



Mr. MON ABREA

“MAPping the Future” *column in* INQUIRER

**“Fight corruption,  
help MSMEs”**

November 13, 2023



Mr. BENEDICT S. CARANDANG

“MAP Insights” *column in* BUSINESSWORLD

**“Diversifying revenue  
streams for SMEs”**

November 14, 2023

## Contents

	Page
Featured Articles	2-7
MAP Officers for 2024	8
NextGen CEO Conference Highlights	9-13
Forthcoming MAP Events	14-19
The Business MAP	20
MAP Talks on YouTube	21
November Birthday Celebrants	22-25

## 2 "Fight corruption, help MSMEs"

(from page 1)



Mr. MON ABREA

**M**icro, small and medium enterprises (MSMEs) contribute significantly to the economy. According to the World Bank, small and medium enterprises contribute up to 40 percent of gross domestic product in emerging economies and contribute about 50 percent of employment around the world.

In the Philippines, according to the Department of Trade and Industry's 2021 statistics, MSMEs comprised 99.58 percent of all businesses, generated 64.67 percent of the country's total employment and contributed 35.6 percent of total exports.

And yet, it is these businesses that face the most hardship. According to statistics in the United States, 20 percent of businesses close within their first year and about 50 percent fail by their fifth year. Though there are no similar studies in the Philippines, a recent study has shown that the Philippines is one of the worst countries to launch a startup business in.

Part of the problem is corruption. Corruption is not just about the big plunder cases that tend to get into the news spotlight. Corruption can also be about the bribes asked for by public officers or payments to fixers in order to avoid red

tape. This "petty corruption" is what affects MSME owners and aspiring entrepreneurs the most.

One of the ways we can help MSMEs is by fighting corruption—whether it be by prosecuting corrupt officials or by simplifying bureaucratic processes that act as breeding grounds for corruption.

The international community has been fighting corruption since the early 90s, but it was only in 2004 that they united to fight against it, when several countries signed the United Nations Convention Against Corruption (UNCAC). The UNCAC is the only legally binding international treaty on fighting corruption. As of 2023, there are 189 countries that are parties to the treaty.

The UNCAC aims to address corruption through five major areas: preventive measures, criminalization and law enforcement, international cooperation, asset recovery and technical assistance and information exchange.

In her presentation at the 2023 International Tax Conference, Kirbee Tibayan, National Program Officer of the United Nations Office on Drugs and Crime (UNODC), noted several challenges in the implementation of UNCAC in the Philippines. According to her, the country needs to "strengthen its public procurement system, enhance access to information, strengthen transparency of company ownership and management information and improve coordination between the main anticorruption bodies in the Philippines."

But fighting corruption is not just about international cooperation between countries. In my latest book, "Reimagining the World Without Corruption," which was launched during the conference, I discussed what corruption is, how we measure corruption and how we have been fighting corruption. The book is the culmination of what I learned throughout my studies at the

3 Harvard Kennedy School. In the book, I also forwarded the idea of the “3P Framework of Governance” on how we can truly address corruption.

Essentially, there are three pillars that we need to focus on if we want to fight corruption. These are policies, politics and people.

Policies are the laws, rules and regulations, and even the international standards on fighting corruption and promoting transparency. I have previously proposed policies that simplify compliance, such as implementation of prepopulated tax returns, implementing risk-based audit and imposing flat tax rates. But these policies alone are not enough to fight corruption.

We must take into account politics as well. At its most basic, this is governance. Under the 3P Framework, politics refer to the implementation of policies and ensuring that public officials are accountable at all times. These can be achieved with proper checks and balances within the government, as well as the vigilance of international organizations and civil society organizations.

Last but not the least, it is important to understand the role of the people in fighting corruption. We can keep corruption at bay not only by demanding accountability from public officials, but also by a process of introspection wherein we question our contributions to the fight against corruption.

Sometimes, people don’t realize that they are contributing to corruption. People rationalize corruption and think it’s okay if everyone else is doing it or if it’s being committed by a public official that they like.

In the Philippines, we continue to vote for corrupt politicians and we overlook those “criminal acts” because we like or support those politicians. We need to understand not only how to fight corruption but also how not to contribute to corruption, and how to prepare ourselves when we are faced with that dilemma.

Considering that all these three pillars are important, in thinking of ways on how to fight corruption, we must take these 3Ps into account, so that we may one day be able to reimagine the world without corruption.

By addressing corruption, we can lessen the burden on our MSMEs and allow them to prosper and contribute to the economy. But fighting corruption is not just about the economic benefits. We also need to keep in mind the other benefits of eradicating corruption—specifically that of having a fairer and more just world, a world where anyone can achieve their dreams without taking advantage of others.

*This article reflects the personal opinion of the author and not the official stand of the Management Association of the Philippines (MAP). The author is a MPA/Mason Fellow at Harvard Kennedy School. He is a member of MAP Tax and MAP Ease of Doing Business committees and chief tax advisor of Asian Consulting Group. Feedback at [map@map.org.ph](mailto:map@map.org.ph) and [mon@acg.ph](mailto:mon@acg.ph).*

## 4 “Diversifying revenue streams for SMEs” (from page 1)



Mr. BENEDICT S. CARANDANG

**W**ith economic turbulence not letting up post-pandemic, the adage “don’t put all your eggs in one basket” has never rung truer.

For Philippine small and medium enterprises (SMEs), the economic slowdown of major global economies, trade tensions between global players, and inflationary pressures have led to higher import costs and increased prices of goods and services. Thus, diversifying their revenue streams is not just a strategic choice, but a shield against further economic volatility. By diversifying revenue sources, they can reach new customers, mitigate risk, minimize vulnerability to supply chain issues and price increases, and have more flexibility to adjust pricing and adapt to market changes.

### THE THREE MAIN DIVERSIFICATION STRATEGIES

Horizontal diversification refers to acquiring or developing new products or services that complement one’s core business and appeal to existing customers. An example is a salon business expanding into skin care products, or a shoemaker selling bags and leather accessories. This strategy enables them to use existing resources, skills, and reputation to bring in more customers.

Concentric diversification adds new products and/or services related to current products or industries, while attracting different customers because of their

technology or marketing aspects. For instance, a manufacturer of power tools may start producing home appliances. This strategy leverages existing technologies and equipment, while attracting a new target market.

Conglomerate diversification adds new products or services that are entirely different and unrelated to the core business. For instance, a furniture installation company may offer electrical installation, or a home appliance manufacturer may start its own retail stores. This is the riskiest out of the three diversification strategies: it requires more intensive research and development, resources to enter a new market, and marketing to a completely different consumer base.

### CONSIDERATIONS TO SUCCEED IN DIVERSIFICATION

Like every business decision, diversification also comes with risks — especially if done without sufficient skill, resources, and deliberation. Thus, if a business already has diversification opportunities in the works, ensure that the strategy is guided by the following considerations.

What is the financial feasibility, costs, and risks?

