PHILIPPINE ASSOCIATION OF MANAGEMENT ACCOUNTANTS

PAMA INSIGHTS

THE OFFICIAL PROFESSIONAL JOURNAL OF THE PHILIPPINE ASSOCIATION OF MANAGEMENT ACCOUNTANTS

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SEPTEMBER 2026

PAMA NEXTGEN

INTELLIGENT MANAGEMENT PROFESSIONALS FOR AN AUTOMATED ECONOMY

Leading through change.
Developing strategic leaders.
Building the next generation of management accountants.



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SPECIAL FEATURE

"There is so much blessing in doing what is right. You must try."

MARIA LOURDES SERENO
Guest Speaker • 54th Turnover & Induction Ceremonies

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INNOVATION
Embrace change and technology

COLLABORATION
Work together for greater impact

GROWTH
Drive value and create opportunities

ABOUT PAMA

WHO WE ARE | CORE OBJECTIVES | VISION, MISSION & VALUES | MEMBERSHIP

WHO WE ARE

PAMA is a professional organization committed to bringing together management accountants and professionals who share a common interest in management accounting, business, finance, leadership, and professional development. More than simply an organization, PAMA provides a platform where members can learn from one another, exchange knowledge and experiences, build professional relationships, and grow together.

Through seminars, learning sessions, networking activities, professional programs, and community engagement, PAMA creates opportunities for its members to remain informed and connected in an increasingly competitive business environment. In a rapidly changing business environment, accounting and management professionals must continuously learn, adapt, and innovate. Technology is transforming the way organizations manage information, make decisions, and create value. At the same time, professional networks remain essential in helping us stay connected, relevant, and prepared for the future.

BRIEF HISTORY

The Philippine Association of Management Accountants (PAMA) was established on May 8, 1972 by a group of men led by Luis C. Diaz, whose primary objective was to promote the management accounting profession. Founded as the National Association of Accountants (NAA), Philippine International Chapter, it is affiliated with NAA — now the Institute of Management Accountants (IMA). It was renamed the Philippine Association of Management Accountants in 1978.

VISION & MISSION

OUR VISION

To be the foremost association of management accounting professionals empowering and catalyzing excellence in management accounting and shaping the future through ethical and innovative approaches, collaborative initiatives, and continuing professional growth.

OUR MISSION

To foster a dynamic community of management accounting professionals by providing relevant resources, education, and networking opportunities.

To be responsive to the evolving needs of stakeholders, add value to organizations, respectful of our founders' legacy, and dedicated to promoting integrity, professionalism, and exceptional service.

To be vanguards of ethical practices

CORE OBJECTIVES

- **Unity**
  To unite through membership in the Association, persons interested in management accounting;
- **Capacity Building**
  To provide opportunities for members to increase their knowledge of accounting practices and methods and to increase their individual capabilities;
- **Knowledge Exchange**
  To develop through research, discussion and exchange of information, a better understanding of the sources, types, purposes and uses of accounting and related data as applied to all information available to members; and
- **Professional Fellowship**
  To stimulate acquaintance and fellowship among members.

CORE VALUES

- **Thought Leadership**
  Championing the shift toward a management-focused discipline.
- **Integrity**
  Upholding transparency, honesty and ethical accountability.
- **Relevance & Responsiveness**
  Adapting to a changing landscape and evolving challenges.
- **Professionalism**
  Promoting excellence, competence and continuous learning.
- **Service**
  Meeting member needs and supporting their growth.
- **Development**
  Advancing careers through education and certification.

JOIN PAMA. ELEVATE YOUR PROFESSIONAL JOURNEY

WHAT'S IN IT FOR YOU?

- **LEARN – Keep Growing**
  Seminars, CMA and AMAP Program, workshops and CPD sessions on emerging trends.
- **CONNECT – Build Your Network**
  Meet peers, leaders, educators and industry practitioners.
- **GROW – Develop Your Career**
  Build technical, leadership and communication skills.
- **SHARE – Give Back**
  Mentor others and share ideas, skills and experience.
- **BELONG – Something Bigger**
  Belong to a community advancing the profession.

HOW TO JOIN?

1. **Get in Touch**
   Secretariat Office
2. **Complete the Application**
   Personal, Education , Employment Details, Clubs and Area of Interest.
3. **Submit the Requirements**
   Photo and Resume
4. **Pay your Annual Dues**
   Bank Deposit, Online Transfer or On-Site.
5. **Receive Confirmation**
   Membership Record, Event Access and Advisories.
6. **Attend the Induction**
   You are welcomed at a PAMA Induction Ceremony.

MEMBERSHIP CATEGORY

CORPORATE
Companies and Firms Enrolling their Teams

FELLOW
Senior Practitioners and Industry Leaders

ASSOCIATE
Individual Finance & Accounting Professionals

ACADEME
Faculty, Researchers and Students

OUR CALL

Learn.
Connect.
Lead.
Make an Impact.

