



MAP

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“Complexity and institutional change”

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Dr. NICETO “Nick” S. POBLADOR

It is now commonplace to regard formal organizations as Complex Adaptive Systems. From this perspective, all forms of social institutions, such as business firms and government agencies, are viewed as aggrupations of large numbers of interacting individuals who **autonomously** and **spontaneously** adapt to each other’s actions and to changes taking place in their environments. This manner of interaction is similar to that observed among flocks of birds, schools of fish and crowds of people.

Like their counterparts in the biological and physical worlds, complex social systems have a number of distinguishing characteristics. Foremost among these is their **extreme sensitivity to their initial conditions**. This means to say that their behavior may fluctuate widely, depending on even the slightest variation from their original states, making them seemingly erratic and unpredictable in their working.

The state of social systems at any point in time is the outcome of their past histories. They evolve through time in a manner that is best described as **path dependent**, and, by extension, **irreversible**, a process not unlike the evolution of plant and animal species.

Because social institutions evolve along different paths, each organization is **unique in all its relevant attributes** and unlike any other in the same genre. It goes without saying that social systems cannot be made to revert back to any previous state, nor, for that matter, can they be projected a preferred future state. They pretty much have a mind of their own.

This characteristic of social systems has important implications for the management of organizations, particularly on the management of change. Because each organization is one-of-a-kind, courses of action that are appropriate for one organization are not necessarily applicable to others. In other words, choice criteria in organizations are context-specific and should not be regarded as universal in their application.

Social systems have yet another unique characteristic that sets them apart from their counterparts in nature.

As they age, social institutions tend to fossilize and lose their adaptive capacity. Through time, they tend to serve the narrow interests of their dominant stakeholders rather than those of society as a whole. Compared to newly organized entities – or “start-ups” as they are called in the business world – long-established organizations tend to lose their self-organizing character.

A Case in Point

The University of the Philippines (UP) represents what is arguably the greatest concentration of intellectuals anywhere in the region, and has the potential of being a truly great institution. However, these gifted individuals have tended to pursue their respective narrow interests in relative isolation from one another and, as a result, have failed to capture the huge potential benefits arising from networking and the sharing of complementary knowledge and information. They have failed to meld into a vibrant, cohesive and productive institution.

As a result, UP has become an anomalous situation where the whole is actually less than the sum of its parts. Complexity Theory tells us that it should be the other way around.

Whole communities, entire societies, and

many organizations, including government agencies, charitable organizations and professional associations, exhibit essentially the same characteristics, known among students of Philippine culture as the “kanya-kanya” syndrome. Consequently, they become remiss in benefitting the constituents that they are supposed to serve.

Managing Change in Organizations

Unlike their counterparts in the biological world, **formal** organizations are notoriously resistant to change. This is so because their structural configurations, governance mechanisms and cultural characteristics tend to be more and more deeply entrenched and institutionalized as they age. As a result, they lose their resiliency and become unresponsive to changes taking place in their environments.

What, then, is an effective strategy for “managing” change in organizations?

A novel approach to decision making developed by University of Chicago Behavioral Economist Richard Thaler provides a promising strategy for promoting change in organizations. Known as “choice architecture,” this method is one by which individuals are “nudged” to make choices that are beneficial to them and to their organizations. This is achieved by artfully limiting the number of alternative choices that are available to them, describing these options in a manner that is appealing, presenting them in a sequence that induces them to make the most beneficial choice that first comes to their attention, and by specifying the default option should they fail to make a specific choice. In this way, individuals make decisions “on their own,” with a minimum of instructions or directives from persons of authority.

Choice architecture may also be implemented by purposely re-designing the organization’s hierarchical configuration, re-formulating its administrative mechanisms, and re-creating its culture in order to make it conducive to change.

To make them more adaptive, formal organizations should be designed to have a number of basic characteristics. These include the following:

- **Structural characteristics**

Structurally, formal organizations should be organized **horizontally** into few levels of authority and **vertically** into broad classes of problems or issues assigned to organizational members, rather than by function or technical expertise. In this way, strategic choices tend to be more timely because they are made by organizational members who are most knowledgeable and technically capable in dealing with the issues at hand and who have immediate access to relevant data, rather than by those who are in authority but who do not have the knowledge to deal effectively with the day-to-day problems faced by the organization.

