



Ms. ALMA RITA "Alma" R. JIMENEZ

**"MAPping the Future"** *Column in INQUIRER*

***"In the transit zone:  
Growth at the epicenter  
of transformation"***

May 15, 2023



Mr. RAMON "Mon" B. SEGISMUNDO

**"MAP Insights"** *Column in BUSINESSWORLD*

***"Renewal in a wild  
new world"***

May 16, 2023

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## **"In the transit zone: Growth at the epicenter of transformation"** *(from page 1)*



**Ms. ALMA RITA "Alma" R. JIMENEZ**

**W**hen the disaster strikes, the first order of the day is to examine the numerous factors that may have triggered, worsened or diminished the effects of such catastrophic events. The objective is to keep a 'stable' perspective and not to add internal upheaval to an already overwhelming external one. The leadership challenge is to be the steady anchor that will resist being pulled in many directions without the discipline of risk analysis.

Arguably, there are actions that are needed to mitigate immediate risks, but steps must be taken to avoid pitfalls that a knee-jerk reaction may cause. We cannot sacrifice the future to stave off the present hurdles. It is why we plan--not for guarantees but to consider possibilities and therefore be ready to take them on when called for. It is when we have the luxury to turn over various scenarios and map out responses that we elevate from reactive to proactive.

Recently, the UN World Health Organization announced the end of COVID-19 as a public health emergency, although it did qualify that it remains a threat. The pandemic is one of,

if not the biggest, challenge we faced in this generation and the inadequate preparedness for such catastrophe exacerbated its effects. History is littered with health crisis so one would think the experiences should have been early warning devices to be more prepared when another one hits. Yet when it did happen in our time, the world was not ready.

We did not build on the lessons of SARS in 2003, H1N1 in 2009, Zika in 2016 and other similar health scare episodes when billions of losses were racked up, especially in those countries that got hit the most. It might be human nature to discount series of experiences because they were managed; we coped and we survived. Business recovery and continuity plans that should have been immediately activated when there were recurrences might not have even considered the scenario of a world that would stand still. There was overconfidence in the ability to respond, and a microscopic virus taught a humbling lesson.

After two long years of lockdowns, restrictions were gradually eased. The year 2022 was the halfway house when we tested the waters and started the transition process toward what we all now accept as a different future. In this world of in-betweens, business operation is recalibrated to align with the country's directions and the global developments, while keeping an eye to the up-and-down swings of COVID. One thing is sure, recovery and progress are common agenda, and the competitiveness will determine who will lead and who will lag behind. In this transit zone, growth is at the epicenter of transformation.

Growth is not just a responsibility of one, however. The problems are too big and the cost of slow action is too high for convalescing economies also dealing with the adverse effects of inflation. The call of the times is for both public and the private sectors to work in tandem for faster recovery. In trade, the government can open the doors, but the more agile business sector can concretize the pledges into fulfilled investments. In social welfare, government takes care of the marginalized, and the enterprises look



after the welfare of those they employ and help generate livelihood that can cushion the impact of uncertain times.

Many observers say that things might get worse before it gets better. We see global conflicts escalating. We look with worried eyes at these clashes, and foremost in our minds is the question: Is the world on a collision course? Hopefully, not, because we are also seeing shifts in alliances. These alliances might just herald pockets of greater integration and cooperation that will balance and moderate the superpowers. Countries are redefining recovery in terms of greater regional cooperation, evident in the rise of trading blocs. Analysts warn of the waning years of globalization, but we also see movements toward multilateralism that--if governed rightly, holds a promise of developments distributed better.

If so, there will be realignments that can potentially enhance cooperation, collaboration and integration as we all define what is next for the world. Such alignments will influence the ability to attract investments, identify trading partners and explore how these advantages can be used to cascade benefits all the way down.

The pandemic experience should have taught the importance of building resilience into the organizational DNA. That resilience goes beyond the usual business continuity plan to a deeper engagement with societal development. The wisdom of the crisis is in the realization that building back stronger is possible if we all work together and collaborate better. The world cannot afford a collision; thus, let us put ourselves on a cohesion course.

*The 2023 MAP International CEO Conference will focus on alignments as captured by its theme "On a cohesion course: Leadership in the age of unlimited possibilities." Invited speakers will represent major blocs intended to give delegates information to understand their directions and how businesses can work with them and through them. Register early for this Sept. 12, 2023 Conference to be held at Shangri-La The Fort and avail of discounts.*

***On a  
cohesion  
course:***

***Leadership  
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## “Renewal in a wild new world” *(from page 1)*



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**T**he world is indeed wild and feels like new, vastly different to what it was prior to COVID-19. Factors, such as skyrocketing inflation, the banking crises, supply chain disruptions, the new world disorder, digital acceleration, and climate change have made radical uncertainty certain. Business leaders scramble with their planning -- the only certainty is that “black swan” (highly unlikely) and even “grey rhino” (something you can see coming but choose to ignore) events are here to stay.

Meanwhile, the International Monetary Fund (IMF) recently released its data on GDP Per Capita of Southeast Asia. Of the 11 ASEAN countries listed, the Philippines ranked No. 7, eclipsed by Singapore, Brunei, Malaysia, Thailand, Indonesia, and Vietnam by the end of 2022. Singapore’s per capita GDP dwarfs that of the Philippines by a factor of 22.4x and Malaysia’s, Thailand’s, and Indonesia’s by multipliers of 3.7, 2.2, and 1.3, respectively. Vietnam overtook the Philippines last year and is now ahead of the Philippines by a factor of 1.2. All these beg the questions: What happened? Where do we go from here?

