



Mr. REX C. DRILON II

**“MAPping the Future”** *Column in INQUIRER*

**“Traslacion:  
The RCAM Road Map”**

May 22, 2023



Ms. CHIT U. JUAN

**“MAP Insights”** *Column in BUSINESSWORLD*

**“The Procurement Law  
needs a quick review”**

May 23, 2023

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## “Traslacion: The RCAM Road Map”

(from page 1)



**Mr. REX C. DRILON II**

**I**n the Chrism Mass last Holy Thursday, the Archbishop of the Roman Catholic Archdiocese of Manila (RCAM), Cardinal Jose Advincula, launched the Traslacion RCAM Road Map Project, the journey of renewal for the archdiocese, which he and his priests had been working on since October 2022.

In line with the Synod on Synodality, which Pope Francis will hold later this year in Rome, Cardinal “Joe” and his key advisers went around the archdiocese last year to dialogue with RCAM’s stakeholders in various sectors. One of these dialogues, which His Eminence himself conducted, was held with the Management Association of the Philippines (MAP). It was a listening session, the Cardinal emphasized. He needed to hear what the concerns of MAP are as regards the Church and its people.

MAP invited about a dozen of its members for the session with the Cardinal. I was privileged to have been part of the MAP team. During the dialogue, I presented to the Cardinal a project that we were discussing with his predecessor, Cardinal Tagle, regarding a possible road map for RCAM—a project that had been shelved because of his transfer to Rome. Cardinal Joe apparently liked my brief presentation that he suggested that I present the material to him and eight of his key priest-assistants at a later date. After the second presentation,

the Cardinal decided to organize a strategic planning (stratplan) session with 42 priests and a layman, lawyer Alex Cabrera, chair emeritus of PwC Philippines/Isla Lipana & Co., who happens to be one of the members of the Finance Committee of RCAM. Former Finance Secretary Dr. Jesus Estanislao and I conducted the planning session with the assistance of Center for Excellence in Governance (CEG) and Institute of Corporate Directors (ICD) staff. The Balanced Scorecard Strategy Formulation and Execution Framework of Robert Kaplan and David Norton was used in the two-day planning session. This is the same methodology that CEG and its sister institutes ICD and ISA use for their clients and partners.

At the end of the stratplan session, the Cardinal and the participants were able to craft the updated RCAM governance charter or statements of core values, mission and vision; identified five strategic perspectives of the archdiocese (people, process, constituencies, finance and social impact); and, went through a detailed analysis of their internal and external environments using the SWOT (Strengths, Weaknesses, Opportunities and Threats analysis) and Pestel (Political, Economic, Social, Technological, Environmental and Legal) frameworks. They also agreed what the strategic shifts should be. All three (SWOT, Pestel and Strategic Shifts) used the same five perspectives as the common frame of reference. Given these inputs, the group was able to develop 14 strategic objectives which, if achieved, can result in the fulfillment of the RCAM’s vision for the future.

The RCAM governance charter can be described as follows: “Grounded on the core values of fidelity, synodality and stewardship; and pursuing the mission, as a people called by the Father in Jesus Christ, to become a community of persons with the fullness of life witnessing to the Kingdom of God by living the Paschal Mystery in the power of the Holy Spirit with Mary and Joseph as companions; RCAM’s vision by 2028 is to raise the level of integral faith formation and to promote human development and stewardship of the Archdiocese and its ecclesial communities to best pastoral practice in the Philippine Church.”

The group also agreed to call the updated and renewed strategy as “Traslacion RCAM Road

Map” with the core purpose of transforming the archdiocese into a community of missionary disciples committed to living and spreading the gospel of Jesus Christ and fulfillment of its role as a Church of the Poor.

### Strategic objectives

The 14 strategic objectives adopted by RCAM can be summarized as follows:

#### People perspective

1. Adopt an appropriate human capital strategy for the clergy and lay employees.
2. Strengthen the formation and professionalization of the clergy and the lay employees.
3. Review the organizational structure and adjust for relevance and appropriateness.

#### Process

4. Strengthen institutions, ministries, parishes, etc. using traditional and digital technology.
5. Proclaim the Gospel with greater clarity and relevance consistent with the social doctrine of the Church.

#### Constituency

6. Ensure that ecclesial communities become centers for the new evangelization in coordination with local governments.
7. Instill in the faithful a strong sense of belonging to RCAM as a community of missionary disciples.
8. Establish strong relationships with government, social and other institutions for formation of social conscience.

#### Finance

9. Update and strengthen fiscal and financial systems and policies, including internal controls and transparency.
10. Determine best use for RCAM resources and develop innovative ways of resource generation to ensure sustainability.
11. Develop and implement policies on judicious and prudent spending and

leverage on partnerships.

### Social Impact

12. Cultivate a “culture of encounter” to propagate the truth and Catholic social teaching.

13. Address the issues of poverty, inequality and exclusion and become the Church of the Poor.

14. Be a leading participant in the promotion of social and environmental justice (e.g. human rights, climate change, etc.)

The RCAM Strategy Map is not complete until the RCAM Performance Scorecard is developed. The scorecard is where the “rubber meets the road.” The technical working group of Traslacion RCAM Road Map is currently reviewing the draft scorecard developed in the stratplan session. This includes determining the measures based on the strategic objectives, establishing the baselines (2022), developing annual targets until 2028 and adopting initiatives that will ensure attainment of the objectives.

The next step will be to cascade the RCAM Road Map to the parishes and other archdiocesan component units (commissions, ministries, vicariates, etc.) and ensure that the subsidiary road maps are aligned with the Traslacion RCAM Road Map. In the video presentation during the Chrism Mass last Holy Thursday, Fr. Jason Laguerta, the episcopal vicar for the Traslacion RCAM Road Map, revealed that the cascading process shall be completed by the end of 2023.

It is encouraging to note that RCAM has decided to avail of proven management planning and execution methodology that CEG, ICD and ISA have used successfully in helping their clients and partners in the last 25 years. We wish RCAM the best of luck and success in their bold endeavor. Indeed, we look forward to our dream that our Church finally becomes a Church for the Poor.

