

The MAP MEMO

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SEPTEMBER 12, 2023

MAPping the Future column in INQUIRER and **MAP Insights** column in BUSINESSWORLD

"Shifts and realignments: Leading in a transitioning world"

by

Ms. ALMA R. JIMENEZ

September 11 & 12, 2023



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² "Shifts and realignments: Leading in a transitioning world"(from page 1)



Ms. ALMA R. JIMENEZ

geopolitical 'he landscape constantly shifting and with every movement, the world feels the tensions as countries balance their actions and reactions to mitigate the risks and/or take advantage of opportunities. Factors such as international crises, environmental climate and stress, economic conditions or changing alliances can trigger geopolitical shifts and the resulting dynamics, risk resilience and the agility of the government to quickly adapt will be critical determinants of success or failure.

offshoot, realignments happening, especially apparent in the formation of new alliances and the strengthening of regional blocs. All these affect business and industries, and to stay on top of the game, leaders of companies need to be informed, closely monitor these developments and configure their strategies to effectively navigate the disruptions. The pandemic and the global response to this crisis illustrated how alliances were reconfigured to and distribution access vaccines. The Ukraine War, the US-China tension and disasters are also reshaping

the configuration of regional blocs or formation of new ones.

The impact on business

Geopolitical shifts impact the way businesses operate and perhaps one of the biggest in magnitude can be seen in the disruption of the supply chain that paralyzed the movement of goods and products across the globe. The volatility of regulatory changes and trade tariffs caused a number of companies to reshore operations to reduce their dependence on specific regions. Investing in regulatory compliance and adapting to new rules can be costly and time-consuming.

Trade barriers and sanctions affect the ability of enterprises to do business in certain countries or in exploring partnerships and investments. Political instability carries the threat of unrest or conflict that can disrupt operations, jeopardize the safety of employees and damage assets. Increased cybersecurity and politically motivated threats cyberattacks may target businesses and will require investments in robust measures to protect data and operations. When businesses and industries are affected, it puts the economic development of the country in precarious position.

Turning the shifts to business advantage

Difficult times require proactive and strategic approaches so that the threats can become opportunities. Ideas that come to mind include:

• The discipline of scenario planning, political risk assessment and market research: It is prudent to find out the lay of the land by conducting research and risk analysis because the investment in such an assessment will be more costeffective in the long run as pitfalls are minimized or avoided.

- Reducing dependence by diversifying supply chains will lessen vulnerabilities to disruptions. Companies can consider dual sourcing, near shoring or reshoring options. The government can also encourage investment inflows by making the country attractive as a possible relocation option for companies getting out of hot spots.
- Forging alliances and partnerships with industry associations can help gain business intelligence on regional developments and strengthen the industry position on issues that can adversely affect operation, such as regulatory compliance, talent management, cybersecurity and government relations.
- Leveraging trade agreements and investment treaties to access, avail and maximize preferential trade terms as well as providing dispute resolution mechanisms to protect business interests in case of conflicts.
- Securing political risk insurance or its equivalent for protection against potential losses due to geopolitical events, such as expropriation, contract breaches, or political violence.

We must never forget the lessons of past crisis. If one thinks about it, each period in our history is a reaction or adaptation to challenges at that time. Successful responses became the templates of how to react when they happen again. But on the flip side, the solutions were oftentimes knee-jerk, with very little thought about what their long-term effects will be.

Unfortunately, many of those palliatives became today's problems—and yet still

being approached as if tomorrow will never come. It is time to change that mindset and think about solutions that will not become the headaches of the next generation. As philosopher and psychologist William James said, "The greatest use of a life is to spend it on something that will outlast it." Preparing a better future for today's youth will certainly qualify.

Taking proactive and strategic approach to geopolitical shifts can go a long way in managing risks, building resilience and finding opportunities even in the midst of challenges. In an increasingly complex global landscape, staying informed and seeking expert guidance can enable informed decisions in the face of these transitions.

