



Mr. EDUARDO "Eddie" H. YAP

"MAPping the Future" *column in INQUIRER*

***"Bus transit policy
backsliding"***

September 25, 2023



Ms. CHIT JUAN

"MAP Insights" *column in BUSINESSWORLD*

"The secret sauce to profit"

September 26, 2023

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2 "Bus transit policy backsliding"

(from page 1)



Mr. EDUARDO "Eddie" H. YAP

For decades, Metro Manila acquired the ignominious distinction as a megacity with monstrous traffic congestion and unreliable public transportation. Thousands of buses and jeepneys were operating—with or without government-issued franchises—in whichever fashion, oblivious to traffic rules. On good weather days, they jammed the streets. But whenever rain pours, they would be scarce and leave hapless commuters stranded on the streets. Daily gridlock and transportation woes raised doubts on whether Metro Manila's mobility problems will ever be solved.

Epifanio delos Santos Avenue, or Edsa, being the most commuter-dense corridor, was ground zero of this long-running urban malady. Over 3,000 buses jammed in gridlock, spilling over from the designated two outermost bus corridors to the adjoining lanes for private vehicles, which by themselves were mired in bumper-to-bumper traffic. The traffic mess on Edsa contributed greatly to the estimated daily economic losses of over P3 billion in Metro Manila.

Relief came in June 2020 when structural bus transportation reforms were instituted, providing a sustainable commuter-friendly and efficient alternative traffic-free all-weather bus system with less air pollution. But the remarkable gains will be negated by the clamor of certain quarters to revert to the defunct so-called yellow bus lanes at the curbside and for the return of over 3,000 buses. There are also attempts by motorists to use the busway, which is supposed to be dedicated to public buses.

The COVID-19 pandemic lockdown starting in March 2020 provided the opportunity for a strong-willed national administration to institute reforms urged by private sector advocates. The single-lane busway was introduced on Edsa in June 2020 by the transportation department then headed by Sec. Arthur Tugade at the innermost lane adjacent to the MRT 3 tracks that replaced the inefficient two outermost bus lanes. Franchises were reorganized to rationalize bus service and the Edsa Carousel Line was introduced with a consortium of operators fielding no more than 550 buses, while buses on feeder routes were not allowed on Edsa. Admirably, the bus operators cooperated and bought into the new bus operating system.

Thereafter, a new normal was ushered in Edsa. The new busway and carousel Line, together with the rehabilitated MRT 3 elevated light train, provided commuters with a more reliable and faster commute on the Edsa trunk line. In stark contrast, private vehicles remain mired in traffic despite the

3 roadway being expanded to four lanes in each direction. This situation proved once again the principle of induced demand as the widened road attracted additional vehicles that overwhelmed its capacity in no time.

Reversion to the past bus system will amount to policy backsliding and, if granted, will be very detrimental to both bus operators, commuters, economy and the environment. In addition to this reason, the Management Association of the Philippines (MAP) opposes the change in the existing inner lane alignment of the busway to the curbside as it would violate a fundamental busway standard, which is the most important factor for its efficiency.

This new busway has proven to be the most cost-effective urban mass transit system. Although still a work in progress, the busway carried a one-day peak load of 454,649 passengers on Dec. 27, 2022 with no more than 550 bus units running on just one innermost busway. Average daily ridership reached 380,378 in Dec. 2022 during the heavy postlockdown Christmas season. Total ridership reached 154,100,856 since its introduction in June 2020 up to Dec. 2022. Capital expenditures by the national government reached no more than P1 billion, excluding the rolling stock. This translates to the lowest capital cost-to-passenger ratio of any transit system, including rail.

Additionally, system and order have been restored. Commuters' travel time was cut by more than half, allowing them to be more productive at work and enjoy quality time with their families. The more efficient busway has also

facilitated travel for ambulances and emergency vehicles. On the other hand, the yellow bus lanes failed because they were located at the traffic conflict curbside lanes. Bus flow was disturbed by private vehicles turning in and out to the many side streets. Nonaccredited buses were able to infiltrate the bus corridor due to absence of access control.

The busway is a mature transit concept, having been introduced abroad over 50 years ago and proven as a better alternative to the curbside bus lanes. Busways follow globally accepted standards and best practices, chief among them being the alignment away from the traffic conflict curbside. Another is that the busway must be dedicated for exclusive use of public buses with no mixed traffic allowed. These nondiscretionary features and best practices, which became part of the bus rapid transit system (BRT), were the compelling reasons for this author to advocate the introduction of the busway as replacement for the yellow bus lanes.

