



Mr. BENEDICT S. CARANDANG

“MAPping the Future” *Column in INQUIRER*

“A roadmap to help SMEs participate in the global value chain”

June 12, 2023



Ms. CHIT U. JUAN

“MAP Insights” *Column in BUSINESSWORLD*

“Green jobs and job titles”

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“A roadmap to help SMEs participate in the global value chain” (from page 1)



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The ratification of the Regional Comprehensive Economic Partnership (RCEP) agreement by the Philippine Senate last February may be the push that Philippine small and medium enterprises (SMEs) need to go global.

The RCEP agreement covers one-third of the world’s population—roughly 30 percent of the world’s gross domestic product—and brings together 15 nations: Australia, Brunei Darussalam, Cambodia, China, Indonesia, Japan, South Korea, the Lao People’s Democratic Republic, Malaysia, Myanmar, New Zealand, Philippines, Singapore, Thailand and Vietnam.

As the largest free trade agreement in history, the RCEP is set to increase trade, investment and economic integration among Southeast Asian nations. It reduces tariffs on goods traded among RCEP members, simplifies customs procedures and streamlines trade documentation, enabling faster movement of goods and services. This opens doors for Filipino businesses to expand, reach new markets, work with new partners and investors and thrive globally.

While the capacity-building programs of the Department of Trade and Industry (DTI) have helped thousands of SMEs become internationally competitive, our SME participation in the global supply chain is still hindered by many factors. A lot of potential exporters do not have the capacity to export high-value products instead of raw materials. Mass production is also a struggle, as well as access to market information in export destination countries. SMEs also struggle with compliance in international regulations and licenses. Another issue is the lack of skilled labor, technology and cutting-edge equipment to beat out their SME counterparts in other countries.

To help SMEs address these struggles, we will delve into the steps Filipino businesses can take to leverage RCEP’s policies and bring their enterprises onto the international stage.

First, conduct market research.

It’s easiest to start with the RCEP countries that import your products and services at a large scale. Analyze which countries match your business objectives and target markets. Look at your foreign competitors in these countries and gather data on consumer preferences, cultural differences, regulations and market trends. Understanding the opportunities and challenges in each market will help you narrow down trade environments where you can operate with a competitive advantage. You may even be able to spot partnership and investment opportunities.

Next, identify your target market in these new trade environments.

They may not necessarily be the same as your local target market. Your target market in one country may not need bundle pricing, for instance; another country may prefer a more traditional approach to conducting business than what your team is used to. Your best sources of information are market reports, trade publications,

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Third, make an estimate of the market demand and market barriers in your chosen trade environments.

Is the market size large enough and do you have enough capital and runway to carve out a market share among your foreign competitors? Can you deal with trade regulations and tariff costs while still making a profit? Do you need international certifications and if so, how long and how much will it take to qualify? Forecasting models and test marketing can help with your estimate. Another way is to partner with local professionals and organizations with a strong knowledge of the local market, cultural norms and business practices.

By conducting this preliminary research, you'll either find new markets for the taking—or discover that your business is not quite ready for global expansion. For both cases, you can always seek government support and partnerships to facilitate your global trading journey. DTI and organizations, such as PhilExport, have trade missions and business matching initiatives that can help you forge connections with potential international partners. For financing, DTI's financing partner, First Circle, offers a free-to-open and noncollateral revolving credit line that can be used to support operating expenses and fund exporting opportunities.

From here, develop your export strategy for entering the international market. Take your target markets and prioritize them based on market size, growth potential and compatibility with your current business offerings. You'll also have to adapt your marketing messages, packaging and pricing to suit your new market.

Digitalization strategy

An important part of your business strategy is the use of digital technology and local expertise to manage your operations overseas. By incorporating digital tools, such

as social media, e-commerce and market intelligence tools, you'll be able to establish your brand presence and expand your reach. Local distributors and salespeople are a cost-effective way of entering a new market, while local account managers can provide new clients support even after a sale is complete.

Another crucial part of your strategy is ensuring a robust supply chain for your new markets. Your logistics, inventory management and distribution channels will need rigorous testing and review to ensure timely delivery of products and services to other countries. For instance, while global logistics providers can streamline your operations across different countries, local logistics partners will have a better understanding of customs and trade regulations. Balancing these global and local considerations will help you build a more agile supply chain.

With the RCEP's policies on tariffs and trade among member countries, Filipino businesses will have an incentive to become more resilient and competitive on the world stage. By understanding the RCEP's benefits, conducting thorough market research, developing robust export strategies and seeking government support, more SMEs can navigate the complexities of international trade and unlock sustainable growth, global recognition and success on a global scale.

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Feedback at map@map.org.ph and benedict@firstcircle.ph

“Green jobs and job titles”

(from page 1)



Ms. CHIT U. JUAN

Did you notice the new names for courses in college these days? There are applied management courses, management engineering, communication management, multimedia management and many more names that did not exist about 20 years ago. And there are new job titles, careers and green jobs that we’ve never heard of before. What are green jobs?

We now have virtual assistants, not just executive assistants. We have digital creators, not just writers or artists. Multimedia and content creators have become all-in-one advertising agencies. Everyday, there seems to be a new development in the career field and managers should be a step ahead in managing human resources. Adding to this need to learn new things is the need to study how to entice people to join the workforce and make them stay.

