

# Association World

The Official Magazine of the



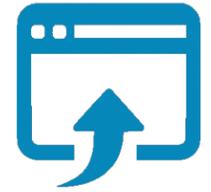
Special Association Summit 5 Issue

# Associations Stronger Together

**IN THIS ISSUE**

**WHY ASSOCIATIONS MATTER + ASSESSING YOUR MARKETING SPEND +**

**NEWS FROM ASSOCIATIONS AROUND THE WORLD + ANG SUSI AWARDS**



Dear AWM readers,

Henry Ford, considered the captain of American industry, said it best: "Coming together is a beginning; keeping together is progress; working together is success."

On our special issue of the Association World Magazine (AWM), the official publication of the Philippine Council for Associations and Association Executives (PCAAE), we focus on the theme of our 5th Association Summit: "Stronger Together." Thus, we feature insightful interviews with association expert John Graham IV, president and CEO of the American Society of Association Executives (ASAE), and studies and analyses on the marketing spend of associations from Convene.

We also continue to feature the recipients of PCAAE's ANG SUSI Awards, who continue to inspire members to strive towards excellence and contribute to nation building.

I wish to thank ASAE once again for helping us sustain this publication, as well as its Global Development Officer Greta Kotler for assisting us in providing content. We are also grateful to all the organizations that extended their support by way of sponsorship of our 5th Association Summit, and Writers Edge, by providing editorial support.

Happy reading!

*Bobby*

Octavio "Bobby" B. Peralta  
President and CEO  
Philippine Council for Associations and Association Executives (PCAAE)



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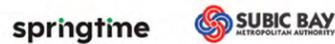


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## Associations rethink membership models

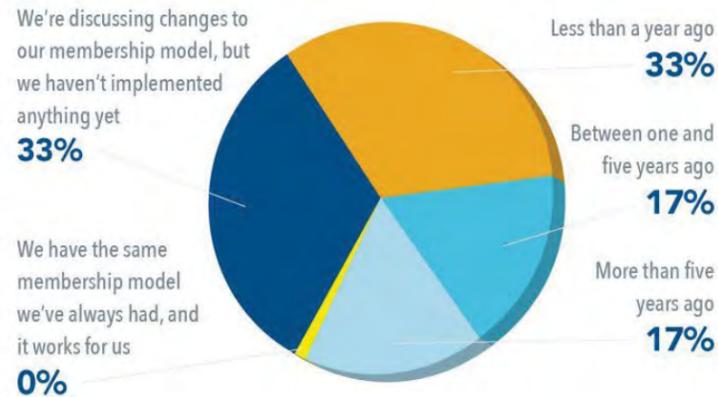
Associations are embracing the opportunity to update their membership models as a way to meet the varying needs of today's members, offer flexibility and retain their value.

Half of the respondents to the **Did You Know?** poll reported that their association updated its membership model in the last five years (50%). While another one-third (33%) said they are discussing changes, they haven't implemented anything yet. This means more change to association membership could be on the horizon.

For many associations, the traditional membership model — the 'one-size-fits-all' approach — is no longer a viable strategy.

With members varying greatly by age and generation, the stage in their careers, and the level with which they want to engage with the association, it is becoming more important than ever for association to offer a member model that can be customized based on need and want.

### When was the last time your association updated its membership model?



Source: Naylor Association Solutions and Association Adviser, 2017.

AustralAsian Society of Association Executives  
<http://www.ausae.org.au/News/5047094>

## Malaysia bares Next Move for associations

The Malaysian Society of Association Executives (MSAE) was officially launched during the Malaysia Association neXt (MyNext) 2017 conference aiming to help association professionals by nurturing the members in enhancing growth, development and professionalism.

The MSAE is a strategic move in order to ensure association management is duly recognized and appreciated as a profession in Malaysia.

Malaysia Convention & Exhibition Bureau (MyCEB) encouraged and facilitated the establishment of the organization, together with several renowned association leaders, Dato' Dr. Zaliha Omar, President of Malaysian Society of Association Executive

and Dr. Saunthari Somasundaram, President and Medical Director of National Cancer Society Malaysia, among others.

This year's MyNext, which saw the presence of 124 local association experts and thought leaders, gave delegates the opportunity to learn and discuss the latest insights and best practices in the association management industry, as well as access to cutting-edge insights, exchange ideas, network, express thoughts and debate issues that impact the future growth sustainability of associations in Malaysia.

<http://boardroom.global/malaysias-next-move-revealed-to-associations/>

## ICCA: All-time record of association meetings set in 2016

The number of international association meetings continues to double every ten years, according to the International Congress and Convention Association (ICCA).

Established over 50 years ago, ICCA represents the world's leading suppliers in handling, transporting and accommodating international meetings and events. Over 1,000 member companies and organizations in almost 100 countries worldwide comprise the umbrella organization.

ICCA captured 12,212 rotating international association meetings taking place in 2016, an all-time record for its annual snapshot of immediate past year's meetings data, and 136 additional meetings compared to 2015. This was another decade of great success for the sector as ICCA identifies more than double the number of association meetings in a decade: from just under 6,000 in 2006 to over 12,000 in 2016.

This means that the trend of exponential growth, as identified in ICCA's advocacy report "A modern history of international association meetings: 1963-2013," published at ICCA's 50-year anniversary in 2013, continues to hold.