MAP earnestly urges the Department of Transportation to stay the course and expedite the completion of this busway project, preferably in partnership with a private concessionaire, and upgrade it to a BRT system. Cooperation of all concerned is needed for this BRT to progressively attain gold standard rating. This achievement will be a big boost for Metro Manila.

(The author chairs the MAP Infrastructure Committee. He advocated for the Edsa Busway in 2015 as replacement for yellow bus lanes as then chair of MAP Traffic, Transportation and Infrastructure Committee. This article is aligned with MAP's public transportation policy. Feedback via map@map.org.ph or edyap2@gmail.com.)

4 "The secret sauce to profit"

(from page 1)



Ms. CHIT JUAN

When one thinks of a company's sustainability, usually we just think of the business case, especially for micro-, small- and medium-sized enterprises (MSMEs). How profitable is the business? How sustainable is the model? But do we also give some thought to what makes companies last?

A study on Publicly-Listed Companies (PLCs) in the Philippines was launched by the Institute of Corporate Directors (www.icd.ph), led by its Board Diversity and Inclusion (BDI) Committee Chair Helen de Guzman and Dr. Conchita Manabat. It revealed that diversity in boards does contribute to a positive return on equity (ROE).

While the Philippines reported on having more women in boards as a key development, two other ASEAN member-states contributed their studies at the forum: The Singapore Institute of Directors (SID) and the Institute of Corporate Directors Malaysia (ICDM). It was a welcome realization that there are striking similarities among the three institutions' findings.

Diversity is often thought of as having women on boards, because the traditional

composition of boards are men in dark suits, usually the family patriarch and his sons. But the ratios of women and men are no longer the only measure of diversity. Here are other factors mentioned by the speakers:

1. **Age.** Although having seniors and a higher average age (at 62-65 years old range) on boards is recommended, this means having more than one generation at the table. They recommend a 15-year difference or getting Baby Boomers, Millennials, and Gen Z together to reach this sweet spot of average age recommendation.

2. **Skills and Expertise.** There must be a variety of specialties, not just business management or financial prowess. In today's age of technology, experts in other disciplines make a board more agile to respond to today's challenges.

3. **Tenure.** The Singapore experience emphasized a maximum term of nine years for a board independent director, and a board composition where three members are new every three years. This, of course, presumes a board of nine or more members.

The ICDM also shared that they have a pool of over a thousand candidates, including first time directors, whose expertise in a field may be useful to most old companies who want to be in step with new trends in business. This pool may be what we need and will be addressed by our organization, the NextGen Organization of Women Corporate Directors (www.nowcdphils.com) who will now invite C-suite women to think of corporate directorship as a career move.

We have a NOWCD member who was recruited by surprise because of her experience in retail. She had never been an independent director until recently. And

5 she brings to the table her vast experience in specialty retail. Another member sits on an Advisory Board of one of our Armed Forces. She brings marketing expertise to an otherwise traditional service organization, whose work is never appreciated because the public does not know what they do. So, these are examples of women who are recruited to join boards for their expertise in their field (e.g., Marketing, Retail, etc.). It also counts a lot that they are women, because the sweet spot for boards to be profitable is to have a 50:50 ratio as observed by the Singapore Institute experience.

In the same forum, however, a gentleman reacted about having women, pushing women all the time. The panelists then explained that there are other dimensions to diversity but that having women seems to be the most popular in the Philippines as traditional companies do tend to have all-male boards. Even to us ICD fellows, we found new ideas in what Mr. Shai Ganu of SID shared. It is not just diversity in gender. The other factors are: age, tenure, board independence, cultural ethnicity (especially in international companies), international experience, domain or functional expertise, and industry expertise.

For functional expertise, the speakers suggest more than five areas of expertise in a board to prevent groupthink. So, this also means Independent Directors need not be only business and finance experts; there is room for diverse persuasions like marketing, technology, retail experience, sustainability expertise and maybe even experience in a relatively new field like blockchain and cryptocurrency, AI and ChatGPT.

Other tips from Mr. Shai Ganu: Conform, Perform and Transform. This means that Board directors must help in addressing legal issues, moral issues, and, of course,

business issues. The role of the Board is increasingly focused on three areas: Conformance, Performance, and Future-Proofing the company.