### **RENEWAL**

Any national renewal effort in the midst of global disruption requires a concerted and

united private-public-civil society approach to improve the Philippines’ ASEAN standing and position the country for the future.

What management practitioners can consider and do is to aim for management excellence, in accordance with the management Association of the Philippines’ (MAP) vision and mission. With the private sector as the Philippines’ engine of growth, business leaders could further develop and enhance competitiveness of their firms. The 3Rs or Renovate, Rehumanize, and Rediscover may well be the business sector’s contribution to a national renewal.

### **RENOVATE**

The key to the long-term success of any business organization is its ability to innovate. If the rate of change outside is faster than the rate of change inside, then it is the beginning of the end. Organizations deeply mired in the past and finding it difficult to break out find themselves in a precarious position. Tradition is not all that bad as it could form the bedrock of organizational values and may well be the reason for the company’s success in the past. However, as Executive Coach Marshall Goldsmith said, “What brought you here won’t bring you to where you want to be.” (Of course, he said this in the context of the careers of leaders although this is equally applicable to businesses as a whole). In lieu of saying “Innovate,” “Renovate” is perhaps more appropriate as organizations start from an existing state.

To make Renovation practical, a tool that has piqued recent interest is the OODA loop or Observe, Orient, Design, and Act, then repeat (as per Bloomberg correspondent Alex Webb). Similar models, like the more popular PDCA -- Plan, Do, Check and Act -- have long been used. Not only are they improvement tools but they are powerful personal “innovation and adaptability tools.” The OODA is designed to let leaders (originally fighter pilots) be a step ahead of competition, constantly taking information, and making real time adjustments. It makes leaders and organizations agile and responsive to the ever-changing conditions in the external and



5 internal environment.

## REHUMANIZE

On an annual basis, Fortuna Magazine partners with Great Place to Work (GPW) in ranking companies on a global basis. GPW CEO Michael Bush noted that companies in the 2022 list saw an eye-popping 7% year-over-year increase in revenue per employee. He added that it is therefore clear that “companies that care for their people and prioritize their well-being...outperform.”

Over at MAP, it was posited that the Human Resources (HR) function be strategic to place people first at the top of the business agenda. This argument is supported by five pillars that will determine whether the HR work that a company does is transactional (administrative) or transformational (creates true value, such as rises in revenue or income).

The Five Pillars (5Ps) were the result of brainstorming and not meant to be an exhaustive list. Nevertheless, they are crucial in the pathway towards a strategic HR function. The 5Ps are as follows:

1. Leveraging Technology and Artificial Intelligence
2. Strengthening the CEO-CHRO Partnership and Collaboration
3. Building and Developing Talent Competitiveness
4. Fostering Strategic HR Communications
5. Embedding the Filipino Management Ethos

To expound on the above, the MAP will hold a MAP Strategic HR Summit for CEOs and CXOs on June 15 and June 22 (both Thursdays), from 8:30 to 11:30 a.m. at Shangri-La The Fort.

## REDISCOVER

A lot of what has been mentioned above are western concepts. The question is how can we incorporate a Filipino management ethos as “the characteristic spirit of a culture, era, or community as manifested in its attitudes and aspirations.” A Filipino

management ethos will appeal to our local talents and workforces, thereby resulting in greater commitment and motivation to drive performance and productivity.

The advocacy of Diwa Kapwa Institute (DKI) is rooted in embedding Filipino organizations or even global companies with:

\* *Diwa*. Spirit-inspired leadership, rooted in faith and people-centered values, that charts pathways to excellence.

\* *Kapwa*. The Filipino value of unity and a shared identity between the self and others for organizational and societal effectiveness.

Companies have applied this already, e.g., Unilab’s *Bayanihan* (community spirit), Meralco’s *Malasakit* and *Makabayan* (deep empathy and sense of nation), to name a few.

Diwa and Kapwa will be discussed in the forthcoming MAP summit mentioned above.

## CALL TO ACTION

We are living in dangerous times and to stand still is to fall behind. Have you taken steps to renew your organizations in synch with the rapidly changing times? Then, the 3Rs -- renovate, rehumanize, and rediscover -- may well provide a framework to kickstart renewal.

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## NO FREE LUNCH Revisting old dreams

By: Cielito F. Habito

@inquirerdotnet Philippine Daily Inquirer /  
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One of my constant frustrations is seeing ourselves dream the same dreams we already had three decades ago but somehow failed to achieve. We had grand visions back then, and very good plans for pursuing them. But as it is said time and time again, we have no shortage of good plans and good laws, but we keep falling flat in their implementation.

Back in the mid-1990s, the Ramos administration defined “polevaulting strategies” that drew on known and potential strengths of the Philippine economy, which could define our niches in the global economic arena and catapult us to rapid economic growth. These included aspiring to be Asia’s Medical Center, Shopping Mecca, Entertainment Capital, Knowledge Center, Energy Hub, and more. As most of these involved services, the strategy was supposed to allow us to “polevault” over the industrialization stage of the textbook economic development story, into the higher stage of a services-dominated economy. In the process, we could polevault over our neighbors as well.

Unfortunately, the destabilizing Asian financial crisis shifted us away from Ramos’ aggressive fighting mode to a struggling survival and stabilization mode, and the polevaulting strategies fell by the wayside under his successors. Still, 30 years hence, much of our inherent strengths for these polevaulting strategies remain with us, and we can validly keep dreaming those same dreams we had then.