"Once again, our report provides clear evidence of the resilience and long-term continued growth of the international association meetings sector," said ICCA CEO Martin Sirk. "Anecdotally, we hear that it is not just the traditional association meetings business that is in a healthy state; new association-type events are being created by groups of scientists and doctors, destinations are designing and hosting their own world-class STEM (science, technology, engineering, maths) meetings and festivals, online discussions are migrating to the real world of concrete face-to-face interactions, and even corporate events are evolving into community gatherings of suppliers, clients, partners, investors, users, and academics, blurring the lines between the for-profit and not-for-profit sectors. Traditional association meetings are growing strongly, but they are definitely no longer the only game in town!"

### Top 20 favorite meeting venues

Ranking	Country	No. of Meetings in 2016
1	U.S.A.	934
2	Germany	689
3	United Kingdom	582
4	France	545
5	Spain	533
6	Italy	468
7	China-P.R.	410
	Japan	410
9	Netherlands	368
10	Canada	287
	Portugal	287
12	Austria	268
13	Republic of Korea	267
14	Sweden	260
15	Brazil	244
16	Australia	211
17	Poland	195
18	Belgium	194
19	Argentina	188
20	Switzerland	184

Ranking	City	No. of Meetings in 2016
1	Paris	196
2	Vienna	186
3	Barcelona	181
4	Berlin	176
5	London	153
6	Singapore	151
7	Amsterdam	144
8	Madrid	144
9	Lisbon	138
10	Seoul	137
11	Prague	126
12	Bangkok	121
13	Dublin	118
14	Copenhagen	115
15	Beijing	113
16	Budapest	108
17	Buenos Aires	103
18	Stockholm	101
19	Hong Kong	99
20	Rome	96

International Congress and Convention Association  
<https://www.iccaworld.org/newsarchives/archivedetails.cfm?id=6607>



# ASSOCIATION EVENTS IN 2018



# MAIL CALL

7-10 January 2018  
Nashville, Tennessee, USA

The Professional Convention Management Association (PCMA) is pumping up the volume for Convening Leaders 2018, the leading event for business events professionals taking place at Nashville's Music City Center.



<http://conveningleaders.org/>



15-17 May 2018  
Frankfurt am Main, Germany

Thousands of global decision makers will convene in Frankfurt for the world's largest exhibition for meetings, incentive travel and events. IMEX is the meetings and incentive travel industry (MICE) exhibition where planners and suppliers from the conference, convention, corporate event and trade show industries gather.

[www.imex-frankfurt.com/](http://www.imex-frankfurt.com/)

29-30 May 2018  
Adelaide, Australia

The Australasian Society of Association Executives (AuSAE) will host two days of conferencing and networking with sector peers at the AuSAE Conference and Exhibition (ACE) 2018.

[www.ausae.org.au/event-2626049](http://www.ausae.org.au/event-2626049)

18-21 August 2018  
Chicago, Illinois, USA

The ASAE Annual Meeting & Exposition attracts thousands of association executives and hundreds of exhibitors each year, and it's the flagship education and exposition for associations and nonprofit organizations in the United States.



<https://annual.asaecenter.org/>

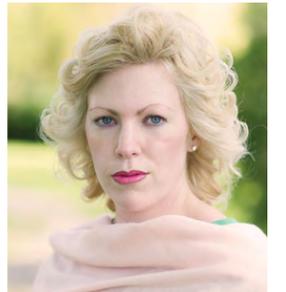
21-22 November 2018  
Manila, Philippines

The Association Summit 6 organized by the Philippine Council of Associations and Association Executives (PCAAE) is expected to draw more than 100 association professionals here and abroad.

[www.pcaae.org](http://www.pcaae.org)

Many congratulations to the PCAA team on another successful edition of the *Association World Magazine*. "Stronger Together" is an apt theme to describe the ethos of the PCAA and its dedicated co-founder Octavio 'Bobby' Peralta. Bobby and the PCAA team have created a fantastic resource for Asia-Pacific association professionals which enables the sharing of best practice in association governance, leadership and management as well as showcase outstanding initiatives in community, business, and human capital development. Associations, indeed, matter and, on behalf of IMEX, I wish you continued success in raising the profile of the association community.

**Natasha Richards, Advocacy & Industry Relations Manager  
IMEX Group, United Kingdom**



From its very first issues, PCAA's *Association World Magazine* has established itself as a wealth of information for the association community in the Asia Pacific region. Whether we are talking about valuable insights and case studies from association, events taking place in the region, notable awards and winners or global issues essential for association executives, *Association World Magazine* is providing a wealth of information and has already become a must-read for any association executive based in the region. Well done, PCAA, for putting together such an esteemed publication for association executives.

**Ksenija Polla, Director, Association Relations  
International Congress and Convention Association (ICCA)**



Congratulations to the PCAA team for another successful *Association World Magazine*. This is a very important contribution to the Philippine association community, as well as to the world community of association executives. We also congratulate you on the PCAA's 5th Association Summit. It is terrific that you have grown, but also that you are building strong associations and providing positive impact for Philippine society. ASAE has been very impressed with your commitment to associations in the Philippines and throughout the Asia-Pacific region. We look forward to our continuing work with PCAA, learning from each other, and sharing the contributions of associations to the quality of life, continuing education, and to the economy.

**Greta Kotler, CAE, Chief Global Development Officer  
ASAE: The Center for Association Leadership**



I'm very excited for the future of the business events industry as our professionals advance from the traditional meeting planner role to business event strategists. These individuals are driving their organization's year-long engagement strategy through both face-to-face and digital events. They understand their organization's goals, are intimate with their target audience and understand how to best communicate with their audience and design adult learning experiences that resonate.

Over the past twelve years PCMA Business School education has led this transformational tipping point: educating our professionals on how to define and clarify the insights that drive creative brand solutions and identify gaps and barriers to optimum experience delivery. Business event strategists now have "a seat at the table" and wield the influence and power to make decisions and effect change. They are the future of our industry.