I remember about 40 years ago, my friends and I did a job evaluation project for our manufacturing company. We set up job titles, career paths and salary levels so it would be easy for HR officers to promote someone, evaluate each person

in the organization periodically and lay out a clear career path so people will stay and give us as managers good grades for employee retention. Is that still possible now?

I just gave an online lecture to more than 120 Africans and a few Middle Eastern startup owners, and they actively participated, wanting to start businesses of their own. This is why many employees now choose to work from home so they can also do a side hustle and try to be entrepreneurs. In addition to knowing new job titles and thinking of how to keep employees happy, we also must face the fact that many employees now want to try being entrepreneurs.

The pandemic gave a taste of entrepreneurship possibilities to many displaced workers — they sold stuff online, went into Facebook Live selling and even made TikTok their venue for selling anything. Many of our former staff members chose to go home to the provinces than pay rent in boarding houses and start their own small business.

This is why coffee shops also became the fashion. Anybody can order equipment from Alibaba, Lazada and Shopee. They can start their own coffee kiosk whether they are in Misamis or La Carlota City. Ordering online became the norm, and small businesspeople accessed equipment and supplies by ordering online. Anyone can be an entrepreneur. If it succeeds, maybe they can scale up. If they fail, they get up, brush their knees and put away their equipment and start looking for a regular job. I was ordering artisan bread from a neighbor, who I learned had closed his business when things normalized and returned to his 9-to-5 job.

This is what managers now have to contend with. Today’s youth are more

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I have a nephew who finished a technology course and has worked only for foreign companies since he graduated — all from the comforts of his home. He has had three jobs, all with US companies and they have never ever met physically.

He is the typical Gen Z employee, who works from home but has a stable job with an overseas company. His written and spoken English has also improved because of his daily interaction with his employers. He is the new OFW — he works abroad but is physically home. Jobs, like his, may be the solution to the social cost of parents working abroad.

But for our physical offices, what does the future hold? In manufacturing companies, we still need workers because robots are expensive for our economy. In offices, many already work with a hybrid setup — two days in the office, three days from home. HR departments must double up on thinking of new ways to hire, retain and promote people along a career path.

Meanwhile, managers must face the new jobs the digital economy has created. Even a small company like ours has had to hire virtual staff for the past three years now. Our marketing department can discuss over Zoom, Messenger and hardly ever meet physically. Large companies may downsize and realize they can save on office space as well as utilities and employee benefits. We really need to take

another look at hiring and keeping people, especially in air-conditioned offices in the central business district because rents have not come down despite these developments. Trim your need for physical offices because the internet has opened a lot of possibilities for managers to be able to manage remotely.

The future may be in hiring for a specific task or skill, and not the usual employee development along a career path. Employers must open their minds to new ways to keep millennials and Gen Z people in the workforce. They were born in a different scenario, and with the added complication of COVID closing offices for almost three years, anything is possible for this generation. They can work from home, become virtual assistants, tech assistants and be entrepreneurs on the side.

These may be the new green jobs we often aspire to include in our plantilla. They are green because they may use less energy to commute, saving lots of resources such as gasoline and human energy. They are green because we can save money and time and may be more sustainable in the long run. Imagine your office with nobody except one assistant.

Maybe it is time to convert our job titles and positions to green jobs.

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BOARD TALK

Business Features Editor
Doris Dumlaog-Abadilla

Succession Secrets: Nurturing the next generation in family businesses

In the world of commerce, family businesses are an enduring institution, with roots that often stretch back generations. These enterprises are the lifeblood of many economies, but the transition from one generation to the next can present challenges. Let's explore the steps family businesses can take to ensure the next generation is prepared to take the reins and continue the tradition of success.



PROFIT PUSH

TOM OLIVER

How to get rid of the sense of entitlement, promote performance and productivity

With many dollar billionaires in my personal Rolodex and in my interaction with many of the world's wealthiest people and families, I have seen that a great name and great wealth can be both a blessing and a curse.

The 45-year-old daughter of a prominent billionaire family in Germany, with a combined net worth of \$6 billion, whom I have known for 15 years, walks around in Berlin without any bodyguards and in a backpack. That would be unthinkable in many Asian countries. But then again, Germany is itself one of the wealthiest countries in the world and people are less impressed by wealth than they are in many other parts of the globe.

The poorer the country you grew up in, the more you will naturally have a sense of entitlement if you are the second generation onwards because of how people treat you, react to you, look up to you and report to you. It cannot be avoided.

This will mess up your judgment of whom to trust. It will also mess up your view of reality. You will not be able to see things clearly because other people around you will sugarcoat the facts or not deliver bad news at all. But you need to see reality as clearly as you can to make the best strategic decisions as a business leader.

Of most entrepreneurs

I have seen a room full of highly intelligent executives nod at utter and complete

nonsense a business owner was saying because no one wanted to break the truth to him that this made no sense.

The sugarcoating problem that prevails in many Asian countries makes this worse. So many business owners and their next generation sit in an ivory tower without realizing it and only have a very limited idea of what is really going on in their businesses.

They need external expert advisors who do not care about their wealth, who are not from the same country, not impressed by their status and can therefore tell them what is really going on with their businesses and what other people around them really think. This includes an honest assessment of who is really competent in their core circle of executives they surround themselves with and who is not and who is trying to take advantage of them.