This will help evaluate the rate at which the business gets its return on investment (ROI) and provides benchmarks for monitoring the performance of the diversification strategy. More importantly, consider how much capital will be needed to be a competitive player in your chosen market — you may have to raise more funds from investors, or open a credit line from a reputable SME lender.

What do you do better than your competitors?

Horizontal and concentric diversification seem the safest, but they are not always a success — such as Monde Nissin’s attempt to diversify into the meat-alternative product Quorn. Rather than diversifying based on what your business does, focus on what you do better than others. Do you have great distribution capabilities?

Is your customer service top-notch? Are you unrivaled in property management? Translating your unique competencies to a new product, service, market, or location can differentiate you from the competition and give you an advantage that's hard to replicate.

What other assets do you need to succeed?

Identifying competencies is just the beginning; you also need all the necessary skills to succeed in your new venture. For example, if you specialize in manufacturing clothing, expanding into footwear requires the ability to source, craft, and design quality shoes. You also need unique designs at an attractive price and the capacity to meet delivery deadlines. Additionally, your fulfillment team must be trained and equipped to handle both shoes and apparel. Having these competencies increases the likelihood of success in your diversification strategy.

Can you catch up to competitors?

Diversification means entering a new market — and facing new competition. In the previous question, you may have discovered that you are lacking one or two critical assets needed to succeed in your new market. Can you still be competitive by acquiring, developing, or licensing what you need at a reasonable cost? If yes, you may have a viable diversification strategy.

Jollibee Foods is an example of competitive diversification in a different market. Instead of just expanding Jollibee outlets worldwide, which mostly catered to OFWs, Jollibee Foods acquired competitive quick-service restaurants in different countries. These acquisitions catered to local tastes while having global appeal, such as the Coffee Bean & Tea Leaf and Smashburger in United States; Tim Ho Wan across Asia, particularly mainland China; and Highlands Coffee and Pho 24, which contributes to Jollibee Foods' Vietnam presence.

Can you beat the existing players at their own game?

When entering a new market, understand that competitors have more experience in challenges that you may be encountering for the first time. Thus, it's not worth aggressively entering a new market if your competitive advantage is short-lived, easy to copy, or easy to replace. While you'll initially capture a portion of the market, you wouldn't become a market leader — putting you at risk of being outmaneuvered by competitors in a few months.

Kimstore, an online eCommerce shop launched in 2006, became a market leader through two competitive advantages. First, it provided convenience by selling electronics through personal meetups, bucking the norm of gadget-shopping in malls. Second, Kimstore promised excellent customer service, providing money-back guarantees and ensuring that concerns are promptly addressed by trained representatives.

While Kimstore's convenience is no longer a competitive edge due to numerous competitors today, it continues to attract customers by maintaining its reputation for outstanding customer service. A lot of their buyers are repeat customers and brand evangelists on Facebook and Reddit, assuring new buyers that Kimstore is safe and legitimate.

## CONCLUSION

Diversifying revenue streams is not a one-size-fits-all strategy. It requires careful analysis, planning, and execution. Recent economic volatility underscores the importance of reducing dependence on a single income source. By following the step-by-step process outlined above and drawing inspiration from successful case studies like Jollibee and Kimstore, Filipino business owners can navigate uncertainty with resilience, ensuring their long-term success and growth.

*This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. Benedict S. Carandang is NextGen vice-chair of the MAP ICT Committee and the vice-president for External Relations of First Circle. This article is co-written with Jess Jacutan, First Circle's content marketing lead.*

**map@map.org.ph**  
**benedict@firstcircle.ph**

PHILIPPINE DAILY INQUIRER

# BOARD TALK

Business Features Editor  
DORIS P. SORIANO-ABRERA

## Fight corruption, help MSMEs

**M**icro, small and medium enterprises (MSMEs) contribute significantly to the economy. According to the World Bank, small and medium enterprises contribute up to 40 percent of gross domestic product in emerging economies and contribute about 50 percent of employment around the world. In the Philippines, according to the Department of Trade and Industry's 2021 statistics, MSMEs comprised 99.98 percent of all businesses, generated 64.67 percent of the country's total employment and contributed 35.6 percent of total exports.

And yet, it is these businesses that face the most hardship. According to statistics in the United States, 20 percent of businesses close within their first year and about 50 percent fail by their fifth year. Though there are no similar studies in the Philippines, a recent study has shown that the Philippines is one of the worst countries to launch a startup business in.

Part of the problem is corruption. Corruption is not just about the big plunder cases that tend to get into the news spotlight. Corruption can also be about the bribes asked for by public officers or payments to fixers in order to avoid red tape. This "petty corruption" is what affects MSME owners and aspiring entrepreneurs the most.

One of the ways we can help MSMEs is by fighting corruption—whether it be by prosecuting corrupt officials or by simplifying bureaucratic processes that act as breeding grounds for corruption.

The international commu-



### MAPPING THE FUTURE

RAYMOND A. ABREA

nity has been fighting corruption since the early '90s, but it was only in 2004 that they united to fight against it, when several countries signed the United Nations Convention Against Corruption (UNCAC). The UNCAC is the only legally binding international treaty on fighting corruption. As of 2023, there are 119 countries that are parties to the treaty.

The UNCAC aims to address corruption through five major areas: preventive measures, criminalization and law enforcement, international cooperation, asset recovery and technical assistance and information exchange.

In her presentation at the 2023 International Tax Conference, Kirbee Tibayan, National Program Officer of the United Nations Office on Drugs and Crime (UNODC), noted several challenges in the implementation of UNCAC in the Philippines. According to her, the country needs to "strengthen its public procurement system, enhance access to information, strengthen transparency of company ownership and management information and improve coordination between the main anticorruption bodies in the Philippines."

But fighting corruption is not just about international co-

operation between countries. In my latest book, "Reimagining the World Without Corruption," which was launched during the conference, I discussed what corruption is, how we measure corruption and how we have been fighting corruption. The book is the culmination of what I learned throughout my studies at the Harvard Kennedy School. In the book, I also forwarded the idea of the "3P Framework of Governance" on how we can truly address corruption.

Essentially, there are three pillars that we need to focus on if we want to fight corruption. These are policies, politics and people.

Policies are the laws, rules and regulations, and even the international standards on fighting corruption and promoting transparency. I have previously proposed policies that simplify compliance, such as implementation of prepopulated tax returns, implementing risk-based audit and imposing flat tax rates. But these policies alone are not enough to fight corruption.

We must take into account politics as well. At its most basic, this is governance. Under the 3P Framework, politics refer to the implementation of policies and ensuring that public officials are accountable at all times. These can be achieved with proper checks and balances within the government, as well as the vigilance of international organizations and civil society organizations.

Last but not the least, it is important to understand the role of the people in fighting corruption. We can keep corruption at bay not only by demanding accountability from public officials, but also by a process of introspection wherein we question our contributions to the fight against corruption.

Sometimes, people don't realize that they are contributing to corruption. People rationalize corruption and think it's okay if everyone else is doing it or if it's being committed by a public official that they like.