**Deborah Sexton, FASAE President & CEO  
Professional Convention Management Association (PCMA)**





# How much should you spend on marketing your meeting?

And where should you spend it? Velvet Chainsaw's Dave Lutz writes on what works and what doesn't.

According to Convene's most recent Meetings Market Survey, on average, 6% of a meeting's direct expenses fall in the marketing/promotion category. After studying 100 or so meetings' profit-and-loss statements in great detail, I can confirm that this expense line item varies greatly.

Some organizations spend as little as 2% and have a very healthy conference product, while others rack up spending in the 20% to 25% range and are on life support.

## Analyzing Marketing Spend

Why such a big difference? Here are four insights we've learned from analyzing the marketing-spend category:

**1.** Marketing spend for conferences with an expo is usually closer to 6%. Expos with a conference are more likely to be in the 12% range.

**2.** When a conference has a strong loyal attendance base, the marketing budget should be no higher than 6%.



**3.** Organizations with marketing spend of 20-25% usually have a 132-page final program. They also spend a lot on list buys and ad placements. Leadership often thinks the answer to their attendance problems is to earmark even more spend for attendance marketing.

**Marketing's traditional four P's are product, price, place, and promotion. Promotion is push, or outbound marketing, where the goal is to convert a percentage of the number of impressions, or eyeballs, via an ad or campaign. For years, this marketing tactic has been losing its effectiveness.**



**4.** Spend in this category doesn't contribute to the value proposition for attendees. They value experiences like food and beverage, speakers/entertainment, and learning environments with good audiovisual.

If your conference loyalty is less than 30% ("loyal" meaning having attended two or more of the last three annual conferences), your problem is likely not marketing but rather learning and networking value. More or better marketing can't fix this. Marketing tactics that are gaining favor for increased effectiveness and ROI include:

### Alumni campaigns:

Targeted messaging and offers to attendees from the last year or two.

### Group campaigns:

Special offers and/or experiences available to organizations that send five or more participants.

### VIP invitations:

For those who qualify, special invitation-only offers that include upgraded experiences.

### Content marketing:

As opposed to promotion, content marketing is more of a thought-leadership play in which you help your customers and prospects without expectation. In the long run, you earn their loyalty and preference.

### List enhancement:

List buys or trades are rarely effective. Moving forward, more associations will hire interns or contract DaaS (Data-as-a-Service) providers to improve customer and prospect intelligence and segmentation.

### Retargeting:

Savvy marketers are testing retargeting based on consumers' previous internet actions. While the effectiveness of retargeting likely will be low for a premium conference, it can be helpful for introductory freemium or lower-cost products and services.

### Less print:

This one is a no-brainer. Some organizations have a tough time ripping off this Band-Aid due to ad revenue. The bigger issue is that they're selling something that's not moving the needle for advertisers nor embracing a digital-first strategy.

### Shift From Push to Pull

Marketing's traditional four P's are product, price, place, and promotion. Promotion is push, or outbound marketing, where the goal is to convert a percentage of the number of impressions, or eyeballs, via an ad or campaign. For years, this marketing tactic has been losing its effectiveness. Consumers are much better at fast-forwarding through commercials, deleting HTML emails, and ignoring ads both online and in print.

Savvy conference organizers are shifting marketing spend to pull- or inbound-marketing strategies like thought leadership and content marketing. This strategy aligns with word-of-mouth marketing's new three E's: engage, equip, empower.

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# Why associations matter



John H. Graham IV heads the American Society of Association Executives (ASAE), comprising of 39,000 individual members – association professionals and industry partners – representing 7,400 organizations.

During the first year of his tenure as ASAE President and Chief Executive Officer on August 1, 2003, ASAE and GWSAE completed an historic merger resulting in a new, unified organization whose members manage leading trade associations, individual membership societies, and voluntary organizations across the United States and in 50 countries around the globe, as well as provide products and services to the association community.

Before ASAE, he served the American Diabetes Association (ADA) in Alexandria, Virginia for 24 years, the last 13 as Chief Executive Officer. In his tenure as CEO, ADA quadrupled in size, from \$50 million to \$200 million in annual revenues and successfully moved from 53 independent, separately incorporated affiliate organizations to one nationwide organization with one staff, one budget and one plan.

In this interview, Mr. Graham shares his views on the importance of associations, particularly in this digitally connected times.

**In your study, “Associations Matter,” you reported that associations have a “profound, measurable economic and social impact on the nation.” Kindly expound on your findings.**

Associations really put their resources to work in solving many of the world’s most pressing problems. Just as an example, take the recent hurricanes that caused massive amounts of damage in Texas, Florida, Puerto Rico and other parts of the Caribbean. Associations were on the front lines of those relief efforts, organizing and deploying professionals from their field to assist in the affected communities or raising funds to meet immediate and more long-term recovery needs.

Associations are somewhat uniquely suited to this role because they are really the experts for their respective industry or profession, and they can perform many roles that the government would otherwise have to perform.



**Would you say this also holds true for other countries like the Philippines?**

I do see associations making more of a mark on a global scale. When you have an opportunity to travel as many of us do, you talk to business leaders in other countries around the world. There is great admiration out there for the integral role associations’ play in the United States.

For example, how they are able to harness all of the expertise and knowledge at their disposal and apply it to solving problems. They also see how associations can work in concert with government to bring more of our nation’s collective resources to bear on an issue. This has been a historically unheralded role that associations have embraced since America was a fledgling nation, and one we continue to perform diligently and with great results. And slowly, we’re starting to see associations and non-governmental organizations playing a more active developmental role in other countries around the world, too.

