



Mr. GERARDO "Gerry" A. PLANA

"MAPping the Future" *column in INQUIRER*

"The challenge of building resilient organizations"

July 31, 2023



Mr. MON ABREA

"MAP Insights" *column in BUSINESSWORLD*

"Finding solutions to economic and tax issues"

August 1, 2023

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Mr. GERARDO "Gerry" A. PLANA

The 2023 Management Association of the Philippines Human Resources (HR) Summit discussed with great enthusiasm the high resilience of Filipinos when compared with other countries. While this is good news, the fact remains that having resilient individuals is not enough to build resilient organizations. Typical organizations are not built to change; they are built to scale. Built-to-scale organizations are focused on increasing performance levels of existing businesses. Through the hierarchy, which upholds principles of unity of command and limited span of control, these organizations can ensure consistency, reliability and efficiency in their operations. There is no room for mistakes. Customers demand perfect products and services. The battlecry is “Zero defects.”

Driving innovation

On the other hand, built-to-change organizations, working through a

network of teams, are obsessed with continuous improvement and innovation. To these organizations, innovation is their insurance against irrelevance. When trying out new ideas, these organizations have a different perspective on mistakes and failures. These are considered as learning opportunities. In driving innovation, learning is prioritized over performance. The battlecry is “Fail fast, learn fast.”

However, we are not asked to make a choice. We are not choosing to either become a built-to-scale organization or a built-to-change organization. To be a resilient organization, we need to be good in both performance and innovation. However, these two desirable outcomes require different mindsets, skill sets and structures. This is one organization having a dual operating system. Others simply call this the ambidextrous organization.

Focus areas

Since Filipinos enjoy high resilience, we can capitalize on this advantage by strengthening further the Filipino resilience by integrating this in our leadership development programs. Since we are more familiar with built-to-scale organizations, the emphasis can be in building the innovation muscle of the organization. Thus, the focus is on leading for innovation.

The following can be the areas to focus on:

Purpose: Developing an inspiring purpose that can serve as the north star can be valuable so that people

3 don't get lost when navigating through uncertainties and chaos as they intensify experimentation.

Teams: Innovation is a team sport. Diversity in teams is the foundation for higher levels of innovation.

Transparency: This builds trust as people bring their true selves to work. Trust and authenticity improve capacity to innovate.

Learning: Since innovation is about learning, building a learning culture becomes important. A learning culture encourages everybody to undertake a continuous learning journey where learning key performance indicators are set and learning achievements celebrated. Leaders invest time in developing people by holding regular development conversations. These leaders know the direct connection between learning and innovation.

The way forward

Building on strengths is a shorter route to achieving our aspirations. Capitalizing on the resilience advantage of Filipinos is the way to go. Filipinos will be comfortable working in an ambidextrous organization. We are in a good position to build resilient organizations. These are the organizations that will thrive in a disruptive and turbulent environment.

This 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 member of MAP Education Committee and MAP HR Management Committee.

He is chief executive of Investors in People Philippines. Feedback at map@map.org.ph and gerryaraujoplana@gmail.com.

"Finding solutions to economic and tax issues"

(from page 1)



Mr. MON ABREA

Ever since the pandemic hit, economic development around the world has slowed down. In the Philippines, issues on budget deficits, increasing debt, and rising inflation have been staples in the news. But are these issues really as bad as we make it out to be? Though it may sound surprising, the Philippines is actually doing quite well, economically speaking.

According to Ralph van Doorn, a Senior Economist at the World Bank Philippines, the Philippines outperformed its regional peers in terms of economic growth. In his presentation at the 2023 International Tax Conference, Van Doorn reported that, for the first quarter of 2023, the Philippines grew by 6.4%, attributed largely to strong domestic demand.

Still, this is not all sunshine and rainbows. The Philippines still has the highest headline inflation within the ASEAN, and there are certain risks peculiar to the Philippines, such as the possibility of El Niño creating supply chain bottlenecks that may result in increasing food prices.

Romeo Balanquit, Assistant Secretary of the Department of Budget and Management (DBM), provided a similar positive outlook on the economy. He discussed the government's Medium-Term Fiscal Framework at the conference. Among the key points of the Framework are improving tax administration, creating a broader revenue base, and the digitalization of government processes.

According to the Framework, tax administration can be improved through the digitalization and the modernization of the Bureau of Internal Revenue (BIR) and the Bureau of Customs (BoC). Meanwhile, a broader revenue base can be achieved through the imposition of taxes on digital service providers and excise taxes on sweetened beverages, single-use plastics, and pre-mixed alcohol products, and other similar policies.

The government's proposal on the digitalization of its revenue collecting agency is in line with expert views on effective tax policies. Aekapol Chongvilaivan, a Senior Economist at the Asian Development Bank, noted that optimizing tax policy and administration can lead to an increase in the tax-to-GDP ratio by about three to four percentage points in the Asia-Pacific region.

Chongvilaivan noted that developing countries should have a tax-to-GDP ratio of at least 15% to ensure that they have the resources necessary to achieve sustainable economic growth. However, only Cambodia, Thailand, and Vietnam were able to achieve that threshold.

One of the problems he identified was that countries in the Southeast Asia region tended to have inefficient tax administrations. Even though Singapore remained among the top of the World Bank's Paying Taxes rankings, the majority of the countries in Southeast Asia were in the bottom half of the rankings. Moreover, except for Indonesia, the Philippines, and

Vietnam, most jurisdictions in Southeast Asia have not improved significantly since 2020.