I recall the example of a wealthy Asian entrepreneur who was sailing straight into bankruptcy and no one told him. He kept opening new businesses without a proper analysis of the threats and risks and every one of his top executives went along with it for several reasons. First, they did not want to be the bearer of bad news. Second, they did not want to tell him the truth. The Philippines is also

one of the countries in the world where this is a common phenomenon. And lastly, they wanted to go along for

the ride because he paid them all handsomely.

Fortunately, my global strategy and management consulting company and I are in the position that we can choose whom to work with. Because of his attitude, this was someone who was not high on our list, so we declined. We still told him the truth of what was actually going on around him so that he could wake up and correct his course.

The lack of a proper feedback mechanism

There is no way any of us can get better if we do not have proper feedback. If people will not tell you when you look good and when you do not, you will not have the feedback mechanism you need to become as smart as you can.

My clients know that I am a zero-percent impressed by wealth or status because many of the wealthiest people in the world are on my phone and just a call away. You need people around you whom you can trust and who will tell you the truth.

How to prepare the next generation

Often the sense of entitlement grows stronger with each generation, if no countermeasures are taken. Why? This is obvious. The first generation came from nothing and built it up. They know how much work and dedication it took. They understand the "earning" part. They stay humble. The more the next generations are removed from that, the more they grow up with that sense of entitlement.

What are the negative effects? Persistence is more important than talent. That persistence requires resilience in the face of adversity. First generation founders must have that to rise to the top. The next generations have to



ILLUSTRATION BY RUTH MACAPAGAL

have similar experiences to build the same kind of aggressive drive and persistence that will allow them to grow and expand the business so it can survive.

Tomorrow's economic environments will be unforgiving because change has accelerated so much that it now happens faster than ever before in history.

Step 1: Start with education

Education is the foundation for future leaders. Ensure the next generation has a solid understanding of the business, its operations and the industry it operates in. This education can take the form of formal schooling but it should also include hands-on experience within

the business. Internships and roles in various departments can provide invaluable insights and experience.

And have them start outside of their home country where no one knows their name and their family.

Step 2: Foster leadership skills

Leadership isn't something that can be handed down like a family heirloom; it must be cultivated. Provide opportunities for the next generation to develop and demonstrate their leadership skills. This could involve assigning them challenging projects, giving them responsibility for a team or providing them with leadership

training and development opportunities.

Step 3: Encourage innovation

Innovation is the lifeblood of any business. Encourage the next generation to think creatively and bring new ideas to the table. This might involve fostering an entrepreneurial mindset, investing in research and development, or setting aside time for brainstorming and creative thinking.

Step 4: Create a mentorship program

A mentorship program can help bridge the gap between generations in a family business. Experienced family members can offer guidance and share their wisdom with younger members, providing them with a valuable source of advice and support as they navigate the challenges of leadership.

Step 5: Emphasize communication

Open and clear communication is key to managing the complex dynamics of a family business. Regular meetings can help to ensure everyone is on the same page and can provide a forum for discussing concerns, challenges and opportunities.

By taking these steps, family businesses can help to ensure their legacy endures and their futures remain bright. **INQ**

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

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CHIT U. JUAN is a member of MAP's Diversity and Inclusion Committee and AgrBusiness Committee. She is chairwoman of the Philippine Coffee Board and councilor of Slow Food for Southeast Asia. map@map.org.ph [pujan29@gmail.com](https://www.pujan29@gmail.com)



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Financing growth, fiscal discipline and Maharlika fund

(Second of four-parts)

Last week, the Development Budget Coordination Committee (DBCC) or economic team kept the Philippine growth targets of 6-7% this year and 6.5-8% for 2024-2028, having considered the risks of El Niño, global trade tensions and value chain disruptions, among other factors.

Among their assumptions are inflation of 5-6% in 2023 and 2-4% in 2024-2028; peso-dollar rates of P54-P57 this year and P53-P57 in 2024-2028; Dubai

MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

crude at \$70-\$90 per barrel in 2023-2024 and \$60-\$80 in 2025-2028.

I think these growth targets are achievable and should be maintained. I can think of at least three reasons.

One, the Philippine growth momentum is way above the pace

of neighboring Asian economies, and triple or quadruple those in G7 countries. Out of 72 economies that reported first quarter growth, the Philippines was the fifth-fastest growing and among the medium-to-large economies worldwide, the Philippines has the fastest growth.

Two, the average growth for the fourth quarter of 2022 and the first quarter of this year was 6.8%, the fastest among the countries listed below, and it was a fast growth over a high base and high growth of 8% a year earlier.

Three, job creation remains fast as shown by the unemployment rate of 4.5% in April, which is almost one-half of 8.7% registered in April 2021 (Table 1).

The DBCC also showed its medium-term fiscal scenario from 2023 to 2028. The revenue-to-GDP ratio will rise from 15.2% in 2023 to 17.3% in 2028, and the budget deficit-to-GDP ratio will decline from 6.1% in 2023 to 3% in 2028.

