



“MAPping the Future” *column in INQUIRER*

“Humanizing Workplace Transformation in a Technology-driven Market Environment”

July 3, 2023

MAP Insights *column in BUSINESSWORLD*

“MAP urges government to declare malnutrition and child stunting as top national agenda”

July 4, 2023

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2 “Humanizing Workplace Transformation in a Technology-driven Market Environment”

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The pandemic is the fastest accelerator of technology. We had to quickly embrace the change or risk not being able to get our needs during the lockdown. Digital platforms in a flash made everything and everyone reachable, rendering borders and distance superfluous.

To continue functioning, companies had to make the homes of their employees their remote offices during the lockdowns. Now, workplaces are fusions of physical and digital – and that will most likely become a way of life. The more obvious advantages for organizations are the opportunities to have more cost-effective operations – less overhead, wider market reach and improved efficiency and productivity as repetitive tasks become automated. All these help the bottom line.

But the digital space expanded the horizon of the workforce too. When every

physical space becomes just a location point where digital transmissions are coming from, then the individuals become the center of everything. This opened opportunities and choices for people – where to go, who to join, what to get – even how they want to define their roles in the workplaces. Workforce mobility is a challenge for companies because in the end, having the right people is mission critical. Technology is a tool that needs human intelligence, creativity, and innovative spirit to animate it and put it to effective use.

So, talent today is a business capital, and it is getting scarce. That means we compete to acquire people who are essential to our business growth. What attributes will make it attractive for them to join and stay? Humans need humanized workplaces, and that becomes more important in a tech-driven environment. There is a lot to change in our organizations and the way we do business, but three changes are essential to humanize the workplace:

- **MINDSET:** Accept that you cannot have your cake and eat it too. You cannot use a work-from-home arrangement for instance, yet still measure attendance via traditional time-based metrics. We are so compulsive about maximizing eight hours that we even encroach beyond that. Flexible work arrangements should accommodate personal needs and help employees achieve better work-life integration. Respect the boundaries. As they say, structure follows strategy. We cannot cherry pick the changes we want to adapt and expect them to work using outdated systems and policies.

- **PROCESS:** It is time to reconfigure processes so that systems

and procedures are aligned to the technology changes taking place. The future of doing business is striking a balance between the human side and technology. Be clear about expectations, deliverables, and outcomes rather than time. Deploy the tech but leverage this equally with the distinct qualities and skills that humans bring to the table - critical thinking, problem-solving, empathy, and creativity. That fusion will foster better customer interaction, drive innovation, and find unique solutions to complex problems.

- **SKILLSET:** We must invest in the development of our workforce, equipping them with skills or retooling them to be adaptive to the transformations. This is an area that is oftentimes overlooked - we seem to expect that when we throw people in the water, they will learn how to swim. What is wrong with teaching them first so that there is less risk, they can handle themselves better and we shorten the learning curve?

In this technology-driven, transformed workplaces, both the employers and employees are learning together. No one has the monopoly of knowledge. Collaboration is crucial and hence, it is important to maintain strong human connections.

While technology facilitates communication, it is the human touch that fosters trust, empathy, and a sense of belonging. We must encourage regular and meaningful interactions, both in-person and virtually, so that no one feels isolated or disconnected. Building a strong sense of community within our organizations will enable us to weather the challenges of a technology-driven market together, emerging stronger and

more resilient.

Today's environment is in constant motion and where possible, leaders must always be ahead of the changes so that transitions are better managed. Staying static is not an option because eventually, the change will catch up. When it does, the options may already be limited or worse, the opportunity to act is no longer there.

Companies and their staff should work hand in hand to successfully navigate the transformations. The pandemic is an experience like no other - no one is a pioneer, and we are all at the starting line. The contribution of everyone counts.

I mentioned in a previous article I wrote that "Today's imperative is to morph the organizational DNA and emerge completely different. The discipline, foresight, and innovative spirit to transform mindsets and processes will give birth to stronger, agile organizations that can create and shape their markets, unhampered by geographies and technologies."

That is how we can thrive in this tech-world.

(This article summarizes the author's presentation during the 44th National Conference of the Employers' Confederation of the Philippines (ECOP) on June 28, 2023. The author is Chair of the MAP CEO Conference Committee, Vice Chair of the MAP Tourism Committee, President and CEO of Health Solutions Corporation, and former Undersecretary of the Department of Tourism. Feedback at <map@map.org.ph> and <alma.almadrj@gmail.com>.)

“MAP urges government to declare malnutrition and child stunting as top national agenda”

(from page 1)

We in the Management Association of the Philippines (MAP) firmly believe that because of their huge human and economic costs, malnutrition and child stunting deserve to be among the country’s top national priorities, together with other urgent issues like poverty, climate change, and national security.

MALNUTRITION AND CHILD STUNTING MUST BE ADDRESSED AT NATIONAL AND LOCAL LEVELS

The government’s declaration of malnutrition and child stunting as a priority agenda will ensure that concrete measures will be taken, sufficient funds will be earmarked, and actions will be cascaded from the national all the way to the community level.

Severe malnutrition remains a serious problem for nearly 30 years, with one in every three Filipino children below 5 years old suffering from stunting, according to a World Bank (WB) study. The country ranks fifth among countries in the East Asia and the Pacific region with the highest prevalence of child stunting. Rural areas have more stunted children (30%) than in urban areas (26%) in direct proportion to the poverty levels in the provinces like Western and Southern Mindanao, Mindoro, Negros, Palawan, Samar, and the far north of Luzon. Stunting rates are the highest in Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) (45%) and lowest in Manila and Central Luzon (23%).

An unstinting national support can enable future budgets to be allocated to initiatives and resources that can be made available to nutrition-sensitive programs that will holistically address key underlying

determinants of proper nutrition. These include food security, access to nutritious food at cheaper prices, access to health and social services, as well as nutrition-specific interventions that deal with the immediate causes of maternal and child malnutrition, such as micronutrient deficiency and stunting.

ADVERSE EFFECTS CAN SPAN MULTIPLE GENERATIONS

The United Nations Children’s Fund (UNICEF) found that malnutrition contributed to child mortality with 95 Filipino children dying everyday and that 27 out of 1,000 do not get past their fifth birthday. A malnourished individual has deficient or excessive nutrient intakes, and depending on the condition, can lead to wasting (low weight-for-height), being underweight, stunting and obesity. It is malnutrition that directly causes child stunting, not only physically, but more so mentally, which needs to be addressed urgently because of its long-term and irreversible effect on children.

Most importantly, malnutrition adversely affects multiple generations. Today’s undernourished children will mature as poorly performing adults who will not have the necessary skills to better their lives and contribute to the country’s human development. This will make it harder for them to get out of the vicious cycle of poverty and poor health. It will be in this environment that they will raise their families and passing it on to the next generations, unless this issue is acted upon with urgency today.

EFFECTS ON HEALTH, QUALITY OF LIFE AND THE BURDEN ON THE HEALTH SYSTEM

The first 1,000 days of a child from conception up to two years of age are crucial. The World Health Organization (WHO) raised the concern that chronic malnutrition at this stage results in stunted growth development and impairment of children, rendering them vulnerable to infections and impaired cognitive development. Repeated bouts of illnesses can affect the health and quality of

5 life of these children who will grow as sickly adults. Compounded with poverty, sickly adults will lead to diseases that will burden an already resource-constrained health system. More financing will need to be allocated for curative services rather than prevention and health promotion. Needless to say, this will require bigger budget allocation just to plug the health requirements.

EFFECTS ON ECONOMIC DEVELOPMENT AND PHILIPPINE PROGRESS

Child stunting can impair a malnourished child's cognitive ability that in turn will impact his/her development, ability to learn and capacity to earn income. Failure to arrest malnutrition and child stunting will eventually lead to lowered capabilities, resulting in poor comprehension and lower educational attainment.

The extent of this problem is already evident in the deficient performance of Filipino students in the 2018 Program for International Student Assessment (PISA) where they ranked the lowest among 79 countries in mathematics, science, and reading. The COVID-19 pandemic has even worsened the learning gap and if not immediately addressed, it will affect the country's skilled labor force, make it unattractive to investors, and hamper economic growth. This will be detrimental to our future competitiveness and our progress as a nation.

MAP CAMPAIGN AGAINST MALNUTRITION AND CHILD STUNTING

To help solve this persistent societal problem and contribute to the effort to eradicate child stunting resulting from malnutrition, the MAP launched a campaign against malnutrition and child stunting in the country. Initiatives were laid out aimed at complementing the Government's Philippine Multi-sectoral Nutrition Project (PMNP).

□We fully support the four-year PMNP which aims to lower the incidence of malnutrition by helping over two hundred

towns through primary health care services and nutritional support that will be provided to children and pregnant mothers.

□We urge the effective and judicious use of the PMNP's P10 Billion loan from WB by the government to address the health and nutrition needs of poor mothers and their children.

□We recommend an active pursuit of tripartite partnerships - business sector, government, and community - for a whole-of-society approach in fighting malnutrition and child stunting.

We in the MAP hope to expand our role beyond fund generation and philanthropy to a shared responsibility in addressing malnutrition in the country, participating in the governance of nutrition strategies and interventions.

The MAP will welcome the opportunity to serve as one of the three private sector representatives in the National Nutrition Council (NNC) and contribute to its mandate to formulate national food policies and strategies for nutritional improvement.

We are worried, yet we are hopeful too, that we can solve this national problem by working together. Failure to address this problem in an urgent and decisive manner will place our country's future in the hands of stunted children becoming adults whose capacity to be productive, competitive, and creative are limited. That will imperil national development and progress.

(This Statement was released by MAP on June 19, 2023. Feedback at <map@map.org.ph>).



PHILIPPINE DAILY INQUIRER

BOARD TALK

From brink to brilliance: Unearthing business insights from Lego's turnaround to boost your profits

For many, the name Lego evokes fond childhood memories of creating fantastical worlds with colorful, interlocking bricks. Yet, behind this treasured brand lies a compelling narrative of the rise, fall and triumphant resurgence of a family business. It's a story that offers CEOs and business owners invaluable insights into navigating the complex dynamics of the business world.