He also identified taxation of the digital economy as a possible solution to improving the tax-to-GDP ratio. Presently, multinational companies pay their tax where production occurs, but in the digital economy, businesses can derive their income from consumers all over the world.

Ragnar Gudmundsson, the Resident Representative of the International Monetary Fund (IMF), also noted that once a country's tax-to-GDP ratio reaches about 12.75%, economic growth increases sharply. However, a higher ratio is needed for emerging markets. Based on IMF estimates, the Philippines reached a tax-to-GDP ratio of 14% in 2020 and was projected to reach 14.7% in 2022. Still, this remains below the average for Asia-Pacific countries.

So, what can we do to fix this?

Gudmundsson noted recommendations on how to improve the collection of personal income tax and corporate income tax, but noted that VAT is where the Philippines was least efficient. VAT revenue collection in the Philippines was significantly below the average for emerging market economies, capturing only about a third of its potential tax base. He discussed that the VAT system could benefit from the adoption of anti-avoidance rules, enhanced VAT administration, and strict compliance mechanisms.

Aside from tax experts, Senator Win Gatchalian also prepared a presentation at the conference. He discussed the tax regime for micro, small and medium enterprises (MSMEs) and the proposed policies on how to improve the tax system. Particularly, he discussed the features of Senate Bill No. 2224, or the Ease of Paying Taxes Act, and Senate Bill No. 1806, or the Taxpayer's Bill of Rights and Obligations Act.

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Improving tax administration and simplifying tax compliance not only boosts revenue collection but can also lessen corruption. In the recently published book *Reimagining the World Without Corruption*, I provided a discussion on what corruption is and what measures we have implemented, and can implement, in the fight against corruption.

These economic and tax issues and policy proposals were all discussed at the 2023 International Tax Conference held on June 15. Hosted by renowned journalist Rico Hizon, the event was the culmination of the International Tax Roadshow of the

Asian Consulting Group (ACG), which sought to guide Filipinos abroad and foreign investors in investing and doing business in the Philippines. Through the International Tax Conference, ACG continued this goal by creating a platform where these issues, which affect business owners and investors alike, could be discussed. As noted by Former Trade and Industry Secretary Ramon Lopez, who was the Conference Chair at the event, discussing these topics and policies is important if we want to help our MSMEs.

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Business Features Editor
Doris Dumlaog-Abadilla

BOARD TALK

The billionaire's secret sauce: 5 success strategies of top CEOs and entrepreneurs

Clients and journalists frequently ask me what secret sauce drives the success of the ultra-successful, especially the world's top CEOs and self-made billionaire entrepreneurs. Is it some magic gene super talent? What sets them apart?

In my role as a "global management guru" and "coach" of the world's top CEOs, I have had the good fortune to interact with many of them. And I can confidently tell you from experience: There is fundamental not much difference in talent genes between them and most people.

What is their secret sauce then? Why do they rise to the top and build legacies while others struggle?

Principles

A big part of their secret sauce is the mindset they cultivate, as well as the beliefs they adopt and the principles they live and work by.

From American billionaire investor Ray Dalio to Elon Musk and Jeff Bezos, all self-made billionaire entrepreneurs across many different industries challenge the status quo and what other people believe. They question the beliefs most people hold and ask if they are true. Then they form their own beliefs based on their own life experience, mistakes, failures and successes.

Ray Dalio even wrote a book about this process and his principles for life and work called "Principles."

Learn from Elon Musk's 'First Principles' approach

When SpaceX was founded in 2002 by Elon Musk, a few gave it many chances for success. But SpaceX eventually reached revenues of over \$2 billion in 2018.

How did Elon pull that off? "I tend to approach things from a physics framework," Musk said in an interview. "Physics teaches you to reason from first principles rather than by analogy. So I said, okay, let's look at the first principles. What is a rocket made of? Aerospace-grade aluminum alloys, plus some titanium, copper and carbon fiber. Then I asked, what is the value of those materials on the commodity market? It turned out that the materials cost of a rocket was around 2 percent of the typical price."

Musk decided to buy the raw components for rockets at a discount and manufacture the rockets himself rather than paying tens of millions to purchase a finished rocket.

Challenge the status quo

SpaceX doesn't follow traditional business practices standards in the space industry, such as outsourcing. Instead, SpaceX

"The challenge of building resilient organizations"

by

Mr. GERARDO "Gerry" A. PLANA

*Member of
MAP Education Committee
and MAP
Strategic HR Management
Committee*

*President and CEO
of Investors in
People Philippines*

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ILLUSTRATION BY RUTH MACAPAGAL

Tom Oliver, a "global management guru" (Bloomberg) is the chair of the Tom Oliver Group, the trustee 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: www.TomOliverGroup.com or email Tom.Oliver@inquirer.com.ph

The challenge of building resilient organizations

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MAPPING THE FUTURE
GERARDO A. PLANA

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LEECHIU SEES BIG BOOST FOR IT-BPM SECTOR

LIFTING OF MORATORIUM ON PEZA ACCREDITATION IN METRO MANILA PUSHED

By Miguel R. Camus
@miguelrcamusINQ

A flood of Philippine outsourcing opportunities will be unleashed with the lifting of the moratorium imposed by state-run Philippine Economic Zone Authority (Peza) on Metro Manila economic zone applications, according to leading real estate services firm Leechiu Property Consultants.

Leechiu says in a statement this will help the IT & Business Process Association of the Philippines (IBPAP) reach its target of creating 1.1 million new jobs by 2028. Another 3.3 million jobs could be created indirectly, it adds.