- **Cultural aspects**

To foster institutional change, organizational leaders must attempt to create a culture which encourages collaboration and sharing of knowledge and expertise among organizational members in dealing with problems and issues that are of common concern, rather than devote their resources and energies to further their parochial self-interests.

- **Governance mechanisms**

An adaptive organization requires that individual members should be given a wide latitude of freedom in making decisions and not depend on orders or instructions from their superiors nor limited in their actions by restrictive rules and regulations.

Finally, an essential component of governance mechanism is a performance and compensation system which rewards organizational members for their contribution to the achievement of organizational goals, rather than for their inputs in terms of time and effort.

(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>).

“CHAT GPT: Tool or Weapon?”

(from page 1)



Ms. CHIT U. JUAN

There is ChatGPT or GPT 4, but what is GPT anyway? It's Generative Pre-trained Transformer which has the ability to perform natural language processing tasks, such as answering questions, summarizing texts and making term papers! Yes, this is the world of Artificial Intelligence or AI, and like the Promethean events in our lives—the industrial revolution, for example, we are now in a different world where an invention can be a tool or a weapon. It can be good and it can be bad.

How will we now deal with this given that in the business world, we have common concerns like asking people to write up something creative for our marketing, for example? Marketing and communications departments may do shortcuts to write something made by Chat GPT. How will we know if our people are truly competent or are using this new tool to impress us about their knowledge, which may be from a borrowed brain like AI?

In Human Resources, we may have performance evaluations written up by a robot. We may get reports from our field staff that they never wrote themselves. Yes, and as Chat GPT may have better grammar than some of today's graduates, it can then also be a tool for MSMEs who cannot afford to hire additional staff to make marketing

write -ups or copywriting. But beware that you, as the owner, will have to double check what this ChatGPT writes for you.

The more pressing concern is the use of ChatGPT or AI in schools. Students may no longer do research and just depend on this app to make their term papers, academic reports and other school requirements using word processing software. How will a teacher know if the work submitted was created from a student's knowledge bank or from AI? How will a student develop his or her natural ability to create or write?

So while we can use its features to make life easier for some, it can also be a concern for many as we enter this new age similar to the Industrial revolution, or the discovery of the printing press. Thomas Friedman, a noted columnist of the New York Times, described this period we are entering as Promethean—referring to the demi god in Greek Mythology named Prometheus who changed the way the other Gods were perceived.

Now, what bad things can ChatGPT help spread? It could be disinformation. Easily ChatGPT or similar apps can manufacture news and can also spread fake news. As it can create words and paragraphs in seconds, it can also translate the same simultaneously into languages, making the viral spread very fast and uncontrollable. So this is a matter of concern for geo-political issues as well as something as entertaining as who is dating who in Hollywood.

In this period, we all have to see how apps like these and how AI can be a blessing and a curse. I tried to check my name on Chat GPT and it gave me an Entrepreneur award I had never gotten! The written facts were 75% correct, but could be improved. As a small entrepreneur, it may help me write up some facts but as a writer, it may not sound like how I would write. But definitely, for many MSMEs, it is worth looking into should you need a quick write-up for your website or your applications for various needs.

What worries me is the weapon side of it. As if we did not have enough issues about DISINFORMATION, here now is a quicker way to spread untruths. Here now is a way to really rewrite history or completely change it. “Take it with a grain of salt” as they say, but this time, we not only have

to take grains but maybe pounds of the mineral to ward off fake news.

Maybe we should all go back to Creative Writing as an exercise to make us not need the app. We can also teach our people to stretch their minds and think out-of-the-box rather than depend on a robot to think for us. AI is good for intelligent cars, intelligent equipment and smart gadgets. But not for creativity.