**“I do see associations making more of a mark on a global scale. When you have an opportunity to travel as many of us do, you talk to business leaders in other countries around the world. There is great admiration out there for the integral role associations’ play in the United States.”**



**What opportunities and challenges do you see in making associations play a significant role in nation building?**

Associations bring people together to work on issues, ideas, and causes. They play a vital role in building a nation and connecting people with policymakers and business and industry. Associations also build coalitions in order to push major initiatives forward. They work together to provide the best knowledge and learning opportunities for their members and the communities they serve.

I believe associations are doing a pretty good job of retaining their relevance. Associations are actually the number one provider of professional development and education post-college. To stay relevant, associations have become eager adopters of what we call mass customization, which is a practice of creating products and services to meet individual members' needs without any tradeoffs in cost, delivery or quality.

We know that's what our members expect from our organizations and that's what we have to do to enhance the member experience. America's increasing diversity is already playing a major role in the workforce, and associations need to understand how this impacts not only their staffing, but also their ability to recruit, retain and engage members.

**If associations play a crucial role in a nation, how come not a lot of professionals want to join associations?**

Many people don't realize the impact associations play in our daily lives. Everything we do, touch and see is influenced by associations.

Our members' work impacts not only the US but the global community. It's important for our members to tell their unique story and educate people on why they should join an association.

**“The future of associations is very bright... no matter what the world looks like in the future, people will still have common interests and challenges to meet.”**

There are a couple of reasons why people may not participate in associations.

One reason is a person hasn't been asked to join an association. Another is they may not understand the impact their professional or trade association plays in furthering their industry. We have to also consider that some employers don't pay for membership or professional development for staff, so the onus is on the employee. They may not have the money to invest in a professional association membership. Another reason could be their perception of the organization. Does the association offer an opportunity for a community of individuals to connect within the organization? Does the organization have diversity of opinion, resources, etc.? Is the organization inclusive?

As a community, associations need to do a better job in emphasizing the value of joining an association with potential members, but they also need to educate employers on the return on investment (ROI). From a business standpoint, providing employees with a membership to a professional organization is not only a great professional development opportunity, it also plays a critical role with recruitment and retention within an organization.

Many employees value professional development, and when an organization invests in them, they bring back valuable ideas and knowledge to the organization. They are also brand ambassadors for the organization with outside audiences, so they are educating people about the association at every meeting or event they attend. That's great ROI for the employee and association.

**How do you make association work relevant to today's generation of professionals?**

It's important for associations to recognize how technology is impacting associations. Free content and information are more available now than before, so it's critical for associations to look at how these are impacting their landscape and embrace it.

ASAE is moving from a traditional membership model to an engagement model. We introduced a hybrid membership model two years ago so we can engage a larger portion of the association professionals working in associations.

One strategy is to connect them with career development activities and learning opportunities throughout the year. We created a new online learning platform called ASAE Learning Online. It makes continuous learning possible in today's fast-paced work environment. We all carry heavy workloads and manage busy schedules, and professional development sometimes falls to the bottom of the to-do list. But ongoing learning and skills development are critical: both for individuals seeking to build competencies and advance their careers, and for associations looking to maximize organizational results.

The new online learning platform offers members and professionals another way to engage with us. We are continually working to develop new and different tools so we can offer a wide-range of opportunities to interact and utilize their membership. By offering the career and online learning, we believe these are areas where younger professionals are most interested in and at price points they can afford. It's important for associations to be nimble and evolve their strategy, so they can determine the best ways to engage today's professionals.

The future of associations is very bright because we have the capability and strategic focus to adapt, and because no matter what the world looks like in the future, people will still have common interests and challenges to meet. They will still need and want to cultivate relationships, advance their own skill sets, and advocate for better policies on behalf of the industries and professions they represent. Associations provide a home for all of that activity and more.



The Philippine Council of Associations and Association Executives shines the spotlight on the best associations and association professionals through the ANG SUSI Awards.

ANG SUSI stands for “Associations nurture National Growth through Social Unity and Sustainability Innovations.” It aims to recognize the key role of the non-profit sector in national sustainable development.

#### INDIVIDUAL AWARDS

These are bestowed on outstanding career professionals who have sustainably managed an association and produced remarkable results (Association Executive of the Year) or a member of the board of an association or other non-profit membership organizations in the country who must be nominated by a PCAAE member, have demonstrated outstanding service to the association community, to the practice of association good governance, and to the ideals and advocacy of PCAAE (Association Board Member of the Year).

These two categories are open to association executives who are a member of good standing of PCAAE and/or any SEC-registered association/membership organization.

#### ASSOCIATION EXECUTIVE OF THE YEAR

MR. ERNESTO M. ORDOÑEZ  
President  
Cement Manufacturers Association  
of the Philippines, Inc. (CeMAP)

MR. ARNOLD P. SALVADOR  
Executive Director  
Management Association of the Philippines (MAP)

#### BOARD MEMBER OF THE YEAR

MR. LORENZO C. FORMOSO  
Chairman  
Philippine Retailers Association (PRA)

#### OUTSTANDING PROJECT AWARDS

These are awards given to membership organizations that have demonstrated outstanding achievements in helping the environment, empowering people, serving communities, enhancing trade and industry, developing technology solutions, and for being agents of change.

#### PEOPLE EMPOWERMENT AWARD

MEMBER: Philippine Franchise Association (PFA)  
PROJECT: Certified Franchise Executive Program (CFE)

The Certified Franchise Executive Program (CFE) is a career development program that offers franchise professionals the opportunity to learn, grow professionally, and reach a recognized standard of excellence in the franchise community. Undertaken in collaboration with the Institute of Certified Franchise Executives (ICFE), the International Institute for Franchise Education and Nova Southeastern University USA, it is a global mark of distinction in the field of franchising.

