, ticking boxes in long checklists of documentary requirements that are often redundant, superfluous, or unnecessary. One gets the feeling that their brains are programmed to think of more obstacles they could throw in your way, rather than help enable enterprises or initiatives that pursue the common good.

Will our seemingly ingrained selfishness and lack of regard for the common good ever change? Are we forever condemned to the "damaged culture" that James Fallows graphically described in his 1987 *The Atlantic* article? Our hope lies in our children and youth, in whom must be instilled the critical value of going beyond one's self (as embodied in the Ateneo de Manila University's vision and mission statement), and becoming a person for others, seeking not just the good, but the greater good.

cielito.habito@gmail.com

## MAP Talks on Youtube

### March 8, 2023 MAP General Membership Meeting (GMM) on International Women's Day

**MAP** General Membership Meeting in celebration of **International Women's Day**

**ROLE OF WOMEN IN BRIDGING AND BUILDING A PROGRESSIVE FUTURE**

March 8, 2023, Wednesday, Grand Ballroom A&B, Shangri-La The Fort

**Female Chair Panelists:**

- Amb. LAURE BEAUFILS, UK
- Amb. MARYKAY L. CARLSON, US
- Amb. ANKE REIFFENSTUEL, Germany

**Moderator:** Ms. RANDOLPH "Randy" T. ESTRELLADO, CEO and MAP President, UOI, Maynilad Water Services, Inc.

**Emcee:** Ms. MARIE V. BATUNINGAL, Governor, & Chair, MAP EEI Committee, Senior Advisor, BWP PT & Business Process Association of the Philippines

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

**MAP** 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. AGHIM FOCK, Ph.D., Operations Manager for Europe, Malaysia, Philippines and Thailand, WORLD BANK
- Cong. JOEY S. SALCEDA, Chair, Committee on Work and Meals, HOUSE OF REPRESENTATIVES
- Dr. KEVIN CHUA, Country Economist, WORLD BANK

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

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

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

**MAP** 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** MAP Management Man of the Year 2022

**Mr. ISIDRO "Sid" A. CONSUNJI**  
Chairman and President, DMCI Holdings, Inc.

November 28, 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 Management Association of the Philippines  
 3rd MAP NEXTGEN CONFERENCE 2022

THE GENERATIONAL SHIFT:  
**MINDSETS  
 OTIVATIONS  
 ANAGEMENT**

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

11 NOVEMBER 2022  
 FRIDAY | 2:00 PM - 8:00 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:  
 Capt. **STANLEY KUA NG**  
 President and COO  
 Philippine Airlines (PAL)

Mr. **BRUCE ALEXANDER WINTON**  
 General Manager  
 Manila Marriott Hotel

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

**September 13, 2022**  
**MAP International CEO Hybrid Conference**

MAP Management Association of the Philippines

PRESENTS 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 at 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 Management Association of the Philippines

**PUSH FOR CHANGE  
 TOWARDS A BETTER FUTURE FOR ALL**

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 14, 2022 MAP GMM**

MAP Management Association of the Philippines

**PUSH FOR CHANGE  
 TOWARDS A BETTER FUTURE FOR ALL**

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

Speaker:

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

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

**July 1, 2022**  
**MAP Webinar**

MAP Management Association of the Philippines

**PUSH FOR CHANGE  
 TOWARDS A BETTER FUTURE FOR ALL**

MAP CEO Academy Panel Discussion  
**A NEW AGE OF CAPITALISM IN THE PHILIPPINES – Part 2**

July 1, 2022, Friday, 10:00 AM to 12:00 Noon via ZOOM  
 A Joint Project of MAP International Management Development Committee (IMDC) and MAP CEO Committee

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

Panelists:  
 Mr. **JOEY BERMUDEZ**, Chair, Maybridge Finance and Leasing, Inc.  
 Mr. **CLIFF EALA**, President, Synesthly Limited

Co-Moderators:  
 Mr. **VIC MAGDARAOG**, Co-Chair for MAP CEO Academy, MAP-IMDC, Senior Business Advisor, Advisory & Insights (A&I)  
 Dr. **BEN TEEHANKEE**, Co-Vice Chair for Social Justice, MAP ESG Committee, Professor, DLSEU  
 Ms. **ALMA JIMENEZ**, Chair, Health Solutions Corporation  
 Prof. **DINDO MANHIT**, CEO and Managing Director, Stratbase Group

**May 19, 2022 MAP GMM**

**June 23, 2022**  
**MAP GMM**

MAP Management Association of the Philippines

**PUSH FOR CHANGE  
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MAP General Membership Meeting **"ICT LEADERSHIP IN OUR NEW WORLD"**

JUNE 23, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM  
 A Project of MAP ICT Committee

Speakers:  
 Dr. **DAVID R. HARDOON**, Managing Director, Abolite Data Innovation  
 Ms. **AILEEN JUDAN JIAO**, President and Country General Manager, IBM Philippines, Inc.  
 Mr. **PAUL WHITEN**, Covid Advocate, Red Hat Asia Pacific

Co-Moderators:  
 Mr. **PATRICK D. REIDENBACH**, Chair, MAP ICT Committee, President, Smartdatacenter@tourism, Inc. (DR Solutions)  
 Mr. **EDUARDO "teddy" G. SUMULONG**, Co-Vice Chair, MAP ICT Committee, Managing Director and CEO, Level Registration Systems, Inc. (LARS)

