



Dr. NICETO "Nick" S. POBLADOR

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

***"A virtual archipelagic university for the country"***

May 29, 2023



Dr. CIELITO "Ciel" F. HABITO

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

***"New Directions for a Rebounding Economy"***

May 30, 2023

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## “A virtual archipelagic university for the country” *(from page 1)*



**Dr. NICETO “Nick” S. POBLADOR**

One of the existing programs of the University of the Philippines (UP) is the Archipelagic and Ocean Studies Program, which is intended to underscore the country’s “archipelagic reality” as the basis for the formulation of developmental strategies.

In line with this program, and in view of the vast cultural and physical diversity of the country, the UP Board of Regents has recently approved the creation of a vastly expanded Virtual Archipelagic University of the Philippines (VAUP) with the purpose of integrating into a single collective framework the UP System (UPS) and all other institutions in the country that are engaged in the production and dissemination of knowledge. Among these are the following: state universities and colleges, privately run institutions of higher learning, the Department of Education, the Commission on Higher Education and the Technical Education and Skills Development Authority. The creation of such a body was deemed necessary in view of the felt need to weld these wide-ranging entities into coherence in pursuit of a common set of goals and objectives.

### Definitions

The proposed VAUP is a digital platform that brings together the UPS and the other educational institutions in the country into a collaborative effort to achieve a common set of objectives for themselves, for their constituents and for society.

Digital platforms are commonplace in the world of business. They are a group of organizations that employ cloud-based software and services that allow them to form extended value networks (EVNs aka “supply chains”) of interactive product users and providers for the purpose of maximizing their joint production of economic value.

Blockchain is the most common software used by digital platforms to facilitate interaction and sharing of resources. It is a technology that ensures permanence, transparency and privacy in the record-keeping of transactions among multiple parties, and provides real-time access to a single source of verifiable information on these transactions.

### Rationale

Their wide diversity notwithstanding, the entities that will comprise VAUP have one thing in common: they are all engaged in the production and dissemination of knowledge.

The theoretical principles that underpin the concept of VAUP derive from certain unique properties of knowledge as an economic resource. These are the following:

The consumption of knowledge is said to be nonrivalrous, that is to say, its value to the owner is not lost or diminished by sharing this with others. In fact, the sharing of knowledge with others enhances its value, both to the owner and to the recipient. Thus, should the Institute of Marine Sciences of UP Diliman share its research findings on coral reefs with, say,

the Palawan State University, the former does not lose anything while the latter gains needed information relating to its current research activities.

Indeed, both institutions together benefit from this transaction. This is due in part to other related properties of knowledge:

Knowledge is subject to what are known as network effects or network externalities. The value of knowledge—in this case, the value of research data on coral reefs—increases with the number of users.

Knowledge is subject to the economies of complementation. If complementary knowledge is shared, its value to all parties is greater than the sum of its value to the individual players. Unlike all other economic resources, knowledge is subject to increasing returns. Each addition to knowledge is more valuable than the previous increments. It follows, therefore, that it pays for knowledge producers and users to maintain their productive and collaborative activities ad infinitum.

By contrast, the traditional factors of production, such as labor and land, are subject to diminishing returns. This sets limits to the production of economic goods and services because it makes no sense to increase output beyond the point where the value of additional output is less than its cost.

### **Challenges to successful implementation**

The successful implementation of collective action, such as the proposed VAUP, is fraught with challenges and difficulties. Collective action is prone to failure due to a number of factors:

- Conflict of interests: Joint activities tend to flounder because participants fail to find a common set of goals. Mechanisms must therefore be found to coalign the interests of the participants and to identify results that are mutually

beneficial, a task easier said than done.

- The free rider problem. Collective action often fails to materialize because some participants are unable—or unwilling!—to contribute to the joint effort. This causes resentment among those who are actively involved in the joint undertaking, and may lead to the eventual breakup of the collaborative effort.

Finally, there is a tendency among many participants in a collective effort, known in the trade as the “not-made-here syndrome,” to avoid using or buying products, research, standards or knowledge from external origins.

### **Value capture theory: Its irrelevance to VAUP**

In the world of business, EVNs are organized for the purpose of maximizing joint output and for the ultimate strategic goal of each individual participant to capture as much value as possible for itself from the joint effort. There is no need for such competitive strategies among educational institutions, whose main function is to create and disseminate knowledge, because in such joint undertakings, all participants—each and collectively, as well as the entire community—enjoy the benefits of abundant knowledge.

It’s a win-win strategy any way one looks at it!

*The article reflects the personal opinion of the author and not the official stand of the Management Association of the Philippines or MAP.*

*The author is a retired professor of economics and management at UP Diliman.*

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## “New Directions for a Rebounding Economy”

(from page 1)



**Dr. CIELITO “Ciel” F. HABITO**

**A**s the Philippine economy rebounds from the deepest COVID-induced recession among our neighbors, we now see GDP growth that so far looks the fastest. But that is not something to brag or get complacent about, as part of it is the “base effect”: it’s arithmetically easier to get a higher percentage growth from a low base, which is where we’re coming from after having shrunk the most. Moreover, we actually have the fastest inflation in the neighborhood, driven by inordinately higher domestic food prices, and also the highest rate of joblessness.

The good news about jobs is that we’re back to pre-pandemic unemployment rates of less than 5%. The bad news is that the quality of jobs has gotten worse. Proof: even as official jobs data show that we’ve added 4.2 million jobs since late 2019, less than half (2 million) were wage and salary jobs, now making up a smaller share of the total (62.7% last January vs. 64.2% in October 2019). On the other hand, unpaid family workers grew by 1.2 million, now 7.9% of the total from only 5.9% then. On top of that, the pandemic recession killed small businesses, with those who are “self-

employed with employees” still 127,000 less than in 2019.

As we move forward, there are at least five new directions we must pursue to strengthen our economy and secure people’s lives: 1.) Fix our urgent and interlinked crises on hunger, malnutrition, and education, 2.) “Provincialize” agricultural development, 3.) Ease our overly protective and inward-looking trade policy, 4.) Go all out for exports, and, 5.) Cash in on our creativity. Let’s tackle each in turn.

### **FIX OUR URGENT AND INTERLINKED CRISES ON HUNGER, MALNUTRITION, AND EDUCATION**

Our high incidence of malnutrition, especially stunting in one of every three Filipino children five years old and under, is literally a public health crisis that our top leaders must address with urgency. It threatens the very future of our country in a rapidly digitalizing world where artificial intelligence will be crucial.

And yet even our natural intelligence is handicapped because cognitive and learning abilities had been impaired by high levels of childhood stunting for decades. More than stunted height, stunted brain development is the graver consequence of severe malnutrition early in childhood.