PROFIT PUSH
TOM OLIVER

The dark side

Over a decade ago, Lego, a brand synonymous with creativity and innovation, was on the brink of bankruptcy. The company was grappling with fierce competition from a globalizing economy, video game entrants and the mass adoption of the internet. In response, Lego implemented innovation strategies that ironically exacerbated its predicament. For instance, it brought on board a team of young European designers lacking toy-making expertise, leading to a severe increase in the number of parts, from 1,000 to over 12,000. This logistical and storage nightmare without a corresponding increase in sales. In the midst of this crisis, Lego had to re-evaluate its strategy and undertake a transformative process that would turn its fortunes around. This transformation led to a rich source of lessons for today's business leaders.

business lines.

The takeaway: Focus on what your business does best and do not hesitate to abandon activities that drain resources without yielding commensurate benefits.

As we always tell our clients when we create their growth and expansion strategies: Relevance creates response. Even the most brilliant companies and business leaders are only smart in spots. It usually pays to stay around those spots.

Many times, diversification is for people who still need to do their homework. This means only pivot or branch out if you can achieve a high level of certainty that you will not lose money. Or get experts who know what they are doing to allow you to branch out.

Most of the world's largest companies have created their success on one or very few well-calculated big bets. This is also the case for Berkshire Hathaway, Warren Buffett's investment vehicle with a current market cap of over \$700 billion.

Your risks need to be well-calculated. Only diversify if you are almost sure you cannot go wrong. I was born in Germany. There is a German saying: *Schuster, bleib bei Deinen Leisten*—loosely translated: "Stick to what you know."

Lesson 1: Return to core competencies

In 2004, under the new leadership of Jørgen Vig Knudstorp, embarked on a comprehensive operational overhaul. The critical steps was a return to the company's core competencies. Lego streamlined its product line, reducing the number of bricks used, eliminating those too source and standardized their design. This resulted in increased flexibility to react to consumer trends. Additionally, the company shed its underperforming

business lines.

Lesson 2: Innovate with prudence
Lego's creative roots are undeniable, yet the company learned that unchecked innovation can lead to disastrous outcomes. In response, Lego



ILLUSTRATION BY
RUTH MACAPAGAL

established the Future Lab, a team dedicated to generating exciting concepts for the company, albeit within precise cost and feasibility constraints. The lesson here is to balance fostering creativity and controlling costs. Encourage idea generation, but ensure guidelines are in place to mitigate the risks of loss-leading ventures.

A lot of CEOs and business owners fall prey to the "kid in the candy store phenomenon." They constantly start new businesses or projects without proper checks and balances. As a consequence, profits suffer.

A few months ago, we turned away a famous several decades-old Filipino family business because the owners wanted to diversify just for the sake of diversifying and because they got bored with the highly profitable core business. That is not the right reason to diversify.

Lesson 3: Constantly evaluate and adapt
Despite Lego's remarkable

turnaround, the company continues to assess its operating and business model efficiencies. After failing to foresee a surge in demand in Europe, the company had to improve its customer demand forecasting capabilities. This serves as a potent reminder that success is not a destination but a journey of continuous learning, adaptation and improvement.

As we always teach to our CEO and business owner clients: "You need to have a healthy sense of paranoia about what you might be missing."

Lesson 4: Persistence is more important than talent
Lego's story is a testament to the resilience of the family business model and its ability to adapt in the face of existential threats. It also illustrates the power of clear vision, sound strategy and diligent execution. Lego's journey from near bankruptcy to global market leadership provides a playbook for CEOs and business owners

striving to navigate their companies through the complexities and challenges of the business world.

Lesson 5: Embrace change but stay true to Your roots
Lego's journey is a clear testament to the fact that businesses need to evolve to stay relevant. However, while embracing change, remaining true to your roots is critical. In Lego's case, the company returned to its core business of brick toys while also adapting to the digital age. It managed to strike a balance between preserving its essence and embracing innovation.

Lesson 6: Make strategic partnerships
Lego's partnerships with popular franchises like Star Wars significantly affected the company's turnaround. Such collaborations not only increased brand visibility but also expanded its customer base. Strategic alliances can provide a much-needed competitive

edge in today's interconnected world. Look for partners who align with your company's values and can help extend your reach or enhance your product or service offerings.

Lesson 7: Prioritize Customer Satisfaction
Lego has kept its customers at the heart of its business throughout its journey. It continually seeks to understand and anticipate its customer's needs and preferences and adjust its offerings accordingly.

In an age where customer expectations constantly evolve, businesses must maintain a customer-centric approach. As we always emphasize to our clients: "As a business leader, you need to have one obsession, and that is the needs and wants of your clients."

Lesson 8: Never rest on your laurels
Complacency is the kiss of death of success.

Despite its remarkable recovery, Lego continues to evaluate and adapt its business strategies. It constantly identifies areas of improvement and takes proactive steps to address them. This relentless pursuit of excellence is a critical factor behind its sustained success. As a business leader, fostering a culture of continuous improvement in your organization is crucial.

As CEOs and business owners, let's take inspiration from Lego's journey and apply these lessons to our businesses to build lasting, sustainable success, one brick at a time. www.tomoliver.com

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.tomoliver.com or email Tom.Oliver@inquirer.com.ph.

"Humanizing Workplace Transformation in a Technology-driven Market Environment"

by

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President and CEO of
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Department of Tourism

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Humanizing workplace transformation in a technology-driven market environment

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To continue functioning, companies had to make the homes of their employees their remote offices during the lockdowns. Now, workplaces are fusions of physical and digital—and that will most likely become a way of life. The more obvious advantages for organizations are the opportunities to have more cost-effective operations—less overhead, wider market reach and improved efficiency and productivity as repetitive tasks become automated. All these help the bottom line.

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opportunities and choices for people—where to go, who to join, what to get, even how they want to define their roles in the workplaces. Workforce mobility is a challenge for companies because in the end, having the right people is mission-critical. Technology is a tool that needs human intelligence, creativity and innovative spirit to animate it and put it to effective use.

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attractive for them to join and stay? Humans need humanized workplaces and that becomes more important in a tech-driven environment. There is a lot to change in our organizations and the way we do business, but three changes are essential to change the workplace:

- **Mindset:** Accept that you cannot have your cake and eat it too. You cannot use a work-from-home arrangement, for instance, yet still measure attendance via traditional time-based metrics. We are so compulsive about maximizing eight hours that we even encroach beyond that. Flexible work arrangements should accommodate personal needs and help employees achieve better work-life integration. Respect the boundaries. As they say, structure follows strategy. We cannot cherry-pick the changes we want to adapt and expect them to work using outdated systems and policies.

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MAP urges government to declare malnutrition and child stunting as top national agenda

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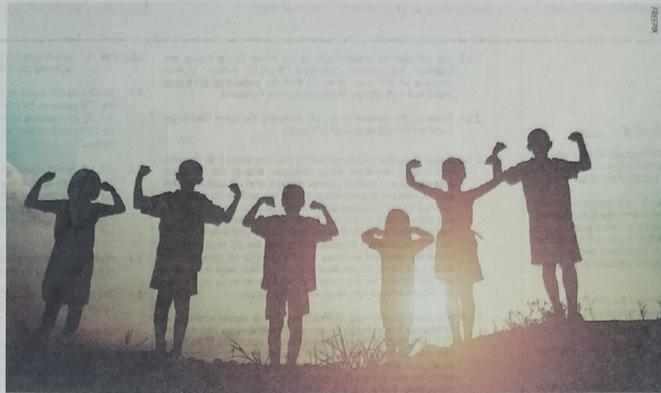
Malnutrition and child stunting must be addressed at national and local levels. The government's declaration of malnutrition and child stunting as a priority agenda will ensure that concrete measures will be taken, sufficient funds will be earmarked, and actions will be cascaded from the national all the way to the community level.

Severe malnutrition has remained a serious problem for nearly 30 years, with one in every three Filipino children below the age of five suffering from stunting, according to a World Bank (WB) study. The country ranks 5th among countries in the East Asia and the Pacific region with the highest prevalence of child stunting. Rural areas have more stunted children (30% than in urban areas (26%), in direct proportion to the poverty levels in the provinces like Western and Southern Mindanao, Mindoro, Negros, Palawan, Samar, and the far north of Luzon. Stunting rates are the highest in Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) (45%) and lowest in Manila and Central Luzon (23%).

Unstinting national support can enable future budgets to be allocated to initiatives and resources that can be made available to nutrition-sensitive programs that will holistically address key underlying determinants of proper nutrition. These include food security, access to nutritious food at cheaper prices, access to health and social services, as well as nutrition-specific interventions that deal with the immediate causes of maternal and child malnutrition, such as micronutrient deficiency and stunting.

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out of 1,000 do not get past their 5th birthday. A malnourished individual has deficient or excessive nutrient intakes, and, depending on the condition, can lead to wasting (low weight-for-height), being underweight, stunting, and obesity. It is malnutrition that directly causes child stunting, not only physically, but more so mentally, which needs to be addressed urgently because of its long-term and irreversible effect on children.

Most importantly, malnutrition adversely affects multiple generations. Today's undernourished children will mature as poorly performing adults who will not have the necessary skills to better their lives and contribute to the country's human development. This will make it harder for them to get out of the vicious cycle of poverty and poor health. It will be in this environment that they will raise their families and passing it on to the next generations, unless this issue is acted upon with urgency today.

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Compounded with poverty, sickly adults will lead to diseases that will burden an already resource-constrained health system. More financing will need to be allocated for curative services rather than prevention and health promotion. Needless to say, this will require bigger budget allocation just to plug the health requirements.

EFFECTS ON ECONOMIC DEVELOPMENT AND PHILIPPINE PROGRESS

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- We urge the effective and judicious use of the PMNP's P10-billion loan from the WB by the government to address the health and nutrition needs of poor mothers and their children.

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"MAP Urges Government to Declare Malnutrition and Child Stunting as Top National Agenda"

"MAP Insights"
Column in BUSINESSWORLD
July 4, 2023

Year 1 of Marcos Jr.: Budget deficit and unemployment

Ferdinand Marcos, Jr. administration turned a year old last week on July 23. This column will provide a year-end assessment of the economic performance of the administration leadership in the second State of the Nation (SONA) on July 24.

All of this informal economic activity is expected to help the economy achieve fast growth — create more jobs, expand the production of more goods and services, further industrialize and modernize the Philippines in the medium-to-long-term.

Eight economic sectors, two per article, will be assessed this

MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

month: the budget deficit, unemployment, inflation, the interest rate, GDP growth, agriculture, trade, and investment.

CASH OPERATIONS REPORT

Last week, the Bureau of the Treasury (BT) released the cash operations report for May 2023. The January-May 2023 data are available, so I will compare the numbers with performance in the same months of 2018 to 2022. The results are generally good.