**May 2, 2022 MAP Webinar**

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
 TOWARDS A BETTER FUTURE FOR ALL

A Project of MAP ESG Committee

**MAP General Membership Meeting**

**INTEGRATING ESG IN THE WAY WE DO BUSINESS**

**SPEAKERS:**

**Mr. ANDREW CHAN**  
 Asia-Pacific Leader in ESG  
 PwC Malaysia

**Mr. VINCENT KNEEFEL**  
 Circular Economy Director  
 Plastic Credit Exchange

**Ms. MA. ANTONIA YULO LOYZAGA**  
 President  
 National Residence Council

**MCSE:**

**Ms. AGNES A. GERVACIO**  
 Co-Vice Chair for Environment, MAP ESG Committee  
 CEO, M2i Manila

**QA/MODERATOR:**

**Atty. ALEXANDER B. CABRERA**  
 Government-Charge, MAP ESG Committee  
 Chair, Institute for ESG Leader  
 Life License & Co., Inc. PwC Philippines

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

**April 29, 2022 MAP Webinar**

**GREEN EDSA MOVEMENT**

**MAP**

April 29, 2022, Friday, via ZOOM

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

**Speakers:**

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

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

**Ms. ANA MARGARITA GONZALEZ**  
 Executive President and Chief Reputation & Sustainability Officer,  
 EcoLife Realty Ventures, Inc.

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

**Moderators:**

**Mr. SANTIAGO F. DUMLAO, JR.**  
 Chairman, DENR

**Ms. RACQUEL B. CAGURANGAN**  
 Co-Chair, Inc., MAP ESG Committee;  
 VP for Operations, Aventur Medical Care, Inc.

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
 TOWARDS A BETTER FUTURE FOR ALL

A Project of MAP Human and Management Development Committee (HMDC)

**SENTIMENT ANALYSIS**  
 AI and Big Data for Reading Collective Minds

**Speakers:**

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

**Mr. ROGER DO**  
 CEO  
 AxiPolitic (Singapore)

**Moderator:**

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

**MAY 2, 2022, Monday, via ZOOM**

**April 29, 2022 MAP Webinar**

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
 TOWARDS A BETTER FUTURE FOR ALL

A Joint Project of MAP Agribusiness Committee and MAP Trade, Investments & Tourism Committee

**MAP CEO Academy Webinar**

**PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT**

**Speakers:**

**Dir. RAQUEL B. ECHAGUE**  
 Director for Resource-Based Industries Service  
 Board of Investments (BI)

**Mr. DANILO V. FAUSTO**  
 President  
 DVF Dairy Farm, Inc.

**Moderators:**

**Mr. OSCAR A. TORREALBA**  
 Chair, MAP Agribusiness Committee  
 Chair and CEO, Teem Holdings Corporation

**Mr. CHARLIE P. VILLASENOR**  
 Chair, MAP Trade, Investments & Tourism Committee  
 Chair and CEO, PAMA, TransProcur and PASA Shared Services

**April 29, 2022, Friday, 1:00 PM to 2:00 PM via ZOOM**

**Happy Birthday to the following MAP Members who are celebrating their birthdays within March 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**

**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. **Ms. HAIDEE C. ENRIQUEZ**

**MARCH 11**

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

**MARCH 12**

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

**MARCH 13**

39. **Mr. ROLANDO "Rolly" S. NARCISO**  
Independent Director, Wilcon Depot, Inc.

**MARCH 14**

40. **Dr. CYNTHIA R. MAMON**  
COO, Enchanted Kingdom, Inc.
41. **Mr. JOSE "Joe" R. SOBERANO III**  
President and CEO, Cebu Landmasters, Inc.
42. **Mr. FERNANDO ZOBEL DE AYALA**  
Advisor to the Board, Ayala Corporation
43. **Ms. ANNA JERMAINE "Jermaine" V. BOMBASI**  
Managing Director, Empire Centre for Regenerative Medicine

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

**MARCH 16**

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

**MARCH 17**

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

**MARCH 18**

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

**MARCH 19**

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

**MARCH 20**

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

**MARCH 21**

64. **Atty. WALTER L. ABELA, JR.**  
Partner and Head, Tax and Corporate Services, Navarro Amper & Co./Deloitte
65. **Mr. LEOPOLDO "Leo" P. DE GUZMAN**

- EVP, Multi-Rich Home Decors, Inc.
70. **Mr. WILSON T. LEI YEE**  
CEO, Simply Moving Philippines, inc.

**MARCH 24**

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

**MARCH 25**

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

**MARCH 27**

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

**MARCH 28**

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

**MARCH 29**

86. **Mr. JOHN D. FORBES**  
Senior Adviser, AMCHAM Philippines

**MARCH 30**

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

**MARCH 31**

89. **Sec. BENJAMIN "Ben" E. DIOKNO**  
Secretary, Department of Finance (DOF)
90. **Mr. ROBERTO "Bobby" B. TAN**



Chair and CEO, Marigold Estate Ventures Company, Inc.

President, Philippine Deposit Insurance Corporation (PDIC)

**66. Mr. ARUN RAMESH "Arun" MIRPURI**

President, Philippine Grocers Food Exports, Inc.

**67. Mr. WILLIAM CARLOS "William" UY**

Chair and President, Parity Values, Inc.

For forthcoming  
MAP events, please



Read the **MAP MEMO**  
weekly e-newsletter

Check your **VIBER**



Check your **EMAILS** regularly

+632 7751-1151 to 52

Contact the



**Secretariat**

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