STAY CONNECTED

THE PAMA OFFICE

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+63 2 8813 2751
pama2018.mail@gmail.com
Unit 1601 Cityland Condominium 10,
Tower 1, H. V. Dela Costa St.,
Salcedo Village, Makati City 1227



INSIDE PAMA

The People Behind the Profession

EDITORIAL | SECRETARIAT | MEMBER SERVICES | LOOKING AHEAD

FROM THE EDITOR

"Let the Machines Compute. We Decide."

> ***The tools compute. The judgment — and the responsibility — stay ours.***

I run a business and I keep its books. That gives me two seats at this table: one as an officer of PAMA, and one as an owner who feels every peso of a wrong decision. It is from those two seats that I read this year's theme — PAMA NextGen: Intelligent Management Professionals for an Automated Economy.

It is a demanding sentence. It does not say automated profession; it says automated economy, and it puts the word intelligent on us rather than on the software. That is the correct order.

In my own operations, AI and automation now handle what once took days — reconciliations, invoicing, first-pass analysis, routine correspondence. The tools are good, they are getting better, and I would not go back. But not once have they told me which customer to keep, which cost to carry through a lean quarter, or when a number that balances is still the wrong answer. That judgment is ours, and it is what we are actually paid for.

So the risk before us is not replacement. It is deference — letting output pass unchallenged because it arrived quickly and looked clean. A management accountant who cannot explain a figure has not saved time; they have transferred responsibility to something that cannot carry it.

That is why the work of this Association matters more, not less. Our seminars, general membership meetings and CPD sessions are where capability is rebuilt faster than the tools change. Our chapters and fellowship are where judgment gets passed on — the part no manual teaches.

As Treasurer I add the unglamorous half: your dues are a shared fund, and every session and page should be traceable to value returned to you. As Liaison Director for Publications, I want these pages to be the place you go first.

My invitation is practical. Adopt the tools early, then invest the hours they give back in what compounds — competence, ethics, and each other. An automated economy will not need fewer management accountants. It will need better ones.

GIL B. TOBEO
Business Owner, PAMA Treasurer & Liaison Director — Publication and Website Committee

MEET THE PAMA SECRETARIAT

The Team Behind PAMA



Ms. Florencia S. Gorospe, CPA
Executive Director

The executive responsible for managing all aspects of the PAMA's day to day operations and activities implementing it's long-term strategic plans; manages office staff and over all office workflows. Takes a more hands-on approach in budget review, fundraising activities, membership dues, seminars and conferences which are essential to maintaining the Association's financial stability. Collaborates with the BOD and managing relationships with external partners.



Ms. Nery Je D. Famor
Office Assistant

Supports the Association's day to day clerical routine tasks. Answering phone calls, routing messages and managing e-mail messages. Attend to inquiries and update office paper works. Performs also data entry and organizations of receipts, invoicing, bank feeds and keeps certificates released in order.



Ms. Kate A. Silverio
Bookkeeper/Accountant (Volunteer)

Performs transactional and details-oriented bookkeeping of the Association. Manages AR, AP, weekly cash position, bank reconciliation and payroll preparation. Maintains financial records and task expenses focusing on the line - item expenditures pertinent to projects and programs of PAMA. Generate reports and create Balance Sheets and Income Statements.

LOOKING AHEAD

AUGUST – DECEMBER 2026

AUG 27 — **Beyond Burnout: Practical Tools for Sustainable Workplace Performance**
2–4 pm · Webinar · Minette Ame, CPA

SEP 18 — **VAT Management for Management Accountants: From Transaction to Tax Decision**
2–4 pm · Webinar · Alessandro Rey Formoso, CPA

OCT 28 — **1st GMM — From Numbers to Decisions: Harnessing Financial Information (Session 1)**
Makati City · John Michael Lapo, CPA, MBA, DBA

1st GMM — Bridging the "Kapwa" Divide: Leading Multi-Generational Teams (Session 2)
Makati City · Kristoffer Ian Barredo, CPA, MBA

NOV 12 — **Sustain & Scale: Building Future-Ready Pathways in Global Competition**
2–4 pm · Webinar · Christian Jay Redual, LSSSB

DEC 3 — **2nd GMM — Anniversary & Christmas Party**
1–5 pm / 6–10 pm · Makati Diamond · Ed Chua

DEC 10 — **Year-End Reminders**
Makati Diamond · Richard Ibarra, CPA, MBA, CMP

BIRTHDAY CORNER

SEPTEMBER CELEBRANTS

SEP 1 Ms. Corazon S. Rey · Mr. Gil B. Tobeo
SEP 2 Mr. Reibryan Tangonan
SEP 3 PP. Julian M. Tecson
SEP 5 Ms. Marilyn O. Blancaflor · Ms. Sharon Paraiso
SEP 7 Ms. Rosario H. Gan · Mr. Franie P. Maquinay
SEP 10 Mr. Benjamin I. Espiritu
SEP 11 Mr. Jasper Bryan T. Uy
SEP 12 Mr. Kaypee Villaruel
SEP 13 Ms. Jackielyn F. Padasas · Ms. Ma. Lourdes Villarey
SEP 15 Ms. Marietta M. Doquenia
SEP 16 Ms. Salvacion Danao
SEP 19 Ms. Remelyn B. Cortez · Mr. Nelson Conrad C. Ho
SEP 26 Atty. Redentor Dela Torre
SEP 29 PP Imelda A. Busto