The 2023 Management Association of the Philippines (MAP) International CEO Conference—with "On a cohesion course: Leading in the age of unlimited possibilities" as its theme—tackles the complex issues of managing geopolitical shifts, transitions and emerging alliances; business keeping leaders updated on these developments; and arming participants with insights that can help in crafting directions. Join us on Tuesday, Sept. 12 8 a.m. to 5 p.m. at Shangri-La The Fort, BGC. No less than the Asean Secretary General Kao Kim Hourn will set the tone for the conference. He will be joined by a distinguished panel of speakers sharing their subject expertise. Please inquire at the MAP secretariat for details via map.philippines@map.org. ph.)

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

"Shifts and realignments: Leading in a transitioning world"

by

Ms. ALMA R. **JIMENEZ**

Chair of MAP CEO Conference Committee

Vice Chair of MAP Tourism Committee

President and CEO of Health Solutions Corporation

Former Undersecretary of Department of Tourism

"MAPping the Future" Column in **INQUIRER** Sept. 11, 2023

"MAP Insights" Column in **BUSINESSWORLD** Sept. 12, 2023

Shifts and realignments: Leading in a transitioning world

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MAPPING THE FUTURE

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Taking proactive and strategic approach to geopolitical shifts can go a long way in managing risks, building resilience and finding opportunities even in the midst of challenges. In an increasingly complex global and seeking expert guidance



Opinion

TUESDAY, SEPTEMBER 12, 2023

EDITOR ALICIA A. HERRERA



he geopolitical landscape is constantly shifting and with every movement, the world feels the tensions as counreactions to mitigate the risks and/or take advantage of oppor-tunities. Factors such as interna-tional crises, environmental and tional crises, environmental and climate stress, economic condi-tions, or changing alliances, can trigger geopolitical shifts and the resulting dynamics, risk resil-ience, and the agility of the gov-ernment to quickly adapt will be critical determinants of success

As an offshoot, realignments are happening, especially apparent in the formation of new alliances, and the strengthening of regional blocs. All these affect business and industries, and to stay on top of the game, leaders of companies need to be informed, to closely monitor these developments, and to configure their strategies to effectively navigate the disruptions. The pandemic and the global response to this crisis illustrated how alliances were reconfigured to secure access and distribution of vaccines. As an offshoot, realignments

MAP INSIGHTS ALMA R. JIMENEZ

The Russia-Ukraine War, the US-China tension, and disasters are also re-shaping the configuration of regional blocs, or the formation

THE IMPACT ON BUSINESS

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Preparing a better future for to-day's youth will certainly qualify. Taking a proactive and strate-gie approach to peopolitical shifts can go a long way in managing risks, building resillence, and finding opportunities even in the midst of challenges. In an increas-ingly complex global landscape, staying informed and seeking expert guidance can enable in-formed decisions in the face of these transitions.

The 2023 Management Asso-ciation of the Philippines (MA) International CEO Conference, which has 'On a Cohesion Course-Leading in the Age of Unlimited Possibilities' as list theme, tackles the complex issues of managing geopolitical shifts, transitions, and emerging alliances, keeping business leaders updated on these descionments, and arming outlicidevelopments; and arming partici-pants with insights that can help in crafting directions. Please join us today, Sept. 12, from 8 am. to 5 p.m., at Shangri-La The Fort, BGC. No less than the ASEAN Secretary-General Dr. Kao Kim Hourn wil General Dr. Kao Kim Hourn will set the tone for the conference, and he will be joined by a distinguished panel of speakers sharing their subject expertise. For details con-tact the MAP Secretariat via map. philippines@map.org.ph. =

ALMA R. JIMENEZ is chair of the MAP CEO

MAP backs tech-voc courses, food schemes

by KATHRYN JOSE

DAILY TRIBUNE | SEPT 14 | THURSDAY

The government and the private sector should encourage the setting up of more technical-vocational education providers and focus on nutrition programs for mothers to quickly uplift the lives of the poor and boost the national economy.