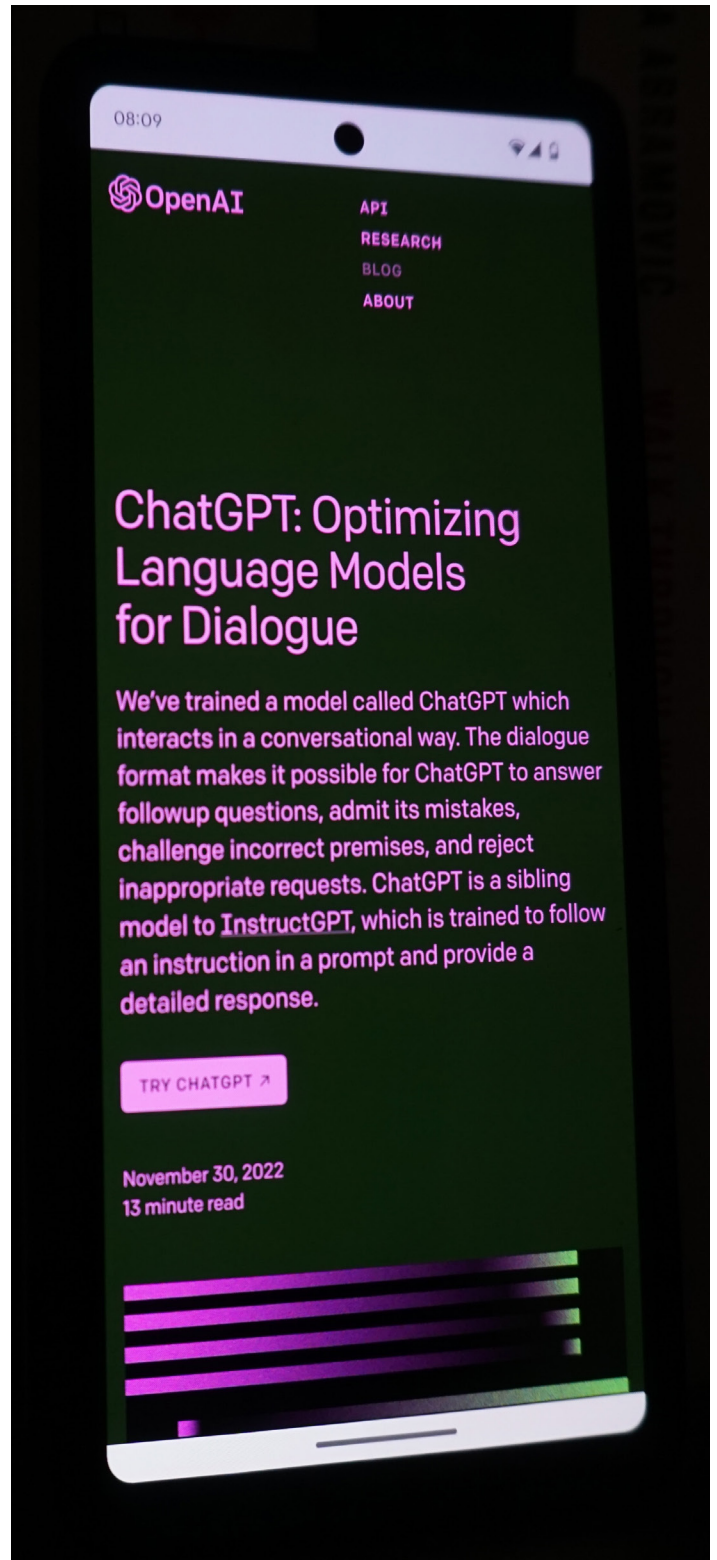
As a business person, as a management professional think about how ChatGPT or GPT4 and the like can affect your business. Taking the macro point of view, think about how it can change the business environment you are in. Or think about how it can change governments. Truly there is an effect on how we used to do things and how we will do it now.

So while we look for what ChatGPT says about our business, we have to learn to wade through tons of misinformation, too. We have to be ready with improving our digital footprint or flood the internet with facts so our results will come out nearer to the truth. Robots or AI can only do so much. As humans, we can do more, and create a real world based on fact and truths.

It is time to write about ourselves if need be, if only to let AI pick up more facts about us. So, try checking on Google what has been written about your business or your personal details. Then ask ChatGPT. Chances are, you may also get an award like I did!!

In the meantime, everyone beware of this period we are entering, hopefully with eyes wide open. It's a robot out there pretending to be more than just moving like a human. This one thinks (or so it thinks) like a human. Let's all use it as a tool and not as a weapon.

(The author is a Vice Chair of the MAP Environment Committee. She is President of NextGen Organization of Women Corporate Directors (NOWCD), Founder of the ECHOstore Sustainable Lifestyle. Feedback at <map@map.org.ph> and <pujuan29@gmail.com>).