Our bottom ranks in international comparisons on education and intelligence indicators — another urgent crisis in our midst — traces as much to malnourished and hungry children as it does to an inferior educational system. If we truly believe that our children are our future, then we must ensure their food security.

### **‘PROVINCIALIZE’ AGRICULTURAL DEVELOPMENT**

This relates directly to the second new direction, which is to fix our weak farm and fishery sector to raise productivity, lower prices, and make food widely affordable and accessible to every Filipino.



Top-down management of the sector that persisted in spite of legally mandated devolution since 1991 failed miserably to bring out its potential. A well-run devolved system should have provinces taking the lead coordinative role in making farmers and fishers productive and competitive within their respective areas. But provinces must receive strong and sustained technical and counterpart budget support from the National Government through the Department of Agriculture, which must henceforth be measured on how well they build up provincial capacities to manage agriculture and fisheries.

### **EASE OUR OVERLY PROTECTIVE AND INWARD-LOOKING TRADE POLICY**

The age-old approach of trying to help farmers mainly via protection (by shutting out or tightly controlling imports) proved counterproductive, and only fostered complacency, growing inefficiency, uncompetitiveness, and higher prices. The historical emphasis on protection must give way to greater focus on productivity, impelled by a more open trade policy calibrated to push government and producers to work towards matching the productivity of neighbors that we actually mentored in years past.

### **GO ALL OUT FOR EXPORTS**

In line with this, we must shed our inward-looking economic policy and aspire to produce and sell goods and services well beyond our domestic market, to tap vast and virtually unlimited growth opportunities in the regional and global markets.

The Philippines' abysmal export performance relative to its neighbors must and can be reversed, but it starts with raising domestic productivity to the point that imports are not feared because the real-ground is the international marketplace.

### **CASH IN ON OUR CREATIVITY**

Exporting what we are abundant in is the logical starting point, and Filipinos' well acknowledged endowment in artistic and

creative talent should be a low-hanging fruit to propel an invigorated export drive.

How the Korean government strategically pushed their "Hallyu" culture wave should be an inspiration and model for jockeying Filipino creativity into a multi-billion-dollar export industry. This could span music, dance, drama, cinema, culinary arts, software and games design, animation, graphic design, furniture, fixtures, fashion accessories, and many more. The Philippine Creative Industries Act (Republic Act 11904) provides enabling legislation, but laws are useless without strong multi-sectoral coordination, collaboration, and appropriate budgets to make it move beyond dreams into realization.

Moving on, every informed analyst expects slower growth this year for the world economy, and ours. The bigger challenge is to make that growth better-quality growth that uplifts the lives of the broad mass of Filipinos across the nation. And for this, we need to break new paths. Too many tired old mindsets and approaches brought us nowhere.

*Cielito F. Habito is a member of the Board of Governors of the Management Association of the Philippines (MAP), and was President Fidel V. Ramos' secretary of Socioeconomic Planning in 1992-1998. This article summarizes the author's presentation at a recent MAP Mini-General Membership Meeting and Economic Briefing held in Cebu City.*

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Business Features Editor  
Doris Dumlaog-Abadilla

# PHILIPPINE DAILY INQUIRER BOARD TALK

## The secret communication tool they don't want you to know

**H**ave you ever wondered what magic gene sets Fortune 500 CEOs apart from the rest? Or what makes self-made billionaires so effective that they can build empires in a single life while still having the same 24 hours in a day as everyone else?

As the "mentor of the giants," as Fortune has called me, and as a "global management guru" (Bloomberg), I have had the opportunity to interact with some of the world's leading CEOs and famous self-made billionaires. In my role as mentor, advisor and consultant to the presidents of some of the world's largest companies, I have seen that they are, on average, not different from the rest of the world. They generally do not have some magic gene that makes them unique, nor do they have a secret superpower. Rarely do they have some exceptional talent only they possess.

So what is then it that sets them apart and makes up for their success? They think differently. They have a set of principles for analyzing reality. And they also have a set of tools that they apply to achieve maximum personal performance.

### Are you a reader or listener?

One of these tools they apply is the fundamental knowledge if they are a "reader" or a "listener." What does that mean for you and how can you use it to radically improve your productivity, professional performance and business success?

Peter Drucker, the management guru of the last century who has also been called the founder of modern management, first introduced the concept of the "reader" and "listener." According to Peter Drucker's findings, most people process information as readers or listeners. Readers process information better through their eyes. Listeners process information better with their ears, whether it's through lectures, discussions, podcasts and the like.

While reading and listening are the most valuable tools for collaborating, both approaches are equal. This distinction is simple but one of the most powerful



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TOM OLIVER



**Ideally, you would know what each of the top people you interact with is like if they are readers or listeners**

tools in the toolbox of Fortune 500 CEOs and self-made billionaires. You need to know, first and foremost, what you are.

Most people miss countless learnings and business opportunities because they need to learn that simple distinction and, therefore, can never reach their full potential.

### How do you learn best?

I have also been an MBA professor and lecturer since 2012, lecturing at some of the best business schools in the world. I once had a student who sat in class and listened attentively but never took any notes. When exam time started approaching, she came to me two days before and looked very concerned. "What is it?" I asked. "Well," he said, "So many of my classmates took copious notes of your lectures, Professor Oliver, but I do not have any. I am a bit worried."

"Is it not too late, two days before the final exam?" I asked him. When exam day finally arrived, it turned out that he was one of the best. How was that possible? He was the extreme case of a listener who could remember almost anything he had heard. So he scored top grades



ILLUSTRATION BY RUTH MACAPAGAL

in my class. But he was unaware that this distinction between "readers" and "listeners" existed, so he worried.

### The board member who forgot it all

An extreme case of a reader comes from my personal client experience. I met with the human resources (HR) head of one of the largest banks in Asia, and she laid out a shopping list for everything she wanted my company to do for their HR department from training several thousand of their branch personnel to leadership training for their top management. She agreed that our training division and "Nothing Is Impossible" leadership institute, which I founded in 1999, was a perfect fit for all their needs.

We made plans about the next steps and all the practical solutions she wanted us to provide. After I left the meeting, I was in high spirits. Rarely had I had a meeting in my lifelong career where I was

so "in sync" with a client right at the start. But then the unexpected happened. I forgot the one simple rule I always tell my team and clients to observe after every meeting: send a complete summary via email.

When I talked to her a few days later, she barely remembered anything from our meeting. And we had to start all over again. Why? Because she was the extreme case of a "reader." She needed everything in writing to process and remember information correctly.