Prior to introducing CFE into the country, there was no certification program in franchising in Asia. Today, the Philippines has the highest number of CFE graduates in Asia which has helped the country become the leader in ASEAN in terms of number of franchise brands, franchise outlets, and number of jobs generated.

PFA is proud that its CFE program has produced about 100 graduates, making the Philippines the country with the highest number of CFE graduates outside the United States and the highest number of CFEs in Asia. The CFE program not only attracted enrollees in the country but also those from neighboring countries Cambodia, Indonesia, Myanmar, Singapore and Thailand. This positive development has made the Philippines’ the “Center for Franchise Excellence in Asia.”



> 100 graduates  
produced under  
the CFA program



The Philippines has the  
highest number  
of CFE graduates  
in Asia.



#### COMMUNITY SERVICE AWARD

MEMBER: Alalay sa Kaunlaran Foundation, Inc.  
PROJECT: Agriculture Value Chain for Onion Farmers in San Jose City: Onion and Vegetables Producers Cooperative (OVEPCO)

OVEPCO is a collaborative effort of ASKI Foundation; the city government of San Jose, Nueva Ecija; and Jollibee Foods Corporation (JFC). The program aims to help onion farmers to have a sustainable agricultural livelihood and uplift their socio-economic condition specifically by adding value to their produce with stable price and ensuring market availability (having an institutional buyer like Jollibee). In this manner, farmers are able to get good income, enabling them to sustain their family needs and send their children to school.

*Continue next page*



The San Jose City local government assisted in identifying and choosing the onion farmer beneficiaries while ASKI organized the group to formalize their registration with Cooperative Development Authority. ASKI also extended additional capital to the onion farms which now amounts to P3.7 million since August 2011. To help market the farmers' produce, ASKI and the San Jose LGU tapped JFC as the buyer of the produce.

**PROJECT:** Sari-Sari Store Training to Access and Resources (STAR) Program



₱3.7 million  
in loans extended to  
onion farmers since 2011



282 graduates  
produced under  
the STAR program

The STAR program was designed to help *sari-sari* store and *carinderia* owners in the country by providing their basic needs, including access to capital, inventory, store implements, and source of consumer goods. STAR also aimed at helping uplift women's livelihood through micro-retail business.

STAR is a collaborative undertaking of ASKI, Coca-Cola Philippines, the Technical Education and Skills Development Authority, and several microfinance institutions. It is part of the global "5by20" Program of the Coca-Cola Company that seeks to empower five million women entrepreneurs by 2020.

**COMMUNITY SERVICE (MERIT AWARDS)**

**MEMBER:** Manila Sanitarium Foundation, Inc.  
**PROJECT:** Medical Outreach Programs

The Manila Sanitarium and Hospital integrated medical outreach programs in 1998. This served as the primary purpose of the Manila Sanitarium Foundation, Inc. (MSFI), which organizes and undertakes charitable medical, dental, and surgical outreach programs to communities. These medical outreach programs impact the lives of beneficiaries, partners, and participants. The immediate health care needs of the beneficiaries were attended to, even those with physical deformities (like cleft palate) and sickness (goiter, hernia, breast/cervical mass, appendicitis, etc.).

**MEMBER:** Philippine Nurses Association, Inc. (PNA)  
**PROJECT:** Salamat, Dok Program

When the "Salamat, Dok" Program was launched, the biggest concern was manpower since it aimed to cater to at least 100 beneficiaries/patients in the community. Under a partnership with ABS CBN, PNA nurses were able to perform medical-dental missions organized by Salamat Dok in various places near Metro Manila. It was during these services that PNA nurses discovered how cardiovascular and respiratory problems usually ail many. Thus, the program serves and prioritizes the vulnerable members of communities, specifically mothers, their children, and the elderly. After the physical assessment of patients, the nurses provided them with health teachings and the comfort of being guided through the whole process of the mission.



**MEMBER:** Psychological Association of the Philippines  
**PROJECT:** Task Force on Drug Recovery Support, Katatagan Kontra Droga sa Kumunidad

On October 28, 2016, 20 volunteers from the Psychological Association of the Philippines came together as part of a Task Force on Drug Recovery Support. The group operated in teams to provide training, advocacy, and research on drug use and treatment, screening and assessment of drug surrenderees and community-based recovery support. In partnership with the Archdiocese of Novaliches and Quezon City, needs analysis was conducted among drug surrenderees and their families. Based on the results of the needs analysis, a framework was created as part of a community-based drug treatment. This highlighted the need to develop the adaptive coping skills of users and also provide support for their families.



**PFA's Franchise Asia is now the world's largest franchise show, gathering over 52,000 visitors.**

**INDUSTRY DEVELOPMENT AWARD**

**MEMBER:** Philippine Franchise Association (PFA)  
**PROJECT:** Franchise Asia Philippines

PFA mounts the Franchise Asia Philippines annually to provide opportunities for growth and expansion for the Philippine franchising sector. The event has become international, with a growing number of countries participating as exhibitors. Even with this development, PFA is committed to having Franchise Asia Philippines as a partner in MSME development. Through the support of its partners, Franchise Asia Philippines will continue to grow and evolve to serve the Association and the Philippine franchising sector.

The most recent Franchise Asia Philippines gathered over 52,000 expo visitors, which makes it the largest franchise show in the world in terms of number of trade visitors.