Thailand, Singapore, and Malaysia may have already had a head start on it, but being a Medical Center for Asia remains a real prospect, given the global excellence Filipino medical practitioners are known for—physicians, nurses, or medical technologists alike. What we need more of are investments in world-class hospitals. To date, we only have five hospitals accredited by the Joint Commission International, against Vietnam’s 7, Malaysia’s 17, Indonesia’s 23, and Thailand’s 61. We must also define our

target niche, in the same way that Thailand capitalizes on cosmetic surgery, sex change, and stem cell therapy; Malaysia on cardiac surgery; Singapore on cancer, neurosurgery, and liver transplants; and Vietnam on in vitro fertilization and kidney transplants.

To be Asia’s Shopping Mecca was among the motivations for Congress in the 1990s to pass the Retail Trade Liberalization Act, paving the way for modern retail systems and establishments to be set up here. Trade liberalization had also lowered the cost of imported consumer goods for domestic and foreign shoppers alike, just when Hong Kong and Singapore were losing their pre-eminence as prime Asian shopping destinations. Topping it all are the legendary shopping malls that the Philippines has become known for globally, even as shopping malls are increasingly being abandoned in the West. We can still do it.

Our inherent advantage in becoming Asia’s Entertainment Capital needs a little further elaboration. I’ve written recently about our “Broadway of Asia” dream and our country’s rich artistic talent pool on which to build it. Again, what we need are investments in the needed infrastructure to achieve this goal and the right government support to project our creative sector worldwide and pursue a national branding effort as a vehicle for it.

Similarly, the Philippines as Knowledge Center, both in terms of higher education and of digital information and communication technology (ICT), is a dream within reach. We had, after all, been the region’s education center before, having been the training ground for many of the region’s leading scientists, especially in agriculture. And the quality of Filipino “peopleware” has merited the respect of the global ICT community that Filipinos have in fact been prominent in. Meanwhile, a recent Reuters article sees the Philippines leapfrogging Vietnam as the largest renewable energy producer in Southeast Asia, as our aggressive project development pipeline is set to yield a 15-fold increase in our combined solar and wind power by 2030.

There is so much our economy can achieve by just building on our strengths and seizing the opportunities. It’s time to brush the dust off those old Ramos polevaulting strategies and get back on the playing field.

**cielito.habito@gmail.com**



PHILIPPINE DAILY INQUIRER

Business Features Editor  
Doris Dumilao-Abadilla

## BOARD TALK

## How the best CEOs deal with failure and setbacks

In our fast-paced and competitive business world, failures and setbacks are inevitable. They can occur at various levels, from individual projects to company-wide initiatives. However, far from being negative experiences, failure and setbacks have significant implications for growth and success. They provide valuable learning opportunities, allowing businesses to refine their strategies, improve their processes and innovate.

Through failure, entrepreneurs and business leaders gain insights into what works and what doesn't. Each setback presents an opportunity to assess strengths and weaknesses, identify areas for improvement and develop resilience. Failure fuels creativity, encourages out-of-the-box thinking and fosters a culture of continuous learning.

**Importance of strong leadership in navigating through failures**

While failure can be a powerful catalyst for growth, strong leadership's role is to guide organizations through these challenging times. CEOs and business leaders are critical in shaping the organizational response to failure and setbacks. Their ability to navigate adversity, inspire their teams and lead with resilience is paramount.

Influential leaders understand that failures are not indicative of personal shortcomings but valuable stepping stones to success. They embrace failure as a necessary part of the journey and encourage their teams to do the same. Leaders create an environment where innovation and creativity thrive by fostering a culture that views failure as a learning opportunity.

Moreover, strong leaders demonstrate resilience in the face of setbacks. They remain composed, assess the situation objectively and inspire their teams to persevere. Through their leadership, they build confidence, motivate employees to learn from failures and guide the organization toward a brighter future.

Failure and setbacks are an integral part of the business landscape. Recognizing their significance and embracing

**PROFIT PUSH**

TOM OLIVER

ing them as opportunities for growth is crucial. With solid leadership, businesses can navigate through failures, learn from them, and emerge stronger and more successful.

**Don't let failure define you**

One of our family business clients in the region told me how he took over the reins of his family's very profitable business conglomerate, home to many iconic Filipino brands. He was under much scrutiny from the other family members, who continued to criticize his performance. Soon he made a grave mistake that cost his family and the business much money.

The problem was that he continued to let this failure define him and influence his decision-making even 10 years after. It caused him to get into "paralysis because of over-analysis." You can never have 100 percent of the facts. As a CEO or business owner, you must make strategic decisions based on key variables. Otherwise, life and competitors will pass you by.

And that is precisely what they did in this case. Because he feared never wanting to make a mistake again, he wanted to go for perfection—and they missed many valuable business opportunities.

**Learning from failures to improve decision-making and strategy**

Failure is feedback. The lesson? Analyze your mistakes. Get to the root causes. Write them down. See if you can get to the bottom of the principles behind the root causes—this means the principles of decision-making and management that you can use to improve your performance and business



ILLUSTRATION BY RUTH MACAPAGAL

acumen as a leader.

Then let your mistakes go. You learn more from your failures than from successes.

Analyze. Get to the root causes. Write the principles down. When we support our clients in their planning sessions and strategic roadmaps, we always have them become aware of—and challenge the—principles and assumptions behind their plans. These assumptions are even more important than the plans themselves because they allow you to check back later and see where you went wrong.

This continuous analysis never stops. This is why most successful CEOs and billionaire entrepreneurs constantly analyze their performance to derive the nuggets from their learnings.

Everybody needs feedback

to improve. Failures are perfect, albeit painful, feedback mechanisms.