### Practical steps you can take

First, you need to know what you are: a reader or a listener. It should become clear what that means for you as a business leader. Please do not make the mistake of thinking, I can do both. Of course, you can! Otherwise, you would not be where you are. But if someone put a gun to your head and said, "choose," which one would you choose?

Armed with that knowledge, you should then take the following steps to optimize your performance like the famous CEOs or entrepreneurs' mentor.

**Books:** Choose between audiobooks or reading. I go with an audiobook a week because I am, as you would have guessed, a listener.

**Notes:** If you send "notes to self," like important reminders or learnings, you need to do that in audio or written form to remember and apply them.

**Attending meetings:** The more of a "listener" you are, the more you will need to listen attentively rather than take notes. This does not mean you should never take any notes. But listening and asking questions will be more effective for you to understand the information and then make the best strategic decisions.

### How to optimize your communication with others

People who work for you: If you are the CEO or business owner, they must accommodate you. What does that mean? Insist that they deliver essential information to you either verbally or in writing, depending on your nature. This includes presentations, how you want to be briefed and updated, and so on.

How to get information across to others: Here is where it becomes tricky. Of course, you want to be understood more than anything else as a leader. Whatever you say to others—and the directions you give—have to be clear and followed. You have two options. Ideally, you would know what each of the top people you interact with is like if they are readers or listeners. Explain it to them and ask them what they are like.

Find out from your coworkers how they learn. Once you know if your colleagues are readers or listeners, accommodate them. That means delivering information to them in the best format so you can ensure they understand you. Take the time to write concise memos to share updates or clarify issues if they are readers. Schedule time for fast verbal updates if they are listeners so you can articulate content and allow them to ask questions.

When dealing with people where it is impossible to get that information, like new business partners or clients, you need to do both: have excellent verbal conversations and send written summaries. You need to cover your back not to end up in the same situation I mentioned earlier, where I wasted a perfect meeting and had to start from scratch. [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).

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**MAPPING THE FUTURE**

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### Definitions

The proposed VAUP is a digital platform that brings together the UPS and the other educational institutions in the country into a collaborative effort to achieve a common set of objectives for themselves, for their constituents and for society.

Digital platforms are commonplace in the world of business. They are a group of organizations that employ cloud-based software and services that allow them to form extended value networks (EVNs aka "supply chains") of interactive product users and providers for the purpose of maximizing their joint production of economic value.

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### Rationale

Their wide diversity notwithstanding, the entities that will comprise VAUP have one thing in common: they are all engaged in the production and dissemination of knowledge.

The theoretical principles that underpin the concept of VAUP derive from certain unique properties of knowledge as an economic resource. These are the following:

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Knowledge is subject to what are known as network effects or network externalities. The value of knowledge—in this case, the value of research data on coral reefs—increases with the number of users.

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cause it makes no sense to increase output beyond the point where the value of additional output is less than its cost.

### Challenges to successful implementation

The successful implementation of collective action, such as the proposed VAUP, is fraught with challenges and difficulties. Collective action is prone to failure due to a number of factors:

- **Conflict of interests:** Joint activities tend to founder because participants fail to find a common set of goals. Mechanisms must therefore be found to coalign the interests of the participants and to identify results that are mutually beneficial, a task easier said than done.

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# New directions for a rebounding economy

As the Philippine economy rebounds from the deepest COVID-induced recession among our neighbors, we now see GDP growth that so far looks the fastest. But that is not something to brag or get complacent about, as part of it is the "base effect": It's arithmetically easier to get a higher percentage growth from a low base, which is where we're coming from after having shrunk the most. Moreover, we actually have the fastest inflation in the neighborhood, driven by inordinately higher domestic food prices, and also the highest rate of joblessness.

The good news about jobs is that we're back to pre-pandemic unemployment rates of less than 5%. The bad news is that the quality of jobs has gotten worse. Proof: even as official jobs data show that we've added 4.2 million jobs since late 2019, less than half (2 million) were wage and salary jobs, now making up a smaller share of the total (62.7% last January vs. 64.2% in October 2019). On the other hand, unpaid family workers grew by 1.2 million, now 7.9% of the total from only 5.9% then. On top of that, the pandemic recession killed small businesses, with those who are "self-employed with employees" still 127,300 less than in 2019.

As we move forward, there are at least five new directions we must pursue to strengthen our economy and secure people's lives: 1) Fix our urgent and interlinked crises on hunger, malnutrition, and education, 2) "Provincialize" agricultural development, 3) Ease our overly protective and inward-looking trade policy, 4) Go all out for exports, and, 5) Cash in on our creativity. Let's tackle each in turn.

**FIX OUR URGENT AND INTERLINKED CRISES ON HUNGER, MALNUTRITION, AND EDUCATION**  
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OVERSEAS job applicants flock to manning agencies in Manila on May 8.

## MAP INSIGHTS CIELITO F. HABITO

ing world where artificial intelligence will be crucial.

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new direction, which is to fix our weak farm and fishery sector to raise productivity, lower prices, and make food widely affordable and accessible to every Filipino.

Top-down management of the sector that persisted in spite of legally mandated devolution since 1991 failed miserably to bring out its potential. A well-run devolved system should have provinces taking the lead coordinative role in making farmers and fishers productive and competitive within their respective areas. But provinces must receive strong and sustained technical and counterpart budget support from the National Government through the Department of Agriculture, which must henceforth be measured on how well they build up provincial capacities to manage agriculture and fisheries.

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The age-old approach of trying to

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In line with this, we must shed our inward-looking economic policy and aspire to produce and sell goods and services well beyond our domestic market, to tap vast and virtually unlimited growth opportunities in the regional and global markets.

The Philippines' abysmal export performance relative to its neighbors must and can be

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**CASH IN ON OUR CREATIVITY**  
Exporting what we are abundant in is the logical starting point, and Filipinos' well acknowledged endowment in artistic and creative talent should be a low-hanging fruit to propel an irrigated export drive.

How the Korean government strategically pushed their "Hal-lyu" culture wave should be an inspiration and model for jockeying Filipino creativity into a multi-billion-dollar export industry. This could span music, dance, drama, cinema, culinary arts, software and games design, animation, graphic design, furniture, fixtures, fashion accessories, and many more. The Philippine Creative Industries Act (Republic Act 11904) provides enabling legislation; but laws are useless

without strong multi-sectoral coordination, collaboration, and appropriate budgets to make it move beyond dreams into realization.