**TECHNOLOGY INNOVATION AWARD**

**MEMBER:** Philippine Retailers Association (PRA)  
**PROJECT:** NRCE Chatbot

PRA's "NRCE Chatbot" is a robot version of its customer service agent and virtual assistant. Since conversational commerce powered by artificial intelligence is the biggest paradigm shift in this era, PRA has come up with the NRCE Chatbot to enhance

its engagement with members by delivering fun and entertaining interactions. The Chatbot has the ability to talk to millions of Facebook users in concurrent, personalized, and real-time conversations.

Before the introduction of the NRCE Chatbot, most of PRA's members were sending inquiries via fax, email or communicate via phone. Now, with the NRCE Chatbot, they can access all the information they need that concerns an event (registration, program, speakers and their profiles, games, raffle, exhibition etc.). The NRCE Chatbot takes 35% of the workload from the Secretariat as this serves as its virtual assistant.

The PRA NRCE Chatbot is a joint project of PRA and Alfa Fusion. PRA is always on the lookout for new technologies that will help its members, not only in dealing with the Association, but also in keeping them abreast of the latest news and projects, as well as helping them in their businesses.

## HOW TO USE THE NRCE CHATBOT

- STEP 1** Open your **Facebook Messenger**
- STEP 2** Search for **National Retail Conference**
- STEP 3** Tap the logo to engage

**PHILIPPINE RETAILERS ASSOCIATION**

**CHANGE CATALYST AWARD**

**MEMBER:** Cement Manufacturers Association of the Philippines  
**PROJECT:** Building Beyond Business

From homes to buildings and from roads to highways, cement has been the cornerstone of nation building.

Indeed, the best way to improve country's infrastructure is to invest in good quality building materials, especially cement. This is where the Cement Manufacturers Association of the Philippines plays a crucial role.



Since its creation in 1957, CeMAP has steadfastly performed three essential responsibilities:

- Consistently monitoring the quality of cement produced by local manufacturers, to ensure that only the best cement is produced in the country;
- Promoting strict compliance to recognized quality standards for construction materials such as cement, concrete, and inputs to concrete to safeguard public welfare and safety; and
- Advocating adherence to environmental standards in the production of cement to ensure sustainable development for the local cement industry, as well as the nation.



Alalay sa Kaunlaran, Inc. (ASKI)



Ligao Women's Club



Manila Bay Sunset Partnership Program



Philippine Institute for Supply Management (PISM)



Cement Manufacturers Association of the Philippines (CeMAP)



# Gallery of 2016 Winners



National Confederation of Cooperatives (NATCCO)



# Meet MAP's silent weapon



ANG SUSI Awards 2017  
Association Executive of the Year  
Arnold Salvador, Executive Director  
Management Association of the Philippines

At almost 6-feet tall, Arnold Salvador is hard to miss. Despite his towering height, the executive director of the Management Association of the Philippines (MAP), one of the country's most influential groups, would rather stay behind the scenes.

"My style of association management is low profile. I enjoy being the director rather than being an actor, and I thrive best in this role and become the most effective representative of our member- management professionals all over the country," Mr. Salvador says.

An accounting degree holder at the University of Sto. Tomas, he joined SGV & Co. but managed to stay for only for three weeks after getting sick. Despite his brief stint at the country's premier auditing firm, he managed to create a good impression, which earned him a referral to MAP even without applying to be an accountant of the Association, a position he eventually held from 1988 to 1992.

Initially, he was hesitant to join MAP full time as he intended to build a career as a certified public accountant. But he became deeply immersed in the mission of the association, which was then grappling to increase and retain its membership. After only six months as acting administrative officer in 1992, Mr. Salvador was tapped to become its executive director by then MAP President Antonio A. Henson, former president of Asia's Emerging Dragon Corporation and Clark Development Corporation.

Thus after establishing a 25-year career as a professional association manager, Mr. Salvador is ready to step into the limelight as the "Association Executive of the Year" in the annual ANG SUSI Awards of the Philippine Council of Associations and Association Executives (PCAEE). He shares the spotlight with Cement Manufacturers Association of the Philippines executive director/president Ernesto Ordoñez.