BOARD TALK

Business Features Editor
Doris Dumale-Abadilla

Unlocking the 9 secrets of successful delegation: Empowering your team for success

In my decades of global experience interacting with and advising famous business leaders, Fortune 500 CEOs and famous entrepreneurs around the world, including billionaires, most of them ask me the question: "How do I delegate most effectively?"

Most CEOs and business owners fall into one of two categories. Either they are too hands on or too hands off. They rarely get the middle ground right. There are many examples of CEOs and family business owners, especially in Asia, whose businesses would be doing a lot better if they were more involved in the day-to-day.

But how do you strike that balance between successful delegation and avoiding micro-management, between having a helicopter view of your business and knowing enough of the details to spot if something major is wrong?

What is the "art of delegation"?

Delegation is a sign of strength and confidence in one's team, and effective delegation can lead to better outcomes for both the leader and the team: improving productivity, efficiency and job satisfaction.

Delegation is a critical skill for any manager or leader. It allows you to focus on your strengths and expertise while empowering your team members to take ownership of their work, develop new skills and contribute to the success of your organization. But effective delegation requires more than just assigning tasks to others. In this article, we'll explore the secrets of successful delegation and provide a step-by-step process for mastering this critical leadership skill.

Step 1: Determine which tasks to delegate
The first step in delegation is to determine which tasks to



PROFIT PUSH
TOM OLIVER

delegate. Consider the level of complexity, the importance of the task and the team member's skill level and experience. You should also consider delegating tasks that align with team members' interests and development goals. This can help to keep them motivated and engaged in their work.

Step 2: Select the right team members

Once you've identified the tasks to delegate, it's important to select the right team members for the job. Consider their skills, experience and workload, as well as their interest in the task and potential for growth. You should also consider the team's diversity when delegating tasks to ensure that everyone has the opportunity to contribute and develop new skills.

Step 3: Set clear expectations —good enough vs excellent

Clear expectations are essential for successful delegation. Communicate specific goals, timelines and quality standards for the delegated task. Provide team members with the necessary resources, training and support to ensure their success. Make sure that they understand the scope of the task, the desired outcome and any constraints or limitations.

If it is enough for you that a given task is "done" rather than it being "perfect," say so. Tell them that 50 percent is good enough and that they should first get the task above the bar before they get it to excellent. Most managers, CEOs and business owners do not define that clearly enough because they think others will understand things "intuitively." I have been married for over 30 years and even my wife still does not understand things intuitively when I communicate—and neither will your people. Clarity breeds execution. Be clear.

Step 4: Communicate clearly

Effective communication is essential for successful delegation. Make sure to communicate your expectations, goals and any relevant details or constraints. Consider using written instructions or checklists to ensure that team members have a clear understanding of what's expected of them. For example, you might provide a written procedure for how to handle customer complaints or a checklist for preparing a presentation.

Step 5: Communicate not just the 'what' but the 'why'

Most managers do not do that, but all famous business leaders do. It is one of the most overlooked ingredients of supreme world-class performance and ruthless execution.

When I was conducting a major planning and strategy exercise for one of the largest Filipino conglomerates before their global expansion, the owner and CEO came to me afterward and said, "My biggest eye opener for me was how it all starts and ends with why, our purpose, our customer-centricity and how we can stay relevant for our customers in the years to come." What he meant



ILLUSTRATION BY RUTH MACAPAGAL

was the overall business purpose, of course, but what applies to the general applies to the small. You have to communicate the "why."

Most managers or CEOs do not do that. They content themselves with giving orders instead of explaining how a given task they delegate fits into the big picture. Guess what? The execution of a task you delegate is much higher and faster if you add the "why." Next time you delegate an important task, try that: Explain the "why" and how this task is linked to the overall goals and vision of the company.

Step 6: Provide support, training and feedback

Support and feedback are critical for the success of delegated tasks. Provide regular check-ins, coaching and constructive feedback to help team members develop their skills

and improve performance. Provide additional resources or support as needed to ensure their success.

Step 8: Monitor progress

It's important to monitor progress to ensure that tasks are completed on time and to the desired quality. Use performance metrics and project management tools to track progress and identify any issues or areas for improvement. Regularly check in with team members to address any concerns or challenges they may be facing.