**Fight or Flight?**

The natural fight or flight response is built into humans early on. About analyzing mistakes and failures, this natural response does not serve us, however.

Why? "Fight or flight" from a mistake means you blame everyone else but yourself for your shortcomings, failures and errors. We often see that in our daily practice of advising CEOs of some of the world's largest companies and family business conglomerate owners, especially in the boardroom. The blame game is everywhere. People do not accept responsibility, do not hold themselves accountable, and therefore never learn. Refrain from making the

ership. Microsoft embraced failures as part of the learning process.

A pair of fresh expert eyes can often easily see the unexploited opportunities lying there in easy reach.

Another one of our clients in the Philippines, a family business conglomerate, almost branded one of the sons who took over parts of the business as an outcast because he had made a mistake a few years before that cost the family a few million dollars. Yes, mistakes are painful, and ideally, you don't want to lose money. But if it happens, and the son has learned from it, and the family as a whole has learned from it, and the principles learned were written down and are now ingrained in the company culture, move on!

**The winning mindset**

The magic word is "yet!" If Thomas Edison had not had his famous mindset, he would have stopped well before mastering the electric light. "I have not failed. I've just found 10,000 ways that won't work," Edison said. That is the right mindset to adopt.

Think of failure as temporary. Just because something has not happened yet does not mean it will not. It just means you have tried and have yet to find the solution.

Every failure should make you determined to find another way. The more determined you get, the more you will succeed. In the words of Edison, "Many of life's failures are people who did not realize how close they were to success when they gave up."

Tell yourself, "I refuse to repeat mistakes that didn't produce the desired results." And then, tackle your next challenge and next goal! **INQ**



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

**"In the transit zone: Growth at the epicenter of transformation"**

by

**Ms. ALMA RITA "Alma" R. JIMENEZ**  
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Vice Chair of  
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**MAPPING THE FUTURE**

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shifts in alliances. These alliances might just herald pockets of greater integration and cooperation that will balance and moderate the superpowers. Countries are redefining recovery in terms of greater regional cooperation, evident in the rise of trading blocs. Analysts warn of the waning years of globalization, but we also see movements toward multilateralism that—if governed rightly, holds a promise of developments distributed better.

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The author is chair of the MAP CEO Conference Committee, vice chair of the MAP Tourism Committee, president and CEO of Health Solutions Corp. and former Undersecretary of the Department of Tourism. Feedback at [map@map.org.ph](mailto:map@map.org.ph) and [alma.almadrid@gmail.com](mailto:alma.almadrid@gmail.com).



6/SI

Opinion

BusinessWorld  
TUESDAY, MAY 16, 2023

EDITOR: ALICIA A. HERRERA

# Renewal in a wild new world

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What management practitioners can consider and do to aim for management excellence, in accordance with the Management Association of the Philippines' (MAP) vision and mission. With the private sector as the Philippines' engine of growth, business



PHILIPPINE STAR/KU ROZALES

## MAP INSIGHTS RAMON B. SEGISMUNDO

Leaders could further develop and enhance competitiveness of their firms. The 3Rs of Renew, Rehumanize, and Rediscover may well be the business sector's contribution to a national renewal.

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Chair of MAP Strategic HR Management Committee

CEO of i-HR.X Pte/Ltd. Singapore

Doctorate in Business Administration Singapore Management University

“MAP Insights”

Column in BUSINESSWORLD

May 16, 2023



# MAP-PBEd ANNUAL JOINT GENERAL MEMBERSHIP MEETING RESHAPING THE IMAGE OF TECHVOC

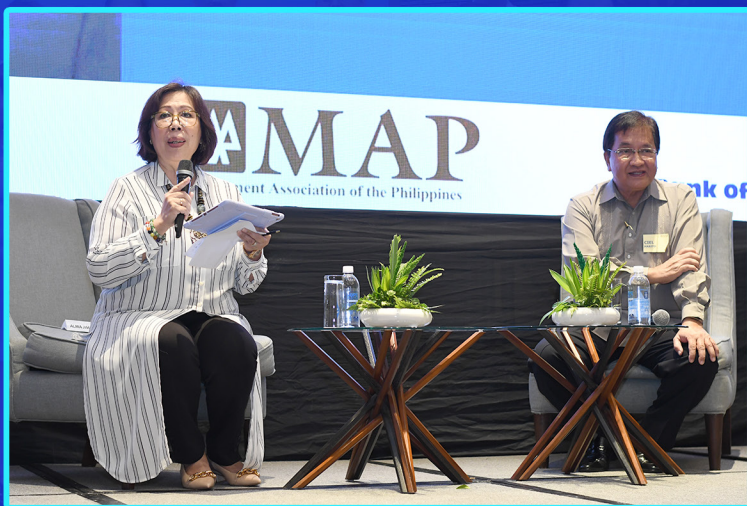
MAY 10 2023 | WEDNESDAY





# MAP Mini-GMM and Economic Briefing in Cebu

May 12, 2023 | Friday





# MAP Strategic HR Management Committee Meeting with the speakers for the June 15 and 22 Forum

May 12, 2023 | Friday





**REGISTER  
NOW!**

# NORDIC SUSTAINABILITY AWARDS



SUSTAINABILITY BUSINESS  
PARTNER OF THE YEAR

SMALL AND MEDIUM-SIZED  
ENTERPRISE (SMSE) OF  
THE YEAR

OUTSTANDING EMPLOYER  
OF THE YEAR

CSR BUSINESS PARTNER  
OF THE YEAR

SUSTAINABILITY LEADER  
OF THE YEAR

AWARDS CEREMONY 24 MAY 2023  
MAKATI DIAMOND RESIDENCES, MAKATI CITY

REGISTRATION STARTS AT 4:30 PM  
PROGRAM STARTS AT 5:30 PM  
DINNER WILL BE SERVED AT 7:00 PM  
AWARDING CEREMONY STARTS AT 8:00 PM  
ATTIRE: FORMAL BUSINESS