Lawyer Benedicta Du-Baladad, president of the Management Association of the Philippines, urged the government and businesses to expand partnerships with technical-vocational education providers in communities nationwide to offer job opportunities to Filipinos, especially the poor, who have no ambitions to pursue college studies.

"We're looking at how we can scale up technical-vocational education because there are many parents who are just waiting for their kids to graduate so they can help their families. And many are not capable of go-

ing to college so they are just happy to be employed," Du-Baladad said Wednesday on the Daily Tribune's show Straight Talk.

Short-term courses preferred

However, she said the educators should promote short-term courses still related to higher knowledge and skill development to make graduates adaptive to the needs of employers amid the rapid technological advancements globally.

Du-Baladad said the review of the K-12 program of the Department of Education is critical in enabling Filipinos to be employed faster, as officials are considering designing two-year tracks for high school students to immediately gain industry-specific knowledge and skills without entering college.

"K-12 was made so graduates can be readily employable by businesses. But data show only four percent of them are picked up by businesses. Majority of the rest work in their communities as masseurs or hair-stylists," she said.

MAP - BDB LAW BREAKFAST DIALOGUE

"ANTI-CORRUPTION PROGRAMS OF MAYOR FOR GOOD GOVERNANCE" with Baguio City Mayor Benjamin Magalong

SEPTEMBER 6, 2023 | WEDNESDAY | BONIFACIO HALL, SHANGRI-LA THE FORT



MEDIA BRIEFING FOR THE

MAP-PwC 2023 Philippine CEO Survey

SEPTEMBER 11, 2023 | MONDAY | SHANGRI-LA THE FORT



21ST MAP INTERNATIONAL CEO CONFERENCE

Appreciation Dinner for Conference Speakers & Major Sponsors

SEPTEMBER 11, 2023 | MONDAY | NARRA D, SHANGRI-LA THE FORT







PART 1

GENERAL MEMBERSHIP MEETING

NATIONAL SECURITY: Should Business Worry?

SEPTEMBER 20, 2023 | WEDNESDAY



3:00 PM - 5:00 PM Ceremonial Hall, Ground Floor Marriott Grand Ballroom 2 Resorts Drive, Pasay City

Registration Fees

MAP Member — FREE Guest — P3.000

Secretary GILBERTO "Gibo" C. TEODORO, JR.

Department of National Defense (DND)

MAP Members who will confirm for this GMM by September 15 will get a whole-day (2nd day) pass of the September 19-21 Philippine Blockchain Week (PBW) worth US\$1,000!

MAP members who would like to attend the 3-day PBW will be given 20% discount.

PART 2

MAP x Blockchain Council of the Philippines

Networking Fellowship Night with Ambassadors

5:00PM - 7:00PM

PART 2 SPEAKERS



Mr. Ian Utile
Co-Founder & CEO
attn.live



Ms. Kach Umandap

Travel Blogger
Two Monkeys Travel Group



A cocktail and grazing event at Maker & Made, Milestone Building, 5th Avenue and 24th, BGC

27 September 2023 I Wednesday, 5:30-7:30 PM

Featuring Slow Food recipes by:

Chef Rue Ribon, Executive Chef of Maker and Made
Chef Paolo Galang of Maker and Made and
Chef Rhea SyCip and Chef JayJay SyCip of The Fatted Calf Tagaytay

Price: PHP 1500/person includes food and drink

For reservation, please email us at mapsecretariat@map.org.ph

MAP member Ms. Chit Juan will give a short description of the slow food movement, while each chef shall briefly annotate each dish. See you there!