Step 9: Recognize and reward success

To motivate and encourage team members, recognize and reward their successes and achievements. This might include public recognition, bonuses or promotions. Celebrate milestones and accomplishments to show that you appreciate their hard work and dedication. For example, you might publicly recognize a team member's contribution to a successful project or offer a bonus for completing a task ahead of schedule.

Remember: Social recognition usually trumps cash in most societies and so it does in the Philippines. Make them feel proud for having done something special by showcasing it before others or praising them publicly.

Tom Oliver is a "global management guru." He is the author of "The Tom Oliver Group," the trusted advisor and co-creator 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.

"Complexity and institutional change"

by

Dr. NICETO "Nick" S. POBLADOR
Retired Professor of Economics and Management of UP Diliman, and a Professorial Lecturer of UP Diliman

"MAPping the Future"
Column in INQUIRER
March 27, 2023



MAPPING THE FUTURE
NICETO S. POBLADOR

It is now commonplace to regard formal organizations as complex adaptive systems. From this perspective, all forms of social institutions, such as business firms and government agencies, are viewed as aggregations of large numbers of interacting individuals who autonomously and spontaneously adapt to each other's actions and to changes taking place in their environments. This manner of interaction is similar to that observed among flocks of birds, schools of fish and crowds of people.

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genre. It goes without saying that social systems cannot be made to revert to any previous state. Neither, for that matter, can they be projected a preferred future state. They pretty much have a mind of their own.

This characteristic of social systems has important implications for the management of organizations, particularly on the management of change. Because each organization is one-of-a-kind, courses of action that are appropriate for one organization are not necessarily applicable to others. In other words, choice criteria in organizations are context-specific and should not be regarded as universal in their application.

Social systems have yet another unique characteristic that sets them apart from their counterparts in nature. As they age, social institutions tend to fossilize and lose their adaptive capacity. Through time, they tend to

serve the narrow interests of their dominant stakeholders rather than those of society as a whole. Compared to newly organized entities—or "startups" as they are called in the business world—long-established organizations tend to lose their self-organizing character.

A case in point

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syndrome. Consequently, they become remiss in benefiting the constituents that they are supposed to serve.

Managing change in organizations

Unlike their counterparts in the biological world, formal organizations are notoriously resistant to change. This is so because their structural configurations, governance mechanisms and cultural characteristics tend to be more and more deeply entrenched and institutionalized as they age. As a result, they lose their resiliency and become unresponsive to changes taking place in their environments.

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by specifying the default option should they fail to make a specific choice. In this way, individuals make decisions "on their own," with a minimum of instructions or directives from persons of authority.

Choice architecture may also be implemented by purposefully redesigning the organization's hierarchical configuration, reformulating its administrative mechanisms and recreating its culture in order to make it conducive to change.

To make them more adaptive, formal organizations should be designed to have a number of basic characteristics. These include the following:

Structural characteristics

Structurally, formal organizations should be organized horizontally into few levels of authority and vertically into broad classes of problems or issues assigned to organizational members, rather than by function or technical expertise. In this way, strategic choices tend to be more timely because they are made by organizational members who are most knowledgeable and technically capable in dealing with the issues at hand and who have immediate access to relevant data, rather than by those who are in authority but who do not have the knowledge to deal effectively with the day-to-day problems faced by the organization.

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To foster institutional change, organizational leaders must attempt to create a culture that encourages collaboration, and sharing of knowledge and expertise among organizational members in dealing with problems and issues that are of common concern, rather than devote their resources and energy to further their parochial self-interests.

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Finally, an essential component of governance mechanism is a performance and compensation system that rewards organizational members for their contribution to the achievement of organizational goals, rather than for their inputs in terms of time and effort.

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ChatGPT: tool or weapon?

There is ChatGPT or GPT-4, but what is GPT? OpenAI's GPT-4 is a large language model (LLM) that can generate human-like text. It is trained on a massive dataset of text from the internet, books, and other sources. It can generate text on a wide range of topics, from creative writing to technical analysis. It can also answer questions, write code, and perform other tasks. It is a powerful tool that has the potential to revolutionize many industries.