PRESENTING COMPANIES

GOLD SPONSOR

TROPHIES PROVIDED BY



**Jollibee Foods**  
CORPORATION





## PANEL OF JUDGES



**Ambassador Franz-Michael Skjold Mellbin**  
Royal Danish Embassy Manila



**Ambassador Juha Pyykkö**  
Embassy of Finland Manila



**Ambassador Christian Halaas Lyster**  
Royal Norwegian Embassy Manila



**Ambassador Annika Thunborg**  
Embassy of Sweden Manila



**Ambassador Leo M. Herrera-Lim**  
Philippine Embassy  
Kingdom of Denmark



**Ambassador Enrico Trinidad Fos**  
Philippine Embassy  
Kingdom of Norway and Republic of Iceland



**Ambassador Maria Lumen B. Isleta**  
Philippine Embassy  
Kingdom of Sweden with concurrent jurisdiction over the Republic of Finland

## SPEAKERS AND PANELISTS



**Lotis Ramin**  
Chairperson - Sustainability Committee  
NordCham Philippines



**Gry Larsen**  
Head of Sustainability and Public Affairs  
Grieg Group and Foundation



**Ana Margarita Hortiveros-Malvar**  
First Vice President & Chief Reputation Sustainability Officer  
Aboitiz Equity Ventures



**Ma. Victoria Tan**  
Head of Group Risk Management and Sustainability Unit  
Ayala Corporation



**Yvonne Purisima G. Flores**  
Sustainability Head  
Gokongwei Group



**Jose Maria A. Miñana**  
Chief Sustainability and Public Affairs Officer  
Jollibee Foods Corporation



**Timothy M. Daniels**  
Consultant, Investor Relations & Sustainability  
SM Investments Corporation



**Jesper Svenningsen**  
Executive Director  
NordCham Philippines

## EMCEE AND MODERATOR



**Katrina F. Francisco**  
Partner - Climate Change and Sustainability Services  
SGV & Co.



# MAP GENERAL MEMBERSHIP MEETING

## DENR's Initiatives on EPR\*, Mining Policy, etc.

*A Project of the MAP Environment Committee*

June 14, 2023 Wednesday

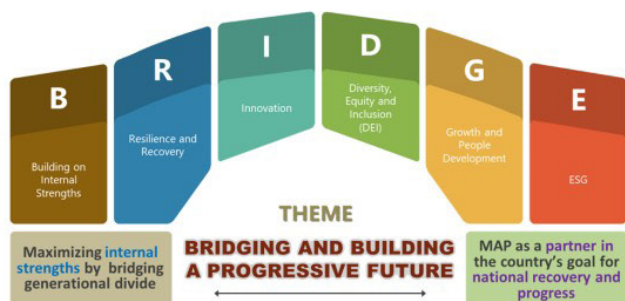
11:30 AM to 2:00 PM  
 Bonifacio Hall, Level 4  
 Shangri-la The Fort



*Speaker*

**Secretary**  
**MARIA ANTONIA**  
**YULO LOYZAGA**

Department of Environment and  
 Natural Resources (DENR)



