

MINUTES OF THE ANNUAL GENERAL MEMBERSHIP MEETING OF THE
MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP)
Held on November 25, 2019 at the Rizal Ballroom A and B of the Makati Shangri-La

1. **ATTENDANCE**

The MAP Annual General Membership Meeting was attended by 219 MAP members and guests, including the following:

- 1.1 Ms. RIZALINA "*Riza*" G. MANTARING, MAP President
- 1.2 Atty. FRANCISCO "*Francis*" ED. LIM, MAP Vice President
- 1.3 Atty. BENEDICTA "*Dick*" DU-BALADAD, MAP Treasurer
- 1.4 Mr. CESAR G. ROMERO, MAP Assistant Treasurer
- 1.5 Ms. MARIA CAROLINA "*Carol*" V. DOMINGUEZ, MAP Secretary
- 1.6 Mr. RENE D. ALMENDRAS, MAP Governor
- 1.7 Mr. JOHN PHILIP "*JP*" S. ORBETA, MAP Governor
- 1.8 Dr. JUSTO "*Tito*" A. ORTIZ, MAP Governor
- 1.9 Gov. AMANDO "*Say*" M. TETANGCO, JR., MAP Governor
- 1.10 Mr. RAMONCITO "*Mon*" S. FERNANDEZ, Chair, MAP MMY Search Committee
- 1.11 Mr. AURELIO R. MONTINOLA III, Chair, MAP MMY Judging Committee
- 1.12 Atty. MICHAEL "*Mike*" T. TOLEDO, Emcee

2. **CALL TO ORDER**

MAP President RIZA MANTARING served as the Chair and she convened the MAP Annual General Membership Meeting (GMM) at 12:45 PM.

3. **MAP PRESIDENT'S MESSAGE**

- 3.1. MAP President RIZA MANTARING presented the achievements of the MAP in 2019.
- 3.2 Annex A on pages 3 to 11 is the MAP 2019 President's Report.

4. **INDUCTION OF NEW MAP MEMBERS**

- 4.1 In order to take advantage of the occasion to induct new MAP members, MAP Membership Committee Chair MON FERNANDEZ presented the following new members for induction:
 - 4.1.1 Prof. RUBEN CHAUMONT, Founder and CEO of Intentional Work Communities, Inc.
 - 4.1.2 Atty. FABIAN "*Fame*" K. DELOS SANTOS, Head of Tax Division and Partner of SGV & Co.
 - 4.1.3 Mr. JOSE "*Jomie*" S. FRANCISCO, President of Wire Rope Corporation of the Philippines
 - 4.1.4 Amb. ALAIN GASCHEN of the Embassy of Switzerland in the Philippines
 - 4.1.5 Mr. LAZARO JEROME C. GUEVARRA, President of BDO Securities Corporation
 - 4.1.6 Dr. ANDREAS KLIPPE, President and CEO of Flood Control Asia RS Corporation
 - 4.1.7 Mr. CHITO S. MANIAGO, Regional Director for Corporate Communications & Public Affairs of CEMEX Asia, Middle East and Africa

4.2 MAP President RIZA MANTARING led the induction of seven (7) new members.

5. **EMCEE**

Atty. Toledo served as emcee for second part of the meeting which covered the Awarding Ceremony for “MAP Management Man of the Year 2019”.

6. **READING OF CITATION FOR “MAP MANAGEMENT MAN OF THE YEAR 2019”**

6.1 MAP Management Man of the Year (MMY) Judging Committee Chair GIGI MONTINOLA read the Citation for the “MAP Management Man of the Year 2019” award.

6.2 Annex B on page 12 contains the Citation for the MMY 2019 award.

7. **CONFERMENT OF THE AWARD**

7.1 The MAP conferred the “MAP Management Man of the Year 2019” award on Mr. NESTOR V. TAN, President and CEO of BDO Unibank, Inc.

7.2 The conferment was led by MAP President RIZA MANTARING with the assistance of MMY Judging Committee Chair GIGI MONTINOLA and MMY Search Committee Chair MON FERNANDEZ.

8. **ACCEPTANCE SPEECH**

8.1 MMY 2019 awardee NESTOR TAN then delivered his acceptance speech.

8.2 The Annex C on page 13 to 17 contains the acceptance speech of Mr. Tan.

9. **ADJOURNMENT**

Upon the instruction of the Chair, Atty. Toledo adjourned the meeting at 2:00 PM.