As a business person, as a technology professional, there should be ChatGPT or GPT-4 and the like on their own business. Taking the creative point of view, there should be a team that can generate content that you can use to drive your business. It can be used for content creation, marketing, and other tasks. It can also be used for research and analysis. It is a powerful tool that has the potential to revolutionize many industries.

So, why are we here for what ChatGPT is? As a business person, as a technology professional, there should be ChatGPT or GPT-4 and the like on their own business. Taking the creative point of view, there should be a team that can generate content that you can use to drive your business. It can be used for content creation, marketing, and other tasks. It can also be used for research and analysis. It is a powerful tool that has the potential to revolutionize many industries.

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"ChatGPT: Tool or Weapon?"

by

Ms. CHIT U. JUAN

Member of the MAP Diversity, Equity and Inclusion Committee, President of NextGen Organization, of Women Corporate Directors, Inc. (NOWCD), and Chair of the Philippine Coffee Board Council of Slow Food (www.slowfood.com) for Southeast Asia Advocate for organic agriculture

"MAP Insights" Column in BUSINESSWORLD March 28, 2023

MAP INSIGHTS CHIT U. JUAN

Starting in the dawn of a digital revolution, we have seen the rise of ChatGPT. It is a powerful tool that has the potential to revolutionize many industries. It can be used for content creation, marketing, and other tasks. It can also be used for research and analysis. It is a powerful tool that has the potential to revolutionize many industries.

In this period, we all have to see how we can use it to our advantage. It is a powerful tool that has the potential to revolutionize many industries. It can be used for content creation, marketing, and other tasks. It can also be used for research and analysis. It is a powerful tool that has the potential to revolutionize many industries.

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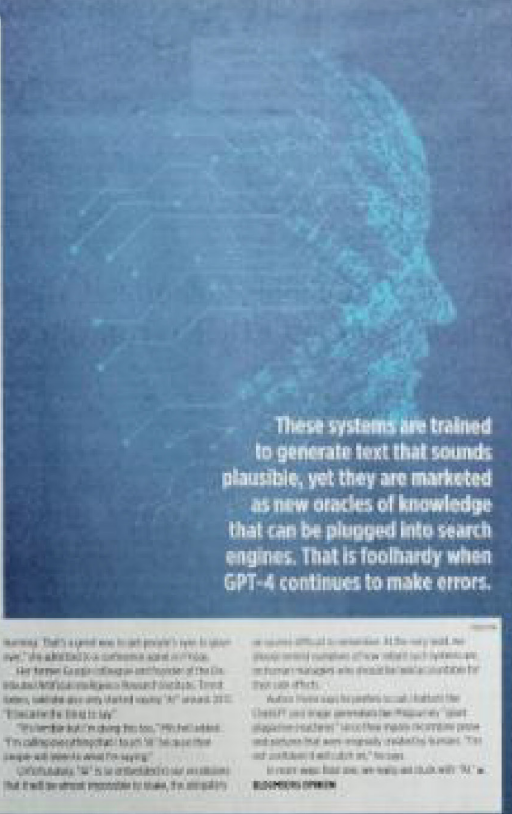


There's no such thing as Artificial Intelligence

By Perry Olson

NO ONE BELIEVES anymore that the tech industry is invulnerable to disruption. As we all know, the "yerkies" built the massive data center for "AI" and then we have AI. It is a powerful tool that has the potential to revolutionize many industries. It can be used for content creation, marketing, and other tasks. It can also be used for research and analysis. It is a powerful tool that has the potential to revolutionize many industries.

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PROJECT COMPASS SURVEY - MARCH 2023



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

March 13, 2023

Circular No. 012 - 2023

Subject: **Project Compass Survey – March 2023**

Dear MAP Member:

Through the MAP Communications Committee, the MAP 2023 Board of Governors has agreed to do a quick dipstick research on the thoughts and perceptions of MAP members, like you.

Your inputs will guide the Board in making MAP an even more relevant and effective organization for its members.

There are no right or wrong answers. We ask though that you elaborate on your answers when needed so we can better appreciate your opinion.

Kindly give us a few minutes of your time to respond to the Project Compass Survey, not later than March 31, 2023, thru the following link:

<https://tinyurl.com/ProjectCompass2023>

Be one of the first 100 to respond and be eligible to participate in the premier raffle giving away staycations, plane tickets, wellness packages and electronic gadgets.