PAMA AT YOUR SERVICE

- **Membership** — Applications, Renewals and Records.
- **Prof. Development** — CPD Sessions, Accreditation and Credit Units.
- **Events & Programs** — Conventions, Fora, Induction and Fellowship.
- **Chapter Coordination** — Support for Chapter Officers and Activities.
- **Publications** — PAMA Insights, Advisories and Announcements.
- **Partnerships** — Institutional and Industry Linkages.
- **PAMA Foundation** — Scholarships and Community Initiatives.

THE 54TH JOINT TURNOVER & INDUCTION CEREMONIES

A NIGHT OF TRANSITION, TRUST, AND NEW BEGINNINGS



The Bellevue Manila was filled with pride, purpose, and warm camaraderie on August 20, 2026, as the Philippine Association of Management Accountants (PAMA) and PAMA Foundation Inc. (PFI) held their 54th Joint Turnover and Induction Ceremonies. The evening brought together past presidents, members, partners, and guests in a celebration that highlighted the strength of legacy and the promise of the future.

> ***"Leadership is not about titles or positions. It is about leaving the organization stronger, the members empowered, and the mission alive.***

Anchored on "PAMA NextGen: Intelligent Management Professionals for an Automated Economy", the event underscored the vital role of management accountants in navigating change, embracing technology, and leading organizations with integrity, insight, and impact.

RECOGNIZING OUR OUTGOING LEADERS

The Association and the Foundation expressed deep appreciation to the outgoing leaders whose dedication, wisdom, and hard work strengthened our organizations and prepared the way for future generations. Their leadership leaves behind a stronger PAMA and PFI—ready for what lies ahead.



"It has been an honor to serve PAMA. Together, we have strengthened our bonds, expanded our reach, and stayed true to our mission."

ATTY. IMELDA A. BUSTO
PAMA President
FY 2025–2026

"Leadership is a stewardship of trust. Every initiative, every partnership, and every act of service was made possible because of the people who believe in our mission."



DR. LOLITA P. TANG
PFI Chairman
FY 2022–2026

A SEAMLESS TRANSITION. A STRONGER CONTINUITY.

The formal turnover of responsibilities symbolized continuity, stewardship, and shared commitment to uphold the mission of PAMA and PAMA Foundation Inc.



PAMA



PFI

PASSING THE LEADERSHIP



NEW PAMA PRESIDENT
LORNA C. LACSA
CPA, MBA

Her core acceptance message committed PAMA to lead with humility, unite members, and advance the profession through innovation, collaboration, and purpose-driven leadership.

"Our role is not to resist it, nor to be swept along by it, but to lead through it."



NEW PFI CHAIRMAN
MARCOS T. LIM

Chairman Marcos T. Lim accepted the challenge to sustain and expand PFI's programs that nurture future-ready professionals & empower communities.

"We will continue to champion education, service, and community impact—creating opportunities that transform lives."

INDUCTION OFFICER AND KEYNOTE SPEAKER



BOA Vice Chairman
Hon. Maria Teresita Socorro Z. Dimaculangan



General Accountant, SEC
Atty. Emmanuel Artiza



SPECIAL STORY

Former Chief Justice
MARIA LOURDES A. SERENO
Inspirational Speaker

HUMAN JUDGMENT IN AN AUTOMATED ECONOMY



Her message on ethics, integrity, and responsibility resonated deeply with the NextGen theme—an urgent call for professionals to remain watchmen of their organizations, communities, and country in an increasingly automated world.

Former Chief Justice Maria Lourdes A. Sereno told the room that automation can take over the calculation, but never the decision — because the person making it is not a processor of figures but a moral being.

Ask an accountant what they do, she observed, and the answer shrinks to "I count the money." She offered a harder sentence: I am the steward of my organization. Done badly, the damage never stays inside the ledger — families absorb it.

She called them watchmen: they see the trend bend before anyone announces it, and that vantage is a post rather than a privilege. Like Noah, they build the ark while the sky is still clear.

Technology, she allowed, makes the watching easier. What it cannot supply is the nerve to say so out loud.

Reform, she conceded, is rarely rewarded on the day it is done: it slows familiar processes and angers whoever profited from them. Yet silence, left long enough, stops being neutral — in the boardroom and in public spending alike.

Nation-building, she added, cannot be separated from character-building: better systems are worth little if the people running them are not.

She closed on legacy, and on what endures: the story one's kaapu-apuhan will one day be able to tell.

PAMA NEXTGEN KEYNOTE — 20 AUGUST 2026

"When you talk about your numbers, don't look at it as pesos and cents. Look at it as lives."

INDUCTION STORIES

A NEW CHAPTER. A SHARED PURPOSE.





