

MAP Insights *column in* BUSINESSWORLD

No to return of bus chaos on EDSA

August 22, 2023



“MAPping the Future” *column in* INQUIRER

**“Skills mismatch:
Industry’s role”**
(1st of 2 Parts)

August 21, 2023

Dr. FEDERICO “Poch” M. MACARANAS

Contents

	Page
Featured Articles _____	2-7
Shared Articles _____	8-12
MAP Event Highlights _____	13-14
Forthcoming MAP Events _____	15-16
MAP Talks on Youtube _____	17-19
August Birthday Celebrants _____	20-22

“No to return of bus chaos on EDSA”

(from page 1)

The Management Association of the Philippines (MAP) commends the Metro Manila Development Authority (MMDA) for upholding the retention of the new EDSA busway system — thus continually improving bus traffic flow in this busiest major thoroughfare — and rejecting the proposal of bus operators to revert to the discarded practice of using two yellow bus lanes at the curbside for 3,000 bus units to resume operations.

The MAP likewise strongly opposes the proposal of bus operators for the simple reason that for the past three years, it has been demonstrated that the EDSA busway and bus carousel line system is a far superior public bus transport system because it was able to carry a one-day peak load of 454,649 passengers on Dec. 27, 2022 using no more than 550 bus units running on just one innermost busway lane with more spare system capacity to meet higher demand. Capital expenditures, excluding cost of rolling stock, by the National Government was only about P500 million, which translates to the lowest capital cost-to-passenger ratio among transit systems.

Although still a work in progress, other remarkable performances of the Busway were achieved. The average daily busway ridership reached 380,378 during the heavy Christmas season in December. Total ridership reached 154,100,856 from June 2020 to December 2022. Drivers are more disciplined, and they stop only at

bus stations and do not linger there. Commuters' travel time was reduced, allowing them to be more productive at work and enjoy quality time with their families. The Busway has also facilitated travel for ambulances and emergency vehicles. This high performance was achieved due to the higher efficiency of the inner lane busway as a people mover.

In sharp contrast, the discarded and highly inefficient two yellow curbside (outermost) lanes bus system gained worldwide notoriety as more than 3,000 buses jammed EDSA bumper to bumper, while hapless passengers and other commuters suffered long commuting hours and massive volumes of noxious exhaust fumes that polluted the air. The drivers were impervious to discipline. Buses loaded and unloaded anywhere with impunity, weaving in and out of lanes in chaotic fashion. Reverting to the failed yellow bus lane system will be grossly detrimental to commuters, to bus operators themselves and to the economy. Opportunity losses from traffic congestion may likely gallop way past the previously estimated P3.5 billion daily.

The main reason for the failure of the yellow bus lanes was their location in the outermost lanes. Being traffic conflict lanes, they are not ideal for bus mass transit in high density urban corridors because bus traffic flow was prone to interruption by vehicles exiting and entering the corridor from the many side streets. Access control to the curbside lanes was not possible and nonaccredited

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On the other hand, the inner lane busway was introduced abroad more than 50 years ago as a better alternative to curbside bus lanes. Busways have globally accepted standards and best practices, and chief among them is the alignment of the busway at the inner lane away from the traffic conflict curbside. Another is they must be dedicated to the exclusive use of public buses with no mixed traffic allowed. These are nondiscretionary features of the tried and tested system. It was precisely for these reasons that the busway was persistently advocated by the MAP transport reform advocates starting in 2015 as the ideal replacement for the yellow bus lanes.

Exercising strong political will, the Department of Transportation (DoTr) introduced the new EDSA busway at the innermost lanes. As a complementary measure, the Bus carousel line, developed by the DoTr Land Sector Team in consultation with bus operators, was introduced to operate on the busway with 550 maximum bus units. This transformational change introduced in June 2020 ushered in a new normal on EDSA, providing a sustainable commuter-friendly alternative bus system that is unimpeded by traffic, under rain-or-shine conditions and with less air pollution.

The consortium of bus operators now seeks to undo this structural public bus transit reform despite the

benefits already shown.

We earnestly urge the DoTr to stay the course and expedite the completion of this project, preferably in partnership with a private concessionaire, while adhering to global standards and best practices.

Moving forward, full completion and upgrade of the busway up to global standards with a bus exchange system for convenient transfer of commuters to feeder lines will attract motorists to take public transit and leave their cars at home. This shift will reduce vehicle volume and decongest EDSA. Car lanes may also be reduced to make way for wider sidewalks to enhance nonmotorized mobility and planting of trees.