Outsourcing and IT segments have been the primary growth driver of Philippine real estate for more than 20 years, Leechiu says. New entrants typically open their headquarters in the National Capital Region, which accounted for up to 75 percent of industry-wide employment as of 2021. These firms eventually expand to provincial areas after establishing a foothold in Metro Manila.

IBPAP estimates that 265,000 employees were hired by the IT-business process management (IT-BPM) industry from 2020 to 2022 amid the COVID-19 pandemic while 110,000 new jobs are projected for 2023 alone.

In the first half of 2023, 24 percent of the total office space leased in the country went to IT-BPM firms in Metro Manila.

"Opening up applications for new Metro Manila Peza locations will encourage new tenants and hasten new employment," Leechiu says.

A moratorium on new economic applications in Metro Manila was imposed in 2019 amid the previous administration's push to divert more investments to provincial areas.

Peza provides fiscal incentives and streamlined business processes in designated economic zones. Locators also enjoy the "one-stop-shop services"

given by Peza for all their permits, licenses and taxes.

In addition, the Corporate Recovery and Tax Incentives for Enterprises Law allowed investment incentives similar to the Peza accreditation, albeit not necessarily within economic zones, Leechiu points out.

"But, these companies will need to liaise with multiple national government agencies and the local government," it adds.
Leechiu says IT and other outsourcing operators will

"likely remain as the primary takers of this office space."

"Office demand to date for 2023 has already reached 554,000 square meters with a projected live demand of another 500,000 square meters for the second half, the company says.

"And while office absorption is moving toward prepandemic levels, the lifting of the moratorium will bolster further growth benefiting projects in Metro Manila, as well as in the provinces," it adds. **INQ**

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Still, this is not all sunshine and rainbows. The Philippines still has the highest headline inflation within the ASEAN, and there are certain risks peculiar to the Philippines, such as the possibility of El Niño creating supply chain bottlenecks that may result in increasing food prices.

Romeo Balanquit, Assistant Secretary of the Department of Budget and Management (DBM), provided a similar positive outlook on the economy. He discussed the government's Medium-Term Fiscal Framework at the conference. Among the key points of the Framework are improving tax administration, creating a broader revenue base, and the digitalization of government processes.

According to the Framework, tax administration can be improved through the digitalization and the modernization of the Bureau of Internal Revenue (BIR) and the Bureau of Customs (BOC). Meanwhile, a broader revenue base can be achieved through the imposition of taxes on digital service providers and excise taxes on sweetened beverages, single-use plastics, and pre-mixed alcohol products, and other similar policies.

Chongvilvaian noted that developing countries should have a tax-to-GDP ratio of at least 15% to ensure that they have the resources necessary to achieve sustainable economic growth.



MAP INSIGHTS RAYMOND A. ABREA

The government's proposal on optimizing tax policy and administration can lead to an increase in the tax-to-GDP ratio by about three to four percentage points in the Asia-Pacific region. The Asian Development Bank, noted that optimizing tax policy and administration can lead to an increase in the tax-to-GDP ratio by about three to four percentage points in the Asia-Pacific region.

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One of the problems he identified was that countries in the Southeast Asia region tended to have inefficient tax administrations. Even though Singapore remained among the top of the World Bank's Paying Taxes rankings, the majority of the countries in Southeast Asia were in the bottom half of the rankings. Moreover, except for Indonesia, the Philippines, and Vietnam, most jurisdictions in Southeast Asia have not improved significantly since 2020.

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where production occurs, but in the digital economy, businesses can derive their income from consumers all over the world.

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So, what can we do to fix this? Gudmundsson noted recommendations on how to improve the collection of personal income tax and corporate income tax, but noted that VAT is where the Philippines was least efficient. VAT revenue collection in the Philippines was significantly below the average for emerging market economies, capturing only about a third of its potential tax base.

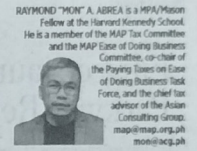
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2224, or the Ease of Paying Taxes Act, and Senate Bill No. 1806, or the Taxpayer's Bill of Rights and Obligations Act.

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RAYMOND "MON" A. ABREA is a MAP/Maposon Fellow at the Harvard Kennedy School. He is a member of the MAP Tax Committee and the MAP Ease of Doing Business Committee, co-chair of the Paying Taxes on Ease of Doing Business Task Force, and the chief tax advisor of the Asian Consulting Group. map@map.org.ph mon@acg.ph

"Finding solutions to economic and tax issues"

by

Mr. MON ABREA

Member of MAP Ease of Doing Business Committee

Founding Chairman and Senior Tax Advisor of Asian Consulting Group

Co-Chair of Paying Taxes, EODB Task Force

"MAP Insights" Column in BUSINESSWORLD August 1, 2023

ce, sustained growth, and the PDE alumni homecoming

MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

Since the results of the first half (H1) of 2023 are already reported, I have compared the H1 numbers of previous years, 2018-2022. The numbers this year on debt servicing — payment in interest plus amortization for public debt contracted and accumulated for many years under previous administrations — are not good. One — interest payment this year is already P283 billion, amortization is P626 billion, total debt service is P908 billion or approaching P1 trillion in H1 alone. This is not good.

Two — domestic debt constitutes a rising share of total debt service, especially in fixed rate and retail treasury bonds (see Table 1). I checked the level of indebtedness of other countries. The gross debt/GDP ratio really jumped in the 2020-2021 lockdown dictatorship period, and began to flatten, or increase/decrease mildly in 2022. For the Philippines though, the jump was steep, from 37% in 2019 to 52% in 2020 then 57% in 2021. The lockdown dictatorship of the previous Duterte administration was really harsh compared to many countries, in Asia and around the world. Recall that Philippines GDP contracted 9.5% in 2020 — the worst in Asia, and the worst in Philippine economic history since after World War II.