These are good targets by the DBCC, but we should aim for a drastic reduction in the annual budget deficit. This can be done via fiscal discipline — controlling spending and borrowings during noncrisis years, retiring public debt and saving on interest payments. When crisis years occur again, we will have wider fiscal leeway to engage in higher deficit spending and higher borrowings at lower interest.

Here, I propose that the disbursement-to-GDP ratio should decline from 21.3% this year to 20.3% in 2025 and 19.2% in 2028. Assuming that the revenue-to-GDP ratio will stay at DBCC targets, then the deficit-to-GDP

TABLE 2

Medium term Philippines fiscal projections, P trillion

Operations	2022*	2023*	2024	2025	2026	2027	2028
A. DBCC PROJECTIONS							
Revenues	3,545	3,729	4,201	4,692	5,255.4	5,896	6,622
Disbursements	5,160	5,228	5,564	5,888	6,702	7,015	7,773
Deficit	1,614	1,499	1,362	1,196	1,117	1,119	1,152
Revenues/GDP, %	161	15.2	15.9	16.2	16.6	16.9	17.3
Disbursements/GDP, %	23.4	21.3	21.0	20.3	20.1	20.2	20.4
Deficit/GDP, %	7.3	6.1	5.1	4.1	3.5	3.2	3.0
B. OPLAS PROPOSAL							
Disbursements		5,228	5,496	5,879	6,268	6,803	7,349
Deficit		1,499	1,295	1,187	1,013	1,007	0,727
Disbursements/GDP, %		21.3	20.8	20.3	19.8	19.5	19.2
Deficit/GDP, %		6.1	4.9	4.1	3.2	2.6	1.9

* ACTUAL IN 2022, PROGRAMMED IN 2023
SOURCES: A, DBCC; B, AUTHOR PROPOSAL AND COMPUTATIONS.

ratio should significantly decline from 6% in 2023 to only 1.9% in 2028 (Table 2).

Where can spending cuts be made? One in some subsidies and welfare programs. There are many subsidies and freebies that started many decades ago, including in healthcare and medicines, education from elementary to university, irrigation and agriculture credit, condoms and pills, monthly cash transfers, etc. Recently, food stamps were unveiled. New subsidies imply that some or many existing subsidies are hardly working. To finance new subsidies, some old subsidies must shrink or be stopped and rechanneled to new welfare programs.

Two, in National Government subsidies where there is high or rising subsidy programs by local government units (LGUs). LGUs now have

more resources as a result of the Mandanas ruling, in which their share in national tax revenues has significantly increased.

Three, in big infrastructure projects via the Maharlika Investment Fund. Once the fund is established, many big projects that otherwise would be funded by taxes and public borrowings can be taken by the fund.

These include inter-island bridges (Panay-Guimaras-Negros bridge, new Samar-Leyte bridge, Cavite-Corregidor-Bataan bridge, etc.); small modular reactors for off-grid islands and provinces to stop endless subsidies to National Power Corp. gensets. We can also revive the Bataan Nuclear Power Plant, which has potential generation (assuming a capacity factor of 85%) of 4.62 million megawatt-hours yearly, much larger than solar and wind's combined gen-

eration of 2.71 million MWh in 2021, and reduce electricity prices. The plant was killed in 1986 due to politics. Even business conglomerates would be hesitant to revive this plant because of heavy politics in the energy and environment sectors.

The Philippines has big metallic mining potentials especially for gold, copper and nickel. The Maharlika fund should go there and generate more jobs, more forex revenues and pay more mining taxes. The single-biggest foreign direct investment for the Philippines would have been the \$5.9-billion Tampakan gold-copper project by Sagittarius Mines in South Cotabato. The provincial government simply disallowed open-pit mining and the project failed to take off.

Potential projects like these may have failed to register in the minds of the authors of "Ma-

Imports are not the enemy

NO FREE LUNCH

by Cielito F. Habito

Inquirer | June 06, 2023 12:00am

I've heard people passionately speak about imports as if they are the most evil scourge on our economy, hence must be tightly controlled if not stopped altogether. When economists like me argue for more liberalized trade to impose greater discipline from the competition, especially in captured domestic markets (which are common here), we are wrongly branded as "import lovers," as if harboring a treasonous disdain for Filipino producers. Yet it's precisely the desire to strengthen our own producers and sustainably improve their incomes and welfare that motivates the argument for more open trade.

If one sheds ideological biases, he/she would readily see that imports benefit a nation in terms of economic growth, consumer welfare, and technological progress, and appreciate that an appropriate balance of imports and exports is crucial to achieving a prosperous economy. Imports drive economic growth by providing the inputs domestic producers need. Very few producers can or would wholly rely on domestically produced inputs—meaning capital equipment, raw materials, fuels, and intermediate goods. Even if all needed inputs were available locally, foreign-sourced inputs could provide the producer options to reduce costs and/or improve quality, permitting one to improve productivity and strengthen the ability to compete in both domestic and international markets. This ultimately leads to increased exports and improved economic outcomes in terms of more jobs, higher incomes, and lower prices.

The availability of imports stimulates competition in the local market and puts pressure on domestic firms to innovate, improve their products, enhance efficiency, and ultimately lower costs. This healthy competition fosters productivity growth and a more dynamic and resilient economy. It is this beneficial effect of more liberal trade that our country missed out on with its long-standing protectionist policy against competing imports, particularly on "sensitive" (translation: highly political) agricultural products like rice, sugar, and meat. Our stunted agricultural sector today reflects our government's utter failure to help our farmers match the productivity of their peers in our neighbors—the unwanted



result of decades of shielding our domestic producers from the discipline of the market.