Efficient mass public transport and nonmotorized mobility are the long-term solutions to traffic congestion as envisioned by the National Transport Plan.

We call on other concerned sectors to link arms in continuing efforts to improve public transportation efficiency that is key to our people's well-being.

Benedicta Du-Baladad is the president of MAP, while Eduardo H. Yap is chairman of the MAP Infrastructure Committee.



“Skills mismatch: Industry’s role”

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(First of two parts)

To solve the complex problems of the skills mismatch in the Philippine economy at this point of fast-changing technologies, which sector has to make a major first step?

The problem: It is effortless to say everyone must take immediate short-term steps for long-term employment and entrepreneurship prospects, since very few can even feel for these as talents produced do not fit the dramatically changing needs.

Schools can prepare students for future jobs—but these have yet to be practically defined in curricular offerings beyond the United Nations Educational, Scientific and Cultural Organization’s 4Cs of 21st Century Learning (critical thinking, communication, collaboration and creativity)—which few research universities can foresee, even as the country’s national scientists and technologists launched more than a year ago a foresight document through 2050 for four specific areas where science, technology and innovation matter:

Cluster I: Health, food systems, nutrition

Cluster II: Energy and water

Cluster III: Environment, climate change and space exploration

Cluster IV: Shelter, transportation and other infrastructure.

National and local governments can support talent training in both industries of business goods and services, including education, health, agriculture extension work, cybersecurity services in the maritime sector, etc. but few are applying new technologies that constantly change (new versions of apps, new factory systems with artificial intelligence (AI), new transport models, etc.) in the face of new markets, clearly not the mettle even of the well-intentioned officials of bureaucratic agencies.

Community groups that address deep concerns of very feudal societies where economic power is controlled by very few families—they can be more creative in forging production ventures (smart farms and cooperatives, models of competing while simultaneously cooperating along the supply chain of large businesses). But they are not as adept in forecasting technology use across industries.

Indeed, none among governments, communities or education players can quickly sense these major drivers of businesses faster than those who want to expand their use beyond report-writing and entertainment, as ChatGPT adoption suggests. It seems the industry sector has to show the way for the others to join the whole-of-nation approach in solving the deeply felt mismatch.

Industry voices on mismatch

This was a major finding from the industry voices that resonated with the academic experts: a mix of business CEOs with training interests and their university counterparts with business interests other than in education. These were heard at the 31st edition of the Management Association of the Philippines (MAP)-Asian Institute of Management (AIM) Management Educators Workshop held in late July at the West Visayas State University (WVSU) in Iloilo City, bolstered by a tripartite agreement signed by the presidents of the three institutions, MAP president Benedicta Du-Baladad, AIM president Jikyeong Kang and WVSU president Joselito Villaruz.

Olive Limpe-Aw, president of Destileria Limtuaco, for example, shared the story of how she had managed to vet the consumer

5 salesmanship course to an audience of around a hundred top university officials (presidents and deans), business, government and community leaders in solving the Philippines skills mismatch.

Limpe-Aw noted that of 1,392 new and emerging skills identified by Technical Education and Skills Development Authority (Tesda), she found that only six of these were covered by courses with specific competencies identified for practical assessment leading to skills certification. Although a new bill for the latter is being proposed in this regard through the Second Congressional Commission on Education—and the President has commended technical-vocational education for employment in his recent State of the Nation Address— the country needs serious industry engagement here.

These are specifically in defining competencies for jobs yet to surface in the fast-changing world of the Fourth Industrial Revolution combining digital, biological, engineering and other physical sciences. As reported by university presidents in the Commission on Higher Education course at AIM on Global Academic Leadership Program, however, many Philippine small and medium enterprises are not even in the digitalization stage.

Business agility was what made Limpe-Aw succeed in converting Destileria Limtuaco's alcoholic beverage business (siok-tong to brandy, rum and liqueur) into sanitizing products at the height of COVID-19. Even without infusing large investments that define medium-term planning, her firm found a short-term problem in the lack of marketing skills of people she had earlier hired and retrained. The long-term changed business model of AI-mediated production and distribution work indeed calls for other micro-credential courses.

While approved by the Tesda director-general, the competency standard-setting for salesmanship level II that she had requested hit a wall. She had to take the bull by its horn, by preparing with her own resources in one intensive month a training program along Tesda's guidelines, presenting them to educators and industry leaders, and getting

approval to upload them to the Tesda website. Some 45 to 50 participants collaborated in this outstanding industry response where the other stakeholders failed to deliver on time.