Please register thru the following link:

MAP TALKS ON YOUTUBE



July 12, 2023 MAP GMM on Business Opportunities in ASEAN



About MAP



MAP Campaign against Malnutrition and Child Stunting



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



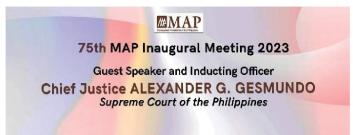
MAP Activities (loop)



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



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



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



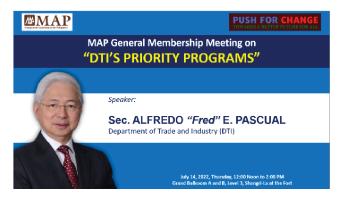
November 22, 2022 MAP Annual General Membership Meeting and "MAP Management Man of the Year 2022" Awarding Ceremony



October 13, 2022 MAP GMM



September 8, 2022 MAP - PMAP Joint GMM



July 14, 2022 MAP GMM



November 11, 2022
3rd MAP NextGen Conference 2022



September 13, 2022 MAP International CEO Hybrid Conference



August 19, 2022 MAP GMM



July 1, 2022 MAP Webinar



June 23, 2022 MAP GMM



May 2, 2022 MAP Webinar



May 19, 2022 MAP GMM



April 29, 2022 MAP Webinar



April 29, 2022 MAP Webinar

to the following MAP Members who are celebrating their birthdays within September 2023

September 1

Mr. FRANCIS GILES "Giles" B. PUNO

President and COO, First Gen Corporation

Ms. YIN NYEIN "Rachel Thu" THU

Managing Director, Jardine Schindler Philippines

September 2

Mr. PAOLO MAXIMO "Paolo" F. BORROMEO

President and CEO, Ayala Healthcare Holdings, Inc.

Ms. IMELDA RONNIE "Emy" DE GUZMAN CASTRO

Partner and Head of Human Capital, Isla Lipana & Co./PwC Philippines

Engr. JOHNSON "Johnny" G.Y. TAN

Chair and President, Armak Tape Corporation

September 3

Mr. GORDON ALAN "Dondi" P. JOSEPH

Director and CEO, Philpacific Insurance Brokers and Managers, Inc.

September 4

Mr. RAHUL HORA

President and CEO, AXA Philippines

Dr. HENRY LIM BON LIONG

Chair and CEO, Sterling Paper Group of Companies

Atty. MICHAEL "Mike" T. TOLEDO

Director, Government Relations and Public Affairs, Metro Pacific Investments Corporation (MPIC)

September 5

Amb. AMABLE "King" R. AGUILUZ V

Founder and Chair, AMA Education System

Mr. ALDOUS REX "Aldous" A. ALINGOG

Chair, President and CEO, Agribusiness Rural Bank, Inc.

Mr. ROMEO "Romy" L. BERNARDO

Managing Director, Lazaro Bernardo Tiu & Associates

Engr. ALLYXON "Allyx" T. CUA

President and CEO, Accent Micro Technologies, Inc. (AMTI)

Mr. ROGELIO "Roger" G. SALAZAR JR.

President, Health Information Management Association of the Philippines (HIMAP)

September 6

Mr. EDUARDO "Teddy" G. SUMULONG

Managing Director and CEO, Land Registration Systems, Inc. (LARES)

September 8

Arch. ERNESTO "Nesty" S. ISLA

President and CEO, El Construction Co. Inc.

Dr. ERNESTO "Ernie" M. ORDONEZ

President, Water Security Movement, Inc. (WSM)

Ms. ANNA W. CORPUS SAY

CEO and Founder, Properties ATC (Phils.)

Mr. JONATHAN "Tan" BAUTISTA VITANGCOL

SVP and COO, St. Peter Life Plan, Inc.

September 9

Mr. ALEXANDER "Alex" DR ABLAZA

President and CEO, Climargy Inc.

Atty. BENEDICTA "Dick" DU-BALADAD

Founding Partner and CEO, Du-Baladad and Associates (BDB Law)

Mr. GIL G. CHUA

Group President and CEO, DDB Philippines, Inc.