The same competition from imports widens consumer choices by providing access to a broad range of goods and services from around the world. Those in my generation would recall how the era of tightly restricted imports in the 1960s made shopping for PX goods outside the old American bases in Clark and Subic such a prized consumer experience. By the 1990s, Filipino balikbayans and travelers were finding it unnecessary to lug their customary pasalubongs of chocolates and "stateside" household or personal items in their bags; it was easier to buy them here at home. In general, the wider availability of imported goods has uplifted Filipinos' standard of living by offering consumers diverse options, improved quality, and competitive prices. But more importantly, imports make essential goods like food, medicines, and energy resources (say fuel, batteries, solar cells) more affordable and accessible to Filipinos. Importation of basic commodities stabilizes prices and ensures reliable supplies for consumers, and is vital in times of scarcity caused by natural or man-made calamities. Imports thus play a vital role in ensuring food security and uplifting people's overall well-being.

Finally, imports facilitate the transfer of knowledge and technology, essential for innovation and technological advancement. Domestic industries benefit from access to advanced technologies, machinery, and expertise from other countries, with which they can enhance their capabilities and improve production processes. This not only boosts productivity but also helps local firms become competitive in the global market.

Imports are not the enemy; it's the lack of competition that is. Importation is not a sin. The less restrictive and selective it is and the more it is open to anyone, the less there would be profiteering merchants in our midst—and the better all Filipinos would be for it.

-----cielito.habito@gmail.com

**PLEASE wear
FLIPINIANA in celebration
of Independence Day.**



MAP GENERAL MEMBERSHIP MEETING National Priorities on Environment, Natural Resources and Climate Change

A Project of the MAP Environment Committee

June 14, 2023 Wednesday

11:30 AM to 2:00 PM
Bonifacio Hall, Level 4
Shangri-la The Fort



Speaker

**Secretary
MARIA ANTONIA
YULO LOYZAGA**

Department of Environment and
Natural Resources (DENR)



Registration Fees	
MAP Member	FREE
Guest	P2,000



present

STRATEGIC HUMAN RESOURCES SUMMIT

TRANSFORMATIONAL PATHWAYS FOR ENTERPRISE SUCCESS

Venue: *SHANGRI-LA at the FORT, BGC, TAGUIG CITY*

Registration Fees	MAP Member FREE	Guest P2,000 per session
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JUNE 15, 2023, Thursday, 8:30 AM to 11:30 AM

Opening Remarks and Introduction: FROM TRANSACTING TO TRANSFORMING



BENEDICTA DU-BALADAD
MAP President



MARIA CAROLINA DOMINGUEZ
President and CEO
John Clements
Consultants, Inc.



RAMON SEGISMUNDO
Strategic HR
Management
Committee Chair, MAP

REVOLUTIONIZING HR VIA AI



MHARICAR CASTILLO-REYES
President and CEO, Asticom



Reactor: **RENATO JIAO**
CHRO, Globe Group of Companies

LEVERAGING CEO-CHRO PARTNERSHIP



ROSITA CERES LEGASPI-AGUAS
CHRO and Head -
People, Learning and
Culture, Unilab Inc.



ALBERT PEREZ TORRES
Regional Director &
Country Head
Michael Page
(Reactor)



PAULINE FERMIN
President and CEO
Acumen Strategy
Consultants
(Reactor)

JUNE 22, 2023, Thursday, 8:30 AM to 11:30 AM

ELEVATING FILIPINO TALENT COMPETITIVENESS



ROLAND RUIZ
Managing Director, Philippines
DDI



Reactor: **GERARDO PLANA**
Chief Executive
Investors in People Philippines

STRATEGIZING HR COMMUNICATIONS



KAREN REMO
CEO and Managing Director
New Perspective Media Group



Reactor: **SONNY COLOMA**
Publisher, Manila Bulletin

TOWARDS A FILIPINO MANAGEMENT ETHOS



GERARDO CABOCHAN
CEO, Pandayan Bookshop



Reactor: **GRACE ZATA**
President, Kestria Philippines

**Integration and Closing:
A STRATEGIC HR PATHWAY FOR CEOs AND CXOs**



JOHN PHILIP ORBETA
Chief HR Officer, ACEN



RAMON SEGISMUNDO
Founder and CEO,
1-HR.X (Singapore) Pte. Ltd.



Globe



Pandayan Bookshop



Michael Page



Kestria



MANILA BULLETIN

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Leading In the Age of Unlimited Possibilities



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

MAP CEO CONFERENCE 2023 REGISTRATION RATES

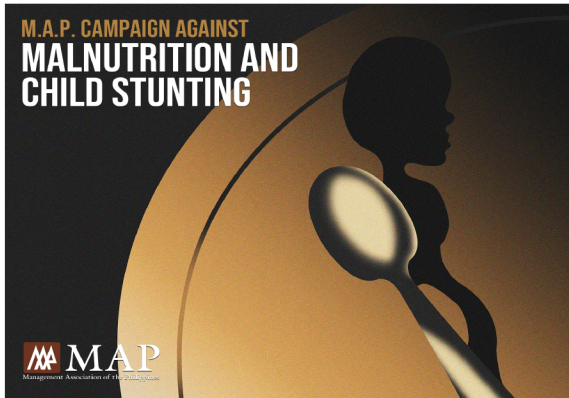
REGISTRATION FEES			
Payment by	MAP Member	Non-MAP Member	Foreign Delegates
June	P10,000	P12,000	\$250
July	P12,000	P14,000	\$300
August	P14,000	P16,000	\$350
September	P16,000	P18,000	\$400

Get 1 FREE seat for every 5 seats paid.