In the Philippines, we continue to vote for corrupt politicians and we overlook those "criminal acts" because we like or support those politicians. We need to understand not only how to fight corruption but also how not to contribute to corruption, and how to prepare ourselves when we are faced with that dilemma.

Considering that all these three pillars are important, in thinking of ways on how to fight corruption, we must take these 3Ps into account, so that we may one day be able to reimagine the world without corruption.

By addressing corruption, we can lessen the burden on our MSMEs and allow them to prosper and contribute to the economy. But fighting corruption is not just about the economic benefits. We also need to keep in mind the other benefits of eradicating corruption—specifically that of having a fairer and more just world, a world where anyone can achieve their dreams without taking advantage of others. [m.com](http://m.com)



This article reflects the personal opinion of the author and not the official stand of the Management Association of the Philippines (MAP). The author is a MAP/Mason Fellow at Harvard Kennedy School. He is a member of MAP Tax and MAP Ease of Doing Business committees and chief tax advisor of Asian Consulting Group. Feedback at [m.abrea@map.ph](mailto:m.abrea@map.ph) and [www.facebook.com/monabrea](https://www.facebook.com/monabrea).

## "Fight corruption, help MSMEs"

by **Mr. MON ABREA**

*Member of MAP Ease of Doing Business Committee  
Founding Chairman and Senior Tax Advisor of Asian Consulting Group  
Co-Chair of Paying Taxes, EODB Task Force*

**"MAPping the Future" Column in INQUIRER  
November 13, 2023**

# Diversifying revenue streams for SMEs

With economic turbulence not letting up post-pandemic, the advice "don't put all your eggs in one basket" has never rung truer.

For Philippine small and medium enterprises (SMEs), the economic slowdown of major global economies, trade tensions between global players, and inflationary pressures have led to higher import costs and increased prices of goods and services. Thus, diversifying their revenue streams is not just a strategic choice, but a shield against further economic volatility. By diversifying revenue sources, they can reach new customers, mitigate risk, increase resiliency to supply chain issues and price increases, and have more flexibility to adjust pricing and adapt to market changes.

## THE THREE MAIN DIVERSIFICATION STRATEGIES

Horizontal diversification refers to acquiring or developing new products or services that complement one's core business and appeal to existing customers. An example is a retail business expanding into skin care products, or a shoemaker selling bags and leather accessories. This strategy enables them to use existing resources, skills, and reputation to bring in new customers.

Concentric diversification adds new products and/or ser-

## MAP INSIGHTS BENEDICT S. CARANDANG

views related to current products or industries, while attracting different customer bases via their technology or marketing aspects. For instance, a manufacturer of power tools may start producing home appliances. This strategy leverages existing technologies and equipment, while attracting a new target market.

Conglomerate diversification adds new products or services that are entirely different and unrelated to the core business. For instance, a furniture installation company may offer electrical installation, or a home appliance manufacturer may start in real estate. This is the riskiest out of the three diversification strategies. It requires more intensive research and development, resources to enter a new market, and marketing to a completely different consumer base.

## CONSIDERATIONS TO SUCCEED IN DIVERSIFICATION

Like every business decision, diversification also comes with risks — especially if done with-

out sufficient skill, resources, and diligence. Thus, if a business already has diversification op-

portunities in its works, ensure that the strategy is guided by the following considerations:

What is the financial feasibility, costs, and risks?

This will help evaluate the rate at which the business gets its returns on investment (ROI) and provides benchmarks for monitoring the performance of the diversification strategy. More importantly, consider how much capital will be needed, to be a competitive player in your chosen market — you may have to raise more funds from investors, or open a credit line from a reputable SME lender.

What do you do better than your competitors?

Horizontal and concentric diversification seem the safer, but they are not always a success — such is Masco Nisshu's attempt to diversify into the most addictive product, Quora. Rather than diversifying based on what your business does, focus on what you do better than others. Do you have great distribution capabilities? Is your customer service top-notch? Are you skilled in property management? Transferring your unique capabilities to a new product, service, market, or location can differentiate you from the competition and give you an advantage that's hard to replicate.

What other assets do you need to succeed?

Identifying opportunities is just the beginning; you also need all the necessary skills to succeed in your new venture. For example, if you specialize in manufacturing, consider expanding into retail wear, require the ability to source, craft, and design quality shoes. You also need unique designs as an attractive price and the capability to meet delivery deadlines. Additionally, your fulfillment team must be trained and equipped to handle both shoes and apparel. Meeting these competitive benchmarks increases the likelihood of success in your diversification strategy. Can you catch up to competitors?

Diversification means entering a new market — and facing new competition. In the previous section, you may have discovered that you are lacking one or two critical assets needed to succeed in your new market. Can you still be competitively acquiring, developing, or licensing what you need at a reasonable cost? If yes, you may have a viable diversification strategy.

Jollibee Foods is an example of competitive diversification in a different market. Instead of just expanding Jollibee outlets worldwide, which mostly catered to UPWA, Jollibee Foods acquired competitive quick-serve restaurants in different countries. These acquisitions catered to local tastes while leveraging global

appeal, such as the Coffee Bean & Tea Leaf and Donatiburger in United States; Tin Ho Wai across Asia, particularly mainland China; and Highlands Coffee and Pho 24, which contributes to Jollibee Foods' Vietnam presence.

Can you beat the existing players at their own game?

When entering a new market, understand that competitors have more experience in challenging that you may be encountering for the first time. Thus, it's not worth aggressively entering a new market if your competitive advantage is short-lived, easy to copy, or easy to replace. While you initially capture a portion of the market, you wouldn't become a market leader or putting you at risk of being outperformed by competitors in a few months.

Eliters, an online e-commerce shop launched in 2006, became a market leader through two competitive advantages. First, it provided convenience by selling electronics through personal meetings, backing the norm of gadget-shopping in malls. Second, Eliters provided excellent customer service, providing money-back guarantees and ensuring that concerns are promptly addressed by trained representatives.

While Eliters' convenience is no longer a competitive edge due to numerous competitors

today, it continues to attract customers by maintaining its reputation for outstanding customer service. A lot of their buyers are repeat customers and brand evangelists on Facebook and Reddit, ensuring new buyers that Eliters is safe and legitimate.

## CONCLUSION

Diversifying revenue streams is not a one-size-fits-all strategy. It requires careful analysis, planning, and execution. Recent economic volatility underscores the importance of reducing dependence on a single income source by following the step-by-step process outlined above and drawing inspiration from successful case studies like Jollibee and Eliters. Filipino business owners can mitigate uncertainty with resilience, ensuring their long-term success and growth. ■

This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP.