Public debt service, each year, P Billion

Table with 5 columns: Year (2019-2023) and Debt Service (P Billion). Rows show values for 2019, 2020, 2021, 2022, and 2023.

Vietnam and Taiwan practically did not raise their indebtedness in 2020, they also managed to have GDP growth, not contraction, that year. For big countries in North America and Europe, all of them except Germany experienced debt/GDP ratios of 100% and above (see Table 2).

The above numbers show that lockdowns — shutting down of tax-paying businesses while expenditures remained high, then relying heavily on debt financing — is not good. It will never be good. Economic freedom — allowing people and companies to continue working and leaving healthcare to personal and civil society responsibility — not government lockdown irresponsibility — is the key to balancing economics and healthcare. And the Maharlika Investment Fund? It is demonized by many individuals and groups concerned with public finance but who have little to zero (sound-of-silence) positions on military and uniformed personnel pension reform, a big public finance issue.

The Maharlika Fund should help finance big infrastructure and projects that were killed by politics (or subject to future political harassment) and hence, reduce fiscal pressure and need for borrowing. Since that new body has government presence and footprint, it can help thwart political harassment from local and National Government bureaucracies, as well as invite sovereign wealth funds from other countries to put their investments here as those projects have vetting and confidence by the MIF.

PDE ALUMNI HOMECOMING

Meanwhile, the Program in Development Economics (PDE) Alumni Association of the UP School of Economics (UPSE) will hold the PDE alumni homecoming on Aug. 19, 4 p.m., at the UPSE auditorium. Before the homecoming program, there will be a Conversation with Finance and Budget Secretaries on Financing Sustained Growth. The guest speakers will be Finance Secretary Diokno (PDE batch 7) and Budget Secretary Pangandaman (PDE batch 33).

These two officials are responsible for revenue generation and deficit borrowing and proposing the budget for the entire government to Congress, then manage its disbursement once enacted as appropriations act by Congress. They

TABLE 2. General government gross debt, % of GDP

Table with 7 columns: Country, 2002, 2012, 2019, 2020, 2021, 2022. Rows list various countries including Singapore, Malaysia, Thailand, Philippines, Indonesia, Vietnam, Japan, India, China, Korea, Taiwan, US, Canada, Italy, Spain, France, UK, and Germany.

are key leaders in financing the very important goals of high sustained growth and sustained job creation while reducing the huge public debt accumulated by previous administrations.

PDE graduates from different batches, from the late 1960s to 2023, are encouraged to attend this very important lecture and meeting with their fellow alumni Cabinet Secretaries. This is a by-invitation event only, with some media and friends who are non-PDE alumni also invited to the "Conversation" before the homecoming program starts. Dinner will be served by the Philippine Center for Economic Development (PCED).

For the homecoming program, the PDE Alumni Association officers — including this writer — have solicited donations in kind from some corporations for raffles and give ways to participants. The following firms have expressed their willingness to give: Saa Miguel Corp., Robinsons Retail, Meralco, Astoria Hotels and Resorts, Nestlé Philippines, Gallerie Joaquin, Japan Tobacco, Inc.,

ioOptions Ventures Corp., Philip Morris Fortune Tobacco Corp., and Alsa Oplas & Co. CPAs. Thank you. Thank you, Ferdie, Robina, Joe, Jeffrey, Arlene, Jack, Robert, Pedro, Noel, and my sister Maricris and their respective companies above. They are mostly my friends and fellow alumni of UPSE plus other friends and my sister.

Last month, this column produced a four-part series on Financing Sustained Growth: MIF pension reform (part 1, June 8), Fiscal discipline and Maharlika Fund (part 2, June 15), Tax reform (part 3, June 15), and NTA privatization (part 4, June 27).

After the talks and "Conversation" with the two Secretaries, this column will resume another series on Financing Sustained Growth. Tune in, dear readers.



BIENVENIDO S. OPLAS, JR. is the president of Bienvenido S. Oplas & Co. Research Consultancy Services, and Municipal Government Theorist. bio@biengovernment@gmail.com

MAP Tour of the National Museum

A Project of the MAP Arts & Culture Committee

**A MAP Member
can bring his/her
family members.**

**August 5, 2023, Saturday, 9:00 AM to 12:00 Noon
P. Burgos Drive, Rizal Park, Manila**

DUE TO LIMITED SLOTS, ACCOMMODATION WILL BE ON FIRST-COME-FIRST-SERVE BASIS.

8:45 AM	Assembly at the Entrance of National Museum of Fine Arts
9:00 AM to 10:30 AM	Guided Tour
10:30 AM	Move to National Museum of Anthropology
10:35 AM to 12:00 Noon	Guided Tour
12:00 Noon	End of Event



This Guided Tour is FREE for MAP Members and their family members, but PRIOR REGISTRATION IS A MUST.

For inquiries, please call MAP Executive Assistant Maricel Limjoco via +63916-590-1261, or National Museum Booking/Reservation's Miguel or Bel via +63947-997-3520.

Please register thru the Google Form link that is attached to this Flyer.