### Registration Fees

<b>MAP Member</b>	_____	<b>FREE</b>
<b>Guest</b>	_____	<b>P2,000</b>

\*EPR - Extended Producer Responsibility



presents

# STRATEGIC HUMAN RESOURCES SUMMIT

## TRANSFORMATIONAL PATHWAYS FOR ENTERPRISE SUCCESS

**VENUE: SHANGRI-LA at the FORT,  
BONIFACIO GLOBAL CITY, TAGUIG CITY**

Registration  
Fees

MAP Member  
FREE

Guest  
P2,000  
per session

**JUNE 15, 2023, Thursday, 8:30 am to 11:30 am**

Opening Remarks and Introduction:  
**FROM TRANSACTING TO TRANSFORMING**



**BENEDICTA  
DU-BALADAD**  
MAP President



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



**RAMON  
SEGISMUNDO**  
Strategic HR  
Management  
Committee Chair, MAP

### REVOLUTIONIZING HR VIA AI



**MHARICAR CASTILLO-REYES**  
President and CEO, Asticom



Reactor: **RENATO JIAO**  
VP-HR, Globe Telecom

### LEVERAGING CEO-CHRO PARTNERSHIP



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



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



**PAULINE  
FERMIN**  
President and CEO  
Acumen Strategy  
Consultants  
(Reactor)



**JUNE 22, 2023, Thursday, 8:30 am to 11:30 am**

## ELEVATING FILIPINO TALENT COMPETITIVENESS



**ROLAND RUIZ**  
Managing Director, Philippines  
DDI



Reactor: **GERRY PLANA**  
Chief Executive,  
Investors in People Philippines

## STRATEGIZING HR COMMUNICATIONS



**KAREN REMO**  
CEO and Managing Director,  
New Perspective Media Group



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

## TOWARDS A FILIPINO MANAGEMENT ETHOS



**GERARDO CABOCHAN**  
CEO, Pandayan Bookshop



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

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



**JOHN PHILIP ORBETA**  
Chief HR Officer, ACEN



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

**BDB Law**  
BY BALAGAN AND ASSOCIATES

**1-HR.X**



**ACEN**



**Globe**

**UNILAB**  
Ensured Quality Health Package



**Pandayan Bookshop**

**DDI**

**INVESTORS  
IN PEOPLE**

**Michael Page**



**ACUMEN**  
STRATEGY CONSULTANTS

**Kestria**



New Perspective  
MEDIA GROUP

**MANILA BULLETIN**

**Supported by: Ex-Link Events**

# SAVE THE DATE REGISTER EARLY

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



2023 MAP International CEO Conference

TRANSITION SERIES 2

Tuesday • 12 September 2023

Shangri-La at the Fort

**Please register thru the following link:**

<https://forms.gle/xonTxE2ArxfGTWdCA>

## MAP CEO CONFERENCE 2023 REGISTRATION RATES

REGISTRATION FEES			
Payment by	MAP Member	Non-MAP Member	Foreign Delegates
April	P6,000	P8,000	\$150
May	P8,000	P10,000	\$200
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

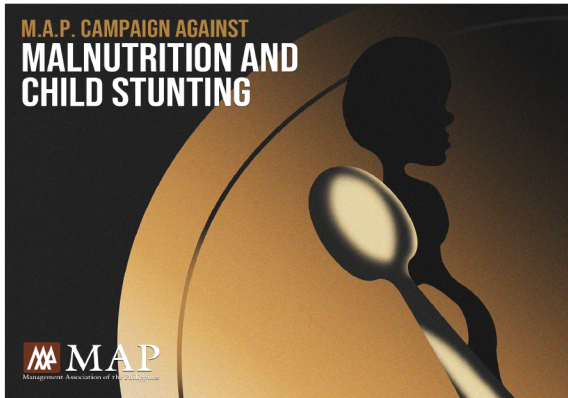
Payment by	MAP Member	Non-MAP Member
June to September	P4,000	P6,000

**Please register thru the following link:**

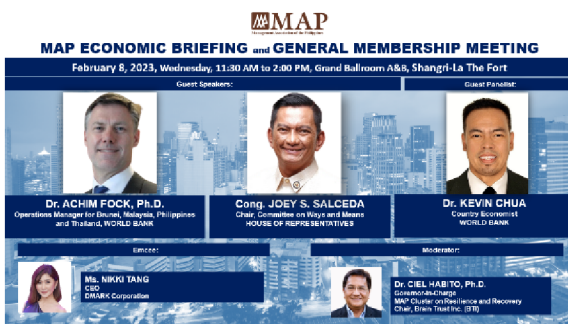
<https://forms.gle/xonTxE2ArxfGTWdCA>



# MAP Talks on Youtube



**April 12, 2023**  
**MAP Campaign against Malnutrition and Child Stunting**



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



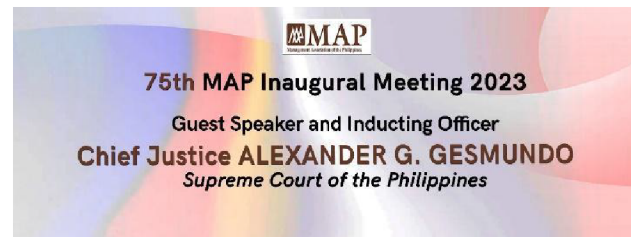
**November 22, 2022**  
**MAP Annual General Membership Meeting and "MAP Management Man of the Year 2022" Awarding Ceremony**



**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**

## HUMAN CAPITAL: *Be Competitive Or Die!*

**Speakers**

**Cong. MARK GO**  
 Chairman, House Committee on Higher and Technical Education  
 House of Representatives

**Dr. ANICETO C. ORBETA, JR.**  
 President  
 Philippine Institute of Development Studies (PIDS)

September 8, 2022, Thursday, 11:45 PM to 2:00 PM, Grand Ballroom A&B, Level 3, Shangri-La at The Fort

**September 8, 2022**  
**MAP – PMAP Joint GMM**

## MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

**Speakers**

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

**Gov. FELIPE "Phip" 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  
 Rained UP Professor of Economics and Management

**Co-Moderators**

**Mr. VIC MAGDARAOG**  
 Co-Chair for MAP CEO Academy  
 MAP HMDC

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

**Panelists**

**Mr. JOEY BERNARDEZ**  
 Chair  
 Maybridge Finance and Leasing, Inc.

**Mr. CLIFF CALA**  
 President  
 Synerbyx Limited

**Ms. ALMA JIMENEZ**  
 President and CEO  
 Health Solutions Corporation

**Prof. DINDO MANHIT**  
 CEO and Managing Director  
 Sibalouse 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  
A Project of MAP ICT Committee

**Speakers:**

**Dr. DAVID R. HARDOON**  
 Managing Director  
 Abolite Data Innovation

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

**Mr. PAUL WHITEN**  
 Cloud Advocate  
 Red Hat Asia Pacific

**Co-Moderators:**

**Mr. PATRICK D. REIDENBACH**  
 Co-Vice Chair, MAP ICT Committee  
 President, BluebirdTechSolutions, Inc. (UB Solutions)

**Mr. EDUARDO "Teddy" G. SUMULONG**  
 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  
A Project of MAP ESG Committee

**SPEAKERS:**

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

**Mr. VINCENT KNEEFL**  
 Climate Economy Director  
 Plastic Credit Exchange

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

**EMCEE:**

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

**Q&A MODERATOR:**

**Atty. ALEXANDER B. CABRERA**  
 Governance-Chief, MAP ESG Committee  
 Chair, Environment and ESG Leader in the Japan & Asia, PwC Philippines

**May 19, 2022 MAP GMM**

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

MAY 2, 2022, Monday, via ZOOM  
A Project of MAP Human and Management Development Committee (HMDC)

**Speakers:**

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

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

**Moderator:**

**Dr. BENITO L. TECHANKEE**  
 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**

## 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 MONTVEROS**  
 Vice President and Chief Reputation & Sustainability Officer  
 Amnopolis Ventures, Inc.