*This article reflects the personal opinion of the author and not the official stand of the Management Association of the Philippines. The author is chair of MAP Shared Prosperity Committee. He is also vice chair of the CEG and the ISA and former chair of ICD. Feedback at [map@map.org.ph](mailto:map@map.org.ph) and [rex@drilon.com](mailto:rex@drilon.com).*

## "The Procurement Law needs a quick review"

(from page 1)



Ms. CHIT U. JUAN

**A**s we go around different Shared Service Facilities (SSF) given as grants to communities around the country, our hearts are full just knowing that the poorest of the poor do get government assistance. What we lament, through, is the fact that the procurement laws of government lack evaluation and must be reviewed soon.

First, with the rise of new technology and the rate of obsolescence being so fast, we must go back to the drawing board, so to speak.

Second, it truly is a waste of precious resources only because present day laws no longer address the need it was made for. For example, the admonition to "Buy Local" may be good for fresh food, but is it the same for modern equipment? Do we have the engineering capability and after-sales service that China or Vietnam, for example, can provide?

### COFFEE EQUIPMENT

Vietnam and China have become coffee giants, surpassing old producers like Indonesia and even the Philippines. Yes,

China produces more coffee than we do. Because of its high volume of production, Vietnam is now also already a manufacturer of coffee processing equipment which is affordable and easily imported into our country. Why do we then still attempt to manufacture such equipment locally when we can import it from Vietnam?

Vietnam is the No. 1 producer of Robusta, and No. 2 in volume next only to Brazil (still the biggest producer of coffee). It got to those positions because it has the right equipment. The Vietnamese government also focused on coffee production and gave support to farmers in Da Lat and Buon Ma Thot in 1975 after the war ended. These farmers, who were only in their 20s then, started coffee plantations and are now the proud owners of coffee companies, passing down the design of the processing equipment to an exact science, and we can import the equipment under the ASEAN Free Trade Agreement (AFTA). Why do we still attempt to produce handful of this equipment, without economies of scale? Could it be the Procurement Law which requires buying local? Please tell me.

Second, we have equipment that is given to communities so they can also roast their own coffee, adding value to the crop, and allowing farmers to sell their produce as roasted coffee beans. Again, the equipment is made locally -- a poor imitation of the German or Turkish kind of coffee roaster. The farmers we talked to say the roaster takes two hours to process a batch using electricity, which we know is costly. So, they are better off with a wood-fired roaster that they just made in the backyard. It's not perfect but it works for them, right now. China, however, sells roasters on Alibaba.com for cheap. You order online and it gets to your door almost in no time. Why are we manufacturing coffee roasters? And poor copies of the real deal at that, and inefficient to use.

The last 10 to 15 years have been phenomenal in the regional coffee



industry because of the advent of China's manufactured roasting equipment and Vietnam's processing equipment. These two countries manufacture in scale and have after-sales service through the internet, with chat features and online manuals. But I dare you to go around our coffee areas and what you will see are poor imitations of imported processing equipment. Is it the mistake of the agencies giving them away, or the Procurement Law needing review? Much as we would like to buy local, we need to check with industry if cheaper, more efficient imported versions or models are now available.

Every day we find another piece of equipment going obsolete. With advances in technology, coffee is not the only industry needing review. It could be done also for other crops, like cacao, corn, and rice to name a few. I once visited a facility in the Visayas where a grinder was called "all in one." It could mill rice, corn, coffee, and most grains. Instead of being impressed, I got worried. This is equipment that will not be used well because it is trying to be "everything to everyone." How can cacao and coffee be processed in the same machine? But this equipment was bought and passed the procurement standards!

With all due respect to our administrators, it is high time we looked at our Procurement laws and checked the scientific and logical reasons on why instead of imported equipment we rather make a makeshift version only to comply with our antiquated bidding procedures. It is sad that our beautiful produce, like coffee, becomes bad only because of using the wrong equipment, or, due to lack of a better choice, farmers have to make do and end up with poor results.

## REINVENTING THE WHEEL

I also have been exposed to an agency that does research on equipment and they showed me two "inventions": a solar tunnel dryer and a coffee moisture meter.

These did not have to be "reinvented" by a government agency. These two items, both used to make production of agricultural products better and more efficient, have already been invented and manufactured at scale by India, China, and Vietnam. Why are we reinventing it?

The solar tunnel dryer is now given to communities whether they have the minimum production required or not. So small producers and medium-scale producers get the same model. Some find it too big for their needs, others find it too small for theirs. It is not "one size fits all" but that is the model so far invented. There are other models of these solar dryers already existing if one looks online.

A coffee or grain moisture meter, now manufactured at scale by India from UK standards, is affordable for many farmers. But this agency attempted to again invent a model similar, but of course more expensive, than that from India. Why do they reinvent something already in the market?

Now, you ask me why our Agriculture is not improving? Have we looked at the whole value chain? It is not the lack of farmers. It is the big stumbling block called procurement that prevents our farmers from being more efficient and profitable. Maybe we ought to have a look at the Procurement Law and check what we need to amend.

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## "Single moms, double the love and care"

(Shared Article from *Inquirer* on May 14, 2023)



**Ms. SALVE I. DUPLITO**

**T**he mothers looking at me across the second floor of the activity center in Mati, Davao Oriental, had varied expressions. Some looked a little worried, perhaps having had to leave their children and chores at home. Some squinted at me with tentative, shy smiles. Many had polite expressions. A few seemed afraid to expect anything.

One particular woman met my eyes many times during the workshop with her own smiling eyes, and even underneath her mask, I knew she was smiling.

It was only the day after I had given an interactive two-hour financial literacy workshop to the predominantly female weaving community in Mati when I learned her name. Nanay Evelyn videotaped me a message in tears, saying she will follow what she learned from the workshop in the hopes of increasing her income and eventually being able to help other women also in the community.

As a single mother, she says life has been really difficult for her. "Ang daming struggles kaya kailangan lumaban talaga. Kung saan-saan na ako nakarating para makapagtrabaho kasi nag-aaral pa ang anak ko eh (It's always a struggle so I really need to fight. I've gone to so many places to work because I have to send my child to school)," Nanay Evelyn says.