One, revenues this year have significantly improved, reaching P159 trillion from P144 trillion last year. This is important for two reasons: there was no tax hike, and lockdown-era tax cuts still remained in place. So, an improvement in economic activities, not a tax hike, expanded the tax base.

Two, expenditures have mildly increased to P192 trillion this year from P189 trillion last year. While allocations for local government units have declined this year, National Government disbursement remains high as there is spending that continues to remain bloated like the military and uniformed personnel (MUP) pension. This fund must decline

significantly if we must control the annual deficit, financing, and borrowing.

Three, the budget deficit has declined to only P326 billion this year from an average of P529 billion/year in the last three years 2020-2022, so this is good news. Financing or borrowing has mellowed to P117 trillion this year, higher than 2022 but lower than in 2020 and 2021 (see Table 1).

Interest payment is high, already P230 billion in the first five months of 2023 alone. This is a reflection of the huge increase in public debt during the lockdown years of 2020-2021 and this is not good. We should aim to reduce the annual budget deficit, reduce the need for borrowing, find new revenues like the large privatization of some government assets, in order to retire more public debt while controlling the rise in spending.

DECLINING UNEMPLOYMENT

Next is the labor market. In Table 2, I group countries into three: group A are G7 member countries, group B are the big North and South Asian economies, and group C are the ASEAN-6 or the six large economies of the region-al bloc.

As of April 2023, four of the G7 countries, plus India and China, and Indonesia in the ASEAN-6 countries had unemployment rates of 6% and above of the labor force. The Philippines' unemployment rate has significantly declined to only 4.5% which is almost half the 8.7% registered in April 2021, so this is good news.

More Filipinos now have jobs and, hence, have money to spend and buy, which will create more consumer demand and invite more business expansion and innovation.

TABLE 2
Unemployment rate, April of each year except *, in %

Country	April 2020	April 2021	April 2022	April 2023
A: Italy	7.5	10.2	8.2	7.8
France*	7.9	8.2	7.3	7.1
Germany	5.8	6.0	5.0	5.6
Canada	13.0	8.1	5.2	5.0
UK	4.0	4.8	3.8	3.8
US	14.7	6.1	3.6	3.4
Japan	2.6	2.8	2.5	2.6
B: India	23.5	8.0	7.8	8.1
China	6.0	5.1	6.1	5.2
Taiwan	4.1	3.7	3.7	3.6
S. Korea	3.8	3.7	2.7	2.6
C: Indonesia*	4.9	6.3	5.8	5.5
Philippines	5.3	8.7	5.2	4.5
Malaysia	5.0	4.6	3.9	3.5
Vietnam*	2.2	2.4	2.5	2.3
Singapore*	2.5	2.9	2.2	1.8
Thailand*	1.0	2.0	1.5	1.1

*MARCH EVERY YEAR
SOURCE: TRADING ECONOMICS

So far, considering these two indicators — budget deficit and unemployment rate — the Philippines under the Marcos Jr. administration is doing well.

These are consistent with the economic team's high growth target of 6-7% in 2023 and 6.5-8% in 2024-2028. Meaning if both the deficit and unemployment rate continue their downward trends, the high growth targets are achievable, and, better yet, may be surpassed.

We should target high employment, high productivity, and high economic ambition. Go for high revenues and high investments, and a low deficit and low borrowings. Aim for becoming an upper

middle-income country — with a per capita income of \$4,046 to \$12,388 per year — by 2028 or earlier, vs. the current level of \$3,623 in 2022.

This is achievable if we have a single-track goal: more growth, expanded production, more economic and business competition. Aim for a larger economic pie, not "well-distributed" shares in a small economic pie. ■

BIENVENIDO S. OPLAS, JR. is the president of Bienvenido S. Oplas, Jr. Research Consultancy Services, and Minimal Government Thinkers. minimalgovernment@gmail.com



TABLE 1
Philippine government major cash operations, January-May of each year, in P Billion

Operations	2018	2019	2020	2021	2022	2023
1. Revenues	1,186.3	1,313.7	1,102.3	1,244.8	1,437.2	1,592.8
Tax revenues	1,066.5	1,170.3	891.1	1,129.8	1,289.6	1,414.8
Bureau of Internal Rev. (BIR)	827.7	908.5	673.7	872.4	959.0	1,054.5
Bureau of Customs (BOC)	229.3	251.7	210.5	249.6	320.5	359.3
Non-tax revenues	119.8	143.3	211.2	114.8	147.1	178.0
Bureau of the Treasury (BT)	58.4	77.0	171.9	60.8	85.4	82.2
Other non-tax rev.	32.4	33.7	18.2	27.6	32.4	73.4
2. Expenditures	1,068.8	1,069.0	1,664.5	1,811.0	1,894.9	1,919.1
Nat'l gov't disbursements	863.7	870.4	1,054.1	1,112.7	1,168.5	1,256.8
Allotment to LGUs	256.2	245.4	346.8	375.3	441.8	379.9
Interest payment	141.4	151.0	160.1	178.6	220.5	229.6
Subsidy	53.0	19.7	86.7	79.9	39.4	37.7
3. Surplus/(Deficit)	117.5	244.6	-562.2	-566.2	-457.7	-326.3
4. Financing/borrowing	226.7	733.2	1,341.6	1,559.9	885.1	1,167.7
External (net)	76.9	157.8	250.0	99.9	239.0	287.4
Domestic (net)	149.8	575.4	1,091.6	1,460.1	646.1	880.3
5. Change in cash	-90.1	566.4	503.2	701.0	938.8	892.1

SOURCES: MONTHLY DATA FROM BTR-DOF; JANUARY-MAY TOTAL ARE AUTHOR COMPUTATIONS

OPINION

Feeding hungry kids

By: Cielito F. Habito

@inquirerdotnet - Columnist/Philippine Daily Inquirer
June 27, 2023 - 07:45 AM

Millie Kilayko, prime mover of the Negrense Volunteers for Change (NVC) Foundation since it started in 2010, had an epiphany of sorts upon seeing an unusually tall boy in a kindergarten class they had helped build a classroom for in 2011. NVC started out helping build classrooms for under-equipped schools on Negros Island. That kindergarten boy was 9 years old, and the teacher explained that his parents were so poor that they could only send one child to school in any given year, so their several children had to take turns. This boy had waited a few years for his own turn to start schooling, and Millie was aghast at the thought that it would be years later that he could move on to first grade! "What good are nice classrooms," she thought, "if children can't get to use them because they're so poor and hungry?"

That was a turning point that led NVC to focus on feeding underfed children, knowing that while education is crucial, children's health and nutrition are even more basic. Tapping local nutritionists and food scientists, they studied formulations using locally grown crops that provided the nutrients needed by growing children. They settled on a combination of rice, mung bean (mongo) and moringa (malunggay). The Department of Science and Technology offered equipment to turn them into powder, which could then be administered as a food supplement for malnourished children. They called the blend "Mingo," and NVC's feeding program has since been built on "Mingo Meals," consisting of 20-gram packets of the nutritious blend that provides enough key nutrients to help bring an underweight child to a normal weight if taken daily. To date, Mingo has found use in 60 provinces.

At one point, Millie met a local squash farmer who was about to give up on farming, and she offered to buy all his produce, assuring a ready market for his harvest. Squash is one of three flavors of Mingo Meals they now produce, the others being ube (from locally grown purple yam), and chocolate (also from locally grown cacao). From the beginning, Millie insisted that only raw materials produced by local farmers would be used, so that they also directly benefit from the program.

Since 2011, NVC administered the program by identifying underweight children aged 6 to 59 months, covering more than 54,500 children to date. Feeding is home-based, with the packs distributed monthly to households with target children, who were given a minimum of one Mingo serving daily over a

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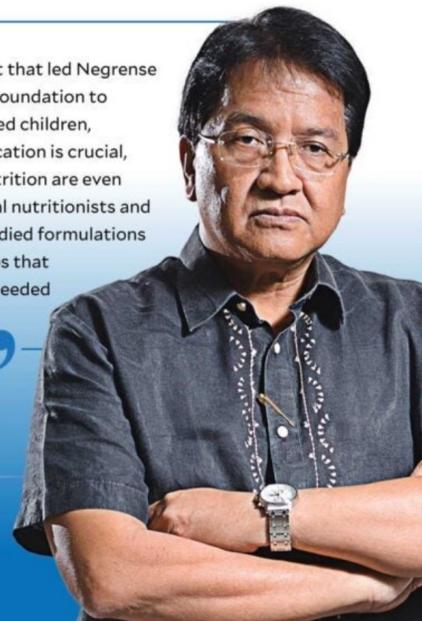
That was a turning point that led Negrense Volunteers for Change Foundation to focus on feeding underfed children, knowing that while education is crucial, children's health and nutrition are even more basic. Tapping local nutritionists and food scientists, they studied formulations using locally grown crops that provided the nutrients needed by growing children.

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Cielito F. Habito
No Free Lunch

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PHILIPPINE DAILY
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period of six months. Since late last year, NVC has adopted a "Level 2" protocol, which enhanced the program by extending coverage per child to a year and adding a conditional cash reward for mothers to attend quarterly health check-ups. They also added wellness counseling covering health, nutrition, and hygiene. Barangay health workers also receive cash rewards when their assigned children meet targets in the quarterly measurements of height and weight.

How successful have they been? NVC reports a success rate—the percentage of children who achieved normal weight under the program—of 83 percent under the six-month Level 1 protocol they used over 11 years until late last year. The enhanced Level 2 protocol has raised mothers' attendance at health checks and wellness counseling to 98 percent, from only 77 percent under Level 1. In the first quarter under Level 2, they saw an 85.7 percent increase in children who achieved normal weight, compared to the same period under the old Level 1. It's a program that works, worthy of being replicated in and adapted to other parts of the country.

While I personally witnessed NVC's program at work in Bacolod last week as part of a Management Association of the Philippines (MAP) study visit, we've since learned of many similar programs done elsewhere by other similarly dedicated groups. The MAP hopes to bring its collective management expertise to achieve better linkage and synergy across such working models and is hosting a workshop today to this end, as the nation wages an urgent war against malnutrition and child stunting.