Lessons

- Educators can succeed in similarly working with companies to co-design the other 186 training programs for new and emerging skills needed by the country. In an interview with Limpe-Aw and this writer, ANC's Salve Duplito suggested that all MAP industry champions must engage in the same standard-setting for different new and emerging competency needs of the Philippines.

- Both school management/teachers and their students must change their preference from degree diplomas to short-term micro-credentials focused on particular skills of a few months, enabling poorer students to work while further pursuing four-year college courses, e.g., nursing aides for work supportive of genuine nursing degree-related science, technology, engineering and mathematics or science, technology, engineering and mathematics-based curricula (like drawing blood, providing patient hygiene, etc.), specific accounting work (in accounts receivables, inventory management, etc.), and fact-checking of research work, even ChatGPT-generated responses, related to new Philippine information technology/business process management on monitoring climate change and information systems of global clients, etc.

Indeed, these lessons were bolstered by the other CEO presentations on day one that became the subject of nine learning team workshops on day two of the Iloilo MEW. These are covered in the next installment of this article, illustrating that agility can be taught not only in physical sports but those of the mind as well. The Filipino high-level diaspora is just one example in this regard.

(To be concluded)

(The author is chair of the Management Association of the Philippines Education Committee. He is a board member of St. Paul University Philippines and Bayan Innovation Group, Inc. Feedback at map@map.org.ph and fmmacaranas@gmail.com.)

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MAP INSIGHTS BENEDICTA DU-BALADAD and EDUARDO H. YAP

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Financing growth

(Part of a series)
This column will produce a new series on Financing Growth. The take-off point is the successful UP School of Economics program in development economics alumni association homecoming lecture last Saturday titled "A Conversation with finance and budget secretaries on financing sustained economic growth."

Finance Secretary Benjamin E. Diokno and Budget Secretary Ameliah F. Pangandaman discussed the recent and medium-term economic performance and targets of the economic team and Marcos administration.

GDP GROWTH IN Q2 2023
Of the top 50 largest economies

MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

mies in the world in GDP size in 2022, 32 have reported their second-quarter 2023 GDP data. The top three fastest-growing in the first half or average for Q1 and Q2 2023 were the United Arab Emirates (UAE), Philippines and China. But UAE and China have fast growth in 2023 on low base or low growth in Q1 and Q2 of 2022, whereas the Philippines has fast growth in 2023 on high base or high growth in 2022. So it would appear that of these 32 major

economies in the world, the Philippines has the most dynamic and resilient growth.

And of these 32 economies, 11 have low H1 growth of below 2%, while seven have contractions of 0.1% to 1% including Germany — the largest economy in Europe — Sweden, Poland and Taiwan. I added four countries with modest or high growth in Q1 but no Q2 data yet (Table I).

The global and regional economic environment in 2023 is worse than in 2022. A growth of 3% or higher now looks fast already. The Philippines growing at 5.4% in H1 was already an outstanding performance.

BIG INFRASTRUCTURE
Secretary Diokno and Secretary

Sub-tables on Philippines growth outlook fiscal target and infrastructure program

I. Institutions		GDP projection, %		II. Ratings agencies	
	2023	2024			
DBCC	6.7	6.5-8	R&I (Ratings & Inv.)		
AMRO	6.2	6.5	Fitch		
IMF	6.2	5.5	JCR (JP credit rating)		
WB	6.0	5.9	S&P		
ADB	6.0	6.2	Moody's		
III. M-Term Fiscal Framework		IV. Build-Better-More program, P1.3 trillion			
	2023	2028			
Debt/GDP	61.4%	+ 60% (2025)	2. Flood control		P283.2 B
Deficit/GDP	6.7%	3.0%	3. Local infra dev't		P643.8
Infra/GDP	5.1%	5-6%	4. Railways		P403.8
			5. Irrigation		P303.8

SOURCE: SEC, DIKNO; SEC. PANGANDAMAN; PRESIDENTIAL OFFICE; PSE; ECONOMIC, AUG. 18, 2023.

Pangandaman discussed an optimistic short- to medium-term economic and fiscal outlook. Below are four sets of data presented by the two secretaries, among the many data they discussed and for brevity, I compressed these sub-tables into one.

Sub-table I shows the growth target of the Development Budget Coordination Committee (DBCC), and projections by the ASEAN+3 Macroeconomic Research Office and the three multilaterals — ADB, IMF and WB. The four institutions' projections for 2023 are within the DBCC target, but for 2024, the three multilaterals have lower projections than DBCC but still high — 5.5% or higher.