BENEDICT CARANDANG is Member Vice-Chair of the MAP ICT Committee and Vice-Chair of the International Institute of the City of Manila. He is co-writer with his partner, Red Ochoa, of the book *Market Marketing 101*. [bcarand@map.org.ph](mailto:bcarand@map.org.ph)  
<https://www.facebook.com/bcarand>  
<https://www.linkedin.com/in/bcarand>  
<https://www.instagram.com/bcarand>



## "Diversifying revenue streams for SMEs"

by **Mr. BENEDICT S. CARANDANG**  
NextGen Vice Chair of MAP ICT Committee  
Vice President for External Relations of First Circle









"MAP Insights" Column in BUSINESSWORLD  
November 7, 2023

November 8, 2023

**Circular No. 073 – 2023****Subject: MAP Officers for 2024**

Dear Fellow MAP Member:

It is our honor to formally announce the MAP Officers for 2024 who were elected in today's (November 8, 2023) Joint Meeting of the 2023 and 2024 MAP Board of Governors at the Shangri-La The Fort:

 <b>Sec. RENE D. ALMENDRAS</b> MAP President for 2024 President and CEO AC Logistics Holdings Corporation	
 <b>Atty. EMMANUEL "Noel" P. BONOAN</b> MAP Vice President Vice Chair and COO KPMG R.G. Manabat & Co.	 <b>Ms. CORRIE D. PURISIMA</b> MAP Treasurer Treasurer and Head of Markets and Securities Services HSBC Philippines
 <b>Ms. MARTHA "Marts" M. SAZON</b> MAP Asst. Treasurer President and CEO GCash/Mynt	 <b>Ms. KAREN V. BATUNGBACAL</b> MAP Secretary Partner CEO Advisors, Inc.
 <b>Atty. BENEDICTA "Dick" DU-BALADAD</b> MAP Governor Founding Partner and CEO Du-Baladad and Associates (BDB Law)	 <b>Mr. REX C. DRILON II</b> MAP Governor Vice Chair Center for Excellence in Governance (CEG)
 <b>Mr. ALFREDO "AJ" S. PANLILIO</b> MAP Governor President and CEO PLDT and SMART	 <b>Mr. BENJAMIN "Ben" R. PUNONGBAYAN</b> MAP Governor Founder P&A Grant Thornton

On behalf of the MAP 2023 Board of Governors and the MAP Nomination and Election Committee (NOMELEC), we would like to thank you for the support you provided to the outgoing MAP Board in its efforts to advance the MAP's mission of **Promoting Management Excellence for Nation-Building**.

Please extend the same level of commitment to the incoming MAP Board, and let us all continue to work together in pursuing the MAP's mission.

Sincerely,

  
**MARILOU C. CRISTOBAL**  
 MAP NOMELEC Chair

  
**BENEDICTA DU-BALADAD**  
 MAP President for 2023



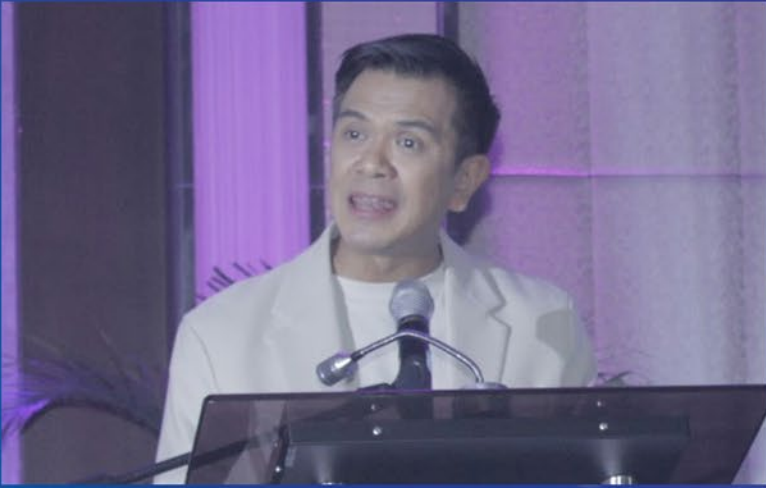
9 NOVEMBER 2023 | 2PM - 9PM  
GRAND BALLROOM, SHERATON MANILA, PASAY CITY

in partnership with



**THE SHIFTING SUCCESS PARADIGM**

CONFERENCE · SPEED NETWORKING · COCKTAILS



**Mr. NEIL TRINIDAD**  
Chief Marketing Officer, GCash



**Atty. BENEDICTA "Dick" DU-BALADAD**  
President, MAP



**Mr. CLIFF EALA**  
Chair, MAP NextGen Committee



**Mr. CHRISTO GEORGIEV**  
Country Manager and COO, FinScore, Inc.



Q&A Segment on "My Journey as a Builder of Financial Inclusion: 5 Lessons for my Younger Self" with MAP Assistant Treasurer **CORRIE PURISIMA** (right) as Moderator

9 NOVEMBER 2023 | 2PM - 9PM  
GRAND BALLROOM, SHERATON MANILA, PASAY CITY

in partnership with  
**GCash**

**THE SHIFTING SUCCESS PARADIGM**  
CONFERENCE · SPEED NETWORKING · COCKTAILS

### Fireside 1 - AI and Well-being at Work



**Mr. DOMINIC "Doc" LIGOT**  
Founder, CEO and CTO, Cirrolytix



**Ms. AURELIA PAULINE "Pauline" G. FERMIN**  
President and CEO, Acumen Strategic Consulting, Inc.



**Ms. SARA VENTURINA**  
Chief Data Officer, GCash



**Ms. ELLE ADDA-LANE**  
Founder, Fuel to Flourish Workshops - Mindset Transformation



Q&A Segment with MAP NextGen Committee Co-Vice Chair **DONNA LINA** (extreme right) as Moderator

**9 NOVEMBER 2023 | 2PM - 9PM**  
**GRAND BALLROOM, SHERATON MANILA, PASAY CITY**

*in partnership with*



**THE SHIFTING SUCCESS PARADIGM**

CONFERENCE · SPEED NETWORKING · COCKTAILS

**Awarding Ceremony for the TRANSFORMATION CHALLENGE of the 3rd SGV-MAP NextGen CEO  
Transformative Leadership Program 2023**



**Ms. ROSSANA "Rosing" A. FAJARDO**

Partner and PHL Consulting Head, SyCip Gorres Velayo & Co. (SGV & Co.)



**Ms. MARIA KATHRINA "Kaye" MACAISA-PEÑA**

Partner for Consulting, SGV & Co.



**Mr. DONN GAMBOA**

President & CEO, White Cloak Technologies, Inc.  
Outstanding Transformative Leader 2023



**Awarding of the Outstanding Transformative Leader 2023**

(from left to right) - Deliza Ridoloso, Rossana Fajardo, Karen Batungbacal, Kaye Celera, Donn Gamboa, Rolan Garcia, Wilson Tan, Cliff Eala, Donna Lina, and Chito Maniago



**Recognition of Participants of the 3rd SGV-MAP NextGen CEO Transformative Leadership Program 2023**

(from left to right) - Kaye Macaisa-Peña, Juan Antonio Villaluz, Elvin Ivan Uy, Sergio Ramos III, Eduardo Luis Luy, Rolan Garcia, Gene Atilano Gañgan, Cristina Vivas, Donn Gamboa, Deliza Ridoloso, Cliff Eala, Kaye Celera, Neal Co, Micah del Carmen, Donna Lina, Karen Batungbacal, Wilson Tan, and Rossana Fajardo

9 NOVEMBER 2023 | 2PM - 9PM  
GRAND BALLROOM, SHERATON MANILA, PASAY CITY

in partnership with  
**GCash**

**THE SHIFTING SUCCESS PARADIGM**  
CONFERENCE · SPEED NETWORKING · COCKTAILS

**Fireside 2 - Succession: Where Are You Taking Us? (with next-generation family conglomerates)**



**Ms. ANNA MARIA A. DELGADO**

Institutional Banking Head, Chief Customer Experience Officer and Chief Digital Channels Officer, Union Bank of the Philippines



**Mr. ALVIN LAO**

President and CEO, D&L Industries, Inc.