We must let a thousand flowers bloom in this crusade. And it's best if we all try to put some order in the garden.

cielito.habito@gmail.com

OPINION

A volunteer program that really works

By: FOOD FOR THOUGHT - Chit U. Juan

The Philippine Star
June 27, 2023 - 07:45 AM

We often hear the saying “it takes a village” when referring to concerted efforts to find an answer to a problem or a solution to an issue. We actually went to a village or small town in Negros Occidental to see how a volunteer program plus a social enterprise cum non-profit are making a difference in the lives of a sample group of 100 children in this town.

First of all, the children chosen are stunted or are short in height for their age. This is the most obvious physical sign of malnutrition. What we do not see but is also proven, is that the brain also is “stunted” and such is a more difficult problem to address.

Negros Volunteers for Change or NVC Foundation is trying to address a seemingly insurmountable national issue by doing their small part through several ways: They manufacture healthy food mixes made from local farmers’ produce, feed them to children enrolled in the program and watch these kids achieve normal height and weight over a year’s time. They conduct feeding programs with the help of other NGOs and donors, and some local government units (LGU) who have put Nutrition in their top ten list of priorities.

It is amazing what Millie Kilayco and her group have achieved through sheer passion, dedication and, if I may say, creativity. When they saw farmers wanting to abandon their squash farms to raise money to migrate to Manila, they bought their squash, dried the vegetable to a powder mix to be used with their original Mingo – malunggay (moringa oleifera), monggo (mung bean) and local rice. Mingo provides a child with enough protein and carbohydrates and is given at one portion a day, everyday, until such weight and height targets are met.

Under a Harvard model, Millie and her volunteers track the progress of the children in this particular town to make a best case that can be replicable around the country. The mothers undergo a quick assessment, get guidelines on nutrition and wellness, see volunteer doctors and if the child and mother are on track, they are given an incentive or a prize of P250 for coming over for check up.

Then, a community pantry is set up where a mother can use P150 of her prize money to get three kilos of rice plus a host of extras like cheese, sardines, margarine, sandwich spread, noodles, etc. from more donations gathered by NVC. What a deal! I would not think twice spending P150 on such a deal. No mother has skipped the community pantry station because it is such a good deal.

Millie humbly explains that her group did not have a grand plan but to just take baby steps in first producing Mingo, then designing a feeding program that they could sustain. Well, they have been to 60 towns and that is not a small feat for a motley group of passionate do-gooders. They have coordinated with the Department of Science and Technology (DOST) and Department of Health (DOH) and have since gotten an FDA (Food and Drug Administration) approved facility that makes these healthy meals.

The Management Association of the Philippines (www.map.ph) has launched a project to fight malnutrition and we as members volunteered our time and resources to visit Millie and her facilities. We timed our visit to be able to observe the quarterly meeting with parents under the feeding program. We spoke with mostly young teenage parents, some with five kids at the tender age of 21. These mothers are encouraged to breastfeed their babies from birth to six months, granted they are eating well, of course. After six months, Millie’s group can take over and enroll these children and be beneficiaries of these Mingo meals.

Though Millie’s group can only handle a limited number of programs due to their limited resources, it is a model that is replicable across the country. The importance of proper nutrition cannot be over-emphasized. So we at MAP are asking if this model can be replicated in Luzon and in Mindanao. We are looking for partners who can help set up another facility and make it a sustainable enterprise. The other good thing that comes out of this project is that local farmers find a market for their produce. So far, Millie uses local rice, local monggo, malunggay, squash, ube (purple yam) and even local Negros cacao for the chocolate variant. She is also looking to have farmers grow Chlorella, an algae that can be used as supplement for growth – an ingredient a popular vitamin syrup uses to make kids grow taller.

Local farmers will definitely have a ready market if such a facility is built in every major island of the country. There is continuous demand for vegetables that NVC puts in driers or dehydrators, then a tested formula combines these ingredients into extrudates that are then pulverized into Mingo meals.

OPINION

Trust capital: The Philippines' unseen credit economy

By: PEDDLER OF HOPE - George Royeca

The Philippine Star
June 27, 2023 | 12:00am

In the heart of Southeast Asia lies an economic enigma. While the Philippines might not readily spring to mind when discussing global credit economies, a closer examination reveals that it is precisely that – just not in the traditional sense. For too long, we have dismissed the economic potential of this dynamic nation due to our misperception of what a credit economy should look like. The time has come to redefine this narrative, to acknowledge that the Philippines is indeed a credit economy, albeit an unconventional one.

The Philippine credit economy is thriving in a realm far removed from the glimmering skyscrapers of Manila, in every provincial barrio and bustling city market. These aren't the formal credit markets powered by the vast banking infrastructure, yet they are no less effective. Here, it's not a question of creditworthiness determined by intricate algorithms but rather, trust built on personal relationships and local community networks.

From local appliance stores to motorcycle dealerships, there is an array of enterprises granting uncollateralized, unsecured character loans. These businesses empower local microenterprises like sari-sari stores and carinderias, enabling a mother to buy a rice cooker on credit or a father to afford a tricycle for transportation. Each loan an unspoken agreement, not etched in fine print, but solidified through mutual respect and understanding.

Yet, the true strength of the Filipino credit economy is not in its informality, but its resilience. This unorthodox credit network thrives, not despite its informality, but because of it. It is an embodiment of the Filipino spirit – resourceful, resilient and enduring.

However, like any robust system, it's not without its challenges. The primary issues lie in its manual processes, unscalability and high interest rates, driven by the lack of economies of scale and risk diversification. But herein lies a golden opportunity. What if we could combine this indigenous form of credit with modern technology, creating an inclusive, digitized credit system that fosters prosperity for all?

The advent of technology presents an opportunity to disrupt this cottage industry, transforming it into a potent tool for economic change. By digitizing these processes, we can enhance accessibility, improve credit assessment through artificial intelligence and minimize risks, thereby reducing the need for exorbitant interest rates. It's a win-win solution that fosters financial inclusion, empowers local businesses and propels the national economy forward.

Beyond digitization, it's about recognizing the intrinsic value of this unconventional credit economy. Formal financial institutions have long deemed these communities "unbankable," but perhaps it's not the people who need to change, but our perspective. The real issue isn't about the absence of financial inclusivity in the Philippines; it's about the failure to recognize and validate this unique form of credit.

So, let's challenge the paradigm. Let's paint a new picture of the Philippine economy, not as a traditional credit

economy, but as a community-based credit ecosystem pulsating with potential. Let's empower this ecosystem through technology, crafting a synergistic blend of tradition and innovation, community and connectivity.

The Philippines is a nation poised on the precipice of economic transformation. The seed of change has been sown in the fertile soil of community trust and mutual respect.

This is not merely an economic transition, but a narrative revolution. The Philippines isn't an economy devoid of credit; it's a credit economy that dances to its own tune. And if we can attune our understanding to this unique rhythm, we can be part of a symphony of transformation that reverberates across the archipelago.

In the Philippines, we have an orchestra of small entrepreneurs, credit vendors and community leaders playing the music of microeconomics. Every appliance bought on credit, every motorcycle financed, contributes to the symphony. The notes may seem disparate now, but with the baton of digital technology, we can orchestrate a harmony of growth and prosperity.

Indeed, in the Philippines, credit isn't just an economic instrument. It's a shared belief, a social contract, a ladder towards better living conditions and a stepping stone to dreams that seemed distant. This realization doesn't just challenge traditional norms, but it pioneers a new path towards socio-economic growth, one that is uniquely Filipino yet universally inspiring.

As we move forward, let's reshape our perspective on what it means to be a credit economy. The Philippine way is more than a mere economic strategy; it's a testament to the people's resilience and

resourcefulness, thriving in the face of adversity.

Let's leverage technology not to overwrite this system, but to enhance it, preserving its unique character while improving its efficiency. And as we recognize and empower these unique and potent forms of credit, the nation stands on the brink of an economic evolution.

We are looking at a future that is not just prosperous but inclusive, not just developed but sustainably so. A future where every Filipino, from the humble vendor in the provinces to the bustling entrepreneur in the city, plays an integral part in driving the nation forward. A future where growth is not a privilege but a common right, where credit is not an exclusionary tool but a catalyst for shared success.

The Philippines is more than just an archipelago of islands; it is a constellation of dreams, opportunities and unwavering spirit. As we chart this course towards a more inclusive and digitized credit system, we're not just redesigning an economy; we're reshaping a nation's future.

Let's embrace this unique credit culture, uplift our communities and together, we can steer the Philippines towards a horizon of unprecedented growth, prosperity and inclusivity.

The dawn of the new Filipino economic era is here, and it shines brightly, promising a future we can all look forward to with hope, pride and conviction.



MAP declares support for NAIA privatization

June 29, 2023

The Management Association of the Philippines (MAP) joins the public clamor for the expeditious privatization, whether by solicited or unsolicited bidding process, of the Ninoy Aquino International Airport (NAIA), and its upgrading to global standards.

The MAP underscores the need to place the rehabilitation and operations of NAIA under private sector management, given its demonstrated capability and extensive resources in undertaking big-ticket complex public infrastructure projects.

The MAP believes in the competitive advantage of the National Capital Region (NCR) and its central business districts (CBDs) having access to a nearby city airport, believing further that a robust economy with burgeoning air travel supports a multi-airport system for a large catchment, such as NCR and its environs.

Privatization should be undertaken in an unassailable manner with full transparency, in accordance with best practices, existing laws and regulations which provide for both solicited and unsolicited competitive bidding processes, with the objective of yielding an expeditious process, time being of the essence, and contract terms and conditions in the best public interest.

The case for privatization is bolstered by the many constraints that have weighed down on our country's main air gateway, hampered in particular by tedious, inefficient and ineffective government bureaucratic processes, fiscal constraints, and compounded by lack of management autonomy.

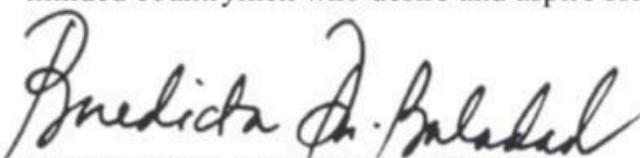
All of these administrative and operational constraints have detrimental effects, manifested in the perennial cellar rating of NAIA among airports and the recent power outages that effectively paralyzed airport operations to the great detriment of air travelers, tourism as well as trade and commerce.

The MAP believes that the NAIA privatization should include major upgrading of airport infrastructure, facilities and processes – notably at the airside and landside to include its runway, expanding aircraft movements, passenger throughput capacity, enhancing operating and maintenance processes, particularly through the introduction of modern technology, that will have a favorable impact on passenger comfort and airport security.