MAP Circular No. 046 - 2023

Please register thru the following link:

https://docs.google.com/forms/d/e/1FAIpQLSfjWZvVp6J_hqPOXDEeNNMQ4fjXZsNx0i-w72xEFii4zQk0T5w/viewform?usp=sf_link

MAP GENERAL MEMBERSHIP MEETING

National Priority Programs on Poverty Reduction and Social Protection

AUGUST 10, 2023 | THURSDAY
(not August 9 anymore)

11:30AM TO 2:00PM
GRAND BALLROOM A&B, LEVEL 3
SHANGRI-LA THE FORT



Secretary REX GATCHALIAN
Department of Social Welfare and Development (DSWD)

Registration Fees

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



SAVE THE DATE REGISTER EARLY

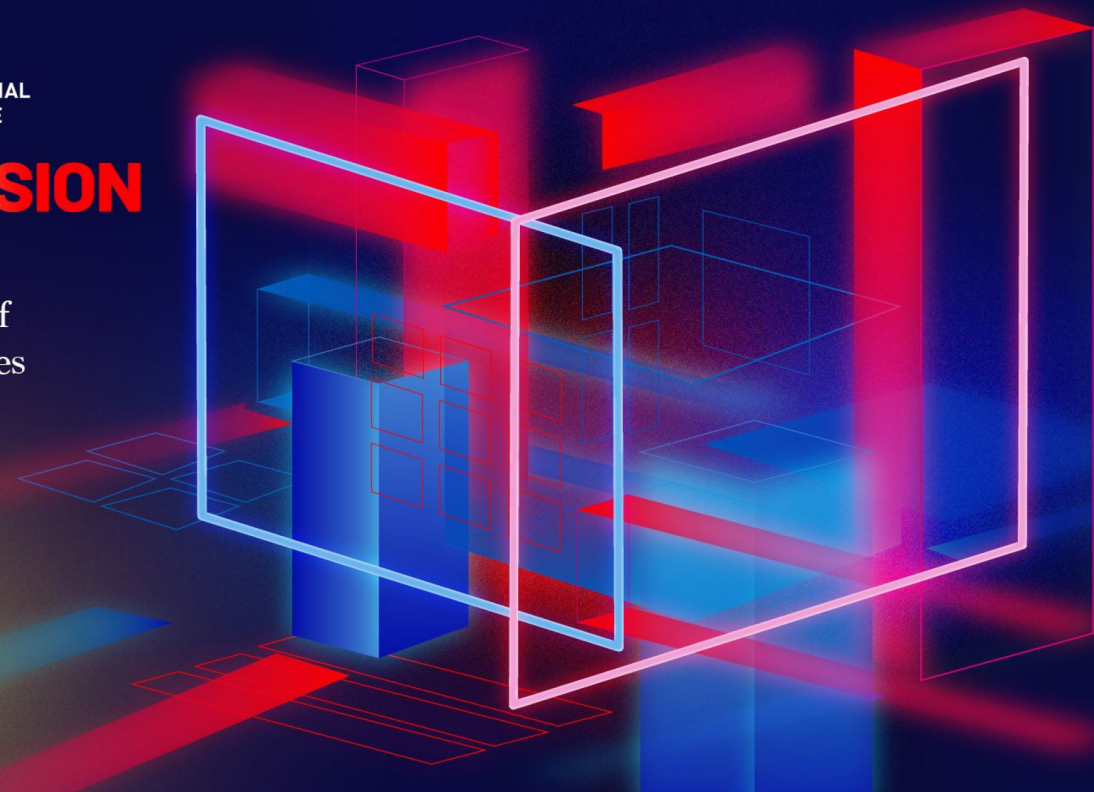


21st INTERNATIONAL
CEO CONFERENCE

ON A COHESION COURSE

Leading in the Age of
Unlimited Possibilities

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



MAP CEO CONFERENCE 2023 REGISTRATION RATES

REGISTRATION FEES

<i>Payment by:</i>	MAP Member	Non-MAP Member	Foreign Delegates
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

<i>Payment by:</i>	MAP Member	Non-MAP Member
June to September	P4,000	P6,000

Please register thru the following link:

<https://forms.gle/xonTxE2ArxfGTWdCA>

MAP GENERAL MEMBERSHIP MEETING
 2nd of MAP's Investment Forum Series **Business Opportunities in ASEAN** A Panel Discussion
 A Project of MAP Trade and Investments Committee (TIC)

July 12, 2023 | 11:30 AM | Shangri-La The Fort

Panelists

 AMBASSADOR DATO' ABDUL MALIK MELVIN CASTELINO Malaysia	 AMBASSADOR CONSTANCE SEE SIN YUAN Singapore	 AMBASSADOR TULL TRANSDRAT Thailand	 MINISTER MUDZAKIR Head of Economic Affairs Indonesia	 MR. PHUNGYAN THANH Head of Trade Office Vietnam
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July 12, 2023
MAP GMM on Business Opportunities in ASEAN

SCALE PROGRAM (TECH START-UP)

MAP Activities (loop)

About MAP

MAP General Membership Meeting
National Priorities on Environment, Natural Resources and Climate Change
 A Project of MAP Environment Committee

June 14, 2023 | 11:30 AM | Bonifacio Hall, Shangri-La The Fort

Speaker: Secretary **MARIA ANTONIA YULO LOYZAGA DENR**

Q&A Panelists: **DR. REGIE CASAS** (Panel Chair) Chair, MAP Environment Committee; **Atty. ALEX CABRERA** Governor-in-Charge, MAP Cluster on ESG; **MR. REX DRILON II** Chair, MAP Shared Prosperity Committee; **Ms. AGNES GERVAIO** Co-Vice Chair, MAP Environment Committee

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MAP GMM on "National Priorities on Environment, Natural Resources and Climate Change"

M.A.P. CAMPAIGN AGAINST MALNUTRITION AND CHILD STUNTING

MAP Campaign against Malnutrition and Child Stunting

MAP General Membership Meeting in collaboration of **International Women's Day**
ROLE OF WOMEN IN BRIDGING AND BUILDING A PROGRESSIVE FUTURE
 A Project of MAP Diversity, Equity and Inclusion (DEI) Committee

March 8, 2023, Wednesday, Grand Ballroom A&B, Shangri-La The Fort

Phonilo Chair Moderator: **Amb. LAURE BEAUFILS UK**, **Amb. MARYKAY L. CARLSON US**, **Amb. ANKE REIFFENSTUEL Germany**

Moderator: **Ms. RANDOLPH "Randy" T. ESTRELLERO** Co. Vice Chair, MAP DEI Committee; **COO, Maynilad Water Services, Inc.**

Emcee: **Ms. RABEN V. BANTUGERAGAL** Philippine in Charge, MAP DEI Committee; **Sector Advisor: BWP (IT & Business Process Association of the Philippines)**

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

MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING
 February 8, 2023, Wednesday, 11:30 AM to 2:00 PM, Grand Ballroom A&B, Shangri-La The Fort

Guest Speakers: **Dr. ACHIM FOCK, Ph.D.** Operations Manager for Unirel, Malaysia, Philippines and Indonesia, WORLD BANK; **Cong. JOEY S. SALCEDA** Chair, Committee on Ways and Means HOUSE OF REPRESENTATIVES; **Dr. KEVIN CHUA** Country Economist WORLD BANK

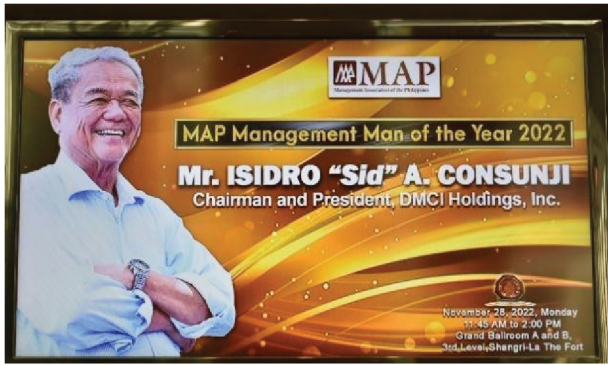
Moderator: **Dr. CIEL HABITO, Ph.D.** Governor-in-Charge, MAP Cluster on Resilience and Recovery Chair, Brain Trust Inc. (BTI)

MC: **Ms. MIKKI TANG** CEO DBANK Corporation

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

75th MAP Inaugural Meeting 2023
Guest Speaker and Inducting Officer
Chief Justice ALEXANDER G. GESMUNDO
Supreme Court of the Philippines

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



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



November 11, 2022
3rd MAP NextGen Conference 2022



October 13, 2022
MAP GMM



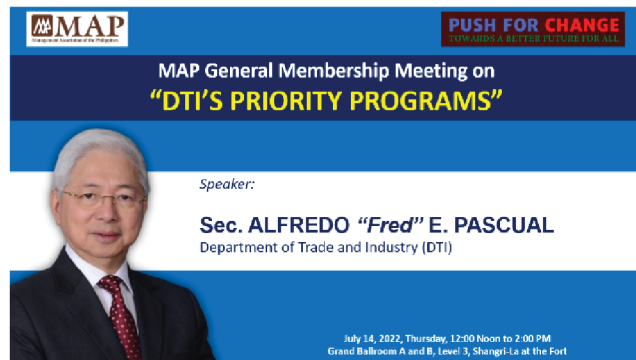
September 13, 2022
MAP International CEO Hybrid Conference



September 8, 2022
MAP - PMAP Joint GMM



August 19, 2022
MAP GMM



July 14, 2022
MAP GMM



July 1, 2022
MAP Webinar

MAP Management Association of the Philippines
PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL

MAP General Membership Meeting **"ICT LEADERSHIP IN OUR NEW WORLD"**
A Project of MAP ICT Committee

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

June 23, 2022
MAP GMM

MAP Management Association of the Philippines
PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL

MAP General Membership Meeting
A Project of MAP ESG Committee

INTEGRATING ESG IN THE WAY WE DO BUSINESS

SPEAKERS:

- Mr. ANDREW CHAN**
Asia-Pacific Leader in ESG
PaC Malaysia
- Mr. VINCENT KNEEFEL**
Greater Economy Director
Pacific 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, MDI Navara

Q&A MODERATOR:

- Atty. ALEXANDER B. CABRERA**
Governor-in-Charge, MAP ESG Committee
Chair Emerita and ESG Leader
Ike Igarna & Co., PaC Philippines

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

May 19, 2022
MAP GMM

MAP Management Association of the Philippines
PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL

May 2, 2022, Monday, 4:30 PM
A Project of MAP Human and Management Development Committee (HMDC)

SENTIMENT ANALYSIS
AI and Big Data for Reading Collective Minds

Speakers:

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

GREEN EDISA MOVEMENT | **MAP** Management Association of the Philippines

APRIL 29, 2022, WEDNESDAY, 10:00 AM
A Project of MAP Environment and Natural Resources Committee (ENRC)

PROTECTING THE EARTH. PRESERVING OURSELVES.
Doing what we need to do in celebration of Earth Month

Speakers:

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

Moderators:

- Mr. SANTIAGO F. DUMLAQ, JR.**
Executive Director
Philippine Green Building Association of Credit Rating Agencies in Asia (PGBA)
- Ms. RACQUEL B. CASURAN GAN**
Co-Chair for MAP ESG Committee
VP for Internal Audit, Ashraf Muelali Corp., Inc.

April 29, 2022
MAP Webinar

MAP Management Association of the Philippines
PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL

April 29, 2022, Friday, 9:00 PM to 10:00 PM via ZOOM
A Joint Project of MAP Agribusiness Committee and MAP Trade, Investments & Export Committee

MAP CEO Academy Webinar

PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

Speakers:

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

Moderators:

- Mr. OSCAR A. TORRALBA**
Chair, MAP Agribusiness Committee
Chair and CEO, Town Hoopag Corporation
- Mr. CHARLES P. VILLABONOR**
Chair, MAP Trade, Investments & Export Committee
Chair and CEO, PASA, TransProcure and PASA Shared Services

April 29, 2022
MAP Webinar

Happy Birthday!

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

August 1

Mr. RODERICK "Rick" M. DANA O

Chair and Senior Partner, Isla Lipana & Co./
PwC Philippines

Mr. DANIEL "Dan" RIVAS FRANCISCO

Director, 1Infinity Traders Securities Corporation

Dr. CONCHITA "Chit" L. MANABAT

President, Development Center for Finance

Atty. JOSE MIGUEL "Miko" C. PALARCA

Managing Partner, Palarca and Baluyut Law Offices

August 6

Atty. LILIA B. DE LIMA

August 7

Mr. EDWIN H. HERNANDEZ

President, Jardine Distribution, Inc.

Mr. VICENTE "Bimbo" T. MILLS JR.

Chair, Hino Motors Philippines Corporation

August 2

Mr. ROBIN R. BERNABE

President, Multimedia Exponents, Inc.

Mr. GERARD "Gerry" M. LANE

President, Lane Archive Technologies

Mr. MICHAEL SHERWIN "Mike" M. MACATANGAY

Founder, President and CEO, One A-TEAMS
Consultants Pte. Ltd.

Mr. NOEL M. TEMPONGKO JR.

VP and General Manager, Century Pacific Agricultural
Ventures, Inc.

August 8

Atty. ANTONIO "Bing" A. PICAZO

Senior Partner, Picazo Buyco Tan Fider & Santos
Law Offices

August 9

Mr. FLORIDO "Doy" P. CASUELA

OIC, Philippine National Bank (PNB)

Mr. PETER G. COYIUTO

President and CEO, First Guarantee Life Assurance
Company, Inc.

Engr. RODOLFO "Rod" N. FERRER

Chair, RN Ferrer and Associates, Inc.

August 4

Mr. ROBIN R. BERNABE

President, Multimedia Exponents, Inc.

Dr. ANDREW "Andy" I. LIUSON

Co-Founder and Vice Chair, Cityland Group of Companies

Dr. RAMON "Mon" B. SEGISMUNDO

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

August 10

Ms. CLARISSA ROWENA "Butch" C. BON SOL

President and Managing Director, Expat
Communications, Inc.

Ms. IREEN GO CATANE

Country President, Schneider Electric Philippines, Inc.

Mr. ARTURO "Art" N. DALUPAN

Consultant, Professional Payroll Specialists Inc. (PPSI)

Mr. LORENZO V. TAN

President and CEO, House of Investments, Inc.
(a YGC Member)

Ms. SHARON T. TAN

President, Universal Rich Property and Management
Corporation

Mr. ARTEMIO "Jason" B. VITANGCOL

President and CEO, St. Peter Chapels

August 5

Ms. RUBY BAIRAN

President, EstateMart Dev't. Inc.

Mr. VICTOR S. CHIONGBIAN

Chair, Fast Logistics

Dr. RAYMOND NELSON "Ray" DAVIS

Chair, Mabuhay Capital Corporation

Ms. CRISTINA "Tina" A. LEE

GM and Managing Partner, Cornerstone Performance
International Inc.

Mr. FEDERICO "Piki" R. LOPEZ

Chair and CEO, First Philippine Holdings Corporation

Mr. JOHNSON "Jong" ONGKING

VP, Pacific Paint (Boysen) Philippines, Inc.



Happy Birthday!

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

August 11

Mr. RUEL T. MARANAN

President, Ayala Foundation, Inc.

Dr. JUSTO "Tito" A. ORTIZ

Vice Chair, UnionBank of the Philippines

Mr. CESAR G. ROMERO

Country Chairman, Shell Companies in the Philippines

Mr. DELFIN ANGELO "Buds" C. WENCESLAO

CEO, D. M. WENCESLAO & ASSOCIATES, INC.

Dr. ANTONIO "Tony" S. YAP

President, Benita & Catalino Yap Foundation

Mr. GERARDO "Ral" A. ROSARIO

President and General Manager, RMG Hospital Supply, Inc.

Ms. MARION "Marcy" C. KOCHET CHUA

Managing Director and Head of ATRAM Wealth, ATRAM

August 15

Ms. MARY JADE "Jade" T. ROXAS-DIVINAGRACIA

Managing Partner for Deals and Corporate Finance, Isla Lipana & Co./ PwC Philippines

Dr. DIANA M. EDRALIN

General Manager, Roche Philippines Inc.

Mr. WILLIAM "Bill" B. GO

Vice Chair, CTBC Bank

Mr. JALLAIN MARCEL "Jallain" S. MANRIQUE

Partner, KPMG R. G. Manabat & Co.

August 16

Mr. MARCELO "Celo" S. CO

Managing Director, Marikina Food Corporation

Mr. CHRISTOPHER "Chris" M. GOTANCO

Senior Advisor (former President and COO), Anglo Philippine Holdings Corporation

Mr. ALBERTO "Bertie" ALDABA LIM

Chair, Culion Foundation, Inc.

Atty. PEDRO "Pete" H. MANIEGO JR.

Chair, Energy Lawyers Association of the Philippines

Mr. AURELIO "Gigi" R. MONTINOLA III

Chair, Far Eastern University (FEU)

August 18

Mr. FRANCISCO JAVIER "Franz" P. BONOAN

First Vice President, BDO Capital and Investment Corporation

Mr. ROBERTO JOSE "Boj" R. LOCSIN

Chief Administrative Officer, Manila Water Company, Inc.

Ms. CRISTINA "Tina" CARANTO VIVAS

Head of Consumer Goods and Retail, Food Service, Healthcare and Pharmaceuticals Division, ZMG Ward Howell, Inc.

August 19

Ms. MA. AURORA "Boots" D. GEOTINA GARCIA

President, MAGEO Consulting, Inc.

August 12

Mr. MICHAEL "Mhycke" C. GALLEGO

Partner and Advisory Practices Leader and Head, Knowledge Management, Punongbayan & Araullo/Grant Thornton Philippines

Mr. FRANCIS AUGUSTUS "Francis" L. WEE

CEO, W Group, Inc.

August 13

Ms. PIA SANDRA "Pia" N. ACEVEDO

Founder, President and CEO, The OneCORE and Creative Human Resource Group

Mr. MICHAEL ARCATOMY "Mike" H. GUARIN

Partner, Advisory, KPMG R. G. Manabat & Co.

Mr. JUAN "Johnny" B. SANTOS

Ms. MICHELLE M. UNGCO

SVP, Unicapital Inc.

Atty. JOSE LUIS "Bobet" L. VERA

President, Quest Broadcasting, Inc.

Mr. MARLO R. CRUZ

President and CEO, CIBI Information, Inc.

August 14

Ms. ANGIE G. FLAMINIANO

President and COO, NutriAsia, Inc.

Mr. SAMUEL ALASTAIR "Sam" RAMOS JONES

COO, Philippine Strategic Associates

Mr. ALVIN D. LAO

President and CEO, D & L Industries, Inc.

Mr. MICHAEL "Mike" G. REGINO

Former President and CEO, Social Security System (SSS)

Mr. BENJAMIN PHILIP "Philip" G. ROMUALDEZ

Trustee/VP, Doña Remedios Trinidad Romualdez Medical Foundation, Inc.



Happy Birthday!

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

August 19

Mr. ROGELIO "Roger" M. MURGA
Chair and CEO, Private Infra Dev Corporation

Mr. WILLY Q. TEE TEN
President and Dealer Principal, Autohub Group

August 21

Mr. IMMANUEL "Maui" GARCIA
SVP - Client Management Group, Trinity Insurance and Reinsurance Brokers, Inc.

Ms. MARIA VIVIAN "Vivian" C. RUIZ
Vice Chair and Deputy Managing Partner, SGV & Co. (EY Philippines)

Mr. BRUCE ALEXANDER "Bruce" WINTON
General Manager, Manila Marriott

August 22

Mr. LEONARDO "Leo" JARDIN MATIGNAS JR.

August 23

Atty. ALEXANDER "Alex" B. CABRERA
Chairman Emeritus and ESG Leader, Isla Lipana & Co./PwC Philippines

Ms. AMELIA "Amy" D. MANAS
Chair, Bruno's Services Corporation

August 24

Ms. MARTHA "Marts" M. SAZON
President and CEO, GCash/Mynt (Globe Fintech Innovations, Inc.)

August 25

Mr. ARTHUR LEACHON "Art" PANGANIBAN JR.
President and CEO, Gotuaco, del Rosario Insurance Brokers, Inc.

Mr. VICENTE "Nonoy" S. QUIMBO
President, Bel Mondo Italia Corporation

August 26

Mr. RAYMON "Mon" CAYABYAB
Managing Partner and CEO, Xiklab Digital

Mr. LUIS "Louie" B. QUISUMBING
President, Norkis Group of Companies

Mr. SEIJI TAKANO
President, Sumitomo Corporation of the Philippines

August 27

Mr. RANDOLPH "Randy" T. ESTRELLADO
COO, Maynilad Water Services, Inc.

Sec. PETER B. FAVILA
Monetary Board Member, Bangko Sentral ng Pilipinas (BSP)

Mr. ANTONIO "Tony" C. OPPEN
President and CEO, Welding Industries of the Philippines, Inc.

Dr. KAREN REMO
President and CEO, New Perspective Marketing International Inc.

Mr. KINGSON U. SIAN
President and CEO, Travellers International Hotel Group, Inc.

August 28

Ms. FAYE ABRIHAN
CEO, Pantheon Holdings OPC

August 30

Mr. OSCAR "Carey" L. DE VENECIA JR.
President and CEO, Basic Energy Corporation

Mr. TAKESHI HARA
President and CEO, Mitsubishi Motors Philippines Corporation

Mr. WILLIAM RUSSELL "William" M. SCHEIRMAN JR.
CEO, Scheirman & Cruz Property Holdings, Inc.

August 31

Mr. IGNACIO "Chony" B. GIMENEZ
Corporate Secretary, I.B. Gimenez Securities, Inc.

Ms. MARIA BLANCA KIM "Kim" BERNARDO LOKIN
Managing Editor, Business+Class Magazine

Mr. JOSEPH JEROME "Jerome" D. ONG
President and General Manager, CDO FOODSPHERE, INC.

Mr. JOSE RAMON "Bom" V. VILLATUYA
President and Managing Director, Rural Bank of Luisiana, Inc.



**FOR UPDATES ON MAP'S
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