Moving on, every informed analyst expects slower growth this year for the world economy, and ours. The bigger challenge is to make that growth better-quality growth that uplifts the lives of the broad mass of Filipinos across the nation. And for this, we need to break new paths. Too many tired old mindsets and approaches brought us nowhere. ■

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## "New Directions for a Rebounding Economy"

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**Dr. CIELITO "Ciel" F. HABITO**  
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President Fidel V. Ramos'  
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in 1992-1998

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# The digital future, rising productivity and economic growth

Technology modernization, like the transformation of farm tilling, from animals to crude hand tractors to modern fast tractors, always leads to lower cultivation time, less waste, higher productivity, and higher incomes.

In the area of consumer electronics, corporate and personal finance, there has been a quantum leap in technology modernization, from the old slow mail to telegrams and pagers to e-mails and social media, and now artificial intelligence (AI) like ChatGPT.

At the BusinessWorld Economic Forum 2023, held on May 25 at the Grand Hyatt Manila in BGC Taguig City, the theme was "The Digital Future: Accelerating Business and Sustainability." It was a big event with many face-to-face participants, from corporate sponsors and individual attendees. I attended the event, and several other *BusinessWorld* columnists also came. Very few speakers were from government and multilaterals, most speakers and participants were from the corporate world.

The presenters from Microsoft Asia Pacific, Peter Maquera, and from Chain, Stephan Matthews, discussed many digital concepts that looked to me like extended Greek equations in my undergrad and graduate economic studies. But I understand the end goal of that digital modernization — faster and more efficient work, fewer meetings, and inter-office coordination, better understanding of customers and the public, and an overall increase in productivity and, hence, corporate and personal income.

The other speakers and panelists echoed this perspective from their respective sectors — bank-

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

ing, land transportation, telecommunications, real estate, agribusiness, etc.

I checked the data on labor productivity of some countries. The International Labor Organization (ILO) has an updated measurement regarding this until 2022 — they use GDP at constant 2017 international dollars at Power Purchasing Parity (PPP) over total employment (Labor productivity = GDP/Employment).

The contribution of technological, financial and other modernization is reflected in rising labor productivity from 2011 to 2019. However, the dictatorial lockdowns worldwide in 2020-2021 has neutralized the increase in productivity in many countries — their output per worker in 2022 was either flat or lower than 2019's level. This includes the G7 countries especially France, and ASEAN countries like Malaysia, Thailand, and the Philippines (see Table 1).

I do not believe that more AI will lead to massive job displacement, with millions of unemployed. When pagers replaced telegrams, when e-mails replaced snail mail, when drones replaced many photographers, it did not lead to massive job displacement. This is because new businesses and jobs

sprouted — like cell phone trading, upgrades, and repairs, and now drones trading, upgrades, and repairs.

When people have higher incomes due to the adoption of AI, they will not burn or throw away their savings. They will spend — on more vacations and travel, on more exotic or fanciful food and parties, etc. And this creates new jobs elsewhere.

## LABOR PRODUCTIVITY, OUTPUT PER WORKER IN \$

Economy	2011	2019	2022
World	33,748	39,833	41,018
G7: US	118,572	125,117	128,502
Italy	111,910	109,442	108,800
France	103,545	112,078	108,711
Germany	100,202	104,051	105,032
UK	89,827	94,875	95,457
Canada	88,896	94,609	94,671
Japan	77,527	78,839	78,355
Hong Kong	103,300	115,605	119,401
Taiwan	87,149	100,128	113,209
S. Korea	71,512	79,764	82,408
China	17,370	30,095	34,164
India	12,680	19,513	20,422
Singapore	139,513	159,447	165,452
Malaysia	48,035	57,113	55,954
Thailand	24,030	32,366	31,523
Indonesia	18,759	24,344	25,829
Vietnam	11,599	17,794	20,129
Philippines	15,171	21,865	21,364
Laos	13,066	19,948	19,623
Cambodia	6,124	8,390	8,443
Myanmar	6,397	10,743	--

SOURCE: ILO MODELLED ESTIMATES NOV. 2022; [HTTPS://DATA.ILO.ORG/WCTOPICS/LABOUR-PRODUCTIVITY/](https://data.ilo.org/wctopics/labour-productivity/)

In the afternoon session, the presenter from Thailand, South-East Asia, Kristine Go, talked about modernization in nutritional products — fine. But she started with a rather alarmist view — that "Our food system is the biggest contributor to environmental damage." She cited figures like 30% of greenhouse emissions coming from the food system, that 50% of our soil has been lost in the last 150 years, that 75% of the world's food supply comes only from 12 plants and five animals.

With all due respect to Ms. Go, I think her assessments are rather alarmist and dangerous and can justify the "war on farming" that is slowly being done by the government of the Netherlands and other countries in Europe. Farmers are being forced to drastically reduce their carbon and nitrogen emissions with the threat of farm takeovers by governments.

I checked the data on selected agricultural production — there is little or no indication of reduced farm output and productivity as a result of continuing soil erosion, monoculture of plantations and farms, or use of fossil fuel-based inputs like chemical fertilizers and pesticides. I use Food and Agriculture Organization (FAO) data from developed Asia — countries that are likely to ditch strict environmental regulations as they produce more food for their big populations.

From 2000 to 2020, as more big tractors plow rice fields, corn factories, sugarcane

## TABLE 2 Agricultural production in million MT

Country	Rice		Maize (corn)		Sugar cane	
	2000	2020	2000	2020	2000	2020
China	187.91	211.85	106.00	260.67	68.28	108.12
India	127.46	178.31	12.04	30.16	299.32	370.50
Indonesia	51.90	54.65	9.68	22.50	23.90	28.91
Vietnam	32.53	42.76	2.01	4.56	15.04	11.53
Thailand	25.84	30.23	4.47	4.81	54.05	74.97
Myanmar	20.99	25.10	0.36	2.04	5.80	11.89
Philippines	12.39	19.29	4.51	8.12	21.22	24.40
Cambodia	4.03	10.96	0.16	0.95	0.16	2.12
Laos	2.20	3.69	0.12	1.15	0.30	1.45

SOURCE: FAO STATIS

fields yearly — and even three a year during the rice-corn planting cycle in a year — soil erosion is greater and yet agricultural output is rising, an increase of up to double or nearly triple in corn output in just two decades. See China, India, Indonesia, the Philippines, Myanmar, etc. in Table 2.

This is not to justify tractor-induced soil erosion, but nature and gravity can partly replace the eroded topsoil with new soil from the uplands, especially organic matter from the forest floor, carried downstream by rainwater and flooding.

The biggest threat now to higher food production and forest protection actually comes from renewables like big solar farms and wind farms. Hundreds of hectares — and soon thousands of hectares — are being converted to solar and wind energy production. Since solar hates the shade from clouds, rain, and trees, all tall and mature trees

must be removed and cleared. Many mountain tops and ridges are being flattened, thousands of trees killed and cleared, so that 18- or 24-wheeler trucks carrying long wind blades, long steel bars, huge turbines, and heavy cement can be transported high up in the mountains.