Sub-table II shows that all the five credit rating companies either upgraded or affirmed and sustained their previous ratings for the Philippines since President Ferdinand R. Marcos, Jr. assumed power in July 2022. The most recent

were made by Fitch, from BBB- to BBB stable in May, and by BA1 from BBB+ stable to BBB+ positive early this month. The next goal is to move from BBB- to A and I think that is highly possible.

Sub-table III shows the medium-term fiscal projections like reducing the public debt/GDP ratio, deficit/GDP ratio and keeping the infrastructure spending/GDP ratio between 5-6% yearly. I also think these are doable, although I wish that deficit/GDP ratio was below 3% by 2028.

Sub-table IV shows an ambitious infrastructure program of P1.3 trillion until 2028, led by more roads and bridges. Both secretaries highlighted two main sources of funding other than the budget and new borrowings from multilaterals — more public private partnerships (PPP) and the Maharlika Fund (Table 2).

BusinessWorld reporter Ketscha B. Ta-awan was at the lecture and she wrote two stories,

"Diokno: Tuition-free college education unsustainable" (Aug. 20), "DSM chief says Q2 GDP growth would have been higher if not for gas underspending" (Aug. 21). Good to see you there, Ketscha.

PDE ALUMNI HOMECOMING
Even if it was a Saturday afternoon of a long weekend, the UPSE auditorium was full during the lecture by the two secretaries. The bulk of the audience came from PDE alumni batches of the 1970s and 2010s.

After the lectures and open forum with the two secretaries, dinner was served courtesy of the Philippine Center for Economic Development of UPSE. Then came the PDE homecoming program. Mai Valera-Co, president of batch 46th and I were the co-MCs. There were lots of fun games, raffle prizes and giveaways to all alumni who came, plus food and beer. Our batch also gave an entertainment number — eco-

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PHILIPPINE DAILY INQUIRER BOARD TALK

AI as the secret weapon for needs-based product development: Maximizing customer loyalty and profitability

Business Features Editor
Doris Dumilao-Abadilla



PROFIT PUSH
TOM OLIVER

2. Predictive analytics for trend identification

AI-driven predictive analytics sift through historical data to identify emerging trends and anticipate future customer needs. By leveraging these insights, CEOs and business owners can stay ahead of the curve, proactively adapting their offerings to meet changing demands. This demonstrates a forward-thinking approach and positions the business as a market leader.

3. Personalization at scale
Personalization has become a hallmark of customer-centricity. AI algorithms can analyze customer data to create highly personalized experiences, from tailored product recommendations to customized marketing messages. This level of personalization enhances customer satisfaction and engagement, demonstrating a deep understanding of individual needs.

4. Natural language processing (NLP) for customer feedback analysis

AI-powered NLP enables businesses to analyze unstructured customer feedback from sources such as social media, reviews and customer service interactions. This technology can identify sentiment, extract critical themes and pinpoint pain points. CEOs and business owners can then use this information to make data-driven decisions on product enhancements and service improvements.

5. Rapid prototyping and testing

AI can streamline the prototyping and testing phase of product development. Generative AI models can create design options based on user input, accelerating the ideation process. Additionally, AI-powered simulations can predict how customers interact with new products or services, allowing for informed adjustments before launch.

6. Chatbots for real-time customer interaction

AI-powered chatbots can engage customers in real-time conversations, providing instant assistance and gathering valuable feedback. This direct interaction enhances customer support and serves as a continuous source of insights, aiding in the refinement of offerings to better meet customer needs.

7. Market segmentation and targeting

AI algorithms can segment markets more precisely based on various variables, including demographics, behaviors and purchasing history. This enables businesses to tailor their offerings to specific segments, ensuring each product or service resonates with the intended audience's unique needs and preferences.

8. Continuous learning and improvement

AI systems are designed



ILLUSTRATION BY RUTH MACAPAGAL

Financial services: Financial advisors can integrate their expertise with AI-powered data analysis to offer personalized investment recommendations. Retirement, a robo-advisor platform, combines AI algorithms with human financial planners. While AI optimizes portfolio allocations based on customer risk profiles, human advisors provide additional insights and tailor strategies to unique client circumstances.

Customer support: Customer service representatives can combine their interpersonal skills with AI-driven chatbots to provide comprehensive assistance. Bank of America's Erica is an AI-powered virtual assistant that helps customers with tasks such as account inquiries. If a complex issue arises, Erica can seamlessly transfer the customer to a human agent for personalized support.