Nanay Evelyn is part of an organized group of women weavers from the Mandayan tribe that is being assisted by the Office of Mati Mayor Michelle Rabat. I was invited last February to provide the financial workshop as an integral part of the program Habi ng Pag-Asa, a collaboration between Mayor Rabat and The Rotary Club of San Juan Supreme. The hope was that as they learn how to become better weavers and entrepreneurs, and as their income grows with their audacious dream of accessing the international markets, they will also be able to save and invest for the future.

"We want the women in Mati to have aspirations far beyond our city. We want them to have hope. In a small way, it is already happening. May pambili na raw sila ng pulang lipstick! (They now have money to buy red lipstick). But we know they can do more and we are here to help them do more," says Mayor Rabat.

### **Red lipstick**

The red lipstick, as it turns out, is a symbol that many women, especially single mothers, love. It stands for feminine empowerment, excellence and hope.

Single mothers have very unique financial needs, since they have to feed, clothe and educate their children all on their own. At the same time, it is critical that they do not deprive themselves of their most important financial needs like health checkups and what I call a "pamper yourself" fund. Many women succumb early to reproductive health issues and depression, and that is not something that should be neglected in a financial plan, especially for single moms.

I was raised by a whirlwind of a single mother. My now 85-year-old mom is full of life and laughter even at her age. She had five girls and one baby boy to raise. And yet on the salary of a public school teacher, every other month, she also managed to bring home one or two students "who had nowhere else to go and nothing to eat."

Her generosity made me feel rich, even if we also had very little. She also made sure we read a lot of books, spoke English, did Math and could hold our own in a whole classroom

of stellar students at Bicol University in Legazpi City.

Years of observing my own mother and so many other single mothers who sat in my financial planning workshops have helped me create a five-step plan to make them embrace the symbol of their red lipsticks. Here they are:

### 5 to thrive

1. Learn to do side hustles to avoid debt like a plague. It doesn't have to be anything grand in the beginning. A P200 extra income per day is P73,000 per year!

2. Build an emergency fund that can pay bills when you get sick. Every month, even before you pay your bills, set aside a fixed amount, say P500 or P1,000, for your emergency fund. You can also do that every payday. You can automate it through the creation of a separate bank account just for emergencies. Automation allows you to do it even when you are busy and it works like magic. On your first year, you will hardly be able to believe how much you have been able to save.

3. Borrow only to increase your net worth, but if you do get into debt, create a payment plan and follow it. Never get into the habit of borrowing for birthdays, Christmases or vacations. Yes, you deserve to be happy, but do you also deserve to worry all the time about how to pay those bills? Now if you cannot avoid it—for example, it is for medical emergencies while you are still filling up your health fund—borrow but only with a payment plan and follow it strictly. There is nothing that removes your sense of security more than debts hanging over your head. As a single mother, you do not want to be beholden to anyone.

4. Buy medical insurance for yourself and the children. If they are still young, buy a term insurance with the highest coverage you can afford to pay for your children's education. This is not a luxury. This is a necessity.

5. Enjoy life. Take care of yourself. Set aside a little amount every week for your own relaxation, even if it means simply getting an ice cream cone if your body is not averse to sugar.

***Single mothers are some of the strongest humans in the world, with a capacity for giving and caring unparalleled by others. They deserve the tax breaks and other benefits that government can provide. And they also deserve a great financial plan for all their hard work and sacrifice. If you know of a single mother, give them a huge smile and a caring Happy Mother's Day!***

**—CONTRIBUTED**



ILLUSTRATION BY RUTH MACAPAGAL

## NO FREE LUNCH

# Can big business be inclusive?

By: Cielito F. Habito

@inquirerdotnet Philippine Daily Inquirer /  
05:13 AM May 23, 2023

Are our big business conglomerates widening the gap between rich and poor Filipinos? While big business empires in rich countries seem to have fostered growing economic concentration and widened inequality, the outcome need not be inevitable. But the big business leaders themselves must have the mindset (and the heart) to consciously avoid this undesirable result. Conversations with some prominent big names in Philippine business for a forthcoming Ateneo book give me hope that we do have a new breed of business tycoons who could make big business instrumental to more inclusive development, rather than the enemy of it.

How do we define "inclusive development"? The Asian Development Bank (ADB) has characterized it as "the equitable distribution of economic growth, with particular concern for the most marginalized and vulnerable sectors of society ... (and) can be achieved through job creation, as well as the development of human capital and social infrastructure that will allow these sectors to have more direct participation and benefit from the development process." Jaime Augusto Zobel de Ayala (Jaza) of the Ayala business empire adds that "the overall well-being of a person and the different components that make a good life possible" must also be part of it, and "includes, among others, access to quality health and education, dignified shelter, gainful and fulfilling livelihood, and a safe and secure environment." Josephine Gotianun-Yap of the Filinvest group adds social participation and engagement to the list.

How are they leading their respective conglomerates to make a conscious contribution to inclusive development? Their most obvious and direct contribution, as highlighted in the ADB definition, would be in the thousands of jobs they create for our ever-growing labor force. On the other side is the multitude of customers who patronize their products and services, with which the companies can help improve their welfare and quality of life, especially when provided at low cost and high quality. For Lance

Gokongwei's JG Summit group, "providing better choices for customers" is one of two goals defining their avowed company purpose. The other is "creating shared success for our stakeholders," noting how this now goes well beyond the traditional focus on customers and shareholders but also includes employees, suppliers, and the surrounding community.

Jaza recounts how their products and services in the early years catered mostly to higher income segments, but have since steadily broadened their core offerings all the way to serve the "base of the pyramid." Ayala Land now has products spanning the various tiers of the market, and prepaid technology transformed Globe Telecom's erstwhile higher-end customer base to one dominated by a mass market now empowered by access to digital communication. Manila Water substantially widened its subscriber coverage in Metro Manila even within the same fixed service area, by employing business models that enabled them to pipe water even to most depressed neighborhoods, including of informal settlers. It also deliberately sourced plumbing materials, components, and labor from some 1,600 community-based small enterprises and contractors that they trained on the production of such products and on business management. Altogether, Ayala counts hundreds of thousands of micro, small, and medium enterprises (MSMEs) within its ecosystem spanning all its business units.