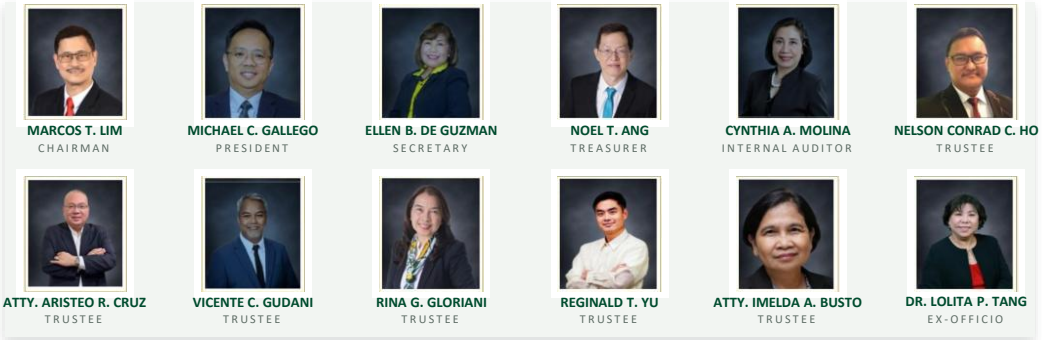

The Induction Ceremonies welcomed new PAMA and PFI leaders, empowered committees, and inspired new members—as we build a stronger, more relevant, and future-ready profession.

Beyond the oath-taking, the evening affirmed a shared commitment: to serve with integrity, to mentor the next generation, and to keep the profession future-ready—united by purpose and ready for what lies ahead.

INDUCTION OF PAMA BOARD OF DIRECTORS FY 2026–2027



INDUCTION OF PFI BOARD OF TRUSTEES FY 2026–2028



INDUCTION OF PAMA AND PFI COMMITTEES





PAMA COMMITTEES

ADMINISTRATIVE
- Awards & Nominations
- Election
- Long Range Planning (with Council)

MEMBERSHIP
- Membership
- Programs & Events: Annual Planning, Induction, ANC, Anniversary, Christmas Party, Sports & Fellowship
- Chapter Affairs
- Student Affairs

PROFESSIONAL DEVELOPMENT
- GMM • AMAP Program
- CIMA • CPD
- MBA/PhD Program

TREASURY
- Ways & Means
- Budget & Finance

PUBLIC IMAGE
- Publication
- Marketing
- Public Affairs
- CSR (PFI Coordination)
- Website Maintenance

LEGAL & COMPLIANCE
- Legal (Charter & By-laws)
- Tax
- Data Privacy • Ethics
- Conflicts and Resolution

PFI COMMITTEES

- Ways and Means
- Regional Conference
- Community Project
- Professional Development
- PCNC Accreditation
- COMELEC
- Membership
- Scholarships



PRESIDENT'S CORNER

PAMA NextGen: Leading with Wisdom in an Automated Economy

Dear PAMA Officers, Members, and the Management Accounting Community,

As we begin a new fiscal year, I invite each of you to embrace our theme, "PAMA NextGen: Intelligent Management Professionals for an Automated Economy." Automation and emerging technologies are transforming the way we work, but the value of professional judgment, integrity, and wisdom remains irreplaceable.

Together, we will strengthen our profession by developing future-ready management accountants, supporting the growth of our chapters nationwide, and nurturing the next generation of leaders through JPAMA and our professional development initiatives.

As we build on the foundation laid by our past leaders, let us continue to serve with excellence, collaborate with purpose, and create opportunities that will benefit not only our members but also the organizations and communities we serve.

"Our mission is not to resist change, nor simply adapt to it, but to lead through it."

I am grateful for your trust, commitment, and partnership. Together, let us move forward with courage and confidence, guided by wisdom and united by our shared vision of a stronger, more relevant, and future-ready PAMA.

Let us lead through change and shape the future of management accounting.



Lorna Caballero-Lacsa, CPA, MBA
President, FY 2026–2027 • PAMA

A NIGHT TO REMEMBER

The evening was more than a ceremony—it was a celebration of leadership, legacy, fellowship, and the promise of what lies ahead. With unity and shared purpose, PAMA and PFI move forward as one professional family.





INDUCTION OF NEW MEMBERS · PAMA NEXTGEN · SEPTEMBER 2026

THE PEOPLE WHO CAME BEFORE

Because of Them

Whatever PAMA has today, it has because of the officers who led before — and who are still in the room.



The Past Presidents of PAMA

Still present, still supporting the generation that follows

Look closely at any induction photograph and you will find them standing at the edge of the frame: the past presidents, who no longer have to be there and come anyway. The membership that now meet across the country, the continuing professional development programme, the PAMA Foundation, the standards the profession is held to — none of it built itself. Each was somebody's term of office, somebody's unpaid evening.

They did not step away when their terms ended. They stayed on committees, mentored the officers who replaced them, and took the call whenever the association needed guidance. Whatever PAMA has today, it has because of that leadership.

The thirteen inducted this August did not simply join an organization. They were handed something already built — and the line now runs through them.

