



Masterclass

The Fourth Series

Class

2024



About ICD's Masterclass Series

Stay updated and well-informed about the *latest developments* in the field.

Each year, ICD extends invitations to its top-ranking speakers to present their own unique Masterclass topics. These submissions undergo thorough evaluation and assessment by ICD's Thought Leadership Committee. The final selection of speakers for ICD's annual Masterclass Series is carefully curated based on this rigorous process.



Schedules

26 Building a Working and Effective Board: Essential Steps to Success
July **4:00 PM - 6:00 PM (GMT+8)**



30 Customer Centricity
Aug **4:00 PM - 6:00 PM (GMT+8)**



27 Effectively Cascading the Company Strategic Plan
Sept **4:00 PM - 6:00 PM (GMT+8)**



25 Deploying a Data-first Strategy: Separating Fact Versus Fiction
Oct **4:00 PM - 6:00 PM (GMT+8)**



29 Who is Responsible for Your Corporate Culture
Nov **4:00 PM - 6:00 PM (GMT+8)**



13 Health Governance: The Value for Strategic Purchasing
Dec **4:00 PM - 6:00 PM (GMT+8)**



26
July

MEET THE SPEAKER

As one of the first and youngest Fellows of the Philippine Institute of Corporate Directors (ICD), Atty. Kalaw has chaired ICD's Family-Owned or Controlled Corporations Circle since 2007, where he was primarily responsible for creating and developing ICD's Governance Framework for Family-Owned or Controlled Corporations as well as the Institute's model for addressing sustainability at the board-level, now known as the Sustainability Strategy Spectrum. He has counseled and taught on corporate governance both locally and internationally, with the latter aspect particularly as a consultant to the World Bank's International Finance Corporation. A Trustee of the Institute from May 2012 to June 2020, he also serves on its core faculty as Chair of the Thought Leadership Committee and is its current Corporate Secretary. In May 2021, he was installed as the Institute's youngest Life Fellow. He also serves as Corporate Secretary of ICD's sister learned society for public governance, the Institute for Solidarity in Asia, as well as the Center for Excellence in Governance. He is also a Graduate Member of the Australian Institute of Company Directors, from which he obtained his Company Directors Course Diploma in 2010. In October 2022, Atty. Kalaw became the first Filipino to be elected a Fellow of the Family Firm Institute, the world's leading learned society of family firm consultants, in both of that organization's recognized discipline specializations: Family Firm Governance and Family Wealth Advising.

He presently serves as an independent board director of the shipping and logistics firm Gothong Southern, and is one of the few Filipinos who are fully certified in the Balanced Scorecard Strategic Performance Management approach by the co-founders of the process, Professors Norton and Kaplan of Harvard Business School. Accredited by the Global Reporting Initiative as its first Filipino Certified Sustainability Professional, he is also both a Certified Sustainability Practitioner and Certified Sustainability Reporting Assurer of the Institute of Certified Sustainability Practitioners as well as a certified Project Management Professional (PMP) by the Project Management Institute of the United States.

Atty. Kalaw received his Master of Laws from Harvard Law School. He received his Bachelor of Science degree in Management and his Juris Doctor degree, with 2nd Honors, from Ateneo De Manila University. He obtained his Master in Public Administration degree from the University of the Philippines and his Master of Business Administration degree jointly from the Kellogg School of Management at Northwestern University and the Hong Kong University of Science & Technology Business School. He obtained a Master of Studies in Sustainability Leadership from the University of Cambridge. He currently serves on the faculty of the Ateneo Law School, where he teaches Corporate Governance as well as Governance, Law, & Development for the J.D. Program and Intellectual Property Management and Enforcement for the school's pioneering LL.M. Program in intellectual property jointly sponsored by the Intellectual Property Office of the Philippines.

Building a Working and Effective Board: Essential Steps to Success



**Atty. Teodoro Kalaw IV,
FICD**

*Corporate Secretary and Thought Leadership Chair
Institute of Corporate Directors*

ABOUT THE COURSE

A 2-Hour Guided Tour to Both Essential and Cutting-Edge Corporate Governance Best Practices: If you were to set-up a for-profit corporate board from scratch, WHAT should you really know, WHY should you understand such, and HOW can you best apply these fundamental concepts?

Learn the 7 foundational benchmarks and 21 key principles that corporate directors should understand to create both shareholder and shared value through collaborative leadership in their boards.

- What facilitates effective board work?
- Who can best create value through the board?
- How can the board best sustain value creation?

This ICD Masterclass is ideal for corporate directors, CEOs, family firm owners, and senior executives in different corporate contexts (start-ups, family firms, publicly listed firms, etc.) who want to learn how to improve their corporate board's effectiveness in creating value.

By attending this ICD Masterclass, just some of what you will learn or review will include:

- The essential elements of effective board work
- The roles, responsibilities, and cultural dynamics of different board members
- How to select the right directors for your board
- How to develop a strategic board agenda
- How to optimize board processes
- How to create a strong governance ecosystem

Don't miss this opportunity to gain or review the insights you need to launch your board or take it to the next level of effectiveness.

04:00 PM -
06:00 PM
(GMT+8)

30
Aug

MEET THE SPEAKER

Monty Roxas is the Founder and Managing Director of Capability Philippines, Inc. otherwise known as Kpability. He has been a board director for at least two decades and currently an independent director of PetNet and two other companies.