Certified Correct:

MARIA CAROLINA V. DOMINGUEZ
MAP Secretary

Attested:

RIZALINA G. MANTARING
MAP President



**"MAP Management Man of the Year 2019" Awarding Ceremony
and
Annual MAP General Membership Meeting**

November 25, 2019, Monday, 11:15 AM to 2:00 PM, Rizal Ballroom A & B, Makati Shangri-La

President's Report
by
MAP President RIZALINA "Riza" G. MANTARING

1. **INTRO**

Our honoree for today and all other distinguished "MAP Management Man of the Year" awardees, MAP Presidents, friends from the government, the diplomatic community, civil society, the academe and media, fellow MAP members, ladies and gentlemen, good afternoon to all of you!

On behalf of the MAP Board of Governors, I welcome all of you to this very important event of the Management Association of the Philippines.

The first part of this event will be devoted to the Annual MAP General Membership Meeting. The second part will be the Awarding Ceremony for "MAP Management Man of the Year 2019."

Today is a very important day for the MAP. We will formally confer the "Management Man of the Year 2019" award on a person who is most deserving, and well-chosen for the honor of being an excellent management practitioner.

After almost one year of my term as President of the MAP, I will make a brief report on the programs and activities that we were able to accomplish. I must say, leading the MAP was challenging but rewarding.

First, let me confirm the existence of a quorum since at least one-fifth or 20% of the Regular Members in good standing are present here today, as stipulated in Article II, Section 4 of the MAP By-Laws.

2. **ANNUAL REPORT FOR 2019**

The 2019 Annual Report will be loaded in the MAP website. It contains the major events and activities we have done this year in line with the 2019 MAP theme of "SHAPING A COMPETITIVE FUTURE."

I will no longer bore you with the details of our accomplishments for this year but please allow me to highlight some of our accomplishments for this year, as the various committees have worked very hard:

We pursued the following top priority programs for 2019:

1. Improve ease of doing business,
2. Improve human capital, and
3. Promote inclusive growth and sustainability.

3. EASE OF DOING BUSINESS

MAP co-signed on January 30 the Joint MOA with DTI which aims for a collaboration and cooperation in the appropriate and efficient implementation of programs that promote Ease of Doing Business.

The MAP Ease of Doing Business Committee, chaired by TAMMY LIPANA, submitted inputs/comments on the IRR of the Anti-Red Tape Act or ARTA Law, particularly those major issues that affect EODB.

We focused our JULY 24 GMM on “*Learnings from Singapore’s Approach to Economic Growth: Opportunities and Challenges*” with Mr. KAI FONG CHNG, Managing Director of Economic Development Board (EDB) Singapore.

4. HUMAN CAPITAL

The MAP Human Capital Committee, chaired by RICO DE GUZMAN, conducted the following back-to-back GMMs on improving human capital:

1. the AUGUST 22 GMM on “*Managing Multiple Generations in the Workplace*” and the
2. SEPTEMBER 24, MAP-PMAP Joint GMM on “*Understanding the Millennial Workforce*”

5. INCLUSIVE GROWTH

With small businesses and digital driving inclusive growth, we had the following GMMs:

“*INNOVATION-DRIVEN SUSTAINABLE GROWTH: Beyond The Hype of Digital Transformation*” with Mr. ALESSANDRO PUCCIO, Consulting Digital & Innovation Manager of Accenture (Singapore)

And in June, our GMM on “*Promoting Inclusive Growth*” with Usec. ROWENA CRISTINA “Gev” L. GUEVARA of the Department of Science and Technology (DOST) through the Inclusive Growth Committee chaired by ALEX CABRERA.

MEMBER BENEFITS

While the MAP financials have been well managed and we have been quite profitable, the board decided early this year that as a non-profit organization with important advocacies, we should use more of our funds to support those advocacies.

6. APRIL 16 MAP GOLF CUP FOR CSR 2019

6.1 As approved by the MAP Board, the first 50% (P1 Million) of the net proceeds of the April 16 MAP Golf Cup 2019 financed the following MAP’s CSR programs:

- 6.1.1 MAP’s Teachers Training Program --- MAP-AIM Management Educators Workshop (MEW)
- 6.1.2 MAP EMERGE (Educated Marginalized Entrepreneurs Resource Generation) Program
- 6.1.3 Case Book Project
- 6.1.4 Children’s Hour

6.2 The other 50% went to the MAP’s Sports Development Program which aims to enhance the winning chances of Filipino athletes by helping develop competent local coaches. The MAP donated P1 Million for the training of selected Philippine athletes and coaches in relation to their participation in this year’s SEA games.

6.3 The amount of P640,000 was given directly to the following:

- 6.3.1 Pole Vaulter Ernest John Uy Obiena - P300,000
- 6.3.2 Weightlifter Hidilyn Diaz - P200,000
- 6.3.3 Track and Field athlete Kristina Marie Knott - P140,000

6.4 MAP gave P30,000 each to the 12 coaches for a total of P360,000.

6.5 The MAP also donated P1 Million for the development and printing of the book entitled “*Corporate Governance in Practice - A Case Book*” which is a joint project of the Institute of Corporate Directors or ICD, and MAP.