Sabin Aboitiz takes similar pride in how the Aboitiz Group integrates large numbers of MSMEs in its value chains, most prominently through Pilmico, whose feeds business sources locally grown corn from small farmer cooperatives to supply their feed mills. These in turn provide a vital input for the livestock and poultry industry, thereby contributing to both sides of the agriculture supply and demand equation.

Meanwhile, the group's banking units UnionBank and City Savings are the acknowledged industry leaders in digital banking services nationwide, boasting a clientele spanning generations of microentrepreneurs, employees, public school teachers, companies, and professionals.

Being big need not mean being bad, after all.

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Business Features Editor  
Doris Dumlaog-AbadillaPHILIPPINE DAILY INQUIRER  
**BOARD TALK****Why people are not telling you the truth**

If you are a business leader, chances are high that many of your people are not telling you the truth. This is even worse if you are the CEO or owner, let alone both. Why? Because the more money you have, the higher your position and social standing, the fewer people will bring you bad news. Or give you an accurate view of reality.

This is especially true in cultures like in the Philippines and several other Asian countries because most people are even more intimidated by factors like status and wealth. Many of our clients in the region and globally are wealthy family business conglomerates where ownership and positions often go together. If you are in a similar situation, this is a lethal combination because people will be more focused on holding people accountable to deliver results.

Many of our family business clients have difficulties coping with this situation, especially if they are not the first generation. This challenge of not knowing whom to trust and not knowing what the facts are is often getting worse with each new era after the founder.

**Root cause: They want to hide their weaknesses and exploit yours**

So what can you do if you are a CEO, business owner or both? First of all, we have to understand the root causes.

Let me share a few examples from our regional and global clients. A president and second-generation owner of an American food company reaching hundreds of millions of clients across different countries had the weakness of loving beautiful presentations. The top people around him quickly realized this was a great way to distract him.

He only became aware of this after I coached him and my team had done additional

**PROFIT PUSH**  
TOM OLIVER

TOM OLIVER

al one-on-one interviews with the board and the one-downs. He was shocked. He had never realized that this was one of his most significant weaknesses in the business, to be easily distracted from the actual content by beautiful PowerPoint. This meant that he needed to be more focused on holding people accountable to deliver results.

**Solution: Know your weaknesses**

Again it comes back to what you want: As a business leader, you want to have a hungry army of people working to achieve your goals, to be accountable and ruthless in execution.

A weakness like the one above sabotages that goal. I taught that CEO how to become aware of his unique strengths and weaknesses, and build a support system for his faults so others could no longer exploit them.

Another example from our family of clients: a fourth-generation American entrepreneur has the typical personality profile of the gung-ho innovator who always tries new things. His people catch up to that and serve him an endless stream of new ideas and projects, so he gets distracted from them not delivering on their targets and critical results. And many of them were repeatedly not reaching their targets, as we found out.



ILLUSTRATION BY RUTH MACAPAGAL

As was already inscribed in the forecourt of the Temple of Apollo at Delphi in Ancient Greece: Know thyself. You need to know your strengths and your weaknesses and build your successes around them.

Practically this means: Focusing on and playing to your strengths, and being very aware of your weaknesses, and building a support system for them so others cannot exploit them.

**Root cause: They sugarcoat**

Another example from our family of clients is a fifth-generation billion-dollar family business empire spanning many different industries. When we talked to the CEOs of their businesses, they were very vocal about what needed to be done, the urgent challenges of the company, and the fires that needed to be put out. But as soon as these same CEOs sat in a meeting with the family members, they were silent. An occasional head nodding and a few sparse words; that was it.

Why is the family paying these CEOs if not to get their opinions and insights? None of the CEOs wanted to venture

into uncharted territory. After all, these CEOs needed to execute. But no, silence prevailed or, at best, "sugarcoating." They neither raised the harsh realities of the business nor the golden opportunities with the owners. They stayed in the "safe" middle waters.

**Root cause: They don't want to be the bearer of bad news**

Especially when it comes to bad news, this can kill you. Today's economic environment is unforgiving: a wrong decision and you are gone. Even market leaders are only one or two major strategic decisions away from failure. Next time you think that could never happen to your business, remember all the famous failures of corporate history, from Kodak to Yahoo, from Nokia to MySpace. On top today, gone tomorrow. The same can happen to you.

**Solution: Get an accurate picture of reality**

This is why you need to be extra cautious that you see reality as truthfully as possible. This is why my team and I usually do an X-ray or deep investigation when we start with a new client to find out what the facts and realities of the business are—they are rarely what the owners think.

You can only make strategic decisions if you know what reality is like. So your priority is to assess reality and take everything people tell you with a grain of salt. You need to dig and dig enough until you find out the root causes of problems.

As a CEO or a business owner, you have to either be an excellent detective yourself or get other external experts to do that for you. Your goal remains the same: get as accurate a picture of reality as possible.

**Root cause: They don't want to tell you 'no'**

Many people, especially in Asia, including the Philippines, do not want to say "no" to requests, mainly if these requests come from the top or the wealthy. Even if they know they cannot deliver by a specific deadline, they will still say yes. This happens equally at the board or management committee level as at any other level of the business.

What that does to a business is simple: It throws everything into chaos because people do not deliver by the set deadlines while everyone else relies on them. Another example from our clients: the head of a critical business unit that was instrumental for the growth of the business and on which many other business units depended kept saying "yes" to projects even though his whole department was already far beyond maximum capacity.

**Solution: Create a culture of ruthless accountability and execution**

Why did he do that? He wanted to please the owner. But he did not think this through because the famous doomsday arrived when the entire house of cards collapsed. After all, he could not keep his promises and failed on many vital deadlines.

The result? The owners were less than happy. If you are the owner, CEO or both, you need to encourage people to be extremely clear and honest about what they can or cannot deliver. This only works if you create a culture of open communication. But most of all, a business is a system of interconnected parts like a machine; if one component fails, it impacts all the others.