Thank you for your help.

Very truly yours,


BENEDICTA DU-BALADAD
President


SUSAN L. DIMACALI
Chair, MAP Communications Committee

FOR MAP MEMBERS ONLY !!!

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Please respond to the Survey thru the following link:

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FORTHCOMING EVENTS

BusinessWorld
insights
AN ONLINE FORUM SERIES



in partnership with



Economic
Estates



THE PHILIPPINES' TRADE OPPORTUNITIES IN 2023

March 29, 2023

Wednesday - 11:00 a.m.

Via Facebook Live



CATCH IT **LIVE AND FREE**
ON BUSINESSWORLD'S &
THE PHILIPPINE STAR'S
FACEBOOK PAGES!

Speaker

Clifford Academia
Vice-President for Operations
Aboitiz InfraCapital Economic Estates

Speaker

Ruben Carlo O. Asuncion
Chief Economist
Union Bank of the Philippines, Inc.

Speaker

Senen M. Perlada
Executive Vice President and Chief Operating Officer
Philippine Exporters Confederation, Inc.

Moderator

Arjay L. Balinbin
Multimedia Editor
BusinessWorld

PARTNER ORGANIZATIONS



MEDIA PARTNER



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)

**Please register
 thru the following link:**

<https://forms.gle/VmgCJaD3orFV9Ljs9>

Registration Fees:	
MAP Member	FREE
Guest	P2,000 each



MAP Governance Committee in collaboration with ICD Technology Governance

OpenAI:

ChatGPT

Navigating AI Ethics for a Responsible Future

18 APRIL 2023, TUESDAY
08:30 AM TO 10:30 AM (GMT+8)
DISCOVERY PRIMEA, MAKATI CITY (LIMITED SEATS) / ZOOM

INVESTMENT FEE	MAP MEMBER	NON-MEMBER
Face-to-Face Fee	FULLY BOOKED	FULLY BOOKED
Online Fee	FREE	P1,250



SCAN THE QR CODE

Participation in this course meets the recommended best practices for continuing directors education prescribed by the Securities and Exchange Commission (SEC).

OpenAI: ChatGPT

Navigating AI Ethics for a Responsible Future

We will discuss the ethical ramifications of artificial intelligence in this seminar, as well as the contribution that OpenAI's ChatGPT language model makes to a responsible future. This session will give a summary of the current state of AI ethics and emphasize some of the most urgent ethical concerns. As AI's capabilities and integration into our daily lives increase, major questions regarding privacy, bias, responsibility, and the influence of AI on society have arisen. Participants will learn about the important ethical factors that should be taken into account when developing and deploying AI systems and will have the chance to ask questions. We will also discuss the role of OpenAI and ChatGPT in fostering transparency, accountability, and inclusiveness in AI development.

Schedule & Agenda

18 April 2023, Tuesday, 08:30 AM to 10:30 AM (GMT+8)
Venue: Discovery Primea, Makati City / ZOOM

8:30 AM - 8:35 AM	Welcome remarks
8:35 AM - 8:45 AM	Introduction
8:45 AM - 9:05 AM	Overview of AI Ethics
9:05 AM - 9:25 AM	OpenAI and ChatGPT
9:25 AM - 9:40 AM	Break
9:40 AM - 10:20 AM	Panel Discussion and Q&A
10:20 AM - 10:30 AM	Conclusion and Closing Remarks

Registration Details

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ONSITE: PHP 2,800.00
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NOTE: Registration for ICD and MAP Members is FREE



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REGISTRATION FEES			
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April	P6,000	P8,000	\$150
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June	P10,000	P12,000	\$250
July	P12,000	P14,000	\$300
August	P14,000	P16,000	\$350
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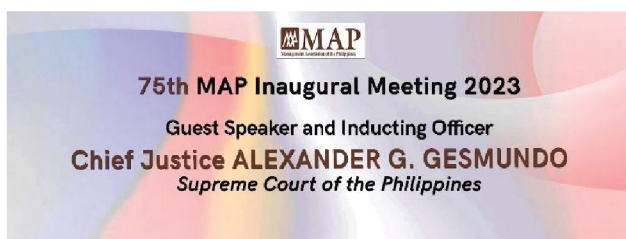
MAP TALKS ON YOUTUBE