The book is a compendium of business cases that present real-life situations across various sectors. They involve the application of corporate governance principles in addressing challenges faced by corporate boards and directors. Most of the cases are set in the Philippines but some are in an international setting.

7. MAP NETWORKING FELLOWSHIP NIGHT FOR NEW MAP MEMBERS

We had our MAP Networking Fellowship Night for New Members inducted in 2018 and 2019 on July 31.

8. ROADSHOW IN GERMANY ON “INVEST IN AND RECRUITMENT FROM THE PHILIPPINES”

The MAP Trade, Investments and Tourism Committee, chaired by Vince Abejo, organized the “*Invest in and Recruitment from the Philippines*” Roadshow which was held in Berlin, Germany on June 29, 2019 and was hosted by Ambassador MA. THERESA B. DIZON-DE VEGA at the Philippine Embassy in Berlin.

9. **MAP CEO ACADEMY**

The MAP CEO Academy continued to serve as the umbrella brand for all of MAP’s educational activities for the continuing education and sharing of the latest technologies and information on management and leadership among MAP members and other management practitioners.

10. **MAP GMMs**

Our other MAP GMMs were on the following, as you can see on the screen:

11. **MAP LEGACY SERIES ON ANC**

On promoting best management practices, the MAP has partnered with ANC for the “MAP Legacy Series on ANC” which features a 90-second video on the management and leadership traits of the following “MAP Management Man of the Year” awardees who passed away most recently.

ANC has shown the videos on the following:

1. Mr. HENRY SY, SR. (MMY 1999)
2. Dr. GEORGE S. K. TY (MMY 2006)
3. Mr. WASHINGTON Z. SYCIP (MMY 1967)
4. Mr. DAVID M. CONSUNJI (MMY 1996)

The next two videos will be on:

1. Amb. ALFONSO T. YUCHENGCO (MMY 1992)
2. Gov. GABRIEL C. SINGSON (MMY 1998)

The MAP Legacy Series Project is a follow-up to the MAP Book on the Management Man of the Year Awardees entitled “*WINNING: Management Lessons Outside the Classroom*” which presented inspirational stories on their leadership traits and management practices. The ANC series not only helps promote excellent management practices, it also helped raise the profile of the MAP as the top business organization.

12. **HARVARD BUSINESS REVIEW FREE 3-MONTH TRIAL SUBSCRIPTION FOR MAP MEMBERS AND THEIR EMPLOYEES**

To help build the competencies of our workforce as part of strengthening our human capital, MAP members and their employees were given a FREE 3-month subscription to HBR Ascend (<https://hbrascend.org>), a digital learning platform from Harvard Business Review (HBR) for young professionals and graduating students.

13. **MAP DATA PRIVACY NOTICE**

In compliance with the Data Privacy Act of 2012 or RA 10173, the MAP Board approved the MAP Data Privacy Policy which was edited by ACCRALAW Partner JP GABA.

14. REVISED MAP MEMBERSHIP NOMINATION GUIDELINES

The MAP Board approved the revised MAP Membership Nomination Guidelines as endorsed by the MAP Membership Committee, chaired by Mon Fernandez. The revisions were made to align with the times, bring in younger members and recognize the different types of organizations such as startups which may not necessarily meet traditional measures of assets and net income but nonetheless are significant organizations.

15. ANNUAL DUES FOR 2020

I am happy to announce that your 2019 Board has agreed that there will be no increase in the annual dues of Regular Members for 2020. Specifically, we have retained the P22,500 as the Early-Bird Rate which must be paid within January 2020 and the Regular Rate of P25,000 to be paid not later than March 31.

For the information of everybody, we have been maintaining these rates for the past ten years. The last increase we had was in 2010.

ADVOCACIES

16. MAP DIALOGUES WITH GOVERNMENT OFFICIALS AND BUSINESS LEADERS

We continued the MAP Dialogues with government officials and business leaders in order to provide a venue for interacting with government and the business community in a collaborative way to help advance the improvement of the working environment for Philippine business.

Our various committees had 15 dialogues with government officials, which you will see on your screen.

17. ENERGY SECURITY

On Energy, the MAP, through the MAP Energy Committee, chaired by BASTE QUINIONES, signed at the July 24 MAP GMM the renewal MOA with IIEE (Institute of Integrated Electrical Engineers of the Philippines, Inc.) to continue the collaboration on the development of an Energy Roadmap 2050

Through the Energy Committee, MAP endorsed MAP’s sponsorship of ARANGKADA’s Policy Brief on the CHALLENGES IN THE POWER SECTOR

MAP Energy Committee Chair Baste Quiniones was appointed to the Technical Advisory Panel of the University of the Philippines Energy Research and Development Foundation, which is currently doing modelling of generation options for the country.