Accountability and ruthless execution are the oil of the machine. Lose it and your profits will never reach their full potential! **NO**



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

**"Traslacion: The RCAM Road Map"**

by

**Mr. REX C. DRILON II**

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**"MAPping the Future"**

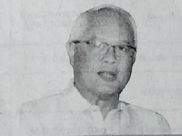
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**MAPPING THE FUTURE**

REX C. DRILON II

to organize a strategic planning (stratplan) session with 42 priests and a layman, lawyer Alex Cabrera, chair emeritus of PwC Philippines/Isa Lipana & Co., who happens to be one of the members of the Finance Committee of RCAM. Former Finance Secretary Dr. Jesus Estanislao and I conducted the planning session with the assistance of Center for Excellence in Governance (CEG) and Institute of Corporate Directors (ICD) staff. The Balanced Scorecard Strategy Framework of Robert Kaplan and David Norton was used in the two-day planning session. This is the same methodology that CEG and ISA use for their clients and partners.

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vision; identified five strategic perspectives of the archdiocese (people, process, constituencies, finance and social impact); and, went through a detailed analysis of their internal and external environments using the SWOT (Strengths, Weaknesses, Opportunities and Threats analysis) and Pestel (Political, Economic, Social, Technological, Environmental and Legal) frameworks. They also agreed what the strategic shifts should be. All three (SWOT, Pestel and Strategic Shifts) used the same five perspectives as the common frame of reference. Given these inputs, the group was able to develop 14 strategic objectives which, if achieved, can result in the fulfillment of the RCAM's vision for the future.

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**Strategic objectives**

The 14 strategic objectives adopted by RCAM can be summarized as follows:

**People perspective**

1. Adopt an appropriate human capital strategy for the clergy and lay employees.
2. Strengthen the formation and professionalization of the clergy and the lay employees.
3. Review the organizational structure and adjust for relevance and appropriateness.

**Process**

4. Strengthen institutions, ministries, parishes, etc. using traditional and digital technology.
5. Proclaim the Gospel with greater clarity and relevance consistent with the social doctrine of the Church.

**Constituency**

6. Ensure that ecclesial communities become centers for the new evangelization in coordination with local governments.
7. Instill in the faithful a strong sense of belonging to RCAM as a community of missionary disciples.

sonary disciples.

8. Establish strong relationships with government, social and other institutions for formation of social conscience.

**Finance**

9. Update and strengthen fiscal and financial systems and policies, including internal controls and transparency.
10. Determine best use for RCAM resources and develop innovative ways of resource generation to ensure sustainability.

11. Develop and implement policies on judicious and prudent spending and leverage on partnerships.

**Social Impact**

12. Cultivate "culture of encounter" to propagate the truth and Catholic social teaching.
13. Address the issues of poverty, inequality and exclusion and become the Church of the Poor.
14. Be a leading participant in the promotion of social and environmental justice (e.g. human rights, climate change, etc.)

The RCAM Strategy Map is not complete until the RCAM Performance Scorecard is developed. The scorecard is where the "rubber meets the road." The technical working group of Traslacion RCAM Road Map is currently reviewing the draft scorecard developed in the stratplan session. This includes determining the measures based on the strategic objectives.

tives, establishing the baselines (2022), developing annual targets until 2028 and adopting initiatives that will ensure attainment of the objectives.

The next step will be to cascade the RCAM Road Map to the parishes and other archdiocesan component units (commissions, ministries, vicariates, etc.) and ensure that the subsidiary road maps are aligned with the Traslacion RCAM Road Map. In the video presentation during the Chrism Mass last Holy Thursday, Fr. Jason Lagueria, the episcopal vicar for the Traslacion RCAM Road Map, revealed that the cascading process shall be completed by the end of 2023.

It is encouraging to note that RCAM has decided to avail of proven management planning and execution methodology that CEG, ICD and ISA have used successfully in helping their clients and partners in the last 25 years. We wish RCAM the best of luck and success in their bold endeavor. Indeed, we look forward to our dream that our Church finally becomes a Church for the Poor. **NO**



This article reflects the personal opinion of the author and not the official stand of the Management Association of the Philippines. The author is chair of MAP Shared Prosperity Committee. He is also vice chair of the CEG and the ISA and former chair of ICD. Feedback at: map@map.org.ph and rex@drilon.com.



# The Procurement law needs a quick review

As we go around different Shared Service Facilities (SSF) given as grants to communities around the country, our hearts are full just knowing that the poorest of the poor do get government assistance. What we lament, though, is the fact that the procurement laws of government lack evaluation and must be reviewed soon.

First, with the rise of new technology and the rate of obsolescence being so fast, we must go back to the drawing board, so to speak.

Second, it truly is a waste of precious resources only because present day laws no longer address the need it was made for. For example, the admonition to "Buy Local" may be good for fresh food, but is it the same for modern equipment? Do we have the engineering capability and after-sales service that China or Vietnam, for example, can provide?

## COFFEE EQUIPMENT

Vietnam and China have become coffee giants, surpassing old producers like Indonesia and even the Philippines. Yes, China produces more coffee than we do. Because of its high volume of production, Vietnam is now also already a manufacturer of coffee processing equipment which is affordable and easily imported into our country. Why do we then still attempt to manufacture such equipment locally when we can import it from Vietnam?

Vietnam is the No. 1 producer of Robusta, and No. 2 in volume next only to Brazil (still the biggest producer of coffee). It got to those positions because it has the right equipment. The Vietnamese government also focused on coffee production and gave support to farmers in Da Lat and Buon Ma Thot in 1975 after the war ended. These farmers, who were only in their 20s then, started coffee plantations and are now



## MAP INSIGHTS CHIT U. JUAN

the proud owners of coffee companies, passing on their success to the next generation. Vietnam has drilled down the design of the processing equipment to an exact science, and we can import the equipment under the ASEAN Free Trade Agreement (AFTA). Why do we still attempt to produce a handful of this equipment, without economies of scale? Could it be the Procurement Law which requires buying local? Please tell me.

Second, we have equipment that is given to communities so they can also roast their own coffee, adding value to the crop, and allowing farmers to sell their produce as roasted coffee beans. Again, the equipment is made lo-

cally — a poor imitation of the German or Turkish kind of coffee roaster. The farmers we talked to say the roaster takes two hours to process a batch using electricity, which we know is costly. So, they are better off with a wood-fired roaster that they just made in the backyard. It's not perfect but it works for them, right now. China, however, sells roasters on Alibaba.com for cheap. You order online and it gets to your door almost in no time. Why are we manufacturing coffee roasters? And poor copies of the real deal at that, and inefficient to use.