The ICD did well in inviting Michelle Kythe Lim of ICDM to give another ASEAN perspective, and this time suggesting that even first-time directors must be encouraged to contribute their expertise even if they do not yet have the experience of serving on Boards. They gather over a thousand candidates ready for deployment as subject matter experts, and many are in new fields of expertise. In yesteryears, we always thought board seats were reserved for finance experts, business management experts and auditors. Not anymore. Today, we need diversity in age, gender, and even international exposure or experience.

With ICD giving the Professional Directors Program (PDP) and NOWCD gathering more women, Philippine PLCs will very soon have a good selection of candidates to season their otherwise traditional boards. And C-suite professionals may find a career after retirement or even as an alternative route while still young and employed. This could be a side hustle in the terms of today's youth, and a learn-while-you-earn kind of move for most subject matter experts.

Remember the points raised by Shan Ganu and test your board composition against it. It will be fun looking for new directors and giving your company a jolt to adapt to the future.

Chit U. Juan is co-vice chair of the MAP Environment Committee and is a member of the MAP Diversity, Equity and Inclusion Committee. She is president of NOWCD and chair of the Philippine Coffee Board, and a councilor of Slow Food for Southeast Asia Advocate for organic agriculture.

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"Bus transit policy backsliding"

by

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*Chair of the
MAP Infrastructure
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"MAPping the Future"
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82 WWW.INQUIRER.NET/BUSINESS BUSINESS@INQUIRER.COM.PH INQUIRER@MANAGAD.COM PHILIPPINE DAILY INQUIRER MONDAY, SEPTEMBER 25, 2023

BOARD TALK

Bus transit policy backsliding

Business Features Editor
Dora Duriso-Abadilla



MAPPING THE FUTURE
EDUARDO H. YAP

EDSA, BEFORE AND AFTER NEW BUSWAY
THE NEW NORMAL: BUSWAY FREE OF TRAFFIC. WHILE PRIVATE VEHICLES REMAIN, TRAPPED IN TRAFFIC.



BEFORE: Traffic chaos in both "yellow" bus lanes and private vehicle lanes. **AFTER:** Congestion-free busway for uninterrupted flow of public buses.

Source: MAP Infrastructure Committee Chair Eduardo Yap

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The author chairs the MAP Infrastructure Committee. He also chaired for the EDSA Busway in 2020 as replacement for yellow bus lanes as then chair of MAP "Traffic, Transportation and Infrastructure" Committee. This article is written with MAP's public relations and marketing feedback via map@map.org.ph or @mapid@map.org.ph

6/S1 Opinion

BusinessWorld TUESDAY, SEPTEMBER 26, 2023 EDITOR ALICIA A. HERRERA

The secret sauce to profit



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MAP INSIGHTS
CHIT U. JUAN

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"MAP Insights"
Column in BUSINESSWORLD
September 26, 2023

MAP signs partnerships with Singapore, Thai Business groups

by Janice Faye Garcia

September 20, 2023 | The Manila Times

THE Management Association of the Philippines (MAP) has signed a memorandum of partnership and cooperation (MPC) with the Singapore International Chamber of Commerce and Thailand Management Association to facilitate trade and business deals in member countries of the Association of Southeast Asian Nations (Asean).

The MPC also aims to share best management practices; undertake education, information activities and training programs that can enhanced knowledge and skills of management practitioners and future leaders; and advocate for reforms that will improve the ease of doing business in Asean countries.

"The bottom line is recovery and growth — and these two are shared goals that can transcend shifting alliances," MAP President Benedicta Du-Baladad said in. A statement on Tuesday. The partnership was initiated by MAP as part of its efforts to open business opportunities and strengthen trade liberalization among companies in Asean countries. Du-Baladad described the MPC as "the primary driving force in its relations and cooperation with its external partners."

"By enabling these linkages at the business and industry level, we can bypass the bureaucratic impediments and go straight to building partnerships and forging long-term relationships," she added.

Present at the signing ceremony last September 12 at the Bonifacio Global City in Taguig during the 21st International CEO Conference were Singapore International Chamber of Commerce Chairman Bicky Bhangu and Thailand Management Association President Nithi Patarachoke, Philippine Chamber of Commerce and Industry President George Barcelon, Asean

Secretary-General Kao Kim Hourn and Ambassador Tull Traisorat of Thailand. Hourn, for his part, emphasized during the conference that enhancing strategic partnerships within and beyond Asean, and maximizing free trade agreements are necessary to strengthen global supply chains.