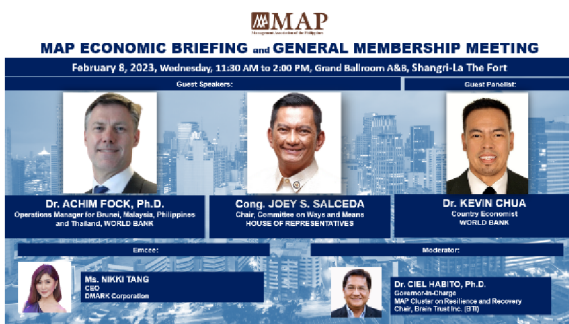
Special Rate for Full-Time Academic and Government Officials		
Payment by	MAP Member	Non-MAP Member
June to September	P4,000	P6,000

Please register thru the following link:

<https://forms.gle/xonTxE2ArxfGTWdCA>



April 12, 2023
MAP Campaign against Malnutrition and Child Stunting



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



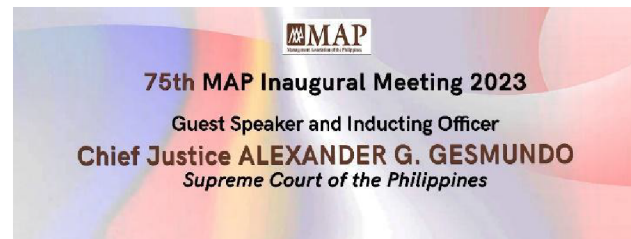
November 22, 2022
MAP Annual General Membership Meeting and "MAP Management Man of the Year 2022" Awarding Ceremony



October 13, 2022
MAP GMM



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



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



November 11, 2022
3rd MAP NextGen Conference 2022



September 13, 2022
MAP International CEO Hybrid Conference

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

September 8, 2022
MAP – PMAP Joint GMM

MAP **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 "Pnili" 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

August 19, 2022 MAP GMM

MAP **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 14, 2022 MAP GMM

MAP **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

Speaker:

Dr. NICK POBLADOR
A Management and Economics Thought Leader
Rutgers UP Professor of Economics and Management

Co-Moderators:

Mr. VIC MAGDARAAG
Co-Chair for MAP CEO Academy
MAP HMOCC

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

Panelists:

Mr. JOEY BERMUDEZ
Chair
Maybridge Finance and Leasing, Inc.

Mr. CLIFF EALA
President
Synetby's Limited

Ms. ALMA JIMENEZ, President and CEO, Health Solutions Corporation; Prof. DINDO MANHIT, CEO and Managing Director, Stalbase Group

July 1, 2022
MAP Webinar

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

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

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

Speakers:

Dr. DAVID R. HARDOON
Managing Director
Abolite Data Innovation

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

Mr. PAUL WHITEN
Cloud Advocate
Red Hat Asia Pacific

Co-Moderators:

Mr. PATRICK D. REIDENBACH
Chair, MAP ICT Committee
President, Cloud@idn@idn@solutions, Inc. (US Solutions)

Mr. EDUARDO "Tedd" G. SUMULONG
Co-Vice Chair, MAP ICT Committee
Managing Director and CEO, Land Registration Systems, Inc. (LARS)

June 23, 2022
MAP GMM

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

MAP General Membership Meeting INTEGRATING ESG IN THE WAY WE DO BUSINESS

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

Speakers:

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

Mr. VINCENT KNEEFL
Climate Economy Director
PwC Global Exchange

Ms. MA. ANTONIA YULO LOYZAGA
President
National Resilience Council

EMCE:

Ms. AGNES A. GERVACIO
Co-Vice Chair for Environment, MAP ESG Committee
CEO, A&N Navare

Atty. ALEXANDER B. CABRERA
Governance Chair, MAP ESG Committee
Chair, Emerald and ESG Leader
Iris Japan & Co., PwC Philippines

GLA MODERATOR:

Ms. RACQUEL B. CAQUIRAN GAN
Co-Chair for MAP ESG Committee
VP for Investments, Avenir Medical Care, Inc.

May 19, 2022 MAP GMM

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

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
AiroPolitic (Singapore)

Moderator:

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

May 2, 2022 MAP Webinar

GREEN EDSA MOVEMENT **MAP** **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

PROTECTING THE EARTH. PRESERVING OURSELVES.

Doing what we need to do in celebration of Earth Month

April 29, 2022, Friday, via ZOOM

Speakers:

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

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

Ms. ANA MARGARITA MONTIVEROS
PwC ESG Business and Chair for Reputation & Sustainability Officer
Rozelle Equity Ventures, Inc.