**Ms. SHEILA LINA**

Chief Transformative Officer, AIR21 Holdings, Inc.



**Ms. ISABELLE THERESE G. YAP**

Executive Director and Vice President, East West Banking Corp.



**Ms. MARIANA BEATRIZ E. ZOBEL DE AYALA**

SVP and Head of the Leasing and Hospitality Group, Ayala Land, Inc.



**Q&A Segment with MAP NextGen Committee Member VJ MANUEL (extreme right) as Moderator**

9 NOVEMBER 2023 | 2PM - 9PM  
GRAND BALLROOM, SHERATON MANILA, PASAY CITY

*in partnership with*



# VISION & VALUES

**THE SHIFTING SUCCESS PARADIGM**

CONFERENCE · SPEED NETWORKING · COCKTAILS

CLOSING KEYNOTE, SPEED NETWORKING, AND COCKTAILS



**Mr. ROLAN MARCO U. GARCIA**

Founding CEO & Managing Partner, Embiggen Group

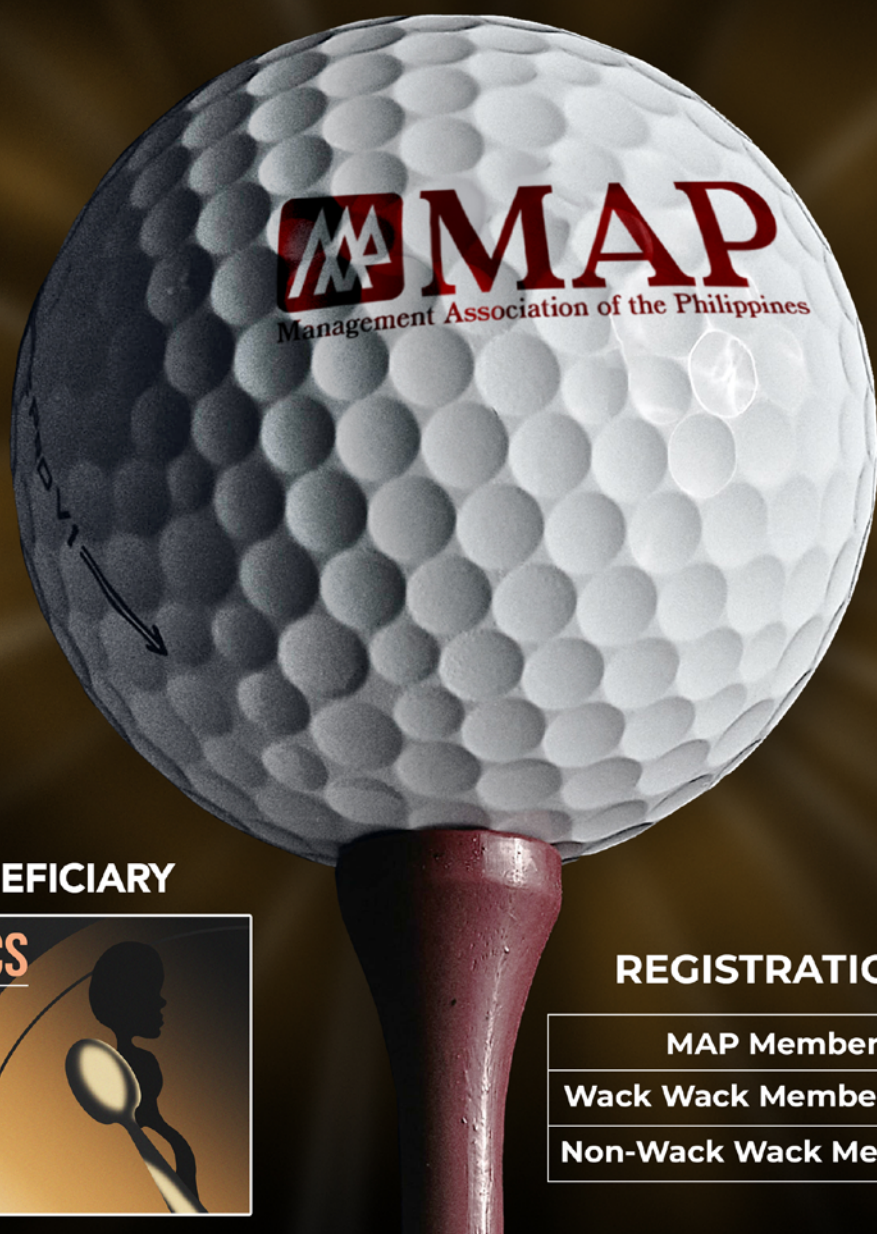


# MAP GOLF CUP 2023

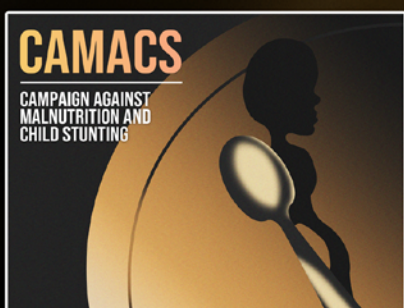
for Corporate Social Responsibility

**NOVEMBER 21, 2023 | TUESDAY**

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



**BENEFICIARY**



**REGISTRATION RATES**

MAP Member or Guest	
Wack Wack Member	P3,000
Non-Wack Wack Member	P8,500

**PARTNERS**

**DIAMOND PARTNERS**



**GOLD PARTNERS**



**SILVER PARTNERS**



**HOLE-IN-ONE PARTNERS**



**BRONZE PARTNERS**



**MEDIA PARTNERS**



**HOLE PARTNERS**

- Aboitiz Power Corporation ■ Accent Micro Technologies, Inc. (AMTI) ■ Calleja Law Office
- Camp John Hay Manor ■ Colliers Philippines ■ C&G Law ■ DDB Philippines ■ El Construction Co.
- Emmanuel C Alcantara & Associates Law Offices ■ Enchanted Kingdom ■ Gardenia Bakeries (Phils.)
- International SOS (Phils.) ■ Metro Retail Stores Group ■ MRT Development Corporation
- Novellino Wines ■ One Meralco Foundation ■ Pantheon Holdings ■ Philippine Coffee Board
- Pixel Image ■ Poblador Bautista Reyes Law Office ■ Reyes Tacandong & Co. (RT&Co.)
- Robinsons Bank Corporation ■ Romulo Law Offices ■ Suarez & Narvasa Law Office
- UnionBank ■ Villaraza & Angangco (V&A Law)