The last 10 to 15 years have been phenomenal in the regional coffee industry because of the advent of China's manufactured roasting equipment and Vietnam's processing equipment. These two countries manufacture in scale and have after-sales service through the internet, with

chat features and online manuals. But I dare you to go around our coffee areas and what you will see are poor imitations of imported processing equipment. Is it the mistake of the agencies giving them away, or the Procurement Law needing review? Much as we would like to buy local, we need to check with industry if cheaper, more efficient imported versions or models are now available.

Every day we find another piece of equipment going obsolete. With advances in technology, coffee is not the only industry needing review. It could be done also for other crops, like cacao, corn, and rice to name a few. I once visited a facility in the Visayas where a grinder was called "all-in-one." It could mill rice, corn, coffee, and most grains. Instead of being impressed, I got worried. This is equipment that will not be used well because it is trying to

be "everything to everyone." How can cacao and coffee be processed in the same machine? But this equipment was bought and passed the procurement standards!

With all due respect to our administrators, it is high time we looked at our Procurement laws and checked the scientific and logical reasons on why instead of imported equipment we rather make a makeshift version only to comply with our antiquated bidding procedures. It is sad that our beautiful produce, like coffee, becomes bad only because of using the wrong equipment, or, due to lack of a better choice, farmers have to make do and end up with poor results.

## REINVENTING THE WHEEL

I also have been exposed to an agency that does research on equipment and they showed me two "inventions": a solar tunnel

dryer and a coffee moisture meter. These did not have to be "re-invented" by a government agency. These two items, both used to make production of agricultural products better and more efficient, have already been invented and manufactured at scale by India, China, and Vietnam. Why are we reinventing it?

The solar tunnel dryer is now given to communities whether they have the minimum production required or not. So small producers get the same model. Some find it too big for their needs, others find it too small for theirs. It is not "one size fits all" but that is the model so far invented. There are other models of these solar dryers already existing if one looks online.

A coffee or grain moisture meter, now manufactured at scale by India from UK standards, is affordable for many farmers. But this agency attempted to again invent a model similar, but of course more expensive, than that from India. Why do they reinvent something already in the market?

Now, you ask me why our Agriculture is not improving? Have we looked at the whole value chain? It is not the lack of farmers. It is the big stumbling block called procurement that prevents our farmers from being more efficient and profitable. Maybe we ought to have a look at the Procurement Law and check what we need to amend. ■

CHIT U. JUAN is the co-chair of the Marketing Association of the Philippines' Environment Committee. She is president of NextGen Organization of Women Corporate Directors (NOWCD), and founder of ECHOstore Sustainable Lifestyle. She is a member of the global Slow Food community promoting good, clean, and fair food. [map@map.org.ph](mailto:map@map.org.ph) [www.map.org.ph](https://www.map.org.ph) [@chitjuan22](https://www.facebook.com/chitjuan22) [@chitjuan22](https://www.instagram.com/chitjuan22)



"The Procurement law needs a quick review"

by

**Ms. CHIT U. JUAN**  
Member of the MAP Diversity, Equity and Inclusion Committee  
President of NextGen Organization of Women Corporate Directors, Inc. (NOWCD)  
Chair of the Philippine Coffee Board  
Councilor of Slow Food ([www.slowfood.com](http://www.slowfood.com)) for Southeast Asia  
Advocate for organic agriculture

"MAP Insights"  
Column in BUSINESSWORLD  
May 23, 2023

# The Laffer Curve of Philippine tobacco taxation

One important concept in Public Finance Economics is the Laffer Curve. It shows a bell-shaped relationship between tax rates and revenues: as tax rates increase, revenues also increase initially then plateau at some point and start to decline after. The concept was developed by US economist Arthur Laffer.

Consider income tax. At 20% to 30% tax, people would tolerate it. But as income tax rises to 40% and higher as their income rises, some people would reduce work to an income level where the tax rate is only 30% or lower and instead enjoy more rest. Other people would misdeclare their real income, like getting a second or third job and not declaring it because their tax rate would then jump to 50% or higher. This undeclared, unreported income is considered among "underground economy" activities and tax collection on this is zero. And the government's overall revenues start to decline.

This column has discussed the Philippines' excise tax revenues from "sin" or "public bad" products — alcohol, mining, petroleum, sugar-sweetened beverages, tobacco — before ("Taxpayers' burden from unformed pensions," May 1). Tobacco tax revenues were the highest in the following years: P126 billion in 2017, P136 billion in 2018, P148 billion in 2019, P150 billion in 2020, P176 billion in 2021, and P160 billion in 2022. Tobacco tax revenues experienced a decline for the first time in 2022, coinciding with the big tax rate imposed — P55/pack — and as more people shifted to smuggled or illicit tobacco products which are very cheap.

This column has also previously discussed estimates of tax losses from cigarette smuggling alone: Congressman Joey Salceda, the Chairman of the House Committee on Ways and Means, put it at P30 billion/year; former party-list congressman Jericho Nograles, said it was P31 billion/year; Jesus Aranza, Chairman of the Federation of Philippine Industries (FPI), said it was P25 billion/year; and Bureau of Internal Revenue (BIR) Commissioner Romeo Lumaguig, Jr., put it at a whopping P100 billion/year. See Table 2 in the column "Addressing high inflation and tax leakage" of March 13.

## MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

I constructed this illustration of a Laffer Curve using data on actual tobacco tax collections from 2017-2022, then projected collections for 2023-2024, and the tax rates per pack. So a tax rate of P30/pack in 2017 yielded P126 billion in revenues; P50/pack in 2021 yielded P176 billion revenues; P55/pack in 2022 yielded P160 billion, versus the projection of P210 billion in the Budget of Expenditures and Sources of Financing (BESF) 2023.

This represents P50 billion (P210 billion minus P160 billion) in unrealized revenues, which is midway and consistent with the various estimates of P50 billion to P100 billion in yearly tax losses from tobacco smuggling and illicit trade. If this trend continues, the potential revenue gap in 2023 could be as high as P90 billion, and even larger in 2024 (see Figure 1).