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

Moderators:

Mr. SANTIAGO F. DUMILAO, JR.
Co-Chair, MAP
Secretary General, Association of Credit Lending Agencies in Asia (ACRAA)

Ms. RACQUEL B. CAQUIRAN GAN
Co-Chair for MAP ESG Committee
VP for Investments, Avenir Medical Care, Inc.

April 29, 2022 MAP Webinar

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

PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

April 29, 2022, Friday, 3:00 PM to 5:00 PM via ZOOM

Speakers:

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

Mr. DANILO V. FAUSTO
President
DVF Dairy Farms, Inc.

Moderators:

Mr. OSCAR A. TORRES IIIA
Chair, MAP Agribusiness Committee
Chair and CEO, Tera Holdings Corporation

Mr. GEMELIE P. YELLASBEN
Chair, MAP Trade, Investments & Tourism Committee
Chair and CEO, P&M, TransProduce and P&M Shared Services

April 29, 2022 MAP Webinar

Happy Birthday!

to the following MAP members who are celebrating their birthdays within **June 2023**

June 1

Mr. CARLO ROY "Carlo" SINGSON

SEM Consultancy Ltd

Mr. DENNIS ANTHONY H. UY

CEO, Converge ICT Solutions, Inc.

June 2

Mr. RAUL M. CASTRO

Chair and CEO, McCann Worldgroup Philippines

Dr. CONRADO "Conrad" E. IÑIGO JR.

VP - Academic Affairs, Lyceum of the Philippines University

Dr. V. BRUCE J. TOLENTINO

Monetary Board Member, Bangko Sentral ng Pilipinas (BSP)

June 3

Mr. PETER WALLACE

Chair, Wallace Business Forum

June 4

Mr. MANOLITO "Lito" T. TAYAG

Former Country Managing Director, Accenture, Inc. (Philippines)

Mr. WILLY YU TIENG

President, KLG International, Inc.

June 5

Ms. MONA LISA "Lisa" B. DELA CRUZ

Ms. MARIA CAROLINA "Carol" V. DOMINGUEZ
President and CEO, John Clements Consultants, Inc.

Mr. GERONIMO "Ronnie" LATINAZO

Country General Manager, Dell Technologies, Philippines

Mr. GEORGE J. MARTIREZ

2nd Vice Chair and CEO, Malayan Bank

Mr. RUY Y. MORENO

Chair, Center for Global Best Practices (CGBP)

June 6

Mr. RAMON LORENZO LUIS "Renzo" R. GUINTO

President and CEO/Doctor of Public Health candidate, PH Lab/ Harvard University

June 7

Mr. ROBERTO "Obet" DE VERA ROBES

President and General Manager, Sky Green Imports Incorporated

June 8

Ms. AILENE CHUA

President and CEO, Global Women Club

Ms. DELIZA G. RIDOLOSO

President, Pacific Sun Solutions, Inc.

Mr. JUAN CARLOS "John-C" L. SYQUIA

Head of Corporate Banking, Bank of the Philippine Islands (BPI)

June 9

Mr. ONOFRE "JR" BANSON JR.

President, Monark Equipment, Inc.

Mr. EDUARDO "Ed" C. JIMENEZ

President, Kabalikat para sa Maunlad na Buhay Inc. (A Microfinance NGO)

June 10

Mr. RENE ALETA "RJ" LEDESMA JR.

Executive Chief Innovation Officer, Mercato Centrale Philippines, Inc.

Mr. MANUEL ANTONIO "Manny" G. LISBONA

President and CEO, PNB Securities, Inc.

June 11

Mr. SANDEEP "Sandeep" G. CHANDIRAMANI

President, iGlobal Financial Services, Inc.

Atty. MARIAN JOANNE "Joanne" K. CO-PUA

Owner/Name Counsel, Co-Pua Law Office

Mr. DENNIS B. FUNA

Insurance Commissioner, Insurance Commission

June 12

Atty. ANTHONY ALDEN "Anton" SY AGUILAR

Senior Partner, The Tax Offices of Romero Aguilar & Associates

Sister MERCEDITAS O. ANG, SPC

President, St. Paul University Philippines (SPUP)

Atty. RAMIL E. BUGAYONG

Partner, PJS Law

Ms. HELEN PEREZ MACASAET

ICT Consultant

Mr. ALEXANDER "Alex" N. VALORIA

President and CEO, Anflo Management and Investment Corporation

Happy Birthday!

to the following MAP members who are celebrating their birthdays within **June 2023**

June 13

Atty. ANTONIO "Tony" M. BERNARDO
ExCom Chair and Senior Partner, Bernardo Placido Chan
& Lasam Law (BPCL Law)

Mr. ANTHONY "Anton" T. HUANG
President, Stores Specialists, Inc.

June 14

Engr. BERNARDO "Bernie" F. ABIS
President and CEO, Webcast Technologies, Inc.

Mr. JAIME "Jimmy" B. AQUINO
Chair, Comfac Global Group

Mr. ALVIN M. CARRANZA
CEO, Digital Out of Home, Inc.

Mr. RAFAEL "Rafa" F. DE MESA
FVP, Aboitiz InfraCap Inc.

June 15

Mr. TOMAS "Mitch" GOMEZ V
President and CEO, GM Bank of Luzon, Inc.