HOW THEY FOUND PAMA · INDUCTED AUGUST 2026

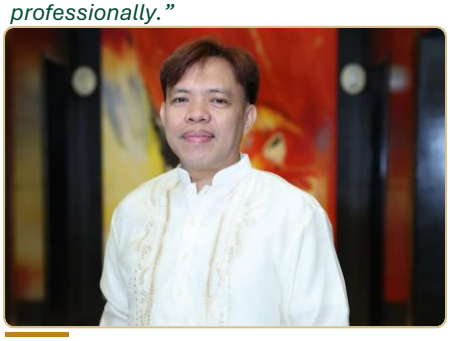
13 NEW VOICES. ONE PAMA COMMUNITY.

"A professional family with whom I can comfortably exchange ideas."

JAN MICHAEL R. GUZMAN · BUREAU OF INTERNAL REVENUE

No one finds PAMA by accident. Every one of the thirteen owes their membership to somebody else's word — a colleague, a client, an officer who thought the profession would be sharper with them in it.

Arcinal S. Singua Jr. heard the name first from the incoming president. He took it up understanding PAMA as a body that ought to earn its keep: it should *"help us professionally."*



Arcinal S. Singua Jr.

HR Admin · Milestone Accounts Services

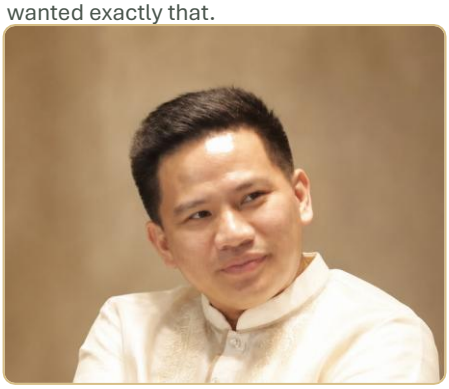


Mary Ann S. Singua

President · Milestone Accounts Services

Mary Ann S. Singua, who heads the same firm, signed on soon after. What she understood PAMA to be was a partnership rather than a membership — one she expects to *"grow even more, for the good of every business,"* and intends to widen by bringing her own clients into it.

Jan Michael R. Guzman came looking for something a membership card cannot issue. The revenue officer from the Bureau of Internal Revenue had heard PAMA described as a professional family, and wanted exactly that.



Jan Michael R. Guzman

Revenue Officer · Bureau of Internal Revenue

He brings accounting, taxation and law to the table, and means to put all three to work for members who need them.

The story continues over the page.

MEET THE NEXTGEN · THE FEATURE CONTINUES

Word of Mouth.

A workshop, a colleague, a president who made the call — and an Association that turned out to be rather more than a directory.

For some the matter was long settled. Desiree D. Macaraeg met PAMA through colleagues in the profession, but she had spent a career at the Department of Justice watching leadership tested under pressure long before that. She understood the Association as a place where a standard is kept rather than announced.



Desiree D. Macaraeg
Senior Assistant City Prosecutor · Department of Justice

> ***"Leadership is not merely about position or professional excellence, but about influence, integrity, and servant leadership."***
> DESIREE D. MACARAEG · DEPARTMENT OF JUSTICE

Lemuel John C. Lacsa was recruited by President Lorna Caballero-Lacsa. He understood PAMA as a body that upholds integrity, accountability and excellence — and, for young entrepreneurs like him, a chance to learn from leaders who have already done the work. His own summary of the plan is short: *"With God in all our plans, we can achieve it."*



Lemuel John C. Lacsa
Young Entrepreneur · Jeday Genson & Co.

Others were brought in by the work itself. Ruby Ann Indap-Grimaldo, who runs finance for Gallagher Insurance Brokers, heard about PAMA from fellow finance professionals and understood it immediately as a place to sharpen technical practice. She treats it as an exchange rather than a service: she will take the training programmes and pay for them by supporting the Association's activities.



Ruby Ann Indap-Grimaldo
Finance Manager · Gallagher Insurance Brokers

Mariel B. Manangull first met PAMA at one of its workshops. She sat down braced for a room full of credentials, left with a different picture of the Association altogether, and now gives her time to the members coming up behind her. The officers she met there, she says, were *"both accomplished and remarkably down-to-earth."*



Mariel B. Manangull
Business Solutions · Green Pages Business Solutions

And some were already thinking about what the Association should become. Slochin T. Gragas of AIA Philippines was introduced to PAMA by members in her own network, and understood it less as a directory than as a body still being shaped by whoever shows up.



Slochin T. Gragas
Unit Manager · AIA Philippines

> ***"Progressive, inclusive, collaborative and responsive to the evolving needs of its members."***
> SLOCHIN T. GRAGAS · AIA PHILIPPINES

Different introductions, then, but the same conclusion at the end of each: PAMA as a professional home with standards attached — one that gives its members technical footing and asks for their hands in return. Slochin had already volunteered her before the induction photographs were taken.

What they expect of PAMA — and what PAMA can expect of them — over the page.

MEET THE NEXTGEN · THE EXCHANGE

What They Ask. What They Bring.