Monty's extensive background in strategic marketing, customer analytics, CRM, and management consulting are the pillars that launched Capability Philippines Inc. in 2006. Kpability's proposition tagline: I want to keep my customers engaged is a call to companies to be truly customer-centric by creating exceptional customer experiences and forging meaningful relationships with their clients.

Through Kpability and his unique brand of benevolent leadership, Monty built a team of data scientists, solutions consultants, IT technicians, digital marketers, and customer engagement professionals, all dedicated to the practice of Customer Centricity in the fields of CRM, Customer Analytics, Customer Interaction Management, and Digital Customer Engagement - a roadmap that has grown in relevance through the years and more so in the post-pandemic VUCA world of digital conversational commerce.

Through the years, Monty and his team have been providing best-of-breed customer management solutions and consulting methodologies to many industry leaders in the Philippines. Kpability's diverse customer analytics and engagement portfolio that include banks, insurance companies, telco, retail, mass media, utilities, logistics, and pharmaceutical companies, arms the team with a unique depth of perspective on the practice of customer engagement.

To support his mission, Monty established strong partnerships with several global software vendors, bringing to market integrated solutions to support and deliver excellence in customer engagement deployments, among them: Infobip, Emplifi, Adobe, Oracle, and Microsoft. Today Monty is active and tirelessly working with his team to bring the Customer Centricity mindset to boards of both large and medium sized enterprises in order to improve the overall quality of service to customers, and customer interactions.

Monty earned his Masters Degree in Business Administration (MBA) from the Edinburgh Business School in the U.K. He holds a Bachelor of Science degree in Economics from the University of the Philippines along with a Diploma in Business Administration from the Heriot-Watt University in the U.K. He also earned post-graduate certificates in Strategic Marketing and Finance from the Asian Institute of Management (AIM).

His roster of clients include some big names among them: Cebuana Lhuillier, Marketing Convergence Inc. -SM Advantage, ABS-CBN Communications group (SkyCable, ABS CBN, and Bayantel), LBC, Manulife, ADB, Rustan's, among others.

Customer Centricity



**Mr. Ramon Vicente Roxas,
MICD**

Founder and Managing Director
Capability Philippines, Inc.

ABOUT THE COURSE

This course emphasizes the strategic importance of putting Customer-Centricity at the core of executive management and board level agendas. For the past decade, several concepts, processes, tools and methodologies have laid out both the business philosophy and organizational foundation for customer-centricity. For several companies, the adoption of this philosophy has remained limited to the customer service and satisfaction function, but a mere part of the overall concept. For the few companies that have chosen to fully adopt this philosophy, not only have they substantially progressed on this front, but have proven to reap the rewards financially – raising revenues and overall corporate valuations.

This course will provide the concept, philosophy, and actual practice of Customer-Centricity. It will include Customer Analytics and Intelligence – from profiling to customer value segmentation models. It will present cases of how companies have moved beyond mere insight into action, or more commonly known as customer engagement. Importantly as well, it will present the customer management metrics (e.g. customer equity and customer lifetime value) that should be monitored constantly at executive management and even board level.

04:00 PM -
06:00 PM
(GMT+8)

27
Sept

MEET THE SPEAKER

Rex C. Drilon II embodies a formidable force in the realm of governance and corporate leadership within the Philippines. As the Vice Chairman of the Center for Excellence in Governance, he champions principles of transparency, accountability, and ethical conduct, shaping the trajectory of organizational governance across the country. Mr. Drilon's portfolio boasts an impressive array of directorships, including leadership roles in Keyland Corporation and YLD, Inc., underscoring his pivotal role in steering the strategic direction of influential enterprises. With a diverse industry background spanning banking, property, and holding firms, he brings a nuanced understanding of complex business dynamics to the table, positioning him as a trusted advisor and thought leader in corporate governance.

His illustrious career journey is punctuated by notable positions such as Chairman of the Institute of Corporate Directors and Chief Operating Officer at Ortigas & Company. These roles illuminate his unwavering commitment to fostering sustainable growth and operational excellence within organizations. Mr. Drilon's leadership tenure at Philtranco and Philippine Fuji Xerox Corporation further attests to his adeptness in navigating diverse organizational landscapes, showcasing a track record of transformative leadership and strategic acumen. Beyond his corporate endeavors, his active involvement in economic development foundations and professional associations underscores a deep-seated dedication to advancing the socio-economic landscape of the Philippines.

Continuously striving for excellence, Mr. Drilon remains at the vanguard of innovation and progress in governance and business practices. His pursuit of academic enrichment, including ongoing studies at the University of Asia and the Pacific, exemplifies his commitment to lifelong learning and staying abreast of emerging trends and best practices. With a steadfast focus on driving positive change and fostering collaborative partnerships, Rex C. Drilon II continues to leave an indelible mark on the corporate governance landscape, embodying the principles of integrity, stewardship, and visionary leadership.

Effectively Cascading the Company Strategic Plan



**Mr. Rex Drilon II,
FICD**

*Former Chairman,
Institute of Corporate Directors*

ABOUT THE COURSE

The Masterclass on How to Effectively Cascade the Company