"Despite positive achievements, Asean recognizes that complacency has no room. The war today is witnessing economic downturns because of tensions and environmental concerns, which have disrupted supply chains," he said.

Partnerships "not just within Asean, but beyond," he added, would allow the region to "maintain close friends and close relationships with a multitude of partners and friends as well as creating a conducive environment for business, foster partnerships and trade relationships with numerous entities."

MAP to help fight malnutrition

by Justine Irish D. Tabile

September 24, 2023 | BusinessWorld

THE MANAGEMENT Association of the Philippines (MAP) is looking at launching a program for local government units (LGUs) that will have a two-pronged approach: aid in their digital transformation; and address malnutrition and child stunting in their locality.

Under the Adopt an LGU program, the MAP will select LGUs to be assisted in using digital solutions to improve the ease of doing business. The MAP will also recognize digitally transformed LGUs and have a "MAP's LGU of the Year" award to serve as a model for others.

"This can encourage them to push for more economic activities through better processes, and thus attain their objective of making life easier for their citizens," MAP President Benedicta Du-Baladad told

8 reporters recently.

The MAP, through its Information and Communications Technology (ICT) Committee, will work with the Department of Social Welfare and Development in identifying the LGUs to be selected for the program.

“There are now 235 barangays that are part of the Philippine Multistakeholder Nutrition Program that is funded by the World Bank. Our program will coincide with theirs, but we will also go outside the 235,” Ms. Du-Baladad said.

She said the program is an “up-and-coming project” that requires the consolidation of data for the MAP to have a basis on which municipalities to prioritize.

Last Friday, the MAP signed a memorandum of understanding (MOU) with the Anti-Red Tape Authority (ARTA) and the Departments of Information and Communications Technology (DICT) and of the Interior and Local Government (DILG) to provide technical assistance and capacity-building programs to select LGUs.

The MOU has four components: policy direction and advocacy campaign, capacity development, logistics and technical support, and monitoring and performance assessment.

Under the MOU, the DILG must conduct policy orientation to concerned LGUs, implement streamlining systems, and conduct quarterly monitoring, while the DICT is responsible for the conduct of users’ training on E-Local Government Unit.

ARTA, as part of the Paspas Pilipinas Paspas Project in partnership with Manila Electric Co., and the DILG will be responsible for the hardware and software support. It will also do actual audit and validation for the monitoring and performance assessments of the LGUs.

For its part, the MAP is in-charge of capacity building such as technical assistance, while selection and documentation of best practices of the LGUs may be subject to recognition by MAP.

MAP joins forces with ARTA, DICT, and DILG to enhance ease of doing business in LGUs

by Andrea E. San Juan

September 25, 2023 | BusinessMirror

THE Management Association of the Philippines (MAP) has inked an agreement with the Anti-Red Tape Authority (Arta), the Department of Information and Communications Technology (DICT) and the Department of the Interior and Local Government (DILG) to “jointly implement” the provision of “necessary” technical assistance to select local government units (LGUs) in compliance with the law on ease of doing business.

The DILG, ARTA, DICT and MAP signed last Friday the Memorandum of Understanding (MOU) to jointly boost the ease of doing business in select LGUs in compliance with Republic Act No. 11032 or the “Ease of Doing Business and Efficient Government Service Delivery Act of 2018.”

Under the agreement, MAP will provide support for the implementation of RA 11032 at the local level by providing the “necessary” assistance, through capacity-building programs, to select LGUs.

The other parties agreed to cooperate to “strengthen and effectively” implement the provisions of RA 11032 to the LGUs.

Based on the MOU document, the cooperation framework has four components: policy direction and advocacy campaign; capacity development; logistics and technical support, and monitoring and performance assessment.

The policy direction and advocacy component focuses on formulation and

9 issuance of guidelines, if necessary, by the parties in collaboration with concerned agencies.

DILG is primarily tasked for the first component. It is responsible for the policy orientation of concerned LGUs on the issued guidelines.

The second component of capacity development entails the conduct of training on the initiatives on ease of doing business pursuant to RA 11032.