The Committee also continued its engagements with Senate Committee on Energy Chair, Senator SHERWIN GATCHALIAN, on the various legislative items. Currently, the Committee is contributing to the proposed MicroGrid Supply Providers Law or Senate Bill 175.

18. STATEMENTS/LETTERS MAP SIGNED/CO-SIGNED BY MAP IN 2019

The MAP has been very active in issuing statements on various national issues, with 13 statements on issues such as the water crisis, rehabilitation of Laguna Lake for water security, fiscal issues, and various bills such as the Security of Tenure bill, Rice Tarrification, and tax reform. These statements have helped shape national policy, as evidenced by the actions taken by the government after they were issued.

19. CREATION OF NEW MAP COMMITTEES FOR 2019

In order to better support the MAP Program for the Rehabilitation and Development of the Laguna Lake (LL) for Water Security and Eco-Tourism and the LL clean-up efforts and priorities outlined by DENR Secretary ROY A. CIMATU, the MAP Board approved the creation of the following three new Committees:

1. WATER SECURITY chaired by Eddie Yap
2. SUSTAINABLE DEVELOPMENT chaired by Cora Claudio
3. URBAN DEVELOPMENT chaired by Jun Palafox

20. NEXTGEN COMMITTEE, INNOVATION COMMITTEE

The MAP Board also created a NextGen Committee, chaired by Donald Lim, in order to engage MAP members under 45 years old and serve as a breeding ground for future business leaders, and an ad-hoc committee on Innovation chaired by Matthew Escobido.

21. MAP'S MEMBERSHIP IN VARIOUS ORGANIZATIONS

Several governors and members have been nominated to represent MAP in serving on various organizations and fora:

President Riza Mantaring as the representative to the Asian Association of Management Organizations.

Assistant Treasurer CESAR ROMERO as the MAP representative to the Philippine Quality Award (PQA) Committee.

Governor Say Tetangco as the Private Sector Representative to the Philippine Statistics Authority Board until June 16, 2021, with former MAP Governor Peter Wallace and MAP Ease of Doing Business Committee Vice Chair Alma Jimenez are our alternate representatives.

We also participated in the July 1 Pre-SONA Economic and Infrastructure Forum on Game-Changing Reforms for Sustainable Development and the SULONG Pilipinas Consultative Workshop to provide feedback on the government's progress in achieving its Zero-to-10 Point Socioeconomic Agenda.

22. 8th FORUM OF ARANGKADA PHILIPPINES ON “TURNING ON THE T.A.P. (Tourism, Agribusiness and Power)”

MAP co-sponsored the November 21 ARANGKADA Forum 2019 which the MAP has been supporting for the past seven consecutive years. Riza Mantaring gave the opening speech at the forum. The theme this year was “TURNING THE T.A.P. (Tourism, Agribusiness and Power).” The ARANGKADA is the major advocacy—launched in 2010—of the Joint Foreign Chambers (JFC) to increase investment and employment in the Philippines.

23. PHILIPPINE BUSINESS GROUPS (PBGs) AND JOINT FOREIGN CHAMBERS

The MAP continued working with other Philippine Business Groups and Joint Foreign Chambers in pushing for the following Key Reform Measures of the Duterte Administration, as you see on your screen.

24. SUPPORT TO PPCRV AND NAMFREL

In line with the MAP’s advocacy for credible elections, MAP and some of its members made cash donation to the Parish Pastoral Council for Responsible Voting (PPCRV) and the National Citizen’s Movement for Free Elections (NAMFREL).

PROGRAMS

25. MAP - AIM MANAGEMENT EDUCATORS WORKSHOP (MEW)

We continued our Teachers Training Program, the Management Educators Workshop (MEW) which aims to bridge industry and the academe in meeting workplace demands and help Philippine schools of management improve the quality of education.

On May 27 and 28, 2019, MAP conducted a very successful MAP - AIM Management Educators Workshop in Tuguegarao, Cagayan. The host partner school was the St. Paul University Philippines or SPUP.

There were 128 attendees from 18 institutions in Region 2.

26. PwC - MAP Survey on “THE FUTURE OF BUSINESS: Sustainability, Development, Impact” for the September 10 MAP International CEO Conference 2019

We had another successful run of the International CEO conference last Sept 10. Accompanying this was the CEO survey, the fifth conducted jointly by PricewaterhouseCoopers (PwC) Philippines/Isla Lipana & Co. to determine the top issues CEOs are concerned with and how they think, react and innovate.