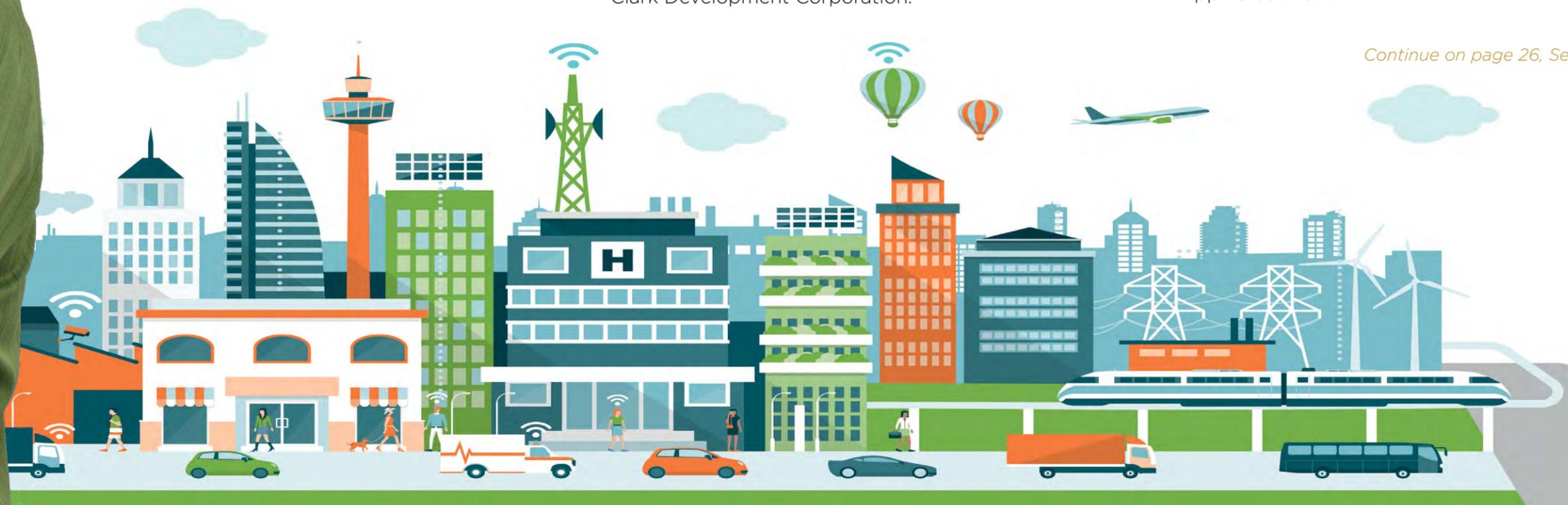
### Tracking MAP's growth

Winning the coveted title is quite serendipitous as Mr. Salvador is just about to mark his third decade in MAP in February next year. When he joined the association in 1988, MAP only had between 300-400 members. Its membership hit the 1,000th mark in 2016, representing about 800 companies.

Amid its success in growing its membership, MAP also faces the set of challenges common in many organizations: membership retention. MAP's membership shrinks when individual members leave their local organizations or get assigned abroad. In the case of members in diplomatic or government posts, their membership is usually co-terminus with their positions.

Despite this, Mr. Salvador says what keeps MAP growing is its prestige as an organization. Membership is on a by-invitation only and being part of MAP affords one a ringside seat to the movers and shakers of Philippine business.

*Continue on page 26, Secret Weapon*





SPOTLIGHT

# Cementing relationships a brick at a time

In a world increasingly subjected to changes and challenges, **building beyond business** becomes, not just a choice, but a necessity.

The Cement Manufacturers' Association of the Philippines (CeMAP) – an organization of four member companies that account for 70% of the local market – chose the slogan to be a leading partner in bringing safe and quality cement and go beyond making profits to contribute to sustainable development.

At the heart of this mission is CeMAP president Ernesto Ordoñez, who continues to pursue various advocacies for agriculture and industries, its stakeholders, and the general public, in the various posts he occupied in both public and private sectors.

“Just as rice is strategic to food, cement is strategic to infrastructure. We have to prove that cement can be high-quality, safe, and sustainable – and we are succeeding so far,” says Mr. Ordoñez.

An economics graduate from the Ateneo De Manila University, a masters degree holder in operations research and organizational development from Yale University, and a doctorate degree holder in business administration from New York University, Mr. Ordoñez was a Cabinet Secretary for presidential flagship programs and projects, as well as an Undersecretary for 16 years with the Department of Trade and Industry and the Department of Agriculture.

He was also formerly a governor of the Board of Investments, chairman of the Public-Private National Consumer Affairs Council, commissioner of the Export Processing Zone Authority, and director of the National Housing Authority. He also worked as a senior executive at Xerox Corporation in the United States.

Under his watch, CeMAP has positioned itself as a key figure in institutionalizing quality, safety, fair competition, and sustainability of cement products. Mr. Ordoñez takes pride that the cement industry was the first to help the country meet its environmental commitments under the Paris Climate Change Agreement by promoting the use of blended cement.

“For every ton of clinker we do not use because of blended cement, we decrease carbon dioxide emissions by a ton, too. We are thus contributing to environmental enhancement,” he explains.

CeMAP also emerged as a sustainable development awardee of the Federation of Philippine Industries (FPI) for optimum use of resources. It earned recognition from FPI members for promoting the use alternative fuel and raw materials (AFR) that paved the way for the issuance of a Department of Environment and Natural Resources (DENR) guideline on the use of AFR by all cement manufacturers.

*Continue on page 25, Cementing Relationships*

ANG SUSI Awards 2017 Association Executive of the Year  
Ernesto Ordoñez, President  
Cement Manufacturers' Association of the Philippines (CeMAP)





# Riding the waves of change in retail



ANG SUSI Awards 2017  
Board Member of the Year  
Lorenzo Formoso, Chairman  
Philippine Retailers Association

The retail industry here and abroad is on the cusp of transformation. Online shopping has changed the game and e-commerce continues to evolve, changing business models as well as consumer habits and behaviors.

For Lorenzo “Enchong” Formoso, who chairs the Philippine Retailers Association (PRA), this is welcome opportunity.

“As technology and markets evolve, so does retail. We retailers see to it that we keep up with the changing times, and it’s a continuous learning process that makes retail all the more exciting,” Mr. Formoso says.

His current leadership as PRA chairman adds vibrancy and camaraderie to the organization that is facing digital disruption. The association is comprised of retailers, mall and shopping center operators, local traders and manufacturers.

He was president from 2013 to 2015 of PRA, which aims to bring together the best retail practices and trends to micro-entrepreneurs of different tourist destinations all over the country. During his term, the PRA hosted in 2015 the 17th Asia Pacific Retailers Convention and Exhibition (APRCE), the biggest and longest-running retail industry event in the region. The local retail scene has since become more active in the world stage.

### World-class association executive

Through PRA, Mr. Formoso also aligned retail initiatives with the Department of Tourism’s “It’s More Fun in the Philippines” campaign. This no longer comes as a surprise, given the association executive’s 25 years of experience in travel retail, which earned him a Board Director position in the Asia Pacific Travel Retail Association until 2016.

In addition to being the PRA’s chairman from 2015 to 2017, he is also the incoming vice-chairman (2017 to 2019) of the prestigious Federation of Asia Pacific Retailers Associations, which consists of recognized national retail trade organizations in 18 member-economies

such as Australia China, Hong Kong, Japan, and the Philippines.