Manufacturing optimization: Manufacturing engineers can collaborate with AI systems to enhance production efficiency and quality. For example, Siemens employs AI to monitor manufacturing processes and detect anomalies. Engineers work alongside AI to analyze data and make decisions about adjustments to improve product quality and reduce defects. ■

to learn from data and adapt over time. Businesses can use AI algorithms to track product performance, customer feedback and market trends. These insights can guide iterative improvements, ensuring products and services align with changing needs.

Human or AI?

As I already said many years ago, the answer is always "both." Incorporating AI into the needs-based approach is not just about adopting new tools; it's always about creating a synergy between human insights and AI capabilities.

In retail inventory management, for example, retailers can blend their understanding of customer buying patterns with AI-driven demand forecasting. Take Walmart: It uses AI algorithms to predict demand for products at its stores. This information is combined with human insights about local events and trends, enabling the company to stock shelves more accurately based on both data-driven and human-informed decisions.

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

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by

**Dr. FEDERICO
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Chair of
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Lessons

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“Business seeks food security agenda in tariff review”

by **BERNIE CAHILES-MAGKILAT**

Manila Bulletin

Aug 15, 2023 | 12:45 PM

Businessmen are strongly urging the government to ensure that the ongoing comprehensive tariff review and reform by the Tariff Commission (TC) should result in reduced corruption in the agriculture sector and accessibility of products at cheaper prices to ensure food security in the country.

The Management Association of the Philippines (MAP) on Tuesday, Aug. 15, issued a statement signed by its president Benedicta Du-Baladad, in light of the ongoing move by the TC to review and reform the tariff structure of the Philippines. The review seeks to adjust all products/tariff lines falling under Chapters 1-97 of Section 1611 of the Customs Modernization and Tariff Act for tariff schedule of most-favored nation (MFN) 2024 to 2028. MFN refers largely to imports from countries where the Philippines has no free trade agreement.

Foremost in the position paper is for government to “move towards achieving a tariff structure that supports food security for Filipinos, especially accessibility and affordability of competitively priced food, via low tariffs on food products.”

The business group also said that the review should be able to strengthen sustainable agri-food value chains, especially domestic agricultural value-adding enterprises including processing, storage and logistics, through a rational tariff structure where tariff rates on inputs do not exceed those on finished products.

In addition, MAP said the tariff review should be neutral across industries and avoids distortions and unwarranted

protection arising from tariff peaks, currently seen primarily in agricultural products.

Removal of existing peaks and achieving low uniform rates in a tariff structure that provides equal incentives across domestic industries will encourage more and wider agricultural processing and value-adding, help control inflation, and enhance the country’s food security, the group stated.

Notably, MAP said the review should result in reduced incentives and opportunities for corruption and smuggling.

This can be done by unifying Minimum Access Volume (MAV) and non-MAV tariff rates, and keeping tariffs relatively low and uniform across all goods (with a maximum 10-15 percent) to keep food prices affordable, especially to the poor, MAP said.

In calling for lower tariffs in agri products, MAP noted that the Philippine tariffs on agricultural and food commodities are higher than those applied to goods in general.

It cited TC reports, which showed that the simple average of tariffs applied on agricultural products is 12 percent while the average for all products is eight percent.

Trade-weighted averages also show the same pattern, with nine percent for agriculture, nearly double that for all goods at five percent.

MAP blamed the high agricultural tariffs to the policy that generally excluded these products from tariff adjustments over the past decades, with agricultural products deemed “sensitive” levied the highest statutory rates of up to 65 percent. In 2015, two-thirds or 66 percent of Philippine agricultural output by value was shielded

9 from foreign competition by MFN tariffs of 40 percent or more.

The 2018 Philippines Trade Policy Review, jointly undertaken by the Philippine government and the World Trade Organization, showed that majority of commodities have MFN tariffs ranging from zero to 20 percent. However, about six percent of lines have tariffs significantly above 20 percent, reaching up to 65 percent.

The Trade Policy Review also observed that the tariff peaks translate into reduced incentive for domestic value adding. For example, high tariffs on corn at 40 percent dampen incentives to manufacture livestock and aquaculture feeds within the country, which are vital in the meat and fishery industries that provide the protein needs of Filipinos.