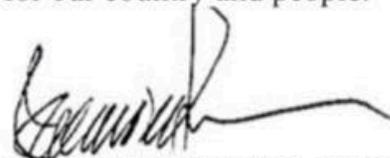
The MAP believes that a privatized NAIA can be free from bureaucratic red tape that slows down decision-making, and notes that clear-cut objectives encounter obstructive policies or practices that take years to change.

The MAP shares its vision of a modernized NAIA --- such as, technology-aided processes for airline self-check-in; boarding pass issuance; bag drop facility; passport control; next-generation security check; automated boarding gates; improved air and runway traffic control technology; dynamic way-finding and flight information displays; inter-terminal transfer mobility; adequate areas for check-in, boarding, baggage claim and parking; efficient internet service, NAIA app/website; among others --- to enhance passenger experience at the airport.

The MAP shares the vision of a much-admired international airport and supports the voice of like-minded countrymen who desire and aspire for the best for our country and people.



BENEDICTA "Dick" DU-BALADAD
MAP President



EDUARDO "Eddie" H. YAP
Chair, MAP Infrastructure Committee

BUSINESS

MAP supports NAIA privatization

By: Catherine Talavera
The Philippine Star
 June 30, 2023 | 12:00am

MANILA, Philippines — The Management Association of the Philippines (MAP) has declared its support for the privatization of the Ninoy Aquino International Airport (NAIA), emphasizing that a privatized NAIA can be free from bureaucratic red tape that slows down decision-making.

“The MAP joins the public clamor for the expeditious privatization, whether by solicited or unsolicited bidding process, of the NAIA and its upgrading to global standards,” the group said in a statement yesterday signed by MAP president Benedicta Du-Baladad and MAP Infrastructure Committee chair Eduardo Yap.

The group stressed the need to place the rehabilitation and operations of NAIA under private sector management, given its demonstrated capability and extensive resources in undertaking big-ticket complex public infrastructure projects.

“The MAP believes in the competitive advantage of the National Capital Region (NCR) and its central business districts (CBDs) having access to a nearby city airport, believing further that a robust economy with burgeoning air travel supports a multi-airport system for a large catchment, such as NCR and its environs,” the group said.

It added that privatization should be undertaken in an unassailable manner with full transparency, in accordance with best practices, existing laws and regulations which provide for both solicited and unsolicited competitive bidding processes.

NAIA better off privately managed, MAP says

By: Revin Mikhael D. Ochave
BusinessWorld
 June 29, 2023 | 9:24 pm

THE privatization of the Ninoy Aquino International Airport (NAIA), the main Philippine gateway, needs to be expedited in order to tap the private sector’s expertise and resources, the Management Association of the Philippines (MAP) said.

In a statement on Thursday, the MAP called for the rehabilitation and operations of NAIA to be placed under private-sector management, and threw its support behind an “expeditious privatization,” whether via a solicited or unsolicited bidding process.

Signatories to the MAP statement were MAP President Benedicta Du-Baladad and MAP Infrastructure Committee Chairman Eduardo H. Yap.

“The MAP underscores the need to place the rehabilitation and operations of NAIA under private sector management, given its demonstrated capability and extensive resources in undertaking big-ticket complex public infrastructure projects,” the business group said.

“Privatization should be undertaken in an unassailable manner with full transparency, in accordance with best practices, existing laws and regulations which provide for both solicited and unsolicited competitive bidding processes, with the objective of yielding an expeditious process, time being of the essence, and contract terms and conditions in the best public interest,” it added.

Recently, the Department of Transportation and the Manila International Airport Authority submitted a joint proposal for a NAIA private-public partnership on a solicited basis to the National Economic and Development Authority.

Under the proposal, the winning bidder will be granted a 15-year concession period to operate the airport and recover its investment. Under the proposal, the project was costed at P141 billion.

Manila International Airport Consortium Director and Alliance Global, Inc. Chief Executive Officer Kevin L. Tan said that a 25-year concession is a more suitable period for NAIA's rehabilitation.

According to the MAP, NAIA suffers from disadvantages like "tedious, inefficient and ineffective government bureaucratic processes, fiscal constraints, compounded by lack of management autonomy."

"All of these administrative and operational constraints have detrimental effects, manifested in the perennial (poor) rating of NAIA among airports, and the recent power outages that effectively paralyzed airport operations to the great detriment of air travelers, tourism as well as trade and commerce," the business group said.

"The MAP believes that a privatized NAIA can be free from red tape that slows down decision-making, and notes that clear-cut objectives encounter obstructive policies or practices that take years to change," it added.

"The MAP believes in the competitive advantage of the National Capital Region (NCR) and its central business districts having access to a nearby city airport, believing further that a robust economy with burgeoning air travel supports a multi-airport system for a large catchment, such as NCR and its environs," it said.

BUSINESS, TRANSPORT & TOURISM

MAP support NAIA privatization and upgrade

By: Othel V. Campos

manilastandard.net

June 29, 2023, 6:30 pm

The Management Association of the Philippines said Thursday it supports public clamor for the expeditious privatization, whether by solicited or unsolicited bidding process, of the Ninoy Aquino International Airport and its upgrading to global standards.

MAP emphasized the need to place the rehabilitation and operations of NAIA under private sector management, given its demonstrated capability and extensive resources in undertaking big-ticket complex public infrastructure projects.

"The case for privatization is bolstered by the many constraints that have weighed down on our country's main air gateway, hampered in particular by tedious, inefficient and ineffective government bureaucratic processes, fiscal constraints, and compounded by lack of management autonomy," MAP said.

The group said administrative and operational constraints have detrimental effects, manifested in the perennial cellar rating of NAIA among airports and the recent power outages that effectively paralyzed airport operations to the great detriment of air travelers, tourism as well as trade and commerce.

It also believes keeping a nearby airport will sustain if not enhance the competitive advantage of the National Capital Region and its central business districts, as a large captive market of travelers.

MAP said privatization should be undertaken in an unassailable manner with

full transparency, in accordance with best practices, existing laws and regulations which provide for both solicited and unsolicited competitive bidding processes, with the objective of yielding an expeditious process, time being of the essence, and contract terms and conditions in the best public interest.

It said privatization plans should include the airside and landside and its runway, expanding aircraft movements, passenger throughput capacity, enhancing operating and maintenance processes, particularly through the introduction of modern technology, that will have a favorable impact on passenger comfort and airport security.

It will also spur the adoption of technology-aided processes to enhance passenger total experience at the airport.

MAP said a privatized NAIA can be free from bureaucratic red tape that slows down decision-making, and notes that clear-cut objectives encounter obstructive policies or practices that take years to change.

manilastandard.net

TRADE & ENERGY | BUSINESS

MAP calls for 'unassailable' NAIA privatization process

By: Bernie Cahiles-Magkilat

Manila Bulletin

Jun 29, 2023 04:55 PM

The Management Association of the Philippines (MAP) has joined the public clamor for the expeditious but "unassailable" privatization process of the Ninoy Aquino International Airport (NAIA), and upgrading to global standards of the city airport.

In a statement, MAP stressed that,

whether by solicited or unsolicited bidding process, the NAIA "privatization should be undertaken in an unassailable manner with full transparency, in accordance with best practices, existing laws and regulations which provide for both solicited and unsolicited competitive bidding processes, with the objective of yielding an expeditious process, time being of the essence, and contract terms and conditions in the best public interest."

MAP underscored the need to place the rehabilitation and operations of NAIA under private sector management, given its demonstrated capability and extensive resources in undertaking big-ticket complex public infrastructure projects.

MAP, which is composed of the country's largest companies, further stressed the need to maintain the NAIA as a city airport.

"MAP believes in the competitive advantage of the National Capital Region (NCR) and its central business districts (CBDs) having access to a nearby city airport, believing further that a robust economy with burgeoning air travel supports a multi-airport system for a large catchment, such as NCR and its environs," the statement added.

The case for privatization is bolstered by the many constraints that have weighed down on the country's main air gateway, hampered in particular by tedious, inefficient and ineffective government bureaucratic processes, fiscal constraints, and compounded by lack of management autonomy.

"All of these administrative and operational constraints have detrimental effects, manifested in the perennial cellar rating of NAIA among airports and the recent power outages that effectively paralyzed airport operations to the great detriment of

16 air travelers, tourism as well as trade and commerce," MAP said.

The business group also emphasized that the NAIA privatization should include major upgrading of airport infrastructure, facilities and processes – notably at the airside and landside to include its runway, expanding aircraft movements, passenger throughput capacity, enhancing operating and maintenance processes, particularly through the introduction of modern technology, that will have a favorable impact on passenger comfort and airport security.

"The MAP believes that a privatized NAIA can be free from bureaucratic red tape that slows down decision-making, and notes that clear-cut objectives encounter obstructive policies or practices that take years to change," the statement said.

The group envisions that a modernized NAIA features technology-aided processes for airline self-check-in; boarding pass issuance; bag drop facility; passport control; next-generation security check; automated boarding gates; improved air and runway traffic control technology; dynamic way-finding and flight information displays; inter-terminal transfer mobility; adequate areas for check-in, boarding, baggage claim and parking; efficient internet service, NAIA app/website; among others --- to enhance passenger experience at the airport.

"The MAP shares the vision of a much-admired international airport and supports the voice of like-minded countrymen who desire and aspire for the best for our country and people," the statement concluded.

TOP NEWS

MAP backs fast-tracked upgrade of NAIA, private sector takeover

By: **Andrea E. San Juan**

BusinessMirror

Jun 30 2023

THE Management Association of the Philippines (MAP) has joined the public clamor to fast-track the privatization, whether by solicited or unsolicited bidding process, of the Ninoy Aquino International Airport (NAIA), and its upgrading to global standards.

In a statement on Thursday, the business group underscored the need to place the rehabilitation and operations of NAIA under private sector management, given its "demonstrated capability and extensive resources in undertaking big-ticket complex public infrastructure projects."

The MAP believes in the "competitive advantage" of the National Capital Region (NCR) and its central business districts (CBDs) having access to a nearby city airport. The business group also noted that a "robust economy with burgeoning air travel supports a multi-airport system for a large catchment, such as NCR and its environs."

"Privatization should be undertaken in an unassailable manner with full transparency, in accordance with best practices, existing laws and regulations which provide for both solicited and unsolicited competitive bidding processes, with the objective of yielding an expeditious process, time being of the essence, and contract terms and conditions in the best public interest," MAP said in a statement on Thursday.