Every membership runs in two directions at once — what the Association gives its members, and what its members give back to it.

What this intake wants from PAMA is strikingly practical. Elvie S. Quiazon, Vice President at Bellevue Manila, joined to stay steady on financial management and cost control while her industry automates around her.



Elvie S. Quiazon
Vice President · Bellevue Manila

> ***"Especially as automation and new technologies reshape how we manage operations and finances."***
> ELVIE S. QUIAZON · BELLEVUE MANILA

Alden T. Escolano came by a college friend's word, and calls PAMA the link back to the field he studied — a note the whole intake shares.



Alden T. Escolano
Proprietor · L&AE Home Enterprises

What they intend to give back is measured in hours rather than intentions. Sharon Paraiso moved from healthcare into business management before taking the operating chair at Dynamo Trucking, and frames her contribution as a matter of character rather than credentials.



Sharon Paraiso
Chief Operating Officer · Dynamo Trucking

It is the standard she wants the Association measured against, and the one she intends to bring to it.

> ***"A community of professionals who lead with excellence and integrity."***
> SHARON PARAISO · DYNAMO TRUCKING



Raul G. Givera
Chief Executive · The Givera's Royalty Corp.

The intake also carries expertise the Association leans on constantly. Alden T. Escolano runs L&AE Home Enterprises in home and property retail; Raul G. Givera is chief executive of The Givera's Royalty Corp.; and Alexander M. Querido Jr. practises tax and corporate law with BALINDAN Law. Enterprise, investment and counsel sit behind most of what a professional body has to decide, and behind most of what its members bring to it.



Alexander M. Querido Jr.
Tax & Corporate Lawyer · BALINDAN Law

Set the two halves of the bargain side by side and it reads clearly enough. What they ask for is competence: training, updates, technical footing in a profession that will not hold still. What they offer is time — committee work, mentoring, and the ordinary weeknights nobody is watching. That is precisely the bargain the past presidents struck, one term at a time, and it is the only reason there was an Association for these thirteen to join.

Thirteen names, one intake, not a passenger among them. They entered a body built by officers who refused to leave the profession as they found it — and they were already arguing about how to improve it. The Association they entered is now theirs to hand on.



The Oath, Taken Together
Induction of new members · September 2026

With the wisdom of those who built PAMA and the energy of those who have just joined it, the Association moves forward — together.

THE NEXTGEN MANAGEMENT ACCOUNTANT: HUMAN JUDGMENT IN AN AUTOMATED ECONOMY



Technology changes the tools
Human judgment creates the value

The world of finance is being rewritten—fast. Automation, artificial intelligence and advanced analytics are transforming how work gets done. Yet in the middle of all this change, one thing remains constant: organizations need people who can think critically, act ethically, and make sound judgments for the greater good.

The NextGen Management Accountant goes beyond reporting numbers—he or she translates data into strategy, creates value, and helps build a better future for businesses, communities, and the Philippines.

THE PHILIPPINE CONTEXT: WHY IT MATTERS NOW

The Philippines is in the midst of a major digital transformation. From the rollout of e-invoicing and the BSP's digital systems, to the expansion of e-payments, open data, and the push for ease of doing business—technology is reshaping how organizations operate and how value is measured.

At the same time, our economy faces real challenges: inflation and price volatility, global supply chain disruptions, climate-related risks, and the need to deliver inclusive growth. In this environment, Management Accountants are uniquely positioned to turn data into decisions that matter.

According to the International Federation of Accountants (IFAC, 2024), the modern finance professional must combine digital fluency with ethical leadership and strategic insight to help organizations navigate uncertainty and build long-term value.

DID YOU KNOW?

5.6% — **GDP GROWTH**
The Philippine economy expanded in 2024, outpacing most of its regional peers.
Source: PSA, 2024

₱56.7T — **DIGITAL PAYMENTS**
Value cleared through digital rails in 2024 - up 20% from the year before.
Source: BSP, 2024

70%+ — **RAISING AI SPEND**
Share of Philippine organizations increasing investment in automation, AI and analytics.
Source: P&A Grant Thornton CEO Survey, 2024

WHERE THE WORK DIVIDES

AUTOMATABLE		IRREDUCIBLY HUMAN
Reconciles the Data	01	**Decides** what it Means
Detects Patterns	02	**Weighs** the Consequences
Reports on Time	03	**Stands Accountable**

THE VALUE CURVE: THE EVOLVING ROLE

Our role has evolved from recording what happened, to analyzing why it happened, to advising on what comes next. Each stage builds on the one before it: reliable records make sound analysis possible, and rigorous analysis makes credible advice possible. What has changed is where our value sits—no longer in producing the numbers, but in the judgment, insight and leadership we bring to what those numbers mean.