"This exceptional level of protection has dampened the impetus for government and agricultural producers to achieve higher levels of productivity, hence lower costs and prices, to be comparable to and competitive with that of our neighbors. The long-term and lasting solution to attain food security for Filipinos is to implement game-changing reforms for productivity improvement, such as farm consolidation, better water management, and effective extension systems. Maintaining high import tariffs will only remove the urgency to pursue these," the statement added.

Most of the agriculture commodities with very high tariffs are food products (sugar, meat, fish, rice) or inputs to local manufacturing and value addition (corn, meat, fish, sugar, etc.). "These commodities are prominent and crucial in family food consumption, food security, and general inflation," said Du-Baladad.

"This exceptional level of protection has dampened the impetus for government

and agricultural producers to achieve higher levels of productivity, hence lower costs and prices, to be comparable to and competitive with that of our neighbors. The long-term and lasting solution to attain food security for Filipinos is to implement game-changing reforms for productivity improvement, such as farm consolidation, better water management, and effective extension systems. Maintaining high import tariffs will only remove the urgency to pursue these," she also said.

"Filipino families have historically been burdened with higher food prices than consumers in other countries across ASEAN and beyond," she added.

Worse, MAP said that lower-income families are forced to purchase food products of low nutritional value, leading to a worsening vicious cycle of poverty, hunger and poor nutrition, lowered human capacity, hence persistent and further deepening poverty, the group said.

The group further explained that trade enhances food security. It improves access to food, lowers food costs, mitigates supply shocks, reduces inflationary pressures, and ultimately strengthens economic and social prosperity. High tariffs have long been shown to be counter-productive, and lead to reduced investment, low or stagnant wages, and higher rates of malnutrition.

"But the positive economic gains to greater trade must be accompanied by effective implementation of focused adjustment and assistance measures carefully aimed at adversely affected sectors, especially small farmers. Government must refocus its support and assistance to farmers from high levels of trade protection to effective improvement of productivity and competitiveness," the group added.

“Protective trade policies causing high food prices - MAP”

by CATHERINE TALAVERA

The Philippine Star

Aug 16, 2023 | 12:00 AM

MANILA, Philippines — Protective trade policies such as implementing high tariffs in the agriculture sector are causing unwanted collateral damage to consumers as it results in high prices of food, a business group said, as it called for uniform tariffs across domestic industries.

In a position paper on the Tariff Commission (TC) and the National Economic and Development Authority’s comprehensive review of the most favored nation tariff structure, the Management Association of the Philippines (MAP) urged for uniform tariffs across all industries.

“High tariffs have long been shown to be counter-productive and lead to reduced investment, low or stagnant wages and higher rates of malnutrition. Using protective trade policy to help farmers causes unwanted collateral damage to the much wider mass of consumers, especially the poor who suffer the long-term consequences of high-priced food,” the group said.

Citing the Bangko Sentral ng Pilipinas, the MAP noted that on the average, food and agricultural items have accounted for 38 percent of inflation since 2017.

“The recent and disheartening episodes of inflation on specific food items such as pork, fish, sugar, garlic and onions, highlight the disproportionate impact of high tariffs that underlie high domestic food prices,” the group said.

The MAP stressed that Filipino families have historically been burdened with

higher food prices than consumers in other countries across ASEAN and beyond.

The group highlighted that Philippine tariffs on agricultural and food commodities are higher than those applied to goods in general, citing data from the TC showing that the average tariffs applied on agricultural products is 12 percent while the average for all products is eight percent.

The MAP said that the removal of existing peaks and achieving low uniform rates in a tariff structure that provides equal incentives across domestic industries will encourage more and wider agricultural processing and value-adding, help control inflation and enhance the country’s food security.

Citing the 2018 Trade Policy Review by the Philippines and the World Trade Organization, the MAP noted that the tariff peaks translate to reduced incentive for domestic value adding.

As an example, it cited the 40 percent tariffs on corn that dampened incentives to manufacture livestock and aquaculture feeds in the country.

While it is pushing for uniform tariffs, the group also pointed out the need for effective implementation of focused adjustment and assistance measures aimed at adversely affected sectors, especially small farmers.

Overall, the MAP urged the government to move towards a tariff structure that supports food security for Filipinos, especially accessibility and affordability of competitively priced food via low tariffs on food products and strengthen sustainable agri-food value chains, especially domestic agricultural value-adding through a rational tariff structure where tariff rates on inputs do not exceed those on finished products.