“The DILG is lodged with the implementation of streamlining of business permit and licensing system (BPLS), building permit and certificate of occupancy (BPCO), and issuance of permits, licenses, clearances, and certifications for the construction of telecommunication infrastructures, rationalization of fees and charges (RFC), and integration of barangay clearance in LGU permitting process, and conduct of regulatory reform for LGUs,” the MOU noted. Conduct of users’ training on E-Local Government Unit (ELGU), meanwhile, is under DICT. MAP, for its part, is in charge of capacity building such as technical assistance to ensure compliance to RA 11032.

The MOU noted that the third component, the logistics and technical support, comprises hardware and software support. “The target LGUs were the beneficiaries of computer units and accessories from Manila Electric Company under the Paspas Pilipinas Paspas Project through a Memorandum of Understanding with DILG and ARTA. These beneficiaries shall be prioritized in the deployment of software from the DICT such as ELGU,” the agreement said.

The fourth component—monitoring and performance assessment—underscores the importance of audit and evaluation of the implemented projects to LGUs.

“Existing monitoring tools of the Parties

may be utilized such as conduct of quarterly monitoring by the DILG as well as actual audit and validation by the ARTA. Selection and documentation of best practices of the LGUs may be subject to recognition by MAP,” the MOU said.

MAP President Benedicta Du-Baladad revealed, meanwhile, that one of MAP’s projects this year is the “Adopt an LGU” program.

“We will select LGUs to be assisted not only in improving the ease of doing business through digitalization solutions but, at the same time, help address malnutrition and child stunting in the locality,” Du-Baladad said during the MOU signing event in Taguig City.

“The transformed or “modernized LGU” will then be given recognition and serve as a model for other LGUs to replicate. We can even take this recognition a notch higher by conferring to the Best LGU the award as the “MAP’s LGU of the year,” the MAP president added.

This, Du-Baladad said, can encourage LGUs to push for more robust economic activities through better processes, and thus attain their objective of making life easier for their citizens.

On the sidelines of the MOU signing, she explained to reporters that MAP is “consolidating all the data that we’re getting so that we have a basis for who are the municipalities that we want to prioritize.”

“This is an up-and-coming project because we’re trying to consolidate data [since] this is mainly for malnutrition initially and then after that because of all these initiatives, we plan to have it like a holistic [program] in an LGU,” Du-Baladad said.



A government that helps

by Cielito F. Habito

September 26, 2023 | Inquirer

As in past years, the Philippines ended 2022 with the least inflows of job-creating foreign direct investments (FDI) among its Asean peers. Comparative data from the Bangko Sentral ng Pilipinas (BSP) show that we drew in \$9.2 billion against Thailand's \$10.2, Malaysia's \$15.1, Vietnam's \$17.9, Indonesia's \$21.4, and Singapore's whopping \$140.8 billion. This year, the numbers are even more dismal: our FDI inflows dropped 22 percent in the first quarter (Q1) of this year from the same period a year ago, and by 20.4 percent (from \$4.9 billion to \$3.9 billion) in the first half. The BSP blames it on "investor concerns over weak growth prospects amid persistent global uncertainties."

But how much of the decline is really external and beyond our control? Our comparable neighbors have mostly reported higher FDI inflows in Q1, or modest declines at worst. Hence, our substantial drop suggests that more of it may be self-inflicted—and this holds for foreign and domestic investors alike. What this means is that up or down, government has a lot to do with our economy's performance lately. The economy's overall slowdown in Q2, in fact, traced clearly to government actions, or lack thereof, in both direct and indirect ways.

Directly, it slowed down the economy with its dramatic spending decline in Q2, when government consumption expenditures fell by 5.2 percent from the first quarter, and by 7.1 percent from the same quarter last year. Meanwhile, Q2 government infrastructure spending ground down to a near halt of 0.8 percent, compared to a 5.1-percent increase in the previous quarter and 24.4 percent a year ago. This cutback must have been induced by the already high level of public debt, last reported at 63 percent of our GDP and beyond the rule-of-thumb safe threshold of 60 percent. As such, government has defaulted on its textbook "pump-priming" role that is otherwise called upon when spending in the rest of the economy is weak.