The digital future should be an ally of humanity, of more food production, forest protection, new jobs creation, higher labor productivity, higher life convenience and modernization. So far this is happening, with occasional blips from the mixing up of environmental and climate alarmism that are not conducive to humanity advancement, modernization, and faster economic growth. ■

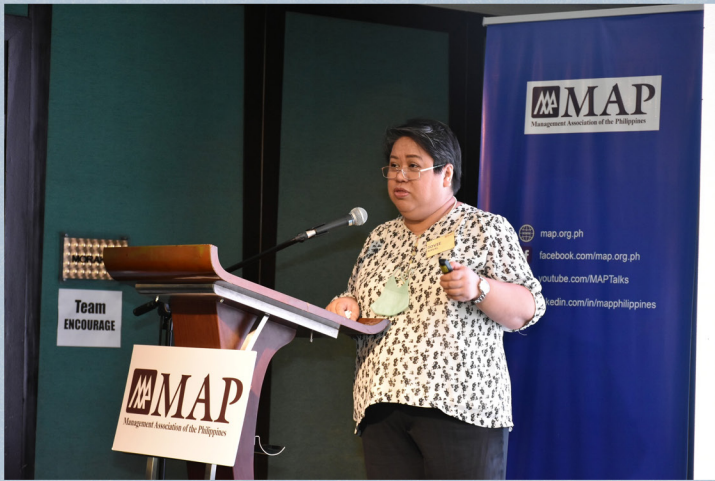
BIENVENIDO S. OPLAS, JR. is the president of Bienvenido S. Oplas, Jr. Research Consultancy Services, and Minimal Government Thinkers [minimalgovernment@gmail.com](http://minimalgovernment@gmail.com)





# MAP Meeting with Various Stakeholders to Operationalize the MAP Campaign against Malnutrition and Child Stunting

May 23, 2023, Tuesday | Dusit Thani Manila





# MAP Meeting with Various Stakeholders to Operationalize the MAP Campaign against Malnutrition and Child Stunting

May 23, 2023, Tuesday | Dusit Thani Manila





## NEWS RELEASE

### MAP Convenes Multi-Sectoral Meeting on MALNUTRITION AND CHILD STUNTING

May 29, 2023

The Management Association of the Philippines (MAP) recently convened a multi-sectoral meeting with various stakeholders to operationalize the MAP **“CAMPAIGN AGAINST MALNUTRITION AND CHILD STUNTING”** (CAMACS). Forty-one (41) organizations joined the meeting and responded to the call to be part of CAMACS.

MAP President Benedicta Du-Baladad stressed that *“Preventing CHILD STUNTING matters because malnutrition makes our children vulnerable to risks of infection and if unchecked, will unduly tax our health system’s resources. CHILD STUNTING affects cognitive development, and this can later on have an impact on their capacity to be productive, resulting in lower economic output and poorer quality of life. And that becomes a major impediment to competitiveness and national development.”*

The meeting was held so various groups can share the activities they are undertaking and have a clearer picture of the ongoing initiatives on CAMACS. Such exchange can establish a baseline and identify the gaps where appropriate interventions can be role planned and organized. The group agreed that resources can be best maximized if efforts are complementary and coordinated to get best results.

This was what Atty. Baladad stressed with her statement that the MAP Campaign is not meant to take over or duplicate the many worthy efforts that had been done, are being undertaken and will be implemented in the future.

*“What MAP wants is to see where it can contribute most effectively, working in collaboration with the other stakeholders”,* she said, emphasizing that *“the goal is to help eradicate malnutrition and contribute to the improvement of the overall nutritional status of Filipino children to prevent stunting.”*

In the same meeting, the Governor-in-Charge of the MAP Cluster on Resilience and Recovery, former NEDA Secretary Cielito Habito, emphasized the urgency of addressing the problem as the workforce in the decades ahead will be in a tech-driven environment, given the Fourth Industrial Revolution being ushered in by the Digital Age and Artificial Intelligence (AI).

*“We cannot afford to have a major segment of our abundant workforce ill-equipped to meet the demands of the future AI-driven economy, by having lower mental capacities due to impaired brain development stemming from stunting at an early age.”,* said Dr. Habito.

The MAP had already started mobilizing for the CAMACS, grouping its activities into three major directions:

- EDUCATE – will undertake campaign to promote awareness about the problem, using appropriate communication and messaging tools to reach target population of mothers and children.
- ENCOURAGE – will work towards pursuit of strategic policy reforms and enabling laws that will ensure that programs like this will be given support and focus by those that are tasked to implement these. The private sector can work with the academe, the policymakers, the legislators for the development of such policies, reforms, academic research, data analytics, legislations, or regulations in fields that will have an impact on malnutrition and child stunting, such as food security, health and others.
- ENGAGE - will be doing an inventory of ongoing initiatives directed towards this Campaign, and enable partnerships by linking them so that they can work together to cover more grounds for effective resource utilization, impact and reach.

The move of the private sector to support CAMACS was welcomed by the National Nutrition Council (NNC). Ms. JOVITA B. RAVAL, Chief of Nutrition and Information Division of NNC, was one of the resource speakers, discussing the nutrition situationer in the Philippine context.


Ms. Raval said that *“The government is now open to participation of the private sector while ensuring that there is no conflict of interest. There are many ways for the private sector to participate and there are now platforms that are available, such as the Pilipinas Kontra Gutom and the Scaling Up Nutrition Movement.”*

She also gave examples of activities that the private sector can support to improve nutrition, such as enabling quality work environment for women and children; establishing lactation stations and provision of breastfeeding breaks, complying with EO 51 for manufacturers of breastmilk substitutes, among others.

Ms. DIANE CHUA, Managing Director of Tribal Worldwide PH, who worked with NNC for its communications program said that *edutainment* can be an effective tool to engage and interest audience.

She also mentioned that MAP and its members can use their spheres of influence to support NNC from a personal, organizational and societal scale to not just raise awareness for this issue but also to help address the first 1000 days of a child to prevent stunting.

The group will meet again to further concretize the collaboration to jointly help reduce child stunting in the country.

  
**BENEDICTA DU-BALADAD**  
 MAP President



# MAP convenes multi-sectoral meeting on malnutrition, child stunting

BY BERNIE CAHILES-MAGKILAT  
May 29, 2023 11:50 AM

**F**orty-one organizations responded to the call to be part of “Campaign Against Malnutrition and Child Stunting” (CAMACS) convened by the Management Association of the Philippines (MAP) with various stakeholders to operationalize the campaign.