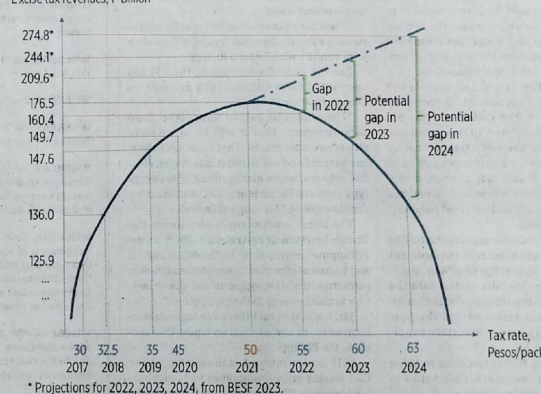
So, from a Laffer Curve analysis, the optimal tax rate — where tax revenue is largest — is P50/pack. The P55/pack imposed last year yielded a decline in revenues. Government is worse off while smugglers, criminals, and their protectors in government are better off. Assume tax losses of P50 billion from smuggling in 2023 and beyond. If this can be cut to just half via better law enforcement by national and local governments, the P25 billion in additional revenues can do any of these, and more:

1. If used to subsidize electricity prices, this will lead electricity that is cheaper by P0.23/kwh (P25 billion/110 billion kwh), for all on-grid consumers nationwide.

2. If used to retire some public debt, this will lead to savings of P25.5 billion/year (P25 billion principal plus P1.5 billion in interest at the current 6% a year Treasury-bills and Treasury-bond rates).

3. Such savings can fund a Targeted Cash Transfer (TCT) program covering 7.60 million households. For 2022, the Department of Budget and Management released P271 billion for the TCT program — P19.43 billion last

LAFFER CURVE OF PHILIPPINES TOBACCO TAX RATE AND TAX REVENUES, 2017-2024  
Excise tax revenues, P billion



year and a follow up of P7.68 billion last week.

Last week, on May 18, The Economist Impact organized a big conference, "Global Anti-Illicit Trade Summit, South-East Asia," at the Shangri-La The Fort at BGC in Taguig City. The keynote speech was given by BIR Commissioner Romeo Lumaguig, Jr. Among the things he said was, "the damage that illicit trade can wreak on an economy... most immediate impact is the loss of tax revenues that are urgently needed to fund development efforts." He also pointed out the "unfair competition between the players in these illegal activities and legitimate business enterprise... money generated from illicit trade is used to fund organized crime, resulting in heightened security risks both locally and internationally."

Then he discussed four measures that the government can take to control smuggling and illicit trade, especially of tobacco products. These are: a) improved border controls, b) enhancement of intelligence networks and interagency

coordination between the country's key law enforcement agencies, c) have a comprehensive legal framework on trade of products in "brick-and-mortar" stores and e-commerce platforms, and, d) strict enforcement of applicable laws and regulations against illicit trade and new anti-illicit trade legislation.

I think these measures are practical and workable. In addition, the Commissioner and Congress may also consider other two policies that I propose.

One, freeze the tobacco excise tax to between P50 to P55/pack. Reduce the price gap between legitimate tobacco —

the cheapest pack now costs P160 (P60 of which is excise tax alone) vs the prevailing smuggled tobacco price of only P40/pack. A lower price differential between the legal and illegal products can lead to reduced consumption of the latter.

Two, partially peg the annual budget of law enforcement agencies like the Philippine National Police, Philippine Coast Guard, and National Bureau of Investigation on revenue collections from excise tax, especially tobacco products. If excise tax collections (with the excise tax removed) flat line or decline, these agencies' budgets will be affected for

the worse. This way, there is an incentive among the agencies to strictly enforce laws against illicit trade and products.

## FEWER BIRTHS

Also last week, the Philippine Statistics Authority (PSA) released an update on monthly vital statistics for 2023. To save space, I computed the monthly data to January-November averages, as the December 2023 data is still incomplete.

There has been an alarming, consistent decline in the number of births in the Philippines starting during the 2020 lockdown, then the mass vaccinations starting 2021. There were nearly 30,000 fewer births a month in 2022 than in 2019. This is not good (see Figure 2).

The lockdowns of 2020-2021 plus the mass vaccinations of 2021-2022 — or political tyranny plus medical tyranny — coincided with, if not triggered, the reduction of births in the Philippines.

The proposed Senate Bill 1869 creating a new bureaucracy — the Center for Disease Control (CDC) — is a dangerous bill. Among the coercion explicitly provided for in the bill is "Promote treatment, vaccination, or immunization against a contagious disease, compelling the isolation or quarantine of persons who are unable or unwilling, for reasons of health, religion, or conscience, to undergo immunization or treatment" (Section 13, 85).

Mandatory vaccination or mandatory isolation is equivalent to mandatory discrimination. The vax-vax-vax narrative and business has contempt for the natural immunity developed by people and only believes in "vax immunity." It only believes in virus mutation but not human mutation in response to new viruses and bacteria. It is a dishonest narrative and now senators want to institutionalize the dishonesty via legislation. SB 1869 is political and medical tyranny. It should not be passed. ■

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





# MAP GENERAL MEMBERSHIP MEETING

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

*A Project of the MAP Environment Committee*

June 14, 2023 Wednesday

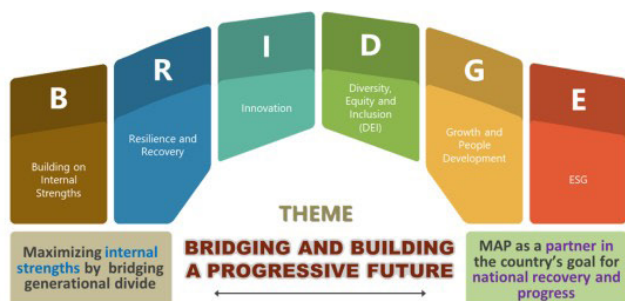
11:30 AM to 2:00 PM  
 Bonifacio Hall, Level 4  
 Shangri-la The Fort