According to MAP, the case for privatization is bolstered by the many constraints that have weighed down on the country's main air gateway, "hampered" in particular by tedious, inefficient and ineffective

17 government bureaucratic processes, fiscal constraints, and compounded by lack of management autonomy.

"All of these administrative and operational constraints have detrimental effects, manifested in the perennial cellar rating of NAIA among airports and the recent power outages that effectively paralyzed airport operations to the great detriment of air travelers, tourism as well as trade and commerce," MAP said.

With this, MAP believes that the NAIA privatization should include major upgrading of airport infrastructure, facilities and processes—notably at the airside and landside to include its runway, expanding aircraft movements, passenger throughput capacity, enhancing operating and maintenance processes, particularly through the introduction of modern technology, that will have a favorable impact on passenger comfort and airport security.

A privatized NAIA, according to one of the major business groups in the country, can be free from bureaucratic red tape that slows down decision-making, as it noted that "clear-cut objectives encounter obstructive policies or practices that take years to change."

"The MAP shares its vision of a modernized NAIA—such as, technology-aided processes for airline self-check-in; boarding pass issuance; bag drop facility; passport control; next-generation security check; automated boarding gates; improved air and runway traffic control technology; dynamic way-finding and flight information displays; inter-terminal transfer mobility; adequate areas for check-in, boarding, baggage claim and parking; efficient internet service, NAIA app/website; among others—to enhance passenger experience at the airport," the business group's statement read.

MONEY

MAP backs NAIA privatization

By: Ted Cordero, GMA Integrated News

GMA News Online

June 29, 2023 6:10pm

The Management Association of the Philippines (MAP), a group of top management and business executives, expressed support on Thursday for the privatization of the Ninoy Aquino International Airport (NAIA).

"The MAP underscores the need to place the rehabilitation and operations of NAIA under private sector management, given its demonstrated capability and extensive resources in undertaking big-ticket, complex public infrastructure projects," the group said.

"The MAP believes in the competitive advantage of the National Capital Region (NCR) and its central business districts (CBDs) having access to a nearby city airport, believing further that a robust economy with burgeoning air travel supports a multi-airport system for a large catchment, such as the NCR and its environs," it added.

The Manila International Airport Consortium (MIAC)—composed of Aboitiz InfraCapital Inc., ACInfrastructureHoldingsCorp., Asia's Emerging Dragon Corp., Alliance Global-Infracorp Development Inc., Filinvest Development Corp., JG Summit Infrastructure Holdings Corp., and US-based Global Infrastructure Partners (GIP)—has submitted a P267-billion unsolicited proposal to rehabilitate and develop the NAIA into a modernized gateway.

The Department of Transportation (DOTr) and the Manila International Airport Authority (MIAA), meanwhile, submitted a joint proposal for the NAIA Public Private Partnership (PPP) project for approval by the NEDA Board.

The government's solicited privatization bid seeks a 15-year concession period to operate the NAIA, while the MIAC's proposal proposes a 25-year period.

"Privatization should be undertaken in an unassailable manner with full transparency, in accordance with best practices, existing laws and regulations [that] provide for both solicited and unsolicited competitive bidding processes, with the objective of yielding an expeditious process, time being of the essence, and contract terms and conditions in the best public interest," MAP said.

"The case for privatization is bolstered by the many constraints that have weighed down on our country's main air gateway, hampered in particular by tedious, inefficient, and ineffective government bureaucratic processes and fiscal constraints, compounded by a lack of management autonomy," it added.

The group said that administrative and operational constraints have detrimental effects, "manifested in the perennial cellar rating of NAIA among airports and the recent power outages that effectively paralyzed airport operations to the great detriment of air travelers, tourism, as well as trade and commerce."

MAP said that the NAIA privatization should include major upgrades of airport infrastructure, facilities, and processes, such as airside and landside, to include its runway, expanding aircraft movements and passenger throughput capacity, and enhancing operating and maintenance processes through the introduction of modern technology that will have a favorable impact on passenger comfort and airport security.

"MAP believes that a privatized NAIA can be free from bureaucratic red tape that slows down decision-making and notes that clear-cut objectives encounter obstructive policies or practices that take years to change," the group said.

"The MAP shares the vision of a much-admired international airport and supports the voice of like-minded countrymen who desire and aspire for the best for our country and people," it said.

BILYONARYO - BUSINESS

NAIA privatization push: MAP calls for speedy action to elevate airport to global standards

BILYONARYO.COM

June 29, 2022

Influential business group Management Association of the Philippines (MAP) has thrown its support behind the privatization of the country's main international gateway, citing the potential to minimize bureaucratic redtape.

In a statement, the MAP called for the swift privatization of the Ninoy Aquino International Airport (NAIA), whether through a solicited or unsolicited bidding process.

The business group emphasized the necessity of privatizing NAIA, noting the private sector's proven capabilities and extensive resources in handling large-scale and complex public infrastructure projects.

The numerous constraints that have impeded NAIA serve to strengthen the case for privatization.

These include burdensome and inefficient government bureaucratic processes, fiscal limitations, and a lack of management autonomy.

"All of these administrative and operational constraints have detrimental effects, manifested in the perennial cellar rating of NAIA among airports and the recent power outages that effectively paralyzed airport operations to the great detriment of air travelers, tourism as well as trade and commerce," it said.

The MAP emphasized the importance of transparency and adherence to best practices, existing laws, and regulations when considering privatization.

The group further said that such privatization should include major upgrading of airport

19 infrastructure, facilities and processes.

According to MAP, a modernized NAIA should incorporate technology-aided procedures such as airline self-check-in, boarding pass issuance, and bag drop facilities.

It should also include advancements in passport control, next-generation security checks, automated boarding gates, air and runway traffic control technology, dynamic wayfinding and flight information displays, inter-terminal transfer mobility, spacious areas for check-in, boarding, baggage claim, and parking, as well as efficient internet service, among other enhancements.

capability and extensive resources in undertaking big-ticket complex public infrastructure projects.”

Further, she said MAP believes in the competitive advantage of the National Capital Region and its central business districts having access to a nearby city airport, believing further that a robust economy with burgeoning air travel supports a multi-airport system for a large catchment, such as NCR and its environs.

Privatization, transparency

“Privatization should be undertaken in an unassailable manner with full transparency, in accordance with best practices, existing laws and regulations which provide for both solicited and unsolicited competitive bidding processes, with the objective of yielding an expeditious process, time being of the essence, and contract terms and conditions in the best public interest,” she said.

Also, Baladad said the case for privatization is bolstered by the many constraints that have weighed down on our country’s main air gateway, hampered in particular by tedious, inefficient and ineffective government bureaucratic processes, fiscal constraints, and compounded by lack of management autonomy.

“All of these administrative and operational constraints have detrimental effects, manifested in the perennial cellar rating of NAIA among airports and the recent power outages that effectively paralyzed airport operations to the great detriment of air travelers, tourism as well as trade and commerce,” she said.

“The MAP believes that the NAIA



BILYONARYO.COM

MONEY

NAIA privatization gets MAP backing

By: Raffy Ayeng
Daily Tribune
June 29, 2023

The group underscores the need to place the rehabilitation and operations of NAIA under private sector management.

As the country’s premier gateway faces unending issues on inefficiencies, the Management Association of the Philippines joins the public clamor for the expeditious privatization, whether by a solicited or unsolicited bidding process, of the Ninoy Aquino International Airport and its upgrading to global standards.

In a statement, MAP president Benedicta Du-Baladad said the group underscores the need to place the rehabilitation and operations of NAIA under private sector management, “given its demonstrated

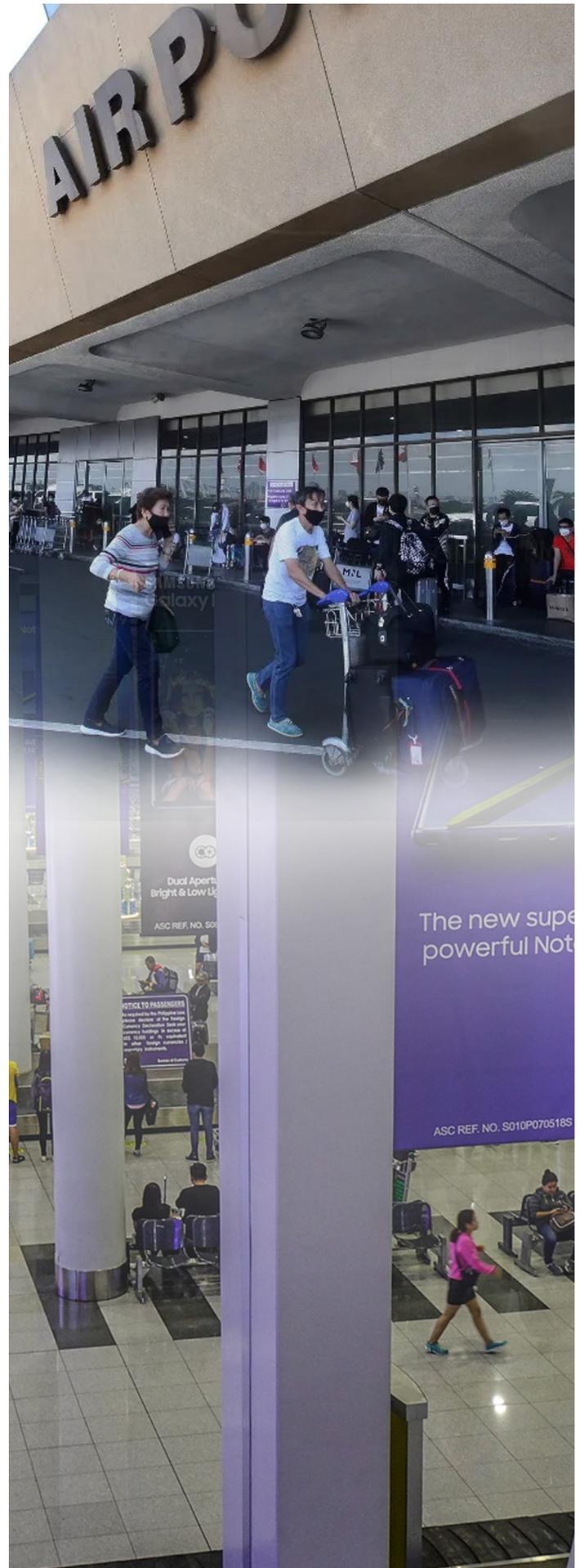
20 privatization should include major upgrading of airport infrastructure, facilities and processes — notably at the airside and landside to include its runway, expanding aircraft movements, passenger throughput capacity, enhancing operating and maintenance processes, particularly through the introduction of modern technology, that will have a favorable impact on passenger comfort and airport security,” Baladad highlighted.