Mr. GEORGE SYCIP
President, Halanna Management Corporation

June 16

Mr. JAIME "Jimmy" I. CABANGIS

Ms. PATRICIA ANNE "Pixie" J. GUTIERREZ
Executive Director and Head of Corporate
Communications, JP Morgan Chase & Co.

June 17

Mr. MARIO "Mar" R. GATUS
Chair, LHH Phils Inc.

Mr. ALFREDO "Jun" V. LAGMAN JR.
President and CEO, Alen Group of Companies, Inc.

Ms. JANE FROILAN "Jane" LOBOS
Associate Director, Standard Chartered Bank (Singapore)
Limited

Mr. ANICETO "Chito" M. SOBREPENA
President, Metrobank Foundation, Inc.

Mr. RAOUL ANTONIO "Raoul" A. VILLEGAS
President and COO, U-Bix Corporation

June 18

**Mr. CHRISTOPHER THOMAS "Chris"
CONSUNJI GOTIANUN**
Executive Assistant to the President, Sem-Calaca Power
Corporation

June 19

Mr. JOSE "Joe" P. MAGSAYSAY
Chair and CEO, Prime Options
Dr. EUGENIO JOSE "Gene" F. RAMOS
President and CEO, The Medical City

June 20

Mr. PAUL JOSEPH M. "PJ" GARCIA
Managing Director and Co-Founder, Grow Capital Partners

Mr. EVAN C. MCBRIDE
Managing Director, SofCap, Inc.

Mr. RAFAEL "Paey" LLAMADO REYES
CEO, FIGS, Inc.

June 21

Atty. PONCIANO "Jackie" V. CRUZ JR.
Senior Partner, Santiago, Cruz & Sarte Law Offices

Mr. LOUIE BENEDICT "Ben" C. HERNANDEZ
Managing Director, Accenture Inc.

Mr. JUAN CARLOS "JC" O. MEDINA
COO, Human Resource Innovations and Solutions, Inc.
(HURIS)

June 22

Mr. ROBERTO "Bobby" W. ANSALDO
Project Director for Inclusive Growth Initiatives, Cagayan
de Oro Chamber of Commerce and Industry Foundation, Inc.

Mr. ANTONIO "Tony" M. GARCIA
Chair and CEO, Chemphil Group of Companies

Mr. ROLANDO PAULINO "Roland" R. RUIZ
Managing Director, DDI Philippines

Mr. JOHN ALLAN "John or Jojo" T. VINTA
President and CEO, Micromatic Industries, Inc.

June 23

Mr. JUAN "Ping" F. ALFONSO
Chair and CEO, Light Rail Manila Corporation (LRMC)

Ms. ISABELITA "Eisa" PAREDES MERCADO
Chair and CEO, IPM Group of Companies

June 24

Ms. FIDELINA "Faye" A. CORCUERA
Managing Partner and Chief Flamethrower, Kick Fire
Curiosity Corp.

Mr. JJ SAMUEL "JJ" A. SORIANO
Chair, Soriano Projects & Ventures Group (SPV)

Happy Birthday!

to the following MAP members who are celebrating their birthdays within **June 2023**

June 25

Ms. ALICIA RITA "Aleli" MORALES ARROYO
Managing Director, John Clements Consultants, Inc.

Mr. ROBERTO GERARD "Robert" L. NAZAL JR.
President, YSA Skin Care Corporation

Mr. ARSENIO "Archit" M. BARTOLOME III
Chair, AMBER Properties, Inc.

Mr. ALEXANDER "Xander" G. LAO
President and Chief Commercial Officer, Cebu Pacific Air, Inc.
Atty. PERRY L. PE
Senior Partner, Romulo Law Offices

June 26

Ms. BETTY "Tita Betz" D. AW
President, Business Innovations Gateway Incorporated

Mr. EMMANUEL "Manny" V. RUBIO
EVP - COO, Aboitiz Power Corporation

Mr. JUAN ANTONIO "Ja" Z. VILLALUZ
President, Southland College (Kabankalan City, Negros Occidental)

June 27

Dr. VICTOR "Vic" A. ABOLA
Director, Strategic Business Economics Program, University of Asia and the Pacific

Mr. JESSIE C. CARPIO
Ms. GERMAINE A. REYES
President and CEO, Synergy Market Research + Strategic Consultancy Inc.

Mr. JOSE MARI "Jem" SAULO
COO, Global CoMRCI

June 28

Mr. CALIXTO "Toti" V. CHIKIAMCO
Founder and CEO, MRM Studios, Inc. and Mobilemo. Inc.

Mr. MARTIN C. GUANTES
Partner, Assurance and Market Group 3 Leader, SGV & Co. (EY Philippines)

Dr. MARY GAW "Mary" SO
President, Rehub Real Estate, Inc.

June 29

Ms. AURELIA PAULINE "Pauline" G. FERMIN
Managing Director, Acumen Strategic Consulting Inc.

Mr. ANTHONY "Tito" L. FERNANDEZ
President and COO, First Balfour Inc.

June 30

Mr. ROQUE "Rocky" D. BACANI
Head, Corporate Technology and Transformation, MERALCO

**FOR UPDATES ON MAP'S
FORTHCOMING EVENTS**

Please do the following:



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



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regularly