Dr. ANTHONY ROLANDO "Tony" T. GOLEZ JR.

President and CEO, Filipinas Tectonic Safety Systems Corporation (FIL-TEC)

Mr. STEVEN T. TAN

President, Shopping Center Management Corporation

September 10

Mr. KISHORE KUMAR "Kishore" NATHUMAL HEMLANI

Co-Chair, Multi-Sphere Trading, Inc.

Atty. IRA PAULO "Ira" A. POZON

Senior Partner, Pozon, Recto, Petrache, & Laiz Law Offices (PRPL Law)

September 11

Ms. AMALIA "Lia" V. MANUEL

VP, MEGACEM INC.

September 12

Mr. TARK BARTLEMA

Managing Director for Asia, Eaglesensing

Sec. JESLI A. LAPUS

Independent Director, Metropolitan Bank and Trust Company

Dr. GEORGE T. YANG

Chair and Founder, Golden Arches Development Corporation (McDonald's Philippines)

to the following MAP Members who are celebrating their birthdays within September 2023

September 14

Ms. VANESSA LEDESMA SUATENGCO

General Manager, Diamond Hotel Philippines

September 15

Dr. MAGDALENO "Mag" B. ALBARRACIN JR.

Vice Chair, PHINMA Corporation

Ms. MARIA MARGARITA "Margie"

MORAN-FLOIRENDO

Chair, Cultural Center of the Philippines (CCP)

Mr. ANTONIO "Tony" SY TAN

Chair and CEO, LCC Group of Companies

September 16

Mr. ISAGANI "Gani" G. BUENAFLOR

Chair, Diamond Rent-a-Car

Mr. ROGELIO "Roger" R. CABUÑAG

Sec. CARLOS "Sonny" G. DOMINGUEZ III

Former Secretary, Department of Finance

Mr. GEORGE M. DRYSDALE

Chair and CEO, Marsman Drysdale Group

Sec. ROGELIO "Babes" L. SINGSON

President and CEO, Metro Pacific Water

Mr. JOSE "Joe" T. SIO

Chair, SM Investments Corporation

September 17

Mr. JEFFREY JOSEPH "Jeff" D.Y. CAMPOS

Chair, President and CEO, Greenfield Development Corporation

Atty. ROMEO "Omy" H. DURAN

Partner, Head of Corporate Tax & Tax Immigration Division, Sapalo Velez Bundang & Bulilan Law Offices

Mr. EDGAR BUCOY SAAVEDRA

Chair, President and CEO, Megawide Construction Corporation

Ms. VIVIAN Y. TIN

President, Inner Sense Consulting & Research Corporation

Dr. MILDRED V. VITANGCOL

Chair, St. Peter Life Plan, Inc.

September 18

Atty. EMMANUEL "Mannie" C. ALCANTARA

Managing Partner, Emmanuel C Alcantara & Associates Law Offices

Sec. JOSE "Ping" P. DE JESUS

Chair, Converge Pure Fiber Technology

Mr. JOSE LUIS "Joey" F. GOMEZ

Senior Consultant, RCBC

Ms. EDELWISA "Liza" M. MAPAGU

CEO, ASEA Metrics HR Solutions, Inc.

Ms. SHERISA "Baby" P. NUESA

Independent Director, Ayala Land, Inc.

September 19

Mr. ROMEO "DJ" A. DE JESUS JR.

Managing Partner, R. S. Bernaldo & Associates

Mr. JOSELITO "Lito" H. SIBAYAN

President, Mabuhay Capital Corporation

September 20

Mr. RAYMOND "Mon" A. ABREA

Founding Chairman and Senior Tax Advisor, Asian Consulting Group

Ms. CRISTINA "Krees" P. CASTAÑEDA

Country Director, Drake Business Services Asia, Inc.

Mr. PHILIP K.C. NG

President and CEO, Ergo Contracts Philippines Inc.

Mr. SILLIMAN "Akyat" S. SY

COO, Ever Bilena Cosmetics, Inc.