Airport revamb

She said the overhauling needed at NAIA includes technology-aided processes for airline self-check-in; boarding pass issuance; bag drop facility; passport control; next-generation security check; automated boarding gates; improved air and runway traffic control technology; dynamic way-finding and flight information displays; inter-terminal transfer mobility; adequate areas for check-in, boarding, baggage claim and parking; efficient internet service, NAIA app/website; among others, in order to enhance passenger experience at the airport.

Earlier, Transportation Undersecretary for Aviation and Airports Roberto Lim said concessionaires would have to commit to investing P141 billion in NAIA facilities, among other upfront payments that would cost more than P30 billion.

He said the gateway may be privatized as early as the first quarter of 2024 if the process of awarding the contract to the government’s chosen concessionaire will be fast.



COLUMNS

BIZZ BUZZ: Three Monetary Board vacancies

Philippine Daily Inquirer
02:25 AM July 03, 2023

With the question of the country's next central bank governor out of the way, the financial sector is now eagerly awaiting the names of three presidential appointees to the Bangko Sentral ng Pilipinas' powerful policy-making body, the Monetary Board.

Starting this week, there will be three vacancies for the seven-person group that helps determine the value of Filipinos' money as well as sets policies governing banks and financial institutions in the country.

Rumor has it that one former government official who is also an economist is a shoo-in to be appointed. Meanwhile, another current Monetary Board member will likely be reappointed for a second term. That leaves just one seat unfilled. Who will it be? Abangan! —Daxim L. Lucas

MAP backs Naia privatization

The privatization of the Philippines' main airport has gotten the support from the Management Association of the Philippines (MAP), indicating a growing clamor from major business groups to rehabilitate

the problem-laden airport in the Southeast Asian country.

The association, which touts itself as the largest business management group in the country, said it was joining the public call for the expeditious privatization of Ninoy Aquino International Airport (Naia) following the recent string of issues, which caused headaches for both foreign and domestic travelers.

"The case for privatization is bolstered by the many constraints that have weighed down on our country's main air gateway, hampered in particular by tedious, inefficient and ineffective government bureaucratic processes, fiscal constraints and compounded by lack of management autonomy," MAP said in a statement.

"All of these administrative and operational constraints have detrimental effects, manifested in the perennial cellar rating of Naia among airports and the recent power outages that effectively paralyzed airport operations to the great detriment of air travelers, tourism as well as trade and commerce," it added.

MAP is not the first private sector group to call for its speedy privatization, with the Philippine Chamber of Commerce and Industry—the country's biggest business organization—making the same call last week.

It seems like the country's business sector, like the public, has finally had enough of this airport and its sorry state.

PHILIPPINE DAILY INQUIRER
BUSINESS

Editor: Tina Arceo-Dumala
Business News Editor: Daxim L. Lucas

→ **Three Monetary Board vacancies**

BIZ BUZZ

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—ALDEN M. MONZON

PH set to hit digital payments target

Already at 42% of total as of end-2022, says BSP

By Ronnel W. Domingo
@RonWDominoINQ

Digitalization efforts in the Philippine payments system are on track to meet the target of converting half of total retail payments into digital form in 2023, according to the Bangko Sentral ng Pilipinas (BSP).

The BSP said in a report titled 2022 Status of Digital Payments that as of last year, digital platforms accounted for an overall share of 42 percent of the number of all transactions that year, rising from 30 percent in the previous year.

In terms of value, digital payments represented 40 percent of all transactions, declining from 44 percent in 2021.

In the report, the BSP pegged total transactions at \$195 billion, of which \$78.17 billion were done digitally.

"The latest results show that we are steering in the right direction as we move closer to our goal of converting at least half of total retail payments volume into digital form by the end of 2023 under the BSP Digital Payments Transformation Roadmap," outgoing BSP Governor Felipe Medalla in a statement sent out on Friday night.

Medalla said the numbers show the deliberate reforms and initiatives that the BSP and the government undertook were responsive to the shifting needs of the public toward more efficient payments services.

"Since the pandemic, which broadened digital payments adoption and acceptance, the upward trajectory of digital payment usage has been sustained," he said. "We need to carry on to maintain this trend, focusing on the overall value-adding experience of using digital payments."

As the party doing the payment, the government was the "most cash-lite" as it made 96 percent of all its payments digitally.

The two other types of payors—individuals and businesses—did so in 53 percent and 10 percent of the time, respectively.

B3

SCALE INVESTORS FIRESIDE CHAT (SESSION 1)

JULY 3, 2023 | MONDAY
CERVANTES ROOM
DISCOVERY PRIMEA
AYALA AVENUE, MAKATI



Roderick Danao
Chairman and Senior Partner, PwC Philippines



Atty. Alex B. Cabrera
Chairman Emeritus and ESG Leader, PwC Philippines



Jecky Pelaez
Director of Legal and Compliance, Kickstart Ventures



Greg Rivera
Investment Partner, Sierra Madre



Juan Carlos Camara
Senior Investment Associate, Navegar



Xavier Marzan
Founding Managing Director/CEO, f(dev) Digital Foundry



2nd of MAP's Investment Forum Series

Business Opportunities in ASEAN

A Panel Discussion

July 12, 2023, Wednesday

11:30AM to 2:00PM

Grand Ballroom A and B (Level 3)

Shangri-La The Fort

A Project of MAP Trade and Investments Committee

Panelists:



**Amb. DATO' ABDUL MALIK
MELVIN CASTELINO**

Malaysia



**Amb. MEGAWATI DATO
PADUKA HAJI MANAN**

Brunei



Amb. TULL TRAISORAT

Thailand

Mr. PHUNG VAN THANH

Head of Trade Office
Vietnam

List in Progress...

Registration Fees:

Regular Member	FREE
Life Member	P1,700
Guest	P2,000

SAVE THE DATE REGISTER EARLY



21st INTERNATIONAL
CEO CONFERENCE

ON A COHESION COURSE

Leading in the Age of
Unlimited Possibilities

12 September 2023
8:00 AM to 5:00 PM
Shangri-La 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

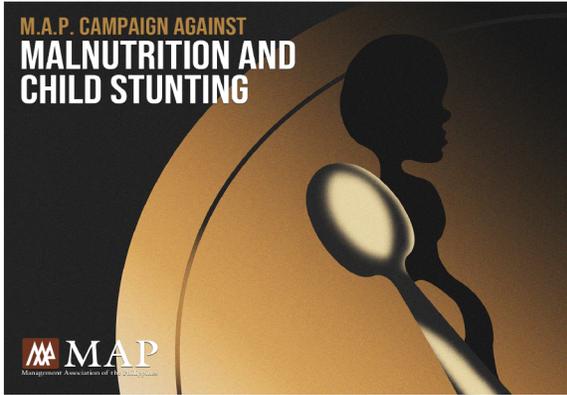
Get 1 FREE seat for every 5 seats paid.

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)



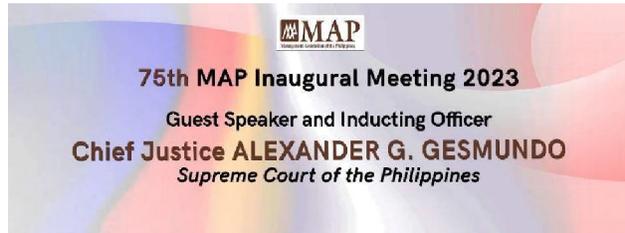
November 22, 2022
MAP Annual General Membership Meeting and "MAP Management Man of the Year 2022" Awarding Ceremony



October 13, 2022
MAP GMM



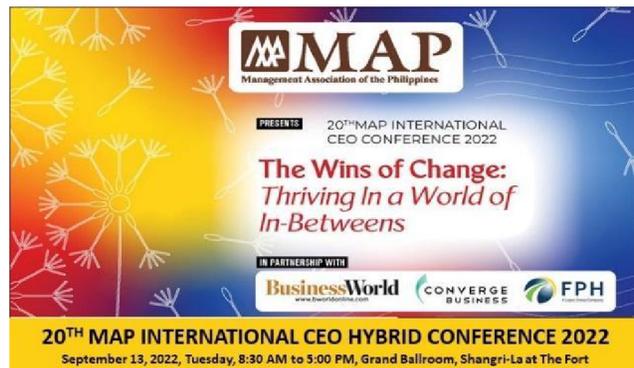
March 8, 2023
MAP General Membership Meeting (GMM) on International Women's Day



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 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

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
Ratford UP Professor of Economics and Management

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

Co-Moderators:
Mr. VIC MAGDARAOG, Co-Chair for MAP CEO Academy, MAP HMDC, Senior Business Adviser, Advisory & Insights (ASi)
Dr. BEN TEHANKKEE, Co-Vice Chair for Social Justice, MAP ESG Committee, Professor, DLSU
Ms. ALMA JIMENEZ, President and CEO, Health Solutions Corporation
Prof. DINDO MANHIT, CEO and Managing Director, Skanska Group

July 1, 2022
MAP Webinar

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, Atsuh Data Innovation
Ms. AILEEN JUDAN JIAO, President and Country General Manager, IBM Philippines, Inc.
Mr. PAUL WHITTEN, Chief Advocate, Red Hat Asia Pacific

Co-Moderators:
Mr. PATRICK D. REIDENBACH, Chair, MAP ICT Committee, President, UbaidoReidenbachSolutions, Inc. (UR Solutions)
Mr. EDUARDO "Teddy" G. SUMULONG, Co-Vice Chair, MAP ICT Committee, 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

EMCEE: **Ms. AGNES A. GERVACIO**
Co-Vice Chair for Environment, MAP ESG Committee, CEO, MDH Marine

Speakers:
Mr. ANDREW CHAN, Asia-Pacific Leader in ESG, PwC Malaysia
Mr. VINCENT KNEEFEL, Circular Economy Director, Public Credit Exchange
Ms. MA. ANTONIA YULO LOYZAGA, President, National Residence Council

Q&A MODERATOR: **Atty. ALEXANDER B. CABRERA**
Governance-Charge, MAP ESG Committee, Chief Strategy and ESG Leader, Ilo Iloano & Co., Inc. 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, Futuro Gen International Pte Ltd. (Singapore)
Mr. ROGER DO, CEO, AutoPilot (Singapore)

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

May 2, 2022
MAP Webinar

GREEN EDSA MOVEMENT

PROTECTING THE EARTH. PRESERVING OURSELVES.