For the seasoned association man and PRA member for more than two decades now (representing Duty Free Philippines), Mr. Formoso considers the growth of PRA’s membership critical to both retailers and service providers alike. Through the association, members are able to keep abreast of the latest trends in technology and the sector.

### Growth mode

“We see these businesses expand their stores and grow their brands, and we partly owe it to the quality of programs and activities that PRA provides as high value to its members,” he says.

He also cites the sheer difficulty yet “unexplainable fulfilment” behind his longstanding work as a leader of a professional association.

“For an award-giving body like the PCAAE to recognize our efforts is something that is truly gratifying and inspiring. The association we belong to supports the industry that we represent, and that is enough to keep up aspiring for no less than excellence,” says the association professional, who is this year’s “Board Member of the Year” in the annual ANG SUSI Awards.



**From page 21 [Secret Weapon]**

In contrast with his low-key management style, MAP is lofty in its ambitions to promote management excellence in the name of nation building. Apart from sharing best management practices, the association performs benchmarking with its counterpart organizations in other countries, networks with other business groups here and abroad, conducts continuing education activities among members, and advocates for urgent national reforms.

**Championing advocacies**

MAP, however, is not just pro-Big Business. It also assists small and medium entrepreneurs by linking them with larger companies, starting with those where members serve as the prime decision makers. It also works closely with state agencies and the academe to help shape program offerings to be more responsive to Filipino business needs in a highly competitive ASEAN market.

MAP programs maintain a laser-sharp focus on addressing continuing education, offering hot-button topics in its general meetings and its annual MAP CEO Conference. New members get to learn from business greats in the up, close and personal "Conversations with MAP Icons" featuring the MAP Management Man of the Year" awardees.

**From page 22 [Cementing Relationships]**

Under Mr. Ordoñez' leadership, CeMAP also emerged as the lone Hall of Fame awardee for sustainable development, besting 33 other industry sub-sectors in the country. This is because it was the only industry that won in all four sustainable development categories: optimum use of resources, management of waste, corporate social responsibility, and health and safety

**Cementing partnerships**

CeMAP also continues to track relevant issues in coordinating with government agencies and non-government organizations, and seeks increased efficiencies in the use of resources. It is also taking pioneering initiatives in waste management in light of cement's very high temperature and energy use demand.

In the arena of health and safety, CeMAP has also worked closely with the transportation sector to ensure that trucks do not harm people, and that a code of accountability to people, equipment, and structures prevails. The association also actively

The association also recently published a book written edited by award-winning literary writer Jessica Zafra on the management styles of the "MAP Management Man of the Year" awardees.

MAP is able to accomplish all these even as its leadership constantly leadership changes. Every year, a new MAP president gets elected by the Board from among the Governors elected by all the members and four to five members of the 9-man Board get replaced. Thus the MAP Secretariat, which the executive director heads, plays a crucial role in providing sustainability to the organization.

Asked what made him last for 30 years at the association, Mr. Salvador cites "the opportunity to work with and learn from leading figures and personalities in Philippine business" that injects fulfillment into his profession. He regrets that he was not able to finish his MBA at the De La Salle University but he says that MAP general membership meetings, economic briefings, conferences, MAP CEO Academy sessions, and study/trade missions abroad have provided him the continuing education that he needs.

"I'm fine being the 'wind beneath the wings' of MAP," said the low-profile and soft-spoken Mr. Salvador.

campaigns against technical smuggling, substandard products, fraudulent cement importation, and for corresponding measures to curb them.

CeMAP remains committed to being a data source for its members and industry stakeholders, providing comprehensive industry outlook and information on local and international scenarios affecting its performance. The group also remains active in local cement consumer associations, as well as international ones such as the ASEAN Federation of Cement Manufacturers, where Mr. Ordoñez was president and head of the technical development and business development committees.

Mr. Ordoñez says associations like CeMap have an altruistic purpose: "It goes beyond making profits: it's being able to serve people with strategic focus." Thus those who have chosen a career in association management can be considered a public servant working in the private sector. "When you look at the people inside your association, you should see that they are the type who are passionate about their advocacy and want their members to grow with their passion," he adds.

# 7 Ways to Support the



**1> Become/Recruit a new member.**

Become part of the "Association of Associations" which now has about 200 members from 109 associations and membership organizations in the Philippines, with a combined membership of around 5 million individuals.



**2> Learn from experts in association management.**

PCAAE holds a two-day Association Summit every year, which enables association professionals to learn best practices in association and membership organization governance, leadership and management from distinguished local and foreign speakers in the field.



**3> Learn, learn, learn.**

Members can attend seminars and earn credits under the Certified Professional Association Executive program that offers career opportunities and professional growth.



**4> Become a thought leader.**

Members can share their insights on issues related to association management in PCAA's regular weekly column in BusinessMirror.

**6> Be recognized.**

PCAAE shines the spotlight on the best associations and association professionals through the annual Ang SUSI Awards.



## Association World



**5> Advertise in our magazine.**

The Association World magazine is distributed free to all PCAA members and Association Summit attendees. Advertisers are able to gain extra brand mileage as a digital copy of the magazine can also be downloaded on PCAA's website, [www.pcaae.org](http://www.pcaae.org).

**7> Be part of our social media community.**

Join @PCAAE on Facebook and Twitter, or contact us: c/o ADFIAP, 2F Skyland Plaza, Sen. Puyat Ave., Makati City, Philippines Call: (632) 8449090 Email: [inquiries@pcaae.org](mailto:inquiries@pcaae.org)



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