27. OCTOBER 10, 2019 MAP - FCC FORUM ON “INSPIRED CONVERSATIONS: NOTHING LEFT UNSAID”

The Women Committee chaired by Cristina Concepcion, conducted the OCTOBER 10 MAP - FCC FORUM ON “INSPIRED CONVERSATIONS: NOTHING LEFT UNSAID”

The joint forum on “INSPIRED CONVERSATIONS: NOTHING LEFT UNSAID” brought together a community of inspiring and visionary Movers and Makers to celebrate women’s achievements and galvanize a new generation of women to use their energy to create positive change in the world. Over 2000 people attending the forum.

28. CONTINUING PARTNERSHIPS

The MAP continues its partnership with Children’s Hour, “*Young Leaders Program (YLP)*” of the Japan Ministry of Education, Culture, Sports, Science and Technology and the Japan Information and Culture Center, as the recommending authority, and Oxford Business Group in developing its Philippine report.

29. TOTAL MEMBERSHIP

We started this year with 1,045 members but there were 79 resignations during the year and 11 MAP members who passed away.

With about 10 new members to be inducted in today’s event, and others to be inducted at the December 3 MAP Christmas Party, and others submitting their signed Oath of Membership next month, we hope to end the year with 1,060 members.

Thanks to our Membership Committee, chaired by MAP Immediate Past President MON FERNANDEZ with MAP 2017 President MARIFE ZAMORA as Vice Chair.

30. FINANCE

On finance, we will end the year with the following:

1. Net income of at least P2.7 Million
2. Total Cash Balance of P50 Million which includes the Investment Fund of P30 Million, and
3. Total Assets of about P64 Million.

Many thanks to our Treasurer, DICK DU-BALADAD, for these very encouraging figures.

Special thanks to the Conference Committee chaired by JUNIE DEL MUNDO for generating a net income of P3.3 Million for the September 10 MAP International CEO Conference 2019, with an attendance of 520.

The Conference had an attendance of 540.

It was viewed simultaneously all over the country via live streaming by 2,500 students and about 200 teachers from 11 universities and colleges.

Thank you also to the Sports, Fellowship & Wellness Committee chaired by RAC CAGURANGAN for generating a net income of P2.03 Million for the April 16 MAP Golf Cup for CSR 2019.

And lastly, thanks to the MAP Women Committee chaired by CRISTINA CONCEPCION for generating a net income of about P1 Million for the October 10 Joint Forum of MAP and Filipina CEO Circle (FCC) on “*INSPIRED CONVERSATIONS: Nothing Left Unsaid*”.

31. MAP OFFICERS FOR 2020

As announced earlier, we have elected the MAP Officers for 2020. If they are in the room, may I request them to stand up as their names are called so they can be properly acknowledged.

FRANCIS LIM will be our President for 2020.

GIGI MONTINOLA will be the Vice President.

DICK DU-BALADAD will be the Treasurer.

NOEL BONOAN will be the Assistant Treasurer.

JP ORBETA will be the Secretary.

The other Governors are DANNY CONCEPCION, MARIVIC ESPAÑO, TITO ORTIZ and SAY TETANGCO.

Again, congratulations to our 2020 MAP Officers! Let us give Francis and the other incoming Board members a round of applause please.

EXTRO

I would like to thank our outgoing MAP Governors for their service in moving the MAP forward, particularly in pursuing programs that were aligned with the 2019 theme of “*SHAPING A COMPETITIVE FUTURE.*”

Many thanks to our outgoing Governors RENE ALMENDRAS (*please stand up if you are in the room*), CAROL DOMINGUEZ and CESAR ROMERO. Let us give them a round of applause please.

Thanks also to our 2019 Committee Chairs and Vice Chairs and our Committee members for their active participation in driving the MAP’s programs and activities through the various committees.

Many thanks to all members who worked hard for the MAP in 2019. We look forward to your continuing involvement in the years to come.

Lastly, thank you for the opportunity to lead our very dynamic organization as your 70th President.

Mabuhay ang MAP!



confers the

“MAP Management Man of the Year 2019”

Award

on

Mr. NESTOR V. TAN

President and CEO, BDO Unibank, Inc.

for steering BDO to being consistently ranked by the global financial community as among the best-managed banks in the Philippines;

for transforming BDO into a full-service universal bank with subsidiaries in leasing, trust, stock brokerage, private banking, rural banking and insurance, among others;

for his leadership role in the substantial contributions of the BDO Group to national development through job creation and income generation;

for his contribution to the long-term development of a financial-literate citizenry by promoting financial inclusion, particularly among teachers, soldiers, OFWs and the Filipino youth;

for choosing to apply his international experience towards the development of the local banking industry;

for ensuring that the Filipino community receives efficient banking and financial services and for preparing a roadmap for the development of banking and the capital market in the future as President of the Bankers Association of the Philippines; and

for setting an example for Filipino professional managers through a track record of integrity, professional competence and strong leadership in his banking career.