MAP President Benedicta Du-Baladad stressed that “Preventing child stunting matters because malnutrition makes our children vulnerable to risks of infection and if unchecked, will unduly tax our health system’s resources. Child stunting affects cognitive development, and this can later on have an impact on their capacity to be productive, resulting in lower economic output and poorer quality of life. And that becomes a major impediment to competitiveness and national development.”

The meeting was held so various groups can share the activities they are undertaking and have a clearer picture of the ongoing initiatives on CAMACS. Such exchange can establish a baseline and identify the gaps where appropriate interventions can be role planned and organized. The group agreed that resources can be best maximized if efforts are complementary and coordinated to get best results.

In her statement, Baladad stressed that the MAP Campaign is not meant to take over or duplicate the many worthy efforts that had been done, are being undertaken and will be implemented in the future.

“What MAP wants is to see where it can contribute most effectively, working in collaboration with the other stakeholders”,

she said, emphasizing that “the goal is to help eradicate malnutrition and contribute to the improvement of the overall nutritional status of Filipino children to prevent stunting.”

In the same meeting, the Governor-in-Charge of the MAP Cluster on Resilience and Recovery, former NEDA Secretary Cielito Habito, emphasized the urgency of addressing the problem as the workforce in the decades ahead will be in a tech-driven environment, given the Fourth Industrial Revolution being ushered in by the Digital Age and Artificial Intelligence (AI).

“We cannot afford to have a major segment of our abundant workforce ill-equipped to meet the demands of the future AI-driven economy, by having lower mental capacities due to impaired brain development stemming from stunting at an early age,” said Dr. Habito.

The MAP had already started mobilizing for the CAMACS, grouping its activities into three major directions: educate, encourage, engage.

The Educate group will undertake campaign to promote awareness about the problem, using appropriate communication and messaging tools to reach target population of mothers and children.

The Encourage group will work towards pursuit of strategic policy reforms and enabling laws that will ensure that programs like this will be given support and focus by those that are tasked to implement these. The private sector can work with the academe, the policymakers, the legislators for the development of such policies, reforms, academic research, data analytics, legislations, or regulations in fields that will have an impact on malnutrition and child stunting, such as food security, health and others.

For Engage, this group will be doing an



13 inventory of ongoing initiatives directed towards this Campaign, and enable partnerships by linking them so that they can work together to cover more grounds for effective resource utilization, impact and reach.

The move of the private sector to support CAMACS was welcomed by the National Nutrition Council (NNC). Jovita B. Raval, NNC chief of nutrition and information division, was one of the resource speakers, discussing the nutrition situationer in the Philippine context.

Raval said that “The government is now open to participation of the private sector while ensuring that there is no conflict of interest. There are many ways for the private sector to participate and there are now platforms that are available, such as the Pilipinas Kontra Gutom and the Scaling Up Nutrition Movement.”

She also gave examples of activities that the private sector can support to improve nutrition, such as enabling quality work environment for women and children; establishing lactation stations and provision of breastfeeding breaks, complying with EO 51 for manufacturers of breastmilk substitutes, among others.

Diane Chua, managing director of Tribal Worldwide PH, who worked with NNC for its communications program said that edutainment can be an effective tool to engage and interest audience.

She also mentioned that MAP and its members can use their spheres of influence to support NNC from a personal, organizational and societal scale to not just raise awareness for this issue but also to help address the first 1000 days of a child to prevent stunting.

The group will meet again to further concretize the collaboration to jointly help reduce child stunting in the country.



**MANILA BULLETIN**

 **MAP**  
Management Association of the Philippines

## Businessmen join drive vs child malnutrition

By: Alden M. Monzon

@inquirerdotnet Philippine Daily Inquirer  
05:10 AM May 30, 2023

**M**ANILA, Philippines — The Management Association of the Philippines (MAP) on Monday said it has convened a multisectoral meeting on the rising case of child malnutrition in the country, paving the way for a unified collaboration among the government, nongovernmental organizations, and business groups toward addressing the problem.

The business management group said that 41 organizations have agreed to become part of the Campaign Against Malnutrition and Child Stunting movement, which was designed to address these child nutrition issues in the country.

“Preventing child stunting matters because malnutrition makes our children vulnerable to risks of infection and if unchecked, will unduly tax our health system’s resources,” Benedicta Du-Baladad, president of MAP, said in a statement.

“Child stunting affects cognitive development, and this can later on have an impact on their capacity to be productive, resulting in lower economic output and poorer quality of life. And that becomes a major impediment to competitiveness and national development,” she said.

Former Sen. Jose David Lina Jr., who has also convened the multisectoral alliance Children’s 1st One Thousand Days Coalition, also spoke of the consequences of malnutrition on a child’s physical stature.

“There is also the effect on the physical body; the height is affected,” he said, highlighting the limitation this will pose for people who want to work in certain industries.

95 Pinoy kids die daily

“We are stressing that the first 1,000 days of life, that is the period when the human brain gets to be developed. And if the child is malnourished, then the damage to the brain is already done and almost irreversible,” he added.

According to the United Nations International Children’s Emergency Fund Philippines, 95 Filipino children die daily from malnutrition, while 27 out of every 1,000 children do not get past their fifth birthday.

A third of Filipino children are also stunted or too short for their age, according to the same UN agency.

Meanwhile, the World Bank said that the Philippines ranked fifth among countries in the East Asia and Pacific region with the highest prevalence of stunting and is among the 10 countries in the world with the highest number of stunted children.

The international banking organization has also warned of the persistence of very high levels of child undernutrition in the Philippines despite decades of economic growth and sector-wide poverty reduction programs.



NUTRITIOUS LUNCH | A child is fed snacks before getting a complete meal of rice, meat and vegetables during a food program. (File photo by LYN RILLON / Philippine Daily Inquirer)



# Management Association of the Philippines flags malnutrition's threat to digital-age labor

By: Andrea E. San Juan

BusinessMirror | May 30, 2023

**T**HE Management Association of the Philippines (MAP) has underscored the need to address malnutrition and child stunting, saying the workforce in the decades ahead will be in a "tech-driven" environment given the Digital Age and Artificial Intelligence (AI).

"We cannot afford to have a major segment of our abundant workforce ill-equipped to meet the demands of the future AI-driven economy, by having lower mental capacities due to impaired brain development stemming from stunting at an early stage," former National Economic and Development Authority (Neda) chief Cielito Habito said during MAP's recent multisectoral meeting with various stakeholders to operationalize the MAP "Campaign Against Malnutrition and Child Stunting" (CAMACS). Habito is Governor-in-Charge of the MAP Cluster on Resilience and Recovery.

