



**TOURISM  
INFRASTRUCTURE AND  
ENTERPRISE  
ZONE  
AUTHORITY**

6th & 7th Floors, Tower 1  
Double Dragon Plaza  
Double Dragon Meridian Park  
Macapagal Avenue corner  
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**MEMORANDUM**

**FOR :** JETRO NICOLAS F. LOZADA  
ACOO - Assets Management Sector

**FROM :** Manager, Business Development Department

**SUBJECT :** Request for Adjustment of Targets on BuDD Balanced Score Card for CY 2021

**DATE :** January 13, 2021

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Relative to Business Development Department's (BuDD) commitment in the Balanced Score Card (BSC) for 2021, may we request adjustment of our targets due to factors that will affect its delivery.

**Appraisal**

Due to the uncertainty of committing a timeline of a process outside our Department, and to the continuing restrictions on travel imposed by both national and local governments, may we replace our original targets from:

- 2<sup>nd</sup> Q- one (1) Notice of Award for Appraisal of TIEZA Assets, and
- 4<sup>th</sup> Q- eight (8) Appraisal Reports

to:

- 1<sup>st</sup> Q- one (1) Approved Terms of Reference (TOR) for Appraisal of TIEZA Assets, and
- 4<sup>th</sup> Q- eight (8) properties processed for appraisal.

**Masterplan**

In order to expedite the development of our Balacad property in Ilocos Norte, we wish to replace our original targets from:

- 1<sup>st</sup> Q- Complete Staff Work requesting approval of Master Plan
- 2<sup>nd</sup> Q- Preparation of Presentation to the Board
- 3<sup>rd</sup> Q- Submitted Report on Validation of Cost
- 4<sup>th</sup> Q- Complete Staff Work requesting approval of Budget for Horizontal Construction

to:

- 1<sup>st</sup> Q- Complete Staff Work requesting approval of Master Plan/ Budget
- 2<sup>nd</sup> Q- Preparation of Presentation to the Board
- 3<sup>rd</sup> Q- Submitted Report on Validation of Cost



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Attached is the revised BSC for 2021.

For your consideration, sir.

Thank you.

  
**MARIA EVELYNE A. FRANCISCO**

Approved / Disapproved:

  
**JETRO NICOLAS F. LOZADA**


**TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY**  
**BUSINESS DEVELOPMENT DEPARTMENT**  
**2021 BALANCED SCORECARD**

PERSPECTIVE	STRATEGIC OBJECTIVE (SO)	Measure					Data Source	2020	2021	Quarterly Targets			
		Measure (M)	Measure Name	Operational Definition	Formula	Weight	Data Provider, if applicable			Q1	Q2	Q3	Q4
FINANCIAL	Achieve Financial Viability and Sustainability of Assets	M1	Sales Contribution to Gross Revenue of Operating Entities (with accommodation)	Sales Contribution to Gross Revenue of Operating Entities (with accommodation)	Actual Sales Contribution	20%	Sales Division	6.7515M	6.7515M	0.6752M	1.0127M	2.0254M	3.0382M
		M2	Budget Utilization Rate	Measure of the extent to which the actual approved budget increased by supplemental or realigned budget of	(Actual funds used/DBM approved-budget + supplemental or realigned budget) x 100%	5%	BuDD	No data available	90%	0%	0%	0%	90%
CUSTOMERS / STAKEHOLDERS	Institutionalize a TIEZA Branding anchored on Transparency, Efficiency, Quality Service and Being Environment Friendly and Filipino-themed for Projects	M3	Customer Satisfaction Survey "Smiley Survey"	Monitoring the quality of customer service through the assessment of customers/clients by way of "happy or sad" emoticons	No. of happy emoticons/No of respondents x 100	10%	Sales Division	85%	85%	85%	85%	85%	85%
		M4	Formulation of Marketing Plan	Formulation of Marketing Plan of TIEZA Operating Entities	Number of Marketing Plan Formulated	10%	Sales Division	2	2	Conducted market research work	Prepared Analysis /Summary of Market Data Reports	Formulated Marketing Action Plan	Submitted Marketing Plan for Approval of Department Manager & ACOO -AMS
INTERNAL PROCESS	SOS: Development of Customer Centric Products and Services	M5	Formulation of TIEZA Protected Areas for Development & Sustainability Program	PADS Program formulated that will serve as framework for future acquisitions by TIEZA	Actual Accomplishment	10%	BRD	0	1		Conducted Research Work and Drafted Project Concept Note	Draft of PADS Program	Submitted Complete Staff Work to ACOO-AMS

		M6	Establishment of true net worth of assets through continued appraisal of assets	Net worth of TIEZA Assets determined through third-party appraisals	Eight Properties Processed for Appraisal	10%	BRD	Terms of Reference/ Contract	8	8	One (1) Approved TOR for Appraisal		0	Eight (8) Properties Processed for Appraisal
		M7	Completion of Business Plan	Business Plan Completed for One (1) TIEZA Asset	Number of Business Plan Completed	10%	BRD	Draft and Annexes of Business Plan	1	1	Conducted Research Work	Submitted Profile & Situational Analysis Report	Formulated Business Plan	Completed Business Plan submitted to ACOO-AMS
		M8	Approval of Masterplan	Complete staff work (CSW) for Masterplan submitted to ACOO-AMS	Number of formulated CSW for Masterplan submitted to the ACOO-AMS	15%	BRD	CSW	0	1	Complete Staff Work (Masterplan)	Prepared Presentation to the Board	Submitted Report on Validation of Cost	
		M9	Personnel with competency enhancement needs sent to Competency-based training (HR Program)	Competency-based training attended by personnel with competency enhancement needs	No. of employees who attended the training / Total No. of Identified employees with competency enhancement needs X 100%	10%	BuDD	HRSD List of Participants	50%	50%	50%	50%	50%	0
LEARNING AND GROWTH	SO6: Build and Strengthen Organizational Capabilities					100%								

\* As of November 17, 2020

Submitted by:

  
Ma. Evelyn A. Francisco  
Department Manager

Approved by:

  
Jetro Nicolas F. Lozada  
Assistant Chief Operating Officer  
Assets Management