15

**Philippine Infrastructure Summit 2023**

Reshaping the Philippine infrastructure landscape  
Microsite



PwC Philippines, the Management Association of the Philippines (MAP) and  
the Public-Private Partnership (PPP) Center of the Philippines

invite you to:

**PHILIPPINE INFRASTRUCTURE SUMMIT 2023**  
Reshaping the Philippine infrastructure Landscape

November 22, 2023 | Wednesday

10:00 AM to 5:00 PM

Sheraton Hotel, Newport World Resorts, Pasay City

**Listen to government and business leaders speak on:**

- Infrastructure and PPP legal framework and developments (PPP Code, impact of the Public Service Act (PSA), Philippine Competition Act (PCA), ESG/Climate Change)
- Trends and nuances on LGU PPP infrastructure financing
  - Lessons on structuring PPPs
  - Digital infrastructure

Please click on the link below for more information — registration fee applies:

[www.pwc.com/ph/infra2023](http://www.pwc.com/ph/infra2023)

**PART 1**

**MAP Annual General Membership Meeting**

**PART 2**

*and*

**MAP Management Person  
of the Year 2023**

**• AWARDING CEREMONY •**

**November 28, 2023 | Tuesday**

11:30AM - 2:00PM

Grand Ballroom A & B, Level 3, Shangri-La The Fort

**Awardee**



**Mr. ERNESTO "Ato" TANMANTIONG**

*President and CEO*

*Jollibee Foods Corporation*

**Registration Fees**

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





# Shared Prosperity

A Project of the MAP Committee on Shared Prosperity

**NOVEMBER 28, 2023 | TUESDAY**

2:00PM - 6:00PM

 Grand Ballroom C, Shangri-La The Fort

co-presented by



**THE WORLD BANK**  
IBRD • IDA

## KEYNOTE ADDRESS



**Dr. NDIAMÉ DIOP**  
Country Director for the Philippines,  
Malaysia, Thailand and Brunei,  
World Bank



**Ms. NANETTE MEDVED-PO**  
Chairperson, Po Family Council

## BREAKOUT SESSION - ENVIRONMENT



**Dr. REYNALDO "Reggie" CASAS**  
Chair, MAP Environment Committee



**Ms. LIZA SILERIO**  
Vice President for Corporate  
Compliance Group, SM Supermalls  
Program Director for SM Environment  
and Sustainability, SM



**Ms. AGNES C. DE JESUS**  
Vice President and Chief Sustainability  
Officer, First Philippine Holding

## BREAKOUT SESSION - SOCIAL



**ON COMMUNITY**  
**Ms. RACQUEL CAGURANGAN**  
General Manager, Operations  
International SOS  
Chair, MAP Health Committee

# Shared Prosperity

A Project of the MAP Committee on Shared Prosperity

**NOVEMBER 28, 2023 | TUESDAY**

2:00PM - 6:00PM

📍 Grand Ballroom C, Shangri-La The Fort

co-presented by



**THE WORLD BANK**  
IBRD • IDA

**BREAKOUT SESSION - GOVERNANCE**



ON STOCKHOLDER

**Ms. MA. AURORA "Boots" GEOTINA-GARCIA**  
Chair, SharePHIL



ON STOCKHOLDER

**Ms. IMELDA "Ida" TIONGSON**  
Chair, MAP Governance Committee



ON EMPLOYEE

**Mr. ROBERT GONZALES**  
Chief People Officer, Mynt



ON EMPLOYEE

**Ms. ELIZABETH "Beth" NASOL**  
President, People Management Association of the Philippines (PMAP)  
SVP, Head of HRM, Energy Development Corp. (EDC)



ON SUPPLIERS

**Atty. JOANNE CO-PUA**  
Owner/Name Counsel, Co-Pua Law Office  
NextGen Vice Chair, MAP Shared Prosperity Committee

\*Other resource persons to follow.

**REGISTRATION FEES**

MAP Member

FREE

Guest

P2,500

GOLD SPONSOR



BRONZE SPONSOR

**Jollibee Foods**  
CORPORATION



**MAP**  
Management Association of the Philippines



# MAP CHRISTMAS PARTY 2023

**DECEMBER 4, 2023 | MONDAY**

**6:00 PM - 10:00 PM**

**GRAND BALLROOM A&B, SHANGRI-LA THE FORT**

### ATTIRE

**MODERN  
FILIPINIANA**

### FEATURING

- **FILIPINO FOOD**

---

- **FILIPINO SONGS AND DANCE MUSIC**

---

- **FILIPINO ATTIRE**

---

- **MAP GOT TALENT CONTEST SHOWCASING SPECIAL PERFORMANCES OF 5 TEAMS WITH MINIMUM OF 10 MEMBERS EACH**

### REGISTRATION FEES

MAP MEMBER	FREE
SPOUSE OF MEMBER	FREE
GUEST	P3,000

# "The Business MAP"

segment of MAP in CNN Philippines' "The Final Word with Rico Hizon"  
EVERY WEDNESDAY



**September 27, 2023**

Assessing Marcos' rejection of proposed cut in rice tariffs | The Final Word featuring **Dr. Cielito F. Habito, Governor-in-Charge of MAP Agribusiness Committee**

Watch this episode through:

<https://www.youtube.com/watch?v=6DI7LjM0hiU>



**October 4, 2023**

Supporting PH tourism's recovery, resiliency | The Final Word featuring **Ms. Alma Jimenez, Adviser for MAP Flagship Programs; Vice Chair of MAP Tourism Committee; and Chair of MAP CEO Conference Committee**

Watch this episode through:

[https://youtu.be/dHj\\_TfWrCX8?si=ISpTNVYhWGSAyYxS](https://youtu.be/dHj_TfWrCX8?si=ISpTNVYhWGSAyYxS)



**October 11, 2023**

Supporting PH start-ups, emerging businesses | The Final Word featuring **Atty. Alex Cabrera, MAP Vice President and Governor-in-Charge of the MAP Tech Start-up Committee**

Watch this episode through:

[https://www.youtube.com/watch?v=Bu5\\_5jauBIE](https://www.youtube.com/watch?v=Bu5_5jauBIE)



**October 18, 2023**

Branding PH as tourist, investment destination | The Final Word featuring **Mr. JUNIE DEL MUNDO, Chair of the MAP Tourism Committee**

Watch this episode through:

[https://www.youtube.com/watch?v=UIn\\_lgDb3LQ](https://www.youtube.com/watch?v=UIn_lgDb3LQ)



**October 25, 2023**

Achieving, shaping success for younger generations | The Final Word featuring **Mr. CLIFF EALA, Chair of the MAP NextGen Committee**

Watch this episode through:

<https://youtu.be/1z7hkvsLJzU?si=F-KsLiX00eOKQPUXh>



**November 8, 2023**

Achieving progressive future for Filipinos | The Final Word featuring **Mr. REX DRILON, Chair of the MAP Shared Prosperity Committee and MAP Governor for 2024-2025**

Watch this episode through:

<https://youtu.be/xP8OsWX4pdY?si=9HdZQyNVfk7zj9Zk>



**July 12, 2023**  
**MAP GMM on Business Opportunities in ASEAN**



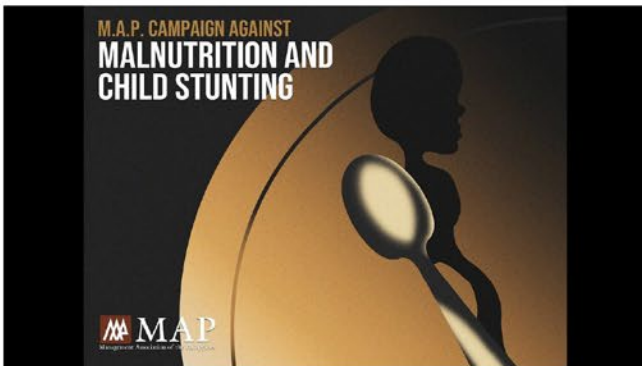
**MAP Activities (loop)**



**About MAP**



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



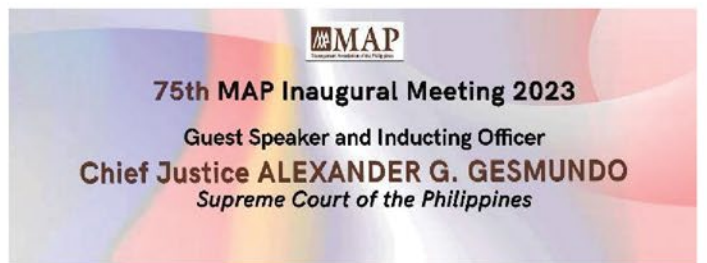
**MAP Campaign against Malnutrition and Child Stunting**



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



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



**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**

# HAPPY BIRTHDAY!

TO THE FOLLOWING MAP MEMBERS WHO WILL BE CELEBRATING THEIR BIRTHDAYS WITHIN NOVEMBER 2023!

## NOVEMBER 1

**Mr. JUAN MANUEL HOYOS**  
President, Nissan Philippines, Inc.

## NOVEMBER 2

**Mr. BENEDICT “Benny” QUE**  
General Manager, Golden Prince Hotels & Suites (Cebu)  
**Mr. ROMEO “Romy” D. UYAN JR.**  
COO, China Banking Corporation

## NOVEMBER 3

**Ms. NERISSA “Neri” S. REYES.**  
President, AVANTI People Partnership International, Inc.

## NOVEMBER 4

**Mr. JERAHMEEL FANDRALL “Jer” B. CHEN**  
Chief Innovation Officer, National Development Company (NDC)  
**Mr. CHARLES A. GAMO**  
Director, Strategic Investments, PTC Holdings  
**Ms. GWENDOLYN “Gwen” DE LARA KELLEY**  
Chief Technology Officer, The Insular Life Assurance Co., Ltd.  
**Mr. EDGARDO “Ed” G. LACSON**  
President, MIS Maritime Corporation  
**Atty. CAROLINA FRANCISCA “Carol” A. RACELIS**  
General Counsel and Tax Partner and EY Asean Tax Quality Leader, SGV & Co. (EY Philippines)  
**Ms. KRISTINE “Tin” ROMANO**  
Managing Partner, McKinsey & Company  
**Mr. DONAVAN YU**  
CEO, Journeytech, Inc.

## NOVEMBER 5

**Mr. FEDERICO “Fred” V. BORROME0**  
**Mr. ANTONIO “Tito” A. HENSON**  
Chair and CEO, Access and Projects Management, Inc.

## NOVEMBER 6

**Mr. J.V. EMMANUEL “Jocot” A. DE DIOS**  
President and CEO, Manila Water Company, Inc.  
**Mr. DENIS H. NIXON**  
President, Cornerstone Performance International Inc.  
**Mr. ROBERT JASON “Jason” TORRES**  
Head of Corporate Affairs Group, Megawide Construction Corporation

## NOVEMBER 7

**Mr. J. ANTONIO “Jun” A. CABANGON JR.**  
Chair and CEO, Fortune General Insurance Corporation

## NOVEMBER 8

**Mr. JOSE MARI “Jomari” H. BANZON**  
President, SM Development Corporation  
**Mr. OSCAR J. HILADO**  
Chair Emeritus, PHINMA Corporation

# HAPPY BIRTHDAY!

TO THE FOLLOWING MAP MEMBERS WHO WILL BE CELEBRATING THEIR BIRTHDAYS WITHIN NOVEMBER 2023!

## NOVEMBER 9

**Ms. MINUEL CARMELA “Mela” N. FRANCO**  
EVP and Chief Corporate Officer, Vivant Corporation

**Engr. FERDINAND “Ferdí” G. INACAY**  
Exec. Adviser to the Council, Global Comfort Group Corp.

**Mr. MICHAEL “Mike” P. LIWANAG**  
SVP and Chief of Staff to the JGS CEO and President, JG Summit Holdings, Inc.

**Mr. RENATO “Rene” C. SUNICO**

**Mr. SALVADOR “Dory” G. TIRONA**  
President, COO and CFO, Lopez Holdings Corporation

**Ms. LOURDES GRACE “Grace/Des” B. MAPALAD**  
President, TransGlobal Consolidators, Inc.

**Mr. BENJIE “Benjie” YAP**  
Chair and CEO, Unilever Philippines

## NOVEMBER 12

**Mr. ARISTOTLE JOSEPH “AJ” C. ADIVISO**  
CEO, President and General Manager, SA Technologies Philippines, Inc.

**Ms. ROSITA CERES “Nanette” LEGASPI-AGUAS**  
Human Resources Head, UL Skin Sciences Incorporated, United Laboratories Inc.

