



**TOURISM
INFRASTRUCTURE AND
ENTERPRISE
ZONE
AUTHORITY**

6th & 7th Floors, Tower 1
Double Dragon Plaza
Double Dragon Meridian Park
Macapagal Avenue corner
Edsa Extension Bay Area
Pasay City 1302

+632) 8249-5900 to 79 loc 723
acooassetsmgmt@tieza.gov.ph
www.tieza.gov.ph

November 18, 2020

MEMORANDUM

TO : FRANCIS RANDY HORTELANO
Manager, Corporate Planning Department

FROM : The Assistant Chief Operating Officer
Assets Management Sector

SUBJECT : Required Submissions

We submit herewith the AMS 2021 Balanced Scorecard.

1. AMS Balanced Scorecard,
2. Business Development BSC; and
3. Operations Department BSC

For your information on the matter.


JETRO NICOLAS F. LOZANA

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Republic of the Philippines

TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY

Balanced Scorecard for 2021 with Quarterly Targets

Operations Department

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
Customers/ Stakeholders		M1	Percentage of satisfied customers	Achieved adequate level of satisfied customers	Number of respondents who rated at least Satisfactory/total number of respondents	10.00	All Operating Assets	Clients	90%				90%
		M2	Attain targeted Net Income from All Assets projected in the context of the pandemic	Realized targeted Net Income from All Assets (Operating, Leased, Joint Venture & Properties Under Concession)	Gross Revenues from All Assets Less Operating Expenditures (before Depreciation)	30.00	All Operating Assets & FSD	Financial Reports and Collection Reports	50M	5M	15.00	15M	15M
Financial		M3	Reduction of operational subsidy	Decrease in the subsidy to operating entities	2020 subsidy less 2021 subsidy /2020 subsidy	10.00	all operating entity	Financial Report	5%				5%
		M4	Development of New Revenue Stream	Implemented new revenue stream	number of new revenue streams in operating entity	20.00	BHYH, GMETV and ZGCBP	Financial Report	2.00	1.00	1.00		
		M5	Budget Utilization Rate*	Measure of the extent to which the actual approved budget increased by supplemental or realigned budget of the department is utilized	(Actual funds used / DBM approved budget + supplemental or realigned budget) x 100%	5.00	FSD	Budget Utilization Report	90%				90%
Internal Process		M6	Entity Operations Manual	Upgrade of entity operations manual	number of operations manual submitted	15.00	CIGC, ZGCBP, BHYH, LSM, GMETV, BIDR	Operations Manual	N/A	6	-	-	6
Learning and Growth		M7	Personnel with competency enhancement needs sent to Competency-based training (HR Programs)*	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%	10.00	HRSD	List of Participants	65%	-	-	-	65%
TOTAL WEIGHT						100.00							

Submitted by:

Approved by:

Atty. Maria Teresa C. Alvarez
Department Manager

JETRO NICOLAS F. LOZADA
Assistant Chief Operating Officer

Date:

Date:

TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY
PERFORMANCE SCORECARD 2021
ASSETS MANAGEMENT SECTOR

PERSPECTIVE	STRATEGIC OBJECTIVE (SO)	Measure	Measure Name	Operational Definition	Formula	Weight	Data Provider, if applicable	Data Source	Baseline 2020	2021	TARGETS			
											Q1	Q2	Q3	Q4
Financial	SO2: Achieved Financial Viability and Sustainability of Assets	M1	Net Income from All Assets (projected in the context of the pandemic)	Generation of Net Income from All Assets (Operating, Leased, Joint Venture & Properties under concession)	Gross Revenues from All Assets less Operating Expenses (before depreciation)	25%	OPED / BUDD	Monthly Financial Reports and Collection Reports	50M	50M	5M	15M	5M	15M
		M2	Budget Utilization Rate	Measure of the extent to which the budget of the department is being used	(Funds used / actual budget) x 100%	5%	FISD	Budget Utilization Report	90%	90%	-	-	-	90%
Customers/ Stakeholders	SO3: Institutionalize a TIEZA branding anchored on "Transparency, Efficiency, Quality Service and Being Environment Friendly and Filipino-themed for Projects	M3	Accomplished Customer Forms / Satisfaction Survey	Monitoring the Quality of Service in Each Operating Assets and Frontliners through Actual Client Commentaries	Satisfied Clients/ over-all Total Numbers of Satisfied & Dissatisfied Customer x 100	10%	OPED / BUDD	Clients	50%	50%	15%	15%	10%	10%
		M4	"Smiley" Survey	Monitoring the Quality of Service in Each Operating Assets & Frontliners through "Smiley" Images	No. of Happy Emoticons / Total No. of Emoticons) x 100%	5%	OPED / BUDD	Clients	85%	85%	25%	20%	20%	20%
	SO5: Development of Customer Centric Products and Services	M5	Completion of Business Plan	Business Plan Completed for One (1) TIEZA Asset	Number of Business Plan Completed	15%	BUDD	Draft Business Plans	N/A	1	-	-	-	Approved one (1) Business Plan
		M6	Formulation of TIEZA Protected Areas for Development & Sustainability Program (PADS)	PADS Program formulated that will serve as framework for future acquisitions by TIEZA	Actual Accomplishment	15%	BUDD	Draft of PADS Program, CSW	N/A	1	-	-	-	Submitted PADS Program to the COO

Internal Process		M7	Approval of Masterplan	One (1) Masterplan submitted to COO (Balacod Integrated Tourism Complex)	Number of Formulated Masterplan submitted to the COO	10%	BRD	CSW	0	1	Endorsed to COO for presentation to the Board	Presentation to the Board		CSW Submitted to COO
		M8	Entity Operations Manual	Updating of entities operations manual	Actual Accomplishment	5%	CIGC, ZGCBP, BHVH, LSM, GMETV, BIDR	Operations Manual/ CIGC/ZGCBP	N/A	6	-	-	-	6
	Implement Quality Management System	M9	ISO Recertification	Attain ISO Recertification	Actual Accomplishment	5%		Surveillance Audit	ISO 9001:2015 Certification	Maintain ISO 9001: 2015 Certification	-	-	-	100%
Learning & Growth	SOG: Build and Strengthen Organizational Capabilities	M10	Personnel with competency based enhancement needs sent to competency based training	Competency based training attended by personnel with competency enhancement needs	No. of Personnel with technical competency needs sent to competency-based training / No. of Targeted employees) x 100%	5%	HRSD	List of participants	85%	85%	-	-	-	85%
						100%								

Mylene A. Magasino
MYLENE A. MAGASINO
Technical Assistant

Jetso Nicolas F. Lozada
JETSO NICOLAS F. LOZADA
Assistant Chief Operating Officer
Assets Management Sector

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

PERSPECTIVE	STRATEGIC OBJECTIVE (SO)	Measure						Quarterly Targets ***						
		Measure (M)	Measure Name	Operational Definition	Formula	Weight	Data Provider, if applicable	Data Source	2020	****2021	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	Sales Report	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	Budget Procurement Plan	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	Customer Survey Report	85%	85%	85%	85%	85%	85%
INTERNAL PROCESS	SO5: Development of Customer Centric Products and Services	M4	Formulation of Marketing Plan	Formulation of Marketing Plan of TIEZA Operating Entities	Number of Marketing Plan Formulated	10%	Sales Division	Market Data, Financial Reports from the Entities	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
		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	Research Materials & Draft of PADS Program and CSW	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 (8) Appraisal Reports	10%	BRD	Notice of Award/ Appraisal Reports	8	8	0	One (1) Notice of Award 50%	0	Eight (8) Appraisal Report 50%
		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	Complete Staff Work (Budget)
LEARNING AND GROWTH	SOG: Build and Strengthen Organizational Capabilities	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
* As of November 17, 2020						100%								

Submitted by:


Ma. Evelyn A. Francisco
Department Manager

Approved by:


Jetro Nicolas F. Lozada
Assistant Chief Operating Officer
Assets Management