**Atty. TONY LA VIÑA**  
 Dean, Arevalo School of Government,  
 Assistant Director, Manila Observatory

**Moderators:**

**Mr. SANTIAGO F. DUMIAO, JR.**  
 Co-Chair, HMDC  
 Co-Chair, National Association of Credit Rating Agencies in Asia (NACRAA)

**Ms. RAQUEL B. CAUDRAN GAY**  
 Co-Chair, MAP ESG Committee  
 VP for E-postings, Auditor Medical Care, Inc.

**April 29, 2022 MAP Webinar**

## PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

April 29, 2022, Friday, 1:00 PM to 3:00 PM via ZOOM  
A Joint Project of MAP Agriculture Committee and MAP Trade, Investments & Tourism Committee  
MAP CEO Academy Webinar

**Speakers:**

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

**Mr. DANILO V. FAUSTO**  
 President  
 DMF Dairy Farms, Inc.

**Moderators:**

**Mr. OSCAR A. TORREALBA**  
 Chair, MAP Agriculture Committee  
 Chair and CEO, Tene Holdings Corporation

**Mr. GEMELLI P. VILLASANA**  
 Chair, MAP Trade, Investments & Tourism Committee  
 Chair and CEO, PABSA, BusProduce and PABSA Shared Services

**April 29, 2022 MAP Webinar**



# Happy Birthday!

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

**May 1**

**Ms. REZA DADUFALZA GOYENECHE**  
Senior Commercial Officer, Royal Danish Embassy, Manila

**May 2**

**Ms. MARIA VICTORIA “Vicky” P. AGORRILLA**  
Chair and President, NCR Corporation (Philippines)  
**Dr. PERICLES “Ricky” P. DAKAY**  
President and General Manager, Dakay Construction and Development Corporation  
**Ms. CATHERINE “Kate” H. LIPANA-GOMEZ**  
Deals and Corporate Finance, and ESG Partner of Isla Lipana & Co./PwC Philippines

**May 3**

**Mr. SUNG CHON HONG**  
Chair, Korean International School Philippines, Inc.

**May 4**

**Mr. PETER D. GARRUCHO JR.**  
Vice Chair, Franklin Baker Company of the Philippines

**May 5**

**Mr. SERGIO “Jun” R. ORTIZ-LUIS JR.**  
President and CEO, Philippine Exporters Confederation (PhilExport)

**May 6**

**Mr. JOSE MIGUEL ALVARO “Miguel” F. CAMUS**  
Managing Director, Aviso Valuation and Advisory Corporation  
**Mr. JUAN ANTONIO “Jay” H. INOCENTES**  
VP - Property and Casualty, Gotuaco, del Rosario Insurance Brokers, Inc.  
**Atty. MONICO “Nick” V. JACOB**  
President and CEO, STI Education Services Group  
**Mr. JOHN PHILIP “JP” S. ORBETA**  
Chief Human Resources Officer, Chief Administrative Officer and Chief Risk Officer, ACEN

**May 8**

**Ms. MIGUELITA “Milit” S. BARON**  
President, Manila Catering Corporation  
**Mr. RAKESH “Rex” N. DARYANANI**  
President and CEO, Funtastic International Inc.  
**Mr. PAUL RAYMOND “Paul” FAVILA**  
CEO, Citibank  
**Ms. MA. CYNTHIA C. HERNANDEZ**  
Executive Director, Public-Private Partnership (PPP Center)  
**Ms. DONNA MAY “Donna” LINA**  
President, UBE Media, Inc.  
**Ms. PATRICIA MAY “May” T. SIY**  
President and CEO, Philippine Bank of Communications (PBCom)  
**Atty. CESAR L. VILLANUEVA**  
Founding Partner, Villanueva Gabionza & Dy Law Offices

**May 9**

**Mr. VICTOR “Junvee” L. VITAL**  
President and CEO, The Manor Group, Inc.

**May 11**

**Dr. RAUL V. DESTURA**  
Founder and CEO, Manila HealthTek, Inc.  
**Ms. LOTIS C. RAMIN**  
Country President, AstraZeneca Pharmaceutical Philippines

**May 12**

**Mr. ROBERTO “Bob” P. ALINGOG**  
President and CEO, Ropali Corporation  
**Ms. RACQUEL “Rac” REYES CAGURANGAN**  
General Manager, Operations International SOS  
**Ms. MA. VIRGINIA “Gina” Q. CAMPOS**  
General Manager, Interpacific Transit, Inc.  
**Mr. HERMAN T. GAMBOA**  
Chair and CEO, Data Center Design Corporation  
**Mr. STEPHEN THOMAS “Tep” S. MISA**  
Country Head, President and Chair, Amazon Web Services Philippines Inc.