Doing what we need to do in celebration of Earth Month

April 29, 2022, Friday, via ZOOM

Speakers:
Sec. JIM O. SAMPULNA, Secretary, Department of Environment and Natural Resources (DENR)
Atty. ANGELA CONSUELO S. IBAY, Head of Climate Change and Energy Program, World Wildlife Fund for Nature (WWF)
Ms. ANA MARGARITA MONTIVEROS, Vice Vice President and Chief Reputation & Sustainability Officer, Pacific Energy Ventures, Inc.
Atty. TONY LA VINA, Dean, Ateneo School of Government, Associate Director, Manila Observatory

Moderators:
Mr. SANTIAGO F. DUMLAO, JR., Chairman, CEO, Secretary General of Association of Greening Agencies in Asia (AGAA)
Ms. RAQUEL B. CAGURANGAN, Chair, MAP Agriculture Committee, VP, Ag & Livestock, Avianca HealthCare, Inc.

April 29, 2022
MAP Webinar

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. TORRALBA, Chair, MAP Agriculture Committee, Chair and CEO, Teves Holdings Corporation
Mr. CHARLIE P. VILLASOR, Chair, MAP Trade, Investments & Tourism Committee, Chair and CEO, PAMA, Team Proceur and PAMA Shared Services

April 29, 2022
MAP Webinar

Happy Birthday

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

July 1

Atty. ELAINE MARIE M. "Elaine" COLLADO
Country Director (Philippines) and Executive Committee
(Singapore), Vriens & Partners Pte Ltd

Mr. JOSE ENRIQUE "Joel" DELAS PEÑAS
President and CEO, Manila Bankers Life Insurance Corporation

July 3

Mr. DONN D. "Donn" GAMBOA
President and CEO, White Cloak Technologies, Inc.

Mr. SANJIV "Sanjiv" VOHRA
President and CEO, Security Bank Corporation

July 4

Mr. JOHN PATRICK Y. "Patrick" CHAN
General Manager, The Bellevue Manila

Mr. JUNIE S. "Junie" DEL MUNDO
Chief Executive, EON The Stakeholders Relations Group, Inc.

Mr. JOSELITO G. "Lito" DIGA
SVP and CFO, UNILAB, Inc.

Amb. LUC VERON
Ambassador, European Union to the Philippines

July 6

Mr. BENEL D. "Benel" LAGUA

Atty. GIOVANNI H. "Vanni" MELGAR
Chair and CEO, Melgar Brothers Holding Corporation

Mr. ERNESTO "Ato" TANMANTIONG
CEO, Jollibee Foods Corporation

Dr. BENITO L. "Ben" TEEHANKEE
Full Professor and Head of the Business for Human
Development Network, De La Salle University (DLSU)

July 7

Mr. ANTONIO N. "Jim-Jim" CHIU
President, Coastal Highpoint Ventures, Inc.

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

Mr. HANS BRINKER M. "Hans" SICAT
Director, ING Bank N.V. Manila

Mr. JOAQUIN M. "Jack" TEOTICO
Group Managing Director, The Galerie Joaquin Group

July 8

Ms. JOLI CO "Joli" WU
CUO, Paramount Life & General

July 9

Mr. JOSE ANTONIO U. "Tony" GONZALEZ

Mr. RICARDO P. "Ricky" ISLA
CEO, Philippines AirAsia Inc.

Mr. CESAR MARIO O. "Mario" MAMON
Chair and President, Enchanted Kingdom, Inc.

July 10

Mr. RAFAEL C. "Raffy" HECHANOVA JR.
VP for Sales and Marketing, Concepcion-Carrier Air
Conditioning Company

Ms. ELAINE "Elaine" KUNKLE
President and General Manager, Henkel Asia Pacific
Service Center, Inc.

Ms. MA. MINA LUZ M. LIM
Country Managing Director, Oracle Philippines

Mr. PONCIANO C. "Chito" MANALO JR.
President and CEO, SM Retail, Inc.

Mr. ROMAN FELIPE S. "Manny" REYES
Chair, Reyes Tacandong & Co. (RT&Co.)

Ms. PATRICIA L. "Trixie" WHYTE
Founder/Chair and President, Q2 HR Solutions, Inc.

July 11

Ingr. EULALIO B. "Euls" AUSTIN JR.
President and CEO, Philex Mining Corporation

July 12

Mr. FELIPE U. "Felipe" YAP
Chair and CEO, Lepanto Consolidated Mining Company

July 13

Mr. MIGUEL ANTONIO C. "Miguel" GARCIA
ACTIVATE BUILDERS, INC.

July 14

Mr. CHITO S. "Chito" MANIAGO
Country Head for Government Affairs, Communications &
Sustainability, Zuellig Pharma Corporation (Philippines)

Happy Birthday

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

July 14

Mr. MANUEL V. "Manny" PANGILINAN
Chair, PLDT Group

July 15

Ms. ELVIRA L. "Rina" BAUTISTA
President, Knowledge Channel Foundation Inc.

Ms. CAMILA G. "Camil" KITANE
President, CGKformaprint, Inc.

July 16

Amb. JOSE L. "Joey" CUISIA JR.
President, Knowledge Channel Foundation Inc.

Cong. JUAN C. PONCE "Jack" ENRILE JR.
Vice Chair, JAKA Investments Corporation

Atty. CHRISTIAN S. "Chris" MONSOD
Founding Chair, Legal Network for Truthful Elections, Inc. (LENTE)

Atty. JOSE RONALD V. "JRVV" VALLES
VP and Head for Regulatory Management, MERALCO

July 17

Ms. CELINA SALDANA "Celine" BAUTISTA
President, CNM Properties & Holdings, Inc.

Dr. JESUS G. "Jess" GALLEGOS JR.
Emeritus Professor, Asian Institute of Management (AIM)

Ms. RUTH YU "Ruth" OWEN
President and CEO, Upgrade Energy Philippines, Inc.

Mr. CESAR L. "Cesar" SISON

Mr. RAMON L. "Mon" ZANDUETA
President and CEO, Marsh Philippines, Inc. (MPI)

July 18

Mr. LUCIEN C. "Luc / Lucien" DY TIOCO
EVP, Philstar Media Group

Dr. LYDIA B. "Lydia" ECHAUZ

Don JAIME "Jaime" ZOBEL DE AYALA
Chair Emeritus, Ayala Corporation

July 19

Dr. GRACE H. AGUILING "Grace" DALISAY
President and CEO, Center for Educational Measurement

Mr. RAMON D. "Mon" DEL ROSARIO
Business Development Director - APAC, Amber Kinetics

Mr. BERNARD VINCENT O. "Bobby" DY
President and CEO, Ayala Land, Inc.

Mr. JOSE ARTURO M. "Jay-Art" TUGADE
President - Products and Services, Perry's Fuel Distribution Inc.

July 21

Mr. REUBEN S.J. "Beng" PANGAN
President, Air21 Global Inc.

July 22

Arch. CARMELO T. "Meloy" CASAS
President and CEO, Casas+Architects, Inc.

July 23

Atty. EMILIO B. "Emil" AQUINO
Chairperson, Securities and Exchange Commission (SEC)

Mr. VIRGILIO BRIGIDO G. "Nonoy" ESPELETA
President, Famcor Franchise Management and Executive Development Corporation

Mr. MEDEL T. "Ding" NERA
Director, House of Investments, Inc. (a YGC Member)

July 25

Dr. SHIRLEY C. "Shirley" AGRUPIS
Vice Chair and President, Mariano Marcos State University

Mr. REYNALDO A. "Ronnie/Rey" DE DIOS
Risk Management Consultant, R. A. de Dios & Co.

Mr. RAMON D. "Raymond" RUFINO
President and CEO, NEO

Mr. LEOPOLDO JAIME N. "Leo" VALDES
President, Holy Angel University (HAU)

July 26

Mr. DONALD "Donald" MORRIS
Country Manager Philippines, Cathay Pacific Airways Limited

Dr. MARY ANN P. "Mary Ann" SAYOC
Lead Public Affairs, East-West Seed Group

Mr. ENRIQUE MIGUEL C. "Rikks" VALLÉS
President and COO, Mida Food Distributors, Inc.

Mr. JAY "Jay" YUVALLOS
President, YZ Global Resources, Inc.

Happy Birthday

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July 27

Dr. FIORELLO R. "Toto" ESTUAR
Chair and President, FR Estuar and Associates
Mr. MANUEL D. "Manny" RECTO
Nominee, MDR Securities, Inc.
Mr. ROLAND U. "Roland" YOUNG
Chair, RUY Corporation

July 28

Mr. EDWIN LL. "Edwin" UMALI
President and COO, Mabuhay Vinyl Corporation
Mr. WINSTON P. "Winston" UY
President, Universal Leaf Philippines, Inc.
Mr. VICTOR B. "Vic" VALDEPEÑA

July 29

Mr. LAWRENCE L. "Larry" CHENG
Managing Director, Majestic Press Inc. / Majestic
Packaging Products Corp.
Mr. JOSE C. "Nono" IBAZETA
Consultant, A. Soriano Corporation
Mr. EMILIANO "Third" LIBREA III
Business Executive Officer, PalawanPay

July 30

Mr. SENEN C. "Senen" BACANI
President, ULTREX Management and Investments
Corporation
Mr. BENEDICT S. "Benedict" CARANDANG
VP for External Relations, First Circle
Mr. PHILIP A. "PG" GIOCA
Country Manager, Jobstreet.com Philippines Inc.
Mr. HIGINIO O. "Joey" MACADAEG JR.
Mr. SENEN L. "Bing" MATOTO
Mr. ANTHONY K. "Tony" QUIAMBAO
President and CEO, STRADCOM Corporation

July 31

Ms. MICHELLE "Michelle" CHAN
COO, Mega Fishing Corporation
Mr. LORENZO T. "Larry" OCAMPO
President and CEO, City Savings Bank, Inc.
Mr. ISMAEL R. "Mike" SANDIG
President and CEO, Coconut Builders Bank, Inc.



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