For her part, MAP President Benedicta Du-Baladad stressed in the same meeting that, "Child stunting affects cognitive development, and this can later on have an impact on their capacity to be productive, resulting in lower economic output and poorer quality of life."

Du-Baladad emphasized this becomes a "major impediment to competitiveness and national development."

Meanwhile, United Kingdom-based think tank Oxford Economics said last week that Artificial Intelligence has the potential to fix the world's productivity problems, "just as previous general purpose technologies such

as steam power, electricity, and computers have, in our view."

As to the jobs it will create, Oxford Economics said, "AI will displace jobs while creating new ones." However, it noted, "A big question is whether the jobs that are displaced will be those that mainly involve routine work, such as in manufacturing."

"For jobs where human contact is essential, AI may be more of a tool than a threat," the UK-based think tank said.





# MAP GENERAL MEMBERSHIP MEETING

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

*A Project of the MAP Environment Committee*

**June 14, 2023 Wednesday**

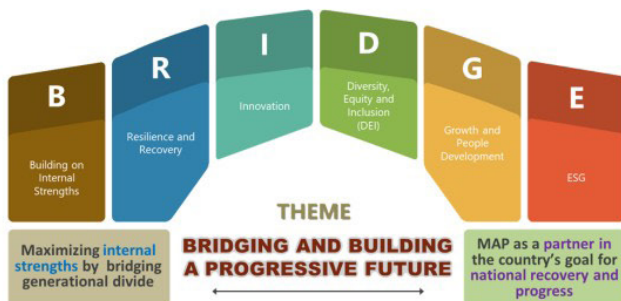
**11:30 AM to 2:00 PM**  
**Bonifacio Hall, Level 4**  
**Shangri-la The Fort**



*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

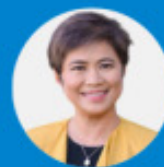
### LEVERAGING CEO-CHRO PARTNERSHIP



**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.



Globe



Pandayan Bookshop



Michael Page



**Kestria**



**MANILA BULLETIN**



# SAVE THE DATE REGISTER EARLY

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Leading In the Age of Unlimited Possibilities



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

## MAP CEO CONFERENCE 2023 REGISTRATION RATES

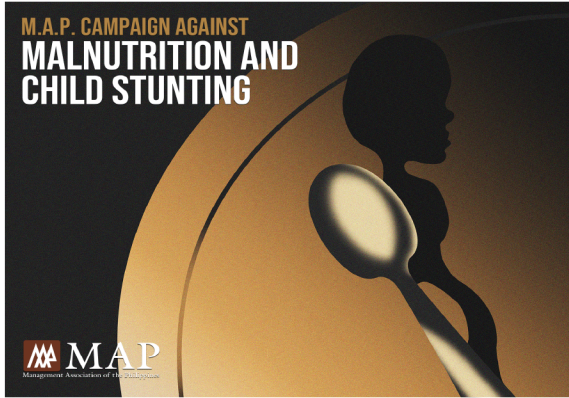
REGISTRATION FEES			
Payment by	MAP Member	Non-MAP Member	Foreign Delegates
May	P8,000	P10,000	\$200
June	P10,000	P12,000	\$250
July	P12,000	P14,000	\$300
August	P14,000	P16,000	\$350
September	P16,000	P18,000	\$400

**Get 1 FREE seat for every 5 seats paid.**

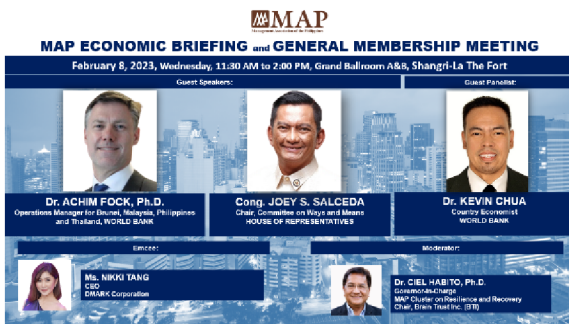
Special Rate for Full-Time Academic and Government Officials		
Payment by	MAP Member	Non-MAP Member
June to September	P4,000	P6,000

Please register thru the following link:

<https://forms.gle/xonTxE2ArxfGTWdCA>



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



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



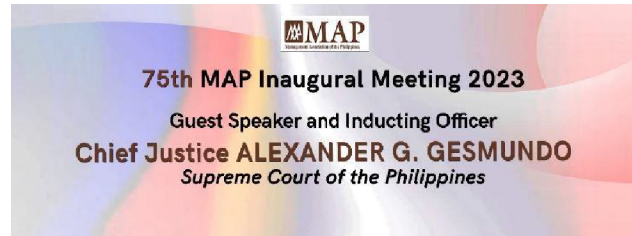
**November 22, 2022**  
**MAP Annual General Membership Meeting and "MAP Management Man of the Year 2022" Awarding Ceremony**



**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, Retired UP Professor of Economics and Management

Co-Moderators: **Mr. VIC MAGDARAOG** (Co-Chair for MAP CEO Academy, MAP HMO), **Dr. BEN TEEHANKEE** (Co-Vice Chair for Social Justice, MAP ESG Committee, Professor, DLSU)

Panelists: **Mr. JOEY BERMUDEZ** (Chair, Maybridge Finance and Leasing, Inc.), **Mr. CLIFF EALA** (President, Synetby's Limited), **Ms. ALMA JIMENEZ** (President and CEO, Health Solutions Corporation), **Prof. DINDO MANHIT** (CEO and Managing Director, Stalbase Group)

July 1, 2022  
MAP Webinar

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

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

Speakers:

- Dr. DAVID R. HARDOON** (Managing Director, Abolite Data Innovation)
- Ms. AILEEN JUDAN JIAO** (President and Country General Manager, IBM Philippines, Inc.)
- Mr. PAUL WHITEN** (Cloud Advocate, Red Hat Asia Pacific)

Co-Moderators: **Mr. PATRICK D. REIDENBACH** (Chair, MAP ICT Committee, President, Cloud@RiskSolutions, Inc. (US Solutions)), **Mr. EDUARDO "Tedd" G. SUMULONG** (Co-Vice Chair, MAP ICT Committee, Managing Director and CEO, Land Registration Systems, Inc. (LARS))

June 23, 2022  
MAP GMM

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

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

Speakers:

- Mr. ANDREW CHAN** (Asia-Pacific Leader in ESG, PwC Malaysia)
- Mr. VINCENT KNEEFL** (Climate Economy Director, Plastic Credit Exchange)
- Ms. MA. ANTONIA YULO LOYZAGA** (President, National Resilience Council)