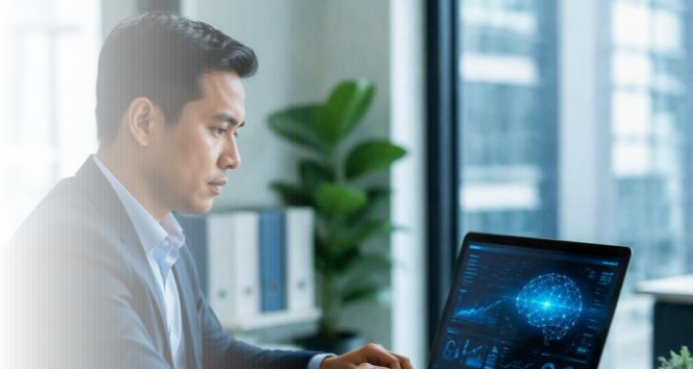
PAST	PRESENT	NEXTGEN	FUTURE
• Scorekeeper • Records & Reports • What Happened	• Analyst • Monitors & Analyzes • Why It Happened	• Strategic Advisor • Advises & Predicts • What Should Be Done	• Value Architect • Shapes & Transforms • The Business Model

"Our role is not to resist it, nor to be swept along by it, but to lead through it—so that when this transition settles, it is management accountants, PAMA members among them, standing at the forefront, guiding their organizations with judgment no software can replace."

LORNA CABALLERO - LACSA
PAMA President 2026 - 2027



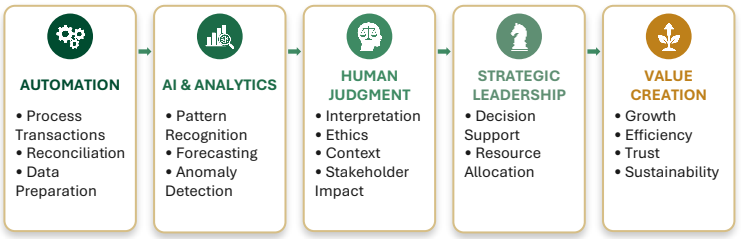
THE NEXTGEN JOURNEY: FROM AUTOMATION TO VALUE CREATION



Technology is the enabler. Human judgment is the value.

Technology is here to stay. It automates processes, surfaces patterns and delivers information in real time. But no system decides what matters. Human judgment is what interprets the numbers, weighs the context, considers the impact on people and communities, and finally makes the call.

The NextGen journey therefore starts with automating routine work, moves through AI and analytics for deeper insight, and arrives at judgment-led decisions that create value which is durable, ethical and inclusive.



WHY HUMAN JUDGMENT MATTERS

Data can tell us what is happening; it cannot tell us what is right. Only people can weigh ethics, context, consequence and the common good — and only people can be held accountable for the outcome.

In the Philippine setting that means weighing real trade-offs: short-term cost against long-term license to operate, profit against environmental stewardship, efficiency against employee well-being. It also means upholding integrity in financial reporting and stewardship of public and private resources, where a single lapse can cost an organization years of hard-earned trust.

The World Economic Forum (2023) places analytical thinking, creative problem-solving and ethical judgment among the top skills for the years ahead — precisely the capabilities that define the NextGen Management Accountant.

> *"Technology tells us what happened. Judgment decides what it means — and who answers for it."*
>
> - THE NEXTGEN MANAGEMENT ACCOUNTANT

THE JUDGMENT TEST

- Is the Number Right?
- Is the Decision Fair?
- Who is Accountable?

NEXTGEN COMPETENCIES

- **Strategic Thinking** — See beyond the ledger to where value is created.
- **Data & Analytics** — Turn raw data into decisions leaders can act on.
- **Digital & AI Literacy** — Use the tools critically — and know their limits.
- **Business Acumen** — Know the operations behind the numbers.
- **Communication** — Make complex findings simple and persuasive.
- **Ethics & Integrity** — Hold the line when the numbers are pressured.
- **Leadership** — Guide teams through ambiguity and change.
- **Change Agility** — Adapt fast without losing professional rigor.

THE NEXTGEN TOOLKIT: 5 ESSENTIAL PRACTICES

01 **FOCUS ON FORECASTING**
Shift effort from explaining last month to shaping next year.

02 **SCENARIO PLANNING**
Model best, base and worst cases so leadership has a rehearsed response.

03 **DRIVER-BASED PLANNING**
Link financial results to the operational drivers that actually move them.

04 **STRATEGIC COST MANAGEMENT**
Manage cost for value, not for cuts. Protect what builds capability.

05 **PERFORMANCE DASHBOARDS**
Track the few measures that matter, in real time, visible to those who act.

REAL-WORLD APPLICATIONS IN THE PHILIPPINES

- **GOVERNMENT** — Accountable Public Spending.
- **MSMEs** — Cash Flow, Pricing, Growth.
- **LOGISTICS & SUPPLY** — End-to-End Network Costing.
- **BANKING & FINANCE** — Credit and Climate Risk.
- **SUSTAINABILITY** — ESG with Financial Rigour.



The NextGen Management Accountant is a strategist, a storyteller and a steward. The tools will keep changing; what will not change is the need for someone who can look past the output of a model and ask whether the answer is sound, fair and worth acting on.

That is the work ahead for PAMA members: to pair technology with human judgment, and to turn information into insight, insight into decisions, and decisions into lasting value for the organizations and communities we serve.