“10-15% tariff on agri pushed”

by **IRMA ISIP**

Malaya Business Insight

Aug 16, 2023

The Management Association of the Philippines (MAP) is calling for the reduction in the tariff of agriculture commodities like sugar, meat, fish, rice as well as inputs to the manufacture of food to keep prices low.

MAP in a position paper on the comprehensive review of the most-favored nation (MFN) tariff structure said these commodities are crucial in family food consumption, food security, and general inflation.

“Removal of existing peaks and achieving low uniform rates in a tariff structure that provides equal incentives across domestic industries will encourage more and wider agricultural processing and value-adding, help control inflation, and enhance the country’s food security,” said Benedicta Du-Baladad, MAP president in the position paper addressed to the National Economic and Development Authority (NEDA) and the Tariff Commission (TC) which are spearheading the review.

MAP asked NEDA and TC to consider among others coming up with a structure that is neutral across industries; one that avoids distortions and unwarranted protection arising from tariff peaks, currently seen primarily in agricultural products.

The group said NEDA and TC should also consider reducing incentives and opportunities for corruption and smuggling by unifying minimum access volume (MAV) and non-MAV tariff rates, and keeping tariffs relatively low and uniform across all goods.

A maximum range of 10 to 15 percent will keep food prices affordable, especially to the poor, MAP said.

“Agricultural tariffs have remained high because these have been generally excluded from tariff adjustments over the past decades, with agricultural products deemed ‘sensitive’ levied the highest statutory rates of up to 65 percent,” the MAP said.

“Tariffs tweak must favor majority - MAP”

by **RAFFY AYENG**

Daily Tribune

MAP said NEDA and TC should be mindful that the adjustment should support food security for Filipinos, especially accessibility and affordability of competitively priced food, via low tariffs on food products

The Management Association of the Philippines on Tuesday called on the government if it is indeed serious about adjusting the current tariff structure, saying that it should be for the common good of all Filipinos.

The call, given to the members of the media through a position paper, was amid the ongoing move by the Tariff Commission and the National Economic and Development Authority or NEDA to review and reform the tariff structure of the Philippines.

With this, MAP said NEDA and TC should be mindful that the adjustment should support food security for Filipinos, especially accessibility and affordability of competitively priced food, via low tariffs on food products.

Also, the position paper, signed by MAP president, Atty. Benedicta Du-Baladad, said the tariff development should strengthen sustainable agri-food value chains, especially domestic agricultural value-adding enterprises including processing, storage, and logistics, through a rational tariff structure where rates on inputs do not exceed those on finished products.

Distortions and unwarranted protection arising from tariff peaks, currently seen primarily in agricultural products, should be avoided.

The changes also seek to cut incentives

12 and reduce opportunities for corruption and smuggling by unifying Minimum Access Volume or MAV and non-MAV tariff rates, and keeping tariffs relatively low and uniform across all goods (with a maximum 10 percent to 15 percent) to keep food prices affordable, especially to the poor.

High prices fuel poverty

“Filipino families have historically been burdened with high food prices than consumers in other countries across ASEAN and beyond. The burden is worsened by relatively lower incomes, the bulk of which must be spent on food because prices are higher than elsewhere. Worse, lower-income families are forced to purchase food products of low nutritional value, leading to a worsening vicious cycle of poverty, hunger, and poor nutrition, lowered human capacity, hence persistent and further deepening poverty,” the paper reads.

Despite this, the MAP said tariffs on agricultural and food commodities are higher than those applied to goods in general, as the TC reports that the simple average of

tariffs applied on agricultural products is 12 percent, while the average for all products is 8 percent.

“Trade-weighted averages show the same pattern, with 9 percent for agriculture, nearly double that for all goods at 5 percent. Agricultural tariffs have remained high because these have been generally excluded from tariff adjustments over the past decades, with agricultural products deemed ‘sensitive’ levied the highest statutory rates of up to 65 percent,” the group explained.

In 2015, two-thirds or 66 percent of Philippine agricultural output by value was shielded from foreign competition by Most Favored Nation tariffs of 40 percent or more.

“The 2018 Philippines Trade Policy Review, jointly undertaken by the government and the World Trade Organization, showed majority of commodities have MFN tariffs ranging from zero to 20 percent. However, about 6 percent of lines have tariffs significantly above 20 percent, reaching up to 65 percent,” the group explained.