*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

present

# STRATEGIC HUMAN RESOURCES SUMMIT

## TRANSFORMATIONAL PATHWAYS FOR ENTERPRISE SUCCESS

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

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

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



**BENEDICTA DU-BALADAD**  
MAP President



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



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

**REVOLUTIONIZING HR VIA AI**



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



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

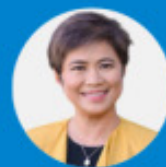
**LEVERAGING CEO-CHRO PARTNERSHIP**



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



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



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



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

## ELEVATING FILIPINO TALENT COMPETITIVENESS



**ROLAND RUIZ**  
Managing Director, Philippines  
DDI



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

## STRATEGIZING HR COMMUNICATIONS



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



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

## TOWARDS A FILIPINO MANAGEMENT ETHOS



**GERARDO CABOCHAN**  
CEO, Pandayan Bookshop



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

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



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



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

**BDB Law**  
DE BALDOR AND ASSOCIATES

**1-HR.X**



**ACEN**



**Globe**

**UNILAB**  
Trusted Quality Healthcare



**Pandayan Bookshop**

**DDI**

**INVESTORS  
IN PEOPLE**

**Michael Page**



**ACUMEN**  
STRATEGY CONSULTANTS

**Kestria**



**New Perspective  
MEDIA GROUP**

**MANILA BULLETIN**

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2023 MAP International CEO Conference

TRANSITION SERIES 2

Tuesday • 12 September 2023

Shangri-La at the Fort

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<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

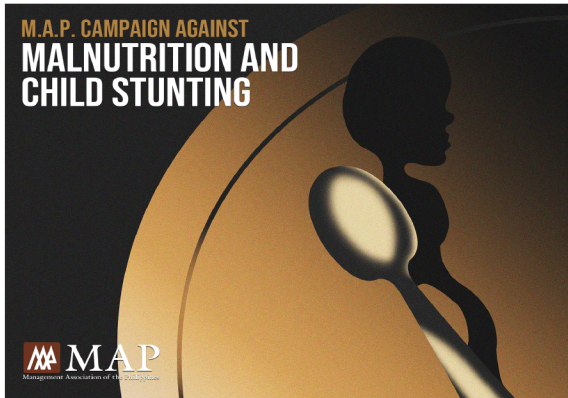
Payment by	MAP Member	Non-MAP Member
June to September	P4,000	P6,000

**Please register thru the following link:**

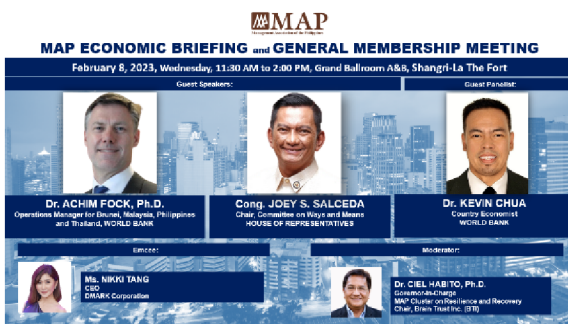
<https://forms.gle/xonTxE2ArxfGTWdCA>



# 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)



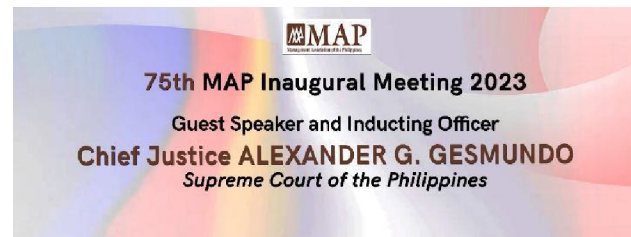
**November 22, 2022**  
MAP Annual General Membership Meeting and "MAP Management Man of the Year 2022" Awarding Ceremony



**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

**Joint General Membership Meeting**

# HUMAN CAPITAL: *Be Competitive Or Die!*

**Speakers**

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

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

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

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

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

# MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

**Speakers**

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

**Gov. FELIPE "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**

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

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

**Speaker:**

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

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

**July 14, 2022 MAP GMM**

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

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

July 1, 2022, Friday, 10:00 AM to 12:00 Noon via ZOOM

**Speaker**

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

**Co-Moderators**

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

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

**Panelists**

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

**Mr. CLIFF EALA**  
President  
Synetix Limited

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

**Prof. DINDO MANHIT**  
CEO and Managing Director  
Stralause Group

**July 1, 2022  
MAP Webinar**

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

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

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

**Speakers:**

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

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

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

**Co-Moderators:**

**Mr. PATRICK D. REIDENBACH**  
Chair, MAP ICT Committee  
President, BluebirdTechSolutions, Inc. (UB 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**

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

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

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

**Speakers:**

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

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

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

**EMCEE:**

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

**Q&A MODERATOR:**

**Atty. ALEXANDER B. CABRERA**  
Overseas-Chinese MAP ESG Committee  
Chair Emeritus and ESG Leader  
in the Japan & Asia Pacific Region

**May 19, 2022 MAP GMM**

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

# SENTIMENT ANALYSIS AI and Big Data for Reading Collective Minds

MAY 2, 2022, Monday, via ZOOM

**Speakers:**

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

**Mr. ROGER DO**  
CEO  
Ampellic (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  
Aurora Realty Ventures, Inc.

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

**Moderators:**

**Mr. SANTIAGO F. DUMIAO, JR.**  
Executive, GMA  
Co-Vice President, Association of Credit Rating Agencies in Asia (ACRAA)

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

**April 29, 2022 MAP Webinar**

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

# PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

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

**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, Towa Holdings Corporation

**Mr. GEMELIE P. VILLASAMAR**  
Chair, MAP Trade, Investments & Tourism Committee  
Chair and CEO, PAMA, TradePro and PAMA 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.

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

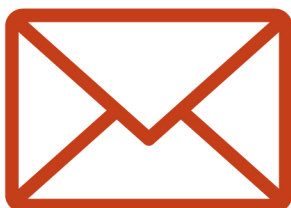
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E-mail: [map@map.org.ph](mailto:map@map.org.ph) / [map.philippines@map.org.ph](mailto:map.philippines@map.org.ph)