> ***"The Tools Keep Changing. The Accountability Does Not."***

Your next step: take one recurring decision and run it through the judgment test.

ATTY. JOSIE-REYNA S. BUMANGLAG, CPA

Two Disciplines, One Standard

Auditor, Corporate Finance Officer, Managing Partner, Compliance Officer, Teacher — and, most recently, President of the PAMA Central Luzon Chapter and a Director of PAMA. Atty. Josie-Reyna Santos Bumanglag, CPA is featured here for all of it.





Atty. Josie-Reyna S. Bumanglag, CPA

CPA-Lawyer · Trained to Read both the Numbers and the Law

There are two ways to read a set of accounts. One asks whether the numbers add up. The other asks whether the transaction behind them was lawful, disclosed and defensible. Atty. Josie-Reyna Santos Bumanglag was trained to do both, and that double reading runs through everything she has done — audit floors, corporate finance, a law practice, a compliance desk, a classroom.

She passed the CPA licensure examination in 2009 and was admitted to the Integrated Bar of the Philippines in 2022 — a thirteen-year span in which she was, by turns, a senior accountant, a finance officer, and a law student keeping full-time hours. She is candid about what that took, and about how little of it happened quickly.

She is wary of the comparison culture that surrounds younger professionals. In a world of highlights, she says, it is easy to feel behind — and the remedy is not speed but patience: be thoughtful with your decisions, be patient with your growth, and pray for it.

Neither qualification came quickly. Law school ran alongside a full workload, and when plans did not hold she surrendered the outcome rather than forcing it.

Her career was built inside institutions that leave little room for approximation. She worked in accounting operations at Nestlé Business Services AOA Inc., served Travellers International Hotel Group Inc. — Resorts World Manila — as Financial Accounting Officer, and began as a senior accountant at R.G. Manabat & Co., KPMG in the Philippines.

Today she practices on both sides of that line: Managing Partner of Bumanglag and Bumanglag Law Offices, and Partner and Legal and Compliance Officer at DBB CPAs and Associates. She also serves the Presidential Commission on Good Government as a Financial Analyst Consultant — work in which a figure and its legal history cannot be pulled apart.

"Never rush the process. Success does not happen overnight — everyone goes through the basics first. Look at every step you are taking now as an essential building block for your future."

—ATTY. JOSIE-REYNA S. BUMANGLAG, CPA



She came to PAMA three years ago, after officers of the Central Luzon Chapter approached her at a PICPA seminar. What held her was an association that explores a different side of accounting and opens its doors beyond CPAs. Her election as Chapter President, and her oath on the PAMA Board of Directors, are the newest entries in that record rather than its summit.

Membership, in her telling, is a space to see the work from broader perspectives and learn from others' experience. She joined to learn; she has stayed to contribute.

She is also a teacher, which is the part of the record she is least likely to raise. She lectures at Bulacan State University's College of Business Administration and reviews candidates in Regulatory Framework for Business Transaction at ARS CPA Review — mentorship she means to carry further.



Taking The Oath

PAMA Board of Directors · FY 2026–2027

Her degrees run on the same two tracks: a BS in Accountancy from the Polytechnic University of the Philippines and a Juris Doctor from Bulacan State University. She is Chapter Secretary of PICPA Bulacan and a member of the IBP Bulacan Chapter and ACPAPP Bulacan. She is also a reservist, a graduate of the Basic Citizen Military Course of the AFP Reserve Command. Steadying it is a line she returns to: trust in the Lord with all your heart, and lean not on your own understanding.

What she is still pursuing is easy to list, harder to do: keep teaching, keep mentoring, and see people in her firm grow into their own ambitions — law school among them. Beyond work she wants to be more present in Christian communities and, for herself, to return to IT and the keyboard.

PAMA honors Atty. Bumanglag for the full measure of that career — assembled the slow way, and unfinished. She hopes to be remembered for standing firm on integrity, and by her family as the one who cheered them on. It is a standard she keeps: build slowly, stand firm, and let the record answer for itself.

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INTELLIGENT MANAGEMENT PROFESSIONALS FOR AN AUTOMATED ECONOMY.

INNOVATION | COLLABORATION | GROWTH

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PAMA NEXTGEN

INTELLIGENT MANAGEMENT PROFESSIONALS
FOR AN AUTOMATED ECONOMY

The Journey Continues

The future of management accounting is not defined by technology alone.
It will be shaped by professionals with the wisdom to use it,
the integrity to guide it, and the courage to lead through change.

INNOVATION | COLLABORATION | GROWTH

MOVING FORWARD, TOGETHER

As PAMA enters a new chapter, we carry forward more than five decades of professional excellence while embracing the possibilities of a rapidly changing world. Through continuous learning, stronger collaboration, responsible innovation, and purposeful leadership, we remain committed to developing management professionals who create meaningful and lasting value.

THIS IS PAMA NEXTGEN.

A stronger profession. A connected community.
A future we shape together.

PHILIPPINE ASSOCIATION OF MANAGEMENT ACCOUNTANTS

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