**May 13**

**Dr. PATRICIA “Tatti” B. LICUANAN**

**May 14**

**Mr. LUIS GERARDO “Luis” A. LIMLINGAN**  
Managing Director, Regina Capital Development Corporation  
**Mr. EDUARDO LUIS “Ed” T. LUY**  
President and COO, MacroAsia Corporation  
**Mr. ERNESTO “Ernie” C. SANTIAGO**  
Director, St. Peter Group

**May 15**

**Mr. ERRAMON “Montxu” I. ABOITIZ**  
Director, Aboitiz Equity Ventures, Inc.  
**Atty. RAOUL “Reggie” R. ANGANGCO**  
Senior Partner and ExCom Member, Villaraza & Angangco (V&A Law)  
**Mr. GUILLERMO “Gerry” C. CHOA**  
Chair, Property Company of Friends, Inc.  
**Dr. ARTHUR “Art” A. DE GUIA**  
Senior Consultant, First Philippine Holdings Corporation  
**Mr. ISIDRO “Sid” G. GARCIA**  
Chair, Trinity Insurance Brokers, Inc.  
**Mr. JOSEFINO “Bong” M. PALOMA**  
EVP- Technology, Sales and Marketing, Accent Micro Technologies, Inc. (AMTI)  
**Mr. RAMAMURTHY “Venkat” VENKATESH**  
Managing Director, Moog Controls Corporation (Phil. Branch)



# Happy Birthday!

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

**May 16**

**Mr. ANTHONY THOMAS “Tommy” C. ROXAS JR.**  
Finance Executive Director / CFO, Quantity Solutions Inc.

**May 17**

**Sec. RAFAEL “Raffy” M. ALUNAN III**  
Independent Director, Pepsi-Cola Products Philippines, Inc. (PCPPI)  
**Mr. BENSON J. HARI-ONG**  
EVP and Head of Commercial Lending Group, Sterling Bank of Asia  
**Usec. CRISTINO “Tito” L. PANLILIO**  
President, Balibago Waterworks System

**May 18**

**Mr. ALEXANDER “Alex” GRENZ**  
President and CEO, Allianz PNB Life Insurance, Inc.  
**Atty. JULITO “Sarge” R. SARMIENTO**  
President, Makilala Mining Company, Inc.  
**Atty. J. ANTON “Anton” YAP**  
President, St. Mutien College

**May 19**

**Mr. RENATO “Bing” T. DE GUZMAN**

**May 20**

**Mr. JESUS CARLOS “Charlie” P. VILLASEÑOR**  
Chair and CEO, PASIA, TransProcure and PASIA Shared Services

**May 21**

**Ms. LOFREDA “Dada” MASIGAN DEL CARMEN**  
President and CEO, Forecasting and Planning Technologies, Inc. (FPTI)

**May 23**

**Usec. MARIA CATALINA “Cathy” ESTAMO CABRAL**  
Undersecretary, Department of Public Works and Highways (DPWH)  
**Mr. JOHN CLIFFORD “Cliff” M. EALA**  
President, Synerbyte Limited  
**Mr. HASSAN FARD**  
Chair and CEO, Trends & Technologies, Inc.  
**Mr. ENRIQUE “Rick” M. ZALAMEA JR.**  
President and Actuary, E. M. Zalamea Actuarial Services, Inc.

**May 25**

**Mr. RAPHAEL “Pete” B. FELIX**  
President and CEO, PHINMA Property Holdings Corporation  
**Mr. ERIC S. LUSTRE**  
Head of Trust, UnionBank of the Philippines  
**Ms. MELANIE “Sandee” C. NG**  
EVP, Ng Khai Development Corporation

**May 26**

**Sec. VICENTE “Vince/Vincent” S. PEREZ JR.**  
Chair, Alternergy Holdings Corporation (AHC)

**May 27**

**Dr. MICHAEL “Mike” M. ALBA**  
President, Far Eastern University (FEU)

**May 28**

**Mr. RICHARD GLENN “Richard” B. ARBOLEDA**  
Communications and Government Affairs Head, GSK PH

**May 29**

**Mr. MICHAEL GERARD “Mike” DY ENRIQUEZ**  
President and Chief Investment Officer, Sun Life of Canada Philippines, Inc.  
**Mr. CHRISTOPHE PHILIPPE MARIE MNU “Christophe” LEJEUNE**  
General Manager, Sika Philippines, Inc.  
**Ms. MARIE GRACE “Grace” TEE VERA CRUZ**  
Country Head, MYTAXI.PH, INC. (GRAB Philippines)

**May 30**

**Ms. CAROLYN “Chestnut” VASQUEZ ANDAYA**  
President, Automated Technologies, Inc.  
**Mr. BIENVENIDO “Benny” M. ARAW II**  
Senior Consultant, EGF Advisory Services, Inc.  
**Atty. EMMANUEL “Noel” P. BONOAN**  
Vice Chair and COO, KPMG R. G. Manabat & Co.  
**Ms. CAROLINA “Chiqui” E. GO**  
CEO, Mansmith and Fielders, Inc.  
**Capt. STANLEY “Stan” KUA NG**  
President and COO, Philippine Airlines (PAL)  
**Mr. SIMOUN S. UNG**  
President and CEO, OmniPay, Inc.  
**Ms. ANNABELLA “Annabel” S. WISNIEWSKI**  
President, Raintree Partners

**May 31**

**Mr. PAUL RODERICK “Ricky” B. LOPEZ**  
VP for Sales, Ardent Networks, Inc.





**Mr. ALBERTO “Abet” S. VILLAROSA**

*MAP Governor for 2015-2016*

*MAP Treasurer in 2015*

*Chair, Security Bank Corporation*

**Please pray for the eternal repose of Mr. Villarosa who passed away on May 3, 2023 at the age of 72.**

**He was a MAP member for 19 years.**

May 3, 2023



Circular No. 027 - 2023



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

*Please do the following:*



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



**Check your **VIBER****



**Check your **EMAILS****  
regularly