Awarded on November 25, 2019 at the Makati Shangri-La.

A handwritten signature in black ink, appearing to be 'AM', positioned above the name and title of Aurelio R. Montinola III.

AURELIO R. MONTINOLA III

Chair, MAP Management Man of the Year
Judging Committee

A handwritten signature in black ink, appearing to be 'R. Fernandez', positioned above the name and title of Ramoncito S. Fernandez.

RAMONCITO S. FERNANDEZ

Chair, MAP Management Man of the Year
Search Committee

A handwritten signature in black ink, appearing to be 'R. Mantaring', positioned above the name and title of Rizalina G. Mantaring.

RIZALINA G. MANTARING
MAP President



What is the Secret of BDO's Success?

Nestor V. Tan

What am I doing here?

When I first heard the official news that I am being awarded “MAP Management Man of the Year” by the Management Association of the Philippines (MAP), it didn't sink in right away. I was travelling in Spain on business when I received the first few congratulatory messages. [One of the first ones was from Gigi Montinola, chair of the Judging Committee. Gigi happens to be in Spain at the same time – however, he was on a wine tour while i was working. Lucky guy!] It was only after a few days have passed and the MAP press release got around the mainstream media that it finally hit me. It was a combination of joy, honor and fear. Yes, fear. As I stand here before you accepting this award, I can't help but think of others who came before me. With his recent passing, we are all aware of John Gokongwei's life story and his struggles to overcome the death of his father at an early age to build the empire that JG Summit is now. I am fully aware of Mr. Henry Sy's struggles from a humble sari-sari store to building the largest business conglomerate in the country. I saw firsthand my boss Tessie Coson's struggles to bring the SM Group, especially the bank and the retail business, to where it is now, and the biases she has to overcome in the process.

I am now faced with the question: Am I bound to disappoint?

I am here now so let me then start by saying “A very big thank you to the MAP for the honor.”

As a professional, I am realistic. This award is for what we have accomplished as an organization and I am here receiving this because I happen to be the face of the management of that organization.

So pls allow me to share this honor with the real people deserving of this award – the people in BDO.

First, to Tessie, for her confidence in us, for her drive and ambition that pushed us to take the bank to greater heights, and for her consistent and unwavering support throughout the years.

To the Board of Directors, who have been a very effective stewards of the bank, providing guidance on our strategy, direction, and governance. Special mention is due to our independent and non-executive directors who have been invaluable to our growth and success and a good stabilizing influence on all of us.

To my partners, first to Sonny Jacinto and Josie Tan who share with me the burden of management leadership in BDO. They also share Executive Committee and Executive Director responsibilities with me.

Then to my partners in the management team, who are also with us today. They are the real bosses running the individual businesses. If you believe we are successful. It is because of them. They are the ones grinding it out day in day out.

And of course to 37k plus members of the BDO team. The clients see the bank through them and not through me. Our success is largely through their good execution. To the BDO team, we couldn't have done it without you. So thank you!

Last but definitely not the least, I would like give tribute to biggest factor why I am here now- the support of my family. My wife Loida, who has always been very supportive of my career and the long hours that go with it. She's been with me through thick and thin from NY to London and back to Manila now. My parents, my first, my current and my most important mentors and cheerleaders. Daddy is here now. He's the stabilizing factor in my life, and for those of you who describe me as calm, it was his philosophy that lay he foundation for that serenity. My mother, who passed away two years ago, was my most vocal cheerleader. (Mommy, if you're looking down on us now, this is for you and thank you for giving the good words up there for us.) My brothers, Raul and Lorenzo who were my support system growing up. Raul is based in Silicon Valley. Lorenzo is here now. He is my sounding board and adviser not only on business matters but on a lot of things as well, including cars, food and interior design. And my children, who give me the right perspective and are constant reminders of the more important things in life. My son, Matthew, is here now.

And I would like to add a special thank you to my adopted family – the Lasallian community, who were very influential during my formative years. Bro. Ray and Bro. Bernie are here now.

(I guess from that alone I have used up my 30 minutes.)

Beyond the thank yous, I was at a loss on what to share with such an accomplished group of people. I took the route regularly travelled by professional managers, which was nothing extraordinary.

So when I saw Riza Mantaring at the Industry Academe Council meeting two weeks ago and I took the opportunity to seek her advice. She said just talk about your experience and your management philosophy. So I will follow that advice and that's what I will do now.

Let me share with you a little bit about our journey in BDO.