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

QA Moderator: **Atty. ALEXANDER B. CABRERA** (Governance Chair, MAP ESG Committee, Chair, Emerald and ESG Leader, Iva Lopez & Co., PwC Philippines)

May 19, 2022 MAP GMM

**SENTIMENT ANALYSIS: AI and Big Data for Reading Collective Minds**

May 2, 2022, Monday, via ZOOM

Speakers:

- Mr. WILSON I. CHUA** (Managing Director and Founder, Future Gen International Pte Ltd. (Singapore))
- Mr. ROGER DO** (CEO, AiroPolitic (Singapore))

Moderator: **Dr. BENITO L. TEEHANKEE** (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.**

April 29, 2022, Friday, via ZOOM

Speakers:

- Sec. JIM O. SAMPULNA** (Secretary, Department of Environment and Natural Resources (DENR))
- Atty. ANGELA CONSUELO S. IBAY** (Head of Climate Change and Energy Program, World Wildlife Fund for Nature (WWF))
- Ms. ANA MARGARITA MONTIVEROS** (PwC Global President and Chair, Reputation & Sustainability Officer, PwC Philippines)
- Atty. TONY LA VIÑA** (Dean, Ateneo School of Government, Associate Director, Manila Observatory)

Moderators: **Mr. SANTIAGO F. DUMLAO, JR.** (Co-Chair, MAP ESG Committee, Association of Credit Rating Agencies in Asia (ACRAA)), **Ms. RAQUEL B. CAQUIRAN GAN** (Co-Chair for ESG, MAP ESG Committee, VP for Investments, Avenir Medical Corp., Inc.)

April 29, 2022 MAP Webinar

**PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT**

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

Speakers:

- Dir. RAQUEL B. ECHAGUE** (Director for Resource-Based Industries Service, Board of Investments (BOI))
- Mr. DANILO V. FAUSTO** (President, DVF Dairy Farms, Inc.)

Moderators: **Mr. OSCAR A. TORRES IIIA** (Chair, MAP Agribusiness Committee, Chair and CEO, Torre Holdings Corporation), **Mr. GEMELIO P. YELLASBEN** (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. (FPPT)

## 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.

# Happy Birthday!

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

## June 1

**Mr. CARLO ROY "Carlo" SINGSON**

SEM Consultancy Ltd

**Mr. DENNIS ANTHONY H. UY**

CEO, Converge ICT Solutions, Inc.

## June 2

**Mr. RAUL M. CASTRO**

Chair and CEO, McCann Worldgroup Philippines

**Dr. CONRADO "Conrad" E. IÑIGO JR.**

VP - Academic Affairs, Lyceum of the Philippines University

**Dr. V. BRUCE J. TOLENTINO**

Monetary Board Member, Bangko Sentral ng Pilipinas (BSP)

## June 3

**Mr. PETER WALLACE**

Chair, Wallace Business Forum

## June 4

**Mr. MANOLITO "Lito" T. TAYAG**

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

**Mr. WILLY YU TIENG**

President, KLG International, Inc.

## June 5

**Ms. MONA LISA "Lisa" B. DELA CRUZ**

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

**Mr. GERONIMO "Ronnie" LATINAZO**

Country General Manager, Dell Technologies, Philippines

**Mr. GEORGE J. MARTIREZ**

2nd Vice Chair and CEO, Malayan Bank

**Mr. RUY Y. MORENO**

Chair, Center for Global Best Practices (CGBP)

**Atty. CARLOS "Charlie" G. PLATON**

Managing Partner, Platon Martinez Flores San Pedro  
and Leaño

## June 6

**Mr. RAMON LORENZO LUIS "Renzo" R. GUINTO**

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

## June 7

**Mr. ROBERTO "Obet" DE VERA ROBES**

President and General Manager, Sky Green Imports  
Incorporated

## June 8

**Ms. AILENE CHUA**

President and CEO, Global Women Club

**Ms. DELIZA G. RIDOLOSO**

President, Pacific Sun Solutions, Inc.

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

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

## June 9

**Mr. ONOFRE "JR" BANSON JR.**

President, Monark Equipment, Inc.

**Mr. EDUARDO "Ed" C. JIMENEZ**

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

## June 10

**Mr. RENE ALETA "RJ" LEDESMA JR.**

Executive Chief Innovation Officer, Mercato Centrale  
Philippines, Inc.

**Mr. MANUEL ANTONIO "Manny" G. LISBONA**

President and CEO, PNB Securities, Inc.

## June 11

**Mr. SANDEEP "Sandeep" G. CHANDIRAMANI**

President, iGlobal Financial Services, Inc.

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

Owner/Name Counsel, Co-Pua Law Office

**Mr. DENNIS B. FUNA**

Insurance Commissioner, Insurance Commission

## June 12

**Atty. ANTHONY ALDEN "Anton" SY AGUILAR**

Senior Partner, The Tax Offices of Romero Aguilar &  
Associates

**Sister MERCEDITAS O. ANG, SPC**

President, St. Paul University Philippines (SPUP)

**Atty. RAMIL E. BUGAYONG**

Partner, PJS Law

**Ms. HELEN PEREZ MACASAET**

ICT Consultant



# Happy Birthday!

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

## June 12

**Mr. ALEXANDER "Alex" N. VALORIA**  
President and CEO, Anflo Management and Investment Corporation

## June 13

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

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

## June 14

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

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

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

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

## June 15

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

**Mr. GEORGE SYCIP**  
President, Halanna Management Corporation

## June 16

**Mr. JAIME "Jimmy" I. CABANGIS**

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

## June 17

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

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

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

**Mr. ANICETO "Chito" M. SOBREPEÑA**  
President, Metrobank Foundation, Inc.

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

## June 18

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

## June 19

**Mr. JOSE "Joe" P. MAGSAYSAY**  
Chair and CEO, Prime Options

**Dr. EUGENIO JOSE "Gene" F. RAMOS**  
President and CEO, The Medical City

## June 20

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

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

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

## June 21

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

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

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

## June 22

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

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

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

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

## June 23

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

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

# Happy Birthday!

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

## June 24

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

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

## June 25

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

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

## June 26

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

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

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

## June 27

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

**Mr. JESSIE C. CARPIO**

**Ms. GERMAINE A. REYES**  
President and CEO, Synergy Market Research + Strategic Consultancy Inc.

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

## June 28

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

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

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

## June 29

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

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

## June 30

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

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

**Mr. ALEXANDER "Xander" G. LAO**  
President and Chief Commercial Officer, Cebu Pacific Air, Inc.

**Atty. PERRY L. PE**  
Senior Partner, Romulo Law Offices



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

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



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