Indirectly, government's continued failures in agriculture coupled with a long misguided restrictive trade policy have speeded up supply-side inflation that forces the BSP into using demand-side monetary tools like raising interest rates, further choking an already slowing economy. One gets the sinking feeling that we're

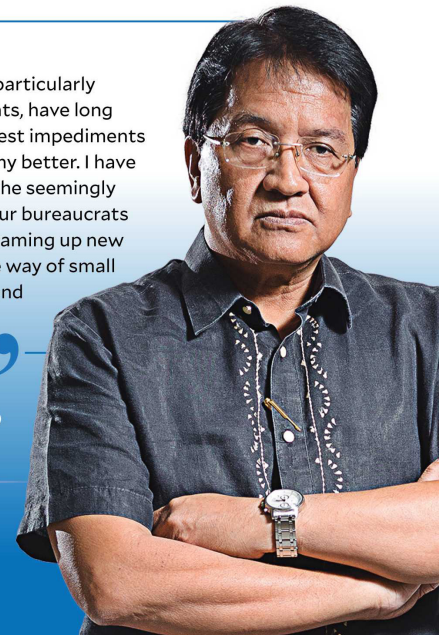
“

Government, or more particularly government bureaucrats, have long been possibly the biggest impediments to growing our economy better. I have constantly written of the seemingly exceptional talent of our bureaucrats at all levels to keep dreaming up new hurdles to throw in the way of small and large enterprises and ordinary citizens.

”

Cielito F. Habito
No Free Lunch

READ THE FULL ARTICLE HERE:
PHILIPPINE DAILY
INQUIRER
INQUIRER PLUS
Philippine Daily Inquirer newspaper's
E-reader and Digital Version



doing everything wrong at the worst of times.

But it's not only now. Government, or more particularly government bureaucrats, have long been possibly the biggest impediments to growing our economy better. I have constantly written of the seemingly exceptional talent of our bureaucrats at all levels to keep dreaming up new hurdles to throw in the way of small and large enterprises and ordinary citizens. The sheer number of permits, clearances, and licenses that an enterprise must obtain from various regulatory agencies, often wrongly named as a "development authority" when they're anything but developmental, stops too many would-be entrepreneurs in their tracks. Years ago, I was part of a study to take stock of all the clearances, licenses, and permits required for thousands of import products by various government agencies well beyond the Bureau of Customs (BoC). We found far too many of them to be outdated, redundant, overlapping, or outright pointless. A classic example was color photocopying machines, which needed separate clearances from the Bureau of Philippine Standards, the National Telecommunications Commission (if Wi-Fi enabled), and—guess what—the National Bureau of Investigation, on the misplaced fear that these machines could counterfeit money. Then BoC Commissioners Sunny Sevilla and Bert Lina spearheaded a coordinative effort among dozens of such trade regulatory government agencies toward unifying, streamlining, and abolishing those unnecessarily burdensome requirements. But the initiative fizzled out as the perpetually revolving doors of the BoC leadership kept turning.

MAP GENERAL MEMBERSHIP MEETING

NATIONAL SECURITY: SHOULD BUSINESS WORRY?

SEPTEMBER 20, 2023 | CEREMONIAL HALL, MARRIOTT GRAND BALLROOM



MAP X BLOCKCHAIN COUNCIL OF THE PHILIPPINES

NETWORKING FELLOWSHIP WITH AMBASSADORS

SEPTEMBER 20, 2023 | CEREMONIAL HALL, MARRIOTT GRAND BALLROOM



Ms. KACH MEDINA UMANDAP
Travel Blogger, Two Monkeys Travel Group



Mr. IAN UTILE
Co-Founder & CEO, attn.live



MAP AGRIBUSINESS COMMITTEE MEETING

SEPTEMBER 22, 2023 | SHANGRI-LA THE FORT



PRESSCON ON THE PARTNERSHIP AMONG ARTA-DICT-DILG-MAP

SEPTEMBER 22, 2023 | SHANGRI-LA THE FORT





Bite Size Slow Food

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

27 September 2023 | 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:

https://docs.google.com/forms/d/e/1FAIpQLSfIVtEJZR1agfHFCsH1smCPnPWAwcRua9ka41JyqxF-W6LsiAg/viewform?usp=sf_link



TOURISM INVESTMENT SUMMIT 2023

SAVE THE DATE

OCTOBER 11, 2023
4:00 - 7:00 PM

10 11 23



CO-PRESENTED BY

MAP
 The Office of Marketing and Publicity

4:00-7:00 PM



Crisis Communication

Best Practices on How to Prepare, Handle
and Recover from a Social Media Crisis



FACE-TO-FACE WORKSHOP

OCTOBER 23, 2023 | 9am - 5pm

 *Venue: Chino Roces Avenue, Makati City*



CLICK HERE for the schedule of other courses!