BDO started out as a savings bank. Decent in size, well-managed and possessing a good business model supporting primarily the SM retail businesses. It was a good start for the ambition of Mr Henry Sy, Sr, but probably just that – a good start. Mr. Sy always had the ambition of becoming no. 1 in banking. The drive to fulfill that ambition started when, in quick succession Tessie, converted the bank license of BDO to a commercial bank in 1994 and to a universal bank in late 1996. While the licenses placed BDO in the big league, its organization was largely unchanged. That was when Tessie decided to strengthen the organization and build the management core to take it to commercial bank levels. I joined them in 1997 when it was ranked then 20th in terms of resources.

We started out with a modest strategy, a good niche player with businesses that are competitive in their own markets. Our current mission then reflected, and still reflects, our current thinking “to be the preferred bank in every market we serve”. We do not intend to be all things to all people. But where we are competing, we strive to excel. Even now that we are a full service bank, we try to remain focused, and strive to be good at what we do, and not simply bank on the strength of our size and scale.

Being good, however is not solely about products. It is also about service and reliability. We realized that clients value us not so much for our products but for our service - personalized, cheerful (despite of our staff's long stressful hours) and accommodating. And yes, you are right, we are always willing to find ways to help the client. Hence, our tagline “we find ways”.

Armed with simply two basic client philosophies - focus and service - we went on to grow the bank.

However, it was not meant to be easy. Shortly after I joined (four weeks to be exact) the Asian financial crisis hit us. To make matters complicated, the BSP then instituted a policy of restricting branch expansion to encourage consolidation. For a small commercial bank like BDO, it was like being set up and packaged to be acquired.

For me that was another aha moment as I asked myself: "What did I get myself into?"

Mr. Sy and Tessie were reassuring though. In so many words they said, don't worry, we will grow the bank.

Hence our journey began. We started with the basics. We went on to implement our core IT system and to re-engineer our key processes. We strengthened our bench with the addition of officers at all levels. To expand our network, we went on a series of M&A transactions. First was Dao Heng bank, followed by First e-bank, Banco Santander and then UOB. In 2002, in-between the M&A activities we did our IPO.

We were able to thrive basically as a niche player.

It was not long before we came to our next strategic crossroad. As a niche player, we were doing well, but we were too concentrated, lacking scale and it did not give us a lot of room for the growth our investors (read Mr Sy and Tessie) were looking for. We had a heavy large corporate lending concentration, our retail and middle market businesses were concentrated in Metro Manila, Cebu and the Bacolod/Iloilo corridor. Our team bench was relatively shallow. It was clear that we needed to elevate our operations in a big way to fulfill the potential of our franchise.

It was then in the latter part of 2003 that we decided to pursue the SSS's stake in Equitable PCI Bank or EPCI for short.

We completed the first step of that transaction on December 30, 2003. (May I take a brief moment here to set the record straight - we have been criticized for the timing of the deal and implication of impropriety that went with it. The deal despite the timing had the full SSS board present, including their lawyers and support staff.)

Little did we know that it was the start of a tortuous journey for us, especially for Tessie. It was difficult for her but she displayed her strength, tenacity, perseverance and courage during this period of difficulty. (Our special thanks to Mr. Sy and the entire Sy family who were with her in support all throughout this process.)

She persevered, and we finally completed the deal that culminated in a successful tender offer. We received shareholder approval thereafter, making us then the third largest bank in the country, very close to the second though.

We got our merger approval in the middle of 2007. The next challenge was execution. It was supposed to be the largest merger in Philippine banking history, but people will only remember it fondly if we were successful. Otherwise, it was another case of ego indigestion - biting off more than what we can chew. To complicate matters, we were actually merging three institutions - Equitable Bank, PCI Bank and BDO - as the merged EPCI bank had not fully completed their integration. The EPCI bank run in 1999 derailed EPCI's integration plans, and to management's credit, they focused on and were successful in stabilizing the bank in the years following. But integration had to take a back seat. Even their officer terms and compensation policies had not been integrated.

We put the team to work and we completed something we did not realize we could, complete the merger integration in 11 months. That was a sight to see - teams from both sides working together to achieve a historic milestone. We kept raising the bar to the point that by the tail-end of the eleventh month of integration, we were already converting over 50 branches a weekend. Some of my colleagues jokingly complained that there no longer any contractors available in the country. They were all working on our branches.

We finished the integration by summer of 2008, then the global financial crisis hit. And by some accident, we became the largest bank in September 2008.

That was another aha moment for me: “We created a big bank. Did we just create a big problem for ourselves?”

Needless to say we survived the crisis and moved on to diversify our business to make us less vulnerable to business cycles. That was when the advantage size, scale and diversification became apparent. Shortly after, we closed our savings bank and we completed 5 more acquisitions. Rather than help, the savings bank just confused the market as we didn't have a clear differentiation in value proposition.