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



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



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



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



November 11, 2022
3rd MAP NextGen Conference 2022



October 13, 2022
MAP GMM



September 13, 2022
MAP International CEO Hybrid Conference



September 8, 2022
MAP - PMAP Joint GMM

MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

Speakers

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

Gov. FELIPE "Philip" M. MEDALLA
Gango Senaral ng Pilipinas (BSP)

August 19, 2022, Friday, 12:00 Noon to 2:00 PM
Bonifacio Hall, Level 4, Shangri-La at The Fort

August 19, 2022
MAP GMM

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 14, 2022
MAP GMM

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
Rained UP Professor of Economics and Management

Panelists: **Mr. JOEY BERNUDEZ** (Chair, Maybank Finance and Leasing, Inc.), **Mr. CLIFF EALA** (President, Syntehbyo Limited)

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

July 1, 2022
MAP Webinar

MAP General Membership Meeting "LEADERSHIP IN OUR NEW WORLD"

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

Speakers: **Dr. DAVID R. HARDOON** (Managing Director, Axiata Digital Innovation), **Ms. AILEEN JUDAN JIAO** (President and Country General Manager, IBM Philippines, Inc.), **Mr. PAUL WHITTEN** (Cloud Solutions Lead for Asia Pacific)

Co-Moderators: **Mr. PATRICK D. REIDENBACH** (Co-Chair, MAP CEO Academy, President, GlobalEduTechSolutions, Inc. (iE Solutions)), **Mr. EDUARDO "Teddy" G. SUMULONG** (Co-Vice Chair, MAP CEO Academy, Managing Director and CEO, Land Registration Systems, Inc. (LARS))

June 23, 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** (Ado-PacCo Leader in ESG, PwC Malaysia), **Mr. VINCENT KNEFFEL** (Credit Economy Director, Public Credit Exchange), **Ms. MA. ANTONIA YULO LOYZAGA** (President, National Endowment Council)

MC: **Ms. AGNES A. GERVACIO** (Co-Vice Chair for Investment, MAP ESG Committee, CEO, MDR Network)

Q&A MODERATOR: **Atty. ALEXANDER B. CABRERA** (Executive Counsel, MAP ESG Committee, Chair, Strategic and ESG Leader, Ma Yuena & Co., Inc., PwC Philippines)

May 19, 2022
MAP GMM

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, AurePublic (Singapore))

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

May 2, 2022
MAP Webinar

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 MONTIVIEROS** (SVP - Philippines and Chief Population & Sustainability Officer, Globe Equity Ventures, Inc.), **Atty. TONY LA VINA** (Undersecretary of Environment, Assistant Director, Manila Observatory)

Moderators: **Mr. SANTIAGO F. DUMILAO, JR.** (Executive Director, Sec. Office, National Association of Credit Agricola Promoters - NACAP), **Mr. RAQUEL B. CAGHRANGAN** (Co-Chair for MAP Agriculture Committee, VP for Operations, Avianca Medical Corp., Inc.)

April 29, 2022
MAP Webinar

PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

MAP CEO Academy Webinar

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

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

Moderators: **Mr. OSCAR A. TORRALBA** (Chair, MAP Agriculture Committee, Chair and CEO, Teah Holdings Corporation), **Mr. CHARLES P. VILLAHERMO** (Chair, MAP Trade, Investment & Tourism Committee, Chair and CEO, PUSA, Trade, Procure and PABA Shared Services)

April 29, 2022
MAP Webinar

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

President, Organizational Systems, Inc.

MARCH 15

44. **Mr. WILSON CHU**
Chair and President, Breadtalk Philippines, Inc.
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**
Chair and CEO, Marigold Estate Ventures Company, Inc.
66. **Mr. ARUN RAMESH "Arun" MIRPURI**
President, Philippine Grocers Food Exports, Inc.
67. **Mr. WILLIAM CARLOS "William" UY**
Chair and President, Parity Values, Inc.

MARCH 22

68. **Mr. MARK DAVID "Mark" C. ALVAREZ**
Managing Director Philippines, InSites Consulting
69. **Mr. CARL LESTER "Carl" S. ANG**
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**
President, Philippine Deposit Insurance Corporation (PDIC)



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