Ms. RHODORA "Doyee" TACTACAN-TUMPALAN

President and CEO, First Vita Plus Marketing Corporation

Ms. NORMITA "Noemi" L. VILLARUZ

Founder and Managing Partner, Villaruz, Villaruz & Co., CPAs

September 21

Mr. JOSE "Jovee" V. CRUZ

Managing Partner, Edtech Corporation

September 22

Ms. SHARON G. DAYOAN

Chair and CEO, KPMG R. G. Manabat & Co.

Ms. MICAH DEL CARMEN

President, NOAHSYS Corporation

September 23

Mr. ROBERT LESTER "Robert" F. ARANTON

President, Warehouse Management and Trade Development Services, Inc.

to the following MAP Members who are celebrating their birthdays within September 2023

September 23

Mr. RAMON "Mon" D. DIZON

Former Partner and Transaction Advisory Services Head, SGV & Co. (EY Philippines)

Mr. JONATHAN CHARLES "Jon" RUSSELL

EVP and CCO, First Gen Corporation

Mr. ORLANDO "Doy" B. VEA

Founder and CEO, Paymaya Philippines, Inc.

September 24

Mr. HENRY RHOEL "Henry" R. AGUDA

President, UnionDigital Bank Inc.

Mr. ERNESTO "Ernie" B. PANTANGCO

Chair, EBP Holdings Corporation

September 25

Mr. JOSE BASANIO "Joe" T. ALDON

Managing Director and CEO, AXI LNGAS Inc.

Ms. MARIA ESTER "Maret" FOLLOSCO BAUTISTA

Treasurer, CL Follosco Group, Inc.

Ms. ALMA RITA "Alma" R. JIMENEZ

President and CEO, Health Solutions Corporation

Mr. JEFFREY "Jeff" T. NG

President and CEO, Cathay Land Inc.

September 26

Mr. ENRICO "Eric" S. CRUZ

Independent Director

Dr. FEDERICO "Poch" M. MACARANAS

Adjunct Professor, Asian Institute of Management (AIM)

Mr. JAMES G. MATTI

Country Head, Willis Towers Watson Asia Pacific Shared Services Center

Dr. MA. TERESITA "Tata" PASTOR MEDADO

President, NU - Asia Pacific College

Mr. DENNIS "Don-Don" A. UY

President and CEO, Phoenix Petroleum Philippines, Inc.

September 27

Atty. DOMINGO "Egon" Q. CAYOSA

National President, Integrated Bar of the Philippines (IBP)

Mr. RENATO "Rene" E. LIRIO

Chair, Hillcreek Gardens Tagaytay, Inc.

September 28

Ms. ROSEMARIE "Rose" B. ONG

SEVP and COO, Wilcon Depot, Inc.

Ms. NELIA CRUZ SARCOL

President and CEO, Centre for International-Education (CIE) Global Colleges, Inc.

September 29

Mr. AARON A. DOMINGO

Chief Representative (Philippines), Rothschild (Singapore) Limited

Ms. PACITA "Chit" U. JUAN

President, Philippine Coffee Board, Inc.

Mr. ROMMEL L. SYTIN

President and CEO, United Auctioneers, Inc.

September 30

Mr. ANTONINO "Tony" T. AQUINO

Director, Ayala Land, Inc.

Mr. LAZARO JEROME "Jerome" C. GUEVARRA

SVP, BDO Capital & Investment Corporation

Mr. ALBERT PÈREZ TORRES

Regional Director, Michael Page International Recruitment (Philippines) Inc.

Atty. GIANCARLO "Gian" B. SAMBALIDO

Registered Foreign Lawyer (New York), Allen & Overy



FOR UPDATES ON MAP'S FORTHCOMING EVENTS

Please do the following:



Read the MAP MEMO MAP's weekly e-newsletter



Check your VIBER



Check your **EMAILS** regularly