The good news now is that we have doubled our productive capacity, our branches, our management leadership, and our market coverage. This became our platform for expanding into new markets and territories. With the combined entity, we have remained as one of the biggest banks in the country with a strong market share in almost all product areas. During the 22 year period, we completed our IPO, did 10 M&As, completed 5 major capital raisings, had 25 bond issuances, and completed or unwound 4 joint ventures. We were more busy than a bulge bracket investment bank in Asia.

Our journey continues now in a more competitive environment. We have the entry of non-bank competitors. We are exposed to more moving parts, and the world is more volatile and more inter-related. The challenge is upon us, but I have no doubt our team will continue to live up to the challenge.

We have often been asked what is the secret to our success. There is no secret to it, it's just the basics done well.

First, we try to remain focused. We cannot be all things to all people, so we pick our markets carefully. Strategy for us is not one big idea. It is simply good resource allocation.

Second, it is simple management by objectives. But we make the objectives simple, clear and discreet. We give our Business Unit Heads the resources and let them run with it. We avoid overlapping objectives. If we have to, we double count. The most common source of conflict is when people fight over who gets the credit and who gets the resources. Defined responsibilities, defined goals, defined resources minimize that.

Third, we focus on the team, not the superstars. We emphasize team goals, team rewards, and individual contributions to team success.

Fourth, we believe in our people. We start with the assumption that all can and will do well if given the right environment and support. Be that environmentalist that creates the milieu for people to succeed. Accept that no employee is perfect, so live with their shortcomings. Anyway, wouldn't you rather deal with the devil you know than the devil you don't.

Lastly, never lose sight of your market. Products are products, capabilities are capabilities, technology is technology, but only market acceptance will allow you to make a profit.

Much has been placed on technology, products and capabilities these days. Therein lies the problem if you focus on those. You move too fast, the market may not be ready. You commit too soon, the technology may change. You wait, you may get left behind. You do not prepare, you may be caught unaware. In the end, you really have to watch your customer.

Our success has always been measured in terms of size. We never set out to be No. 1. That was not our goal. We wanted to be good at what we do – one client, one product, one transaction at a time. Becoming big was just a by-product of doing what we do relatively well.

I think my 30 minutes is almost up so let me end now with leaving you all with some food for thought. Certain management practices have become in vogue and I think we need to ask ourselves whether we have swung the pendulum too far.

First, we all accept that governance is important, almost indispensable for sound management. However, the adherence to global standards have taken on a turn towards compliance to global prescriptions. Universal principles of fairness, integrity, accountability, transparency and performance are sound. But universal prescriptions may not apply to all markets. Worse, we may get addicted to scorecards and awards mostly based on mostly on checklists against generic prescriptions.

In developed economies where corporate ownership is dispersed, the use of independent directors is a good way to create the proper checks and balance mechanisms on management and management-nominated directors. In our environment, we forget that majority shareholders share the same desire to ensure management's propriety. Have we placed too much reliance and burden on independent directors at the expense of the major shareholders? Let's focus on the output not on who's doing the work.

Second, are the principles of fair competition helping or hampering our economy? I would venture to say that that the US and European models may not be the best for a country like ours. Should we follow more the Korean model, where they nurture national champions in different industries so they can compete, regionally or globally? Besides, how do you define a proper competitive landscape? Is it local, national, regional or global? I would say in the banking industry it's all those. But we should be cognizant that everybody is in a global playing field.

Third, what constitutes good corporate management practice? Often, the western practice tilted the pendulum of value creation towards achievement of short term gains. Much emphasis has been placed on quarterly profits and share gains, but not enough on long-term investments, market share or franchise growth. Asian investors (primarily family owners) look at improving value of the business for the next generation. In Asia, majority shareholders (mostly family controlled) are “brands” that have withstood several generations. Let's not lose sight of those values.

While there is always room to strike the right balance, when share prices tumble, the tendency is to err on the side of short-term gains.

Lastly, we all have to be ambassadors of the country. We are in a sweet spot now with good and broad-based growth. We may like what we see (half full) or may not (half empty). Regardless of our view, let's all work to fill the glass more. Our optimism or pessimism will not change the situation, but our concerted action to expand on the positives will clearly go a long way.

In closing I am reminded of my first encounter with Mr. Wash Sycip when I joined SGV some years back. He said that (and I am paraphrasing here) our careers will only grow if the institution grows and the institution will only grow, if the country grows. Therefore, as management practitioners, we have a responsibility to help our economy grow. And that means making an effort to influence policy issues that hamper the growth of our company, our industry and our nation's economy.

Please allow me to end with that call to all MAP members and management practitioners.

Thank you.

(This article was lifted from the Acceptance Speech delivered by the author when he received “MAP Management Man of the Year” last November 25. The author is the President and CEO of BDO Unibank, Inc. Feedback at <map@map.org.ph> and <gonzales.marie@bdo.com.ph>. For previous articles, please visit <map.org.ph>).