ASK US about the details of this course!



2023 SEPT - NOV WORKSHOPS

LEGEND: **Virtual Workshops** (Live via zoom) **In-Person Workshops**

LEADERSHIP & MANAGEMENT

NEW Sept 18	EVENTS MANAGEMENT <i>Techniques and Strategies on Planning and Launching Events</i>	
Oct 3-4	SUCCESSION PLANNING <i>Ensuring Continuity and Success of the Organization</i>	
Oct 10-11	EFFECTIVE MANAGEMENT SKILLS <i>Building Leaders for High Performance</i>	
Nov 7-8	STRUCTURED STRATEGIC PLANNING <i>A Systematic Process to Produce Organized and Measurable Plans</i>	

WORKPLACE PRODUCTIVITY

NEW Sept 19, 21, 22	FUNDAMENTALS OF PROJECT MANAGEMENT <i>Building Confidence in Applying Tools and Techniques</i>	
NEW Oct 16, 17 & 18,	ENHANCING ACCURACY & ATTENTION TO DETAILS <i>Strategies for Optimal Results in the Workplace</i>	

MARKETING

NEW Sept 28-29	DIGITAL MARKETING STRATEGY <i>Building Trust and Engagement with Your Target Market</i>	
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COMMUNICATION

Sept 28	DELIVERING IMPACTFUL PRESENTATIONS <i>Make your Audience say YES!</i>	
Oct 23	CRISIS COMMUNICATION <i>Best Practices on How to Prepare, Handle and Recover from a Social Media Crisis</i>	
Nov 8-10	DATA STORYTELLING <i>Creating a Powerful Narrative to Inform and Engage your Audience</i>	
Nov 16	VIDEO PRODUCTION ESSENTIALS <i>Create Videos to Communicate, Promote, and Inspire</i>	

WEBINAR

ESSENTIALS OF PEOPLE DEVELOPMENT
What Every Leader Should Know

September 26, 2023 | 2pm - 4pm

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MAP GOLF CUP 2023

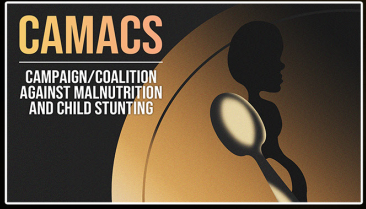
for Corporate Social Responsibility

NOVEMBER 21, 2023 | TUESDAY

6:30AM - 2:30PM | Wack Wack Golf and Country Club



BENEFICIARY



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: MIAH; Silver Sponsors: PWC, etc.

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 (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 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

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

Presiding 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, COO, Maynilad Water Services, Inc.)

Emcee: Ms. RABEN V. BANTUGERAGAL (Secretary 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)

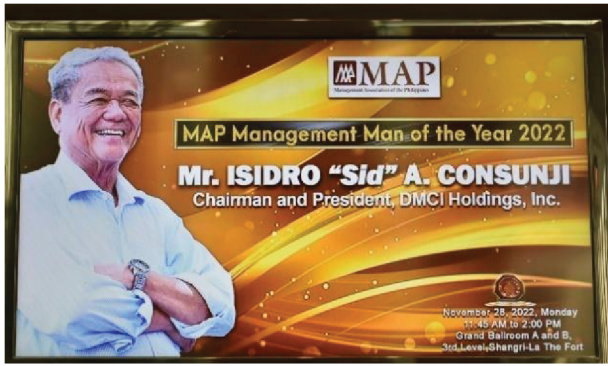
Moderator: Dr. CIEL HABITO, Ph.D. (Governor-in-Charge, MAP Cluster on Resilience and Recovery, Train Travel Inc. (RTI))

Emcee: 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 ICT 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 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
INTEGRATING ESG IN THE WAY WE DO BUSINESS
MAY 19, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM A Project of MAP ESG Committee

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 Usana & 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
Vice 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 & Tourism 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, Tenth Hoop, Corporation

Mr. CHARLES P. VILLABONOR
Chair, MAP Trade, Investments & Tourism 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 **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. BORRAMEO

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, EI Construction Co. Inc.

Dr. ERNESTO “Ernie” M. ORDOÑEZ

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)

Happy Birthday!

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.

Happy Birthday!

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