**Ms. ANFENG “Jane Wan” WAN**  
VP - Business Development, Philippine Oppo Mobile Technology Inc.

## NOVEMBER 13

**Atty. SAMUEL “Sammy” O. ABELLERA**  
Chair and President, Kamayan International, Inc.

## NOVEMBER 14

**Mr. IBRAHIM “Ibba” R. BERNARDO**  
Co-Founder, Packworks

**Ms. DORIS MAGSAYSAY HO**  
President and CEO, Magsaysay Maritime Corporation

**Mr. VIRGILIO “Ver” L. PEÑA**  
Director, Everest Academy Manila

**Gov. AMANDO “Say” M. TETANGCO JR.**  
Chair, SM Investments Corporation (SMIC)

## NOVEMBER 15

**Mr. KELVIN ANG**  
CEO, AIA Philippines (formerly AIA Philam Life)

**Mr. CLARO “Cid” P. BONILLA**  
CFO, UNO Digital Bank / UNObank, Inc.

## NOVEMBER 10

**Atty. EMERICO “Rico” O. DE GUZMAN**  
Of Counsel, ACCRALAW

**Mr. WILLIAM “Willy” L. LIM**  
President, Eastern Wire Manufacturing, Inc.

**Mr. MANUEL “Dmi” LOZANO**  
SVP, CFO and CIO, Aboitiz Equity Ventures, Inc.

**Mr. JOSE “Joe” E. MADDATU**  
Managing Director, ENZI Corporation

## NOVEMBER 11

**Mr. FELIX ENRICO “Rico” R. ALFILER**  
Vice Chair, Philippine National Bank (PNB)

**VP JEJOMAR “Jojo” C. BINAY**  
Former VP, Republic of the Philippines

**Atty. FREDIERIC “Eric” B. LANDICHO**  
Managing Partner and CEO, Landicho Abela & Co. (LACO)

**Mr. GUILLERMO “Guilly” D. LUCHANGCO**  
Chair and CEO, The ICCP Group of Companies



# HAPPY BIRTHDAY!

TO THE FOLLOWING MAP MEMBERS WHO WILL BE CELEBRATING THEIR BIRTHDAYS WITHIN NOVEMBER 2023!

## NOVEMBER 16

**Ms. MA. SALVE “Salve” I. DUPLITO**  
President, Empower and Transform, OPC

**Ms. FAY ANGELICA “Fay” SUPREMO**

**Ms. MARIA ROWENA VICTORIA “Row” M. TOMELDAN**

President and CEO, AyalaLand Logistics Holdings Corporation

## NOVEMBER 17

**Mr. CARLOS “Do” C. EJERCITO**  
Chair, Northern Access Mining Inc. (NAMI)

**Mr. ALBERT MITCHELL “Mitch” LARRAZABAL LOCSIN**

FVP, PLDT, Inc.

**Mayor CEZAR T. “Cezar/Zar” QUIAMBABO**  
Mayor, Municipality of Bayambang, Pangasinan

## NOVEMBER 18

**Dr. FERMIN D. ADRIANO**  
Independent Consultant, World Bank

**Mr. DOM FREDRICK “Dom” S. ANDAYA**  
Senior Director and Head of Tenant Representation, Colliers Philippines

**Mr. EFREN C. CARINGAL JR.**  
COO, Insular Life or InLife

**Mr. AMADO “Odon” DEL ROSARIO**  
Corporate Affairs Director, PGA Cars, Inc.

## NOVEMBER 19

**Consul-Gen. VICENTE “Vince” J. CARLOS**  
Honorary Consul General, Consulate of the Republic of Cote d'Ivoire

## Ms. CELESTE M. JOVENIR

Special Projects Lead on ESG Transformation Initiative, ACEN Corporation

## Mr. AUGUSTO “Gus” C. LAGMAN

President, Logic Management, Inc.

## NOVEMBER 20

## Ms. ROSSANA “Rosing” A. FAJARDO

Partner and PH Consulting Head, SGV & Co. (EY Philippines)

## Mr. KRISTOFFER EDUARD “Toff” M. RADA

Head of Public Policy and Government Relations for the Philippines, Malaysia and Brunei, ByteDance

## NOVEMBER 21

## Mr. ANTHONY “Tony” B. SOTELO

President and CEO, J Anthony Management Consultants, Inc.

## Ms. ANNBEL “Ambe” C. TIERRO

Country Managing Director, Accenture, Inc. (Philippines)

## NOVEMBER 22

## Ms. MARIA GRACIA PIA “Pia” L. ARELLANO

President and CEO, Transunion Information Solutions, Inc.

## Ms. MARIA CECILIA “Lia” O. FRANCISCO

Founder and CEO, CreditBPO Tech, Inc.

## Mr. CECILIO PAUL “Paul” D. SAN PEDRO

President and CEO, Sterling Bank of Asia, Inc.

## NOVEMBER 23

## Mr. LANCE Y. GOKONGWEI

President and COO, JG Summit Holdings, Inc.

## Ms. KATHRINA “Karrie” CAPELLAN ILAGAN

Managing Director, Cisco Systems Management B.V.

## Mr. HERNAN P. SAN LUIS

Treasurer, Beyond Property Management Services



# HAPPY BIRTHDAY!

TO THE FOLLOWING MAP MEMBERS WHO WILL BE CELEBRATING THEIR BIRTHDAYS WITHIN NOVEMBER 2023!

## NOVEMBER 24

**Mr. JOSE EDUARDO “Joey” B. ANTONIO**  
Chair, Century Properties Group, Inc.

**Mr. REGINALDO ANTHONY “Reggie” B. CARIASO**  
SVP and Head of Strategy, Products and Support - Corporate Banking, Bank of the Philippine Islands (BPI)

**Ms. MARIA VICTORIA “Marivic” C. ESPAÑO**  
Former Chair and CEO, P&A Grant Thornton

**Ms. MARIA CRISTINA “Teh” R. OPINION**  
President and CEO, bneXt

**Mr. STEVEN TAN**  
President and CEO, Bermaz Auto Philippines, Inc.

## NOVEMBER 25

**Mr. ANTONIO “Tony” S. LOPEZ**  
President and CEO, BizNewsAsia Philippines, Inc.

## NOVEMBER 26

**Mr. RAY SILVESTRE “Ray” N. CANILAO**  
President and CEO, Global Executive Solutions Group, Inc.

**Mr. NAPOLEON “Polly” L. NAZARENO**  
**Amb. ALFREDO “Fred” M. YAO**  
Chair, Zesto Corporation

## NOVEMBER 27

**Mr. JOHN REINIER “Reinier” H. DIZON**  
VP for Strategy and Business Development, Republic Cement & Building Materials, Inc.

**Mr. RUDY G. FULO**  
President, Cargohaus, Inc.

**Ms. ELIZABETH “Beth” H. LEE**  
CEO, eMotors, Inc.

**Mr. ANTONIO “Tony” A. LOPA**  
Chair and President, EquitiWorld Securities, Inc.

**Ms. VICKY CASTILLO “Vicky” L. TAN**  
Deputy President, SteelAsia Manufacturing Corporation

## NOVEMBER 28

**Mr. RENATO “Rene” M. TANSECO**  
Chair and CEO, Automated Technology (Philippines), Inc.

## NOVEMBER 29

**Ms. KATHERINE “Trin” P. CUSTODIO**  
Executive Director, World Wide Fund for Nature or WWF Philippines

**Mr. IAN R. GARCIA**  
CEO, TSM Shipping (Phils.), Inc.

## NOVEMBER 30

**Ms. MAUREEN EVA BELEN**  
Vice President, Centre Medicale Internationale

**Mr. J. CARLITOS “Itos” G. CRUZ**

**Ms. MARIANNE “Maan” B. HONTIVEROS**  
Managing Director, CEO Advisors, Inc.



**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

Contact the  Secretariat for more information through:

Tel.: +632 7751-1151 to 52

E-mail: [map@map.org.ph](mailto:map@map.org.ph) / [map.philippines@map.org.ph](mailto:map.philippines@map.org.ph)