JOINT MEETING WITH RC MAKATI NORTH

AUGUST 22, 2023 | CHEF JESSIE, ROCKWELL CLUB

Photos from Rotary Club of Makati



Protect Your Business: Emerging Strategies for Cyber Risk Management

AUGUST 22, 2023 | SHANGRI-LA THE FORT





presents

**21st MAP INTERNATIONAL
CEO CONFERENCE**

**ON A
COHESION
COURSE**

Leading in the Age of
Unlimited Possibilities

September 12, 2023 | Tuesday
8:00 AM to 5:00 PM
Grand Ballroom, Shangri-la The Fort

in partnership with

BusinessWorld



His Excellency KAO KIM HOURN
Secretary-General, Association of
Southeast Asian Nations (ASEAN)

OPENING KEYNOTE SPEAKER

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The Manila Times

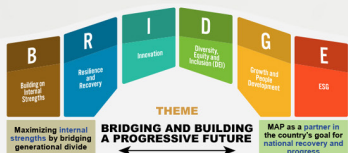
MAP CEO CONFERENCE 2023 REGISTRATION RATES

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

Please register thru the following link:
<https://forms.gle/xonTxE2ArxfGTWdCA>



GENERAL MEMBERSHIP MEETING

NATIONAL SECURITY: Should Business Worry?

SEPTEMBER 20, 2023
WEDNESDAY
3:00 PM - 4:30 PM
MARRIOTT HOTEL
PASAY CITY



SPEAKER

**Secretary GILBERTO
"Gibo" C. TEODORO, JR.**
Department of National Defense (DND)

Registration Fees

MAP Member _____ **FREE**
Guest _____ **P3,000**

On the same day and venue...

**Networking
Fellowship
Cocktails**

4:30PM - 6:00PM



MAP GENERAL MEMBERSHIP MEETING
 2nd of MAP's Investment Forum Series **Business Opportunities in ASEAN** A Panel Discussion
 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. PHUNG YAN THANH (Head of Trade Office, Vietnam)

MAP Partners for 2023:

- Diamond Sponsor: BDB Law
- Gold Sponsor: NIAH
- Silver Sponsors: PWC, INVESTMENTS, EDO, SOV

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

Speaker: Secretary MARIA ANTONIA YULO LOYZAGA (DENR)

Q&A Panelists:

- Dr. REGIE CASAS (Panel 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

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

MAP Partners for 2023:

- Diamond Sponsor: BDB Law
- Gold Sponsor: NIAH
- Silver Sponsors: PWC, INVESTMENTS, EDO, SOV

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
 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-DB Consultant (OO, Maynilad Water Services, Inc.)

Emcee: Ms. RABEN V. BANTUGERAGAL, Philippine in Charge, MAP DB Consultant, Senior 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)

Scribe: 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



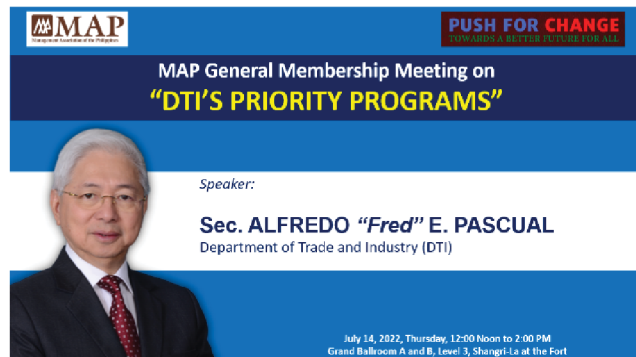
September 13, 2022
MAP International CEO Hybrid Conference



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"**
JUNE 23, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM A Project of MAP ICI Committee

Speakers:

Dr. DAVID R. HARDOON
Managing Director
Abolite Data Innovation

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

Mr. PAUL WHITEN
Cloud Advocate
Red Hat Asia Pacific

Co-Moderators:

Mr. PATRICK D. REIDENBACH
Chair, MAP ICI Committee
President, UbaidreidenbachSolutions, Inc. (UB Solutions)

Mr. EDUARDO "Teddy" G. SUMULONG
Co-Vice Chair, MAP ICI 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
MAY 19, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM 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
MAP GMM

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

May 2, 2022, Monday, via ZOOM 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 ED SA MOVEMENT **MAP** Management Association of the Philippines

MAY 29, 2022, WEDNESDAY, via ZOOM

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
Philippine 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.
Chairman, GEM
Secretary General, Association of Credit Rating Agencies in Asia (ACRAA)

Ms. RACQUEL B. CASURAN GAN
Co-Chair for MAP ESG Committee
VP for Market Link, Adman Media & Com. 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 Hooping 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

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. BONSON

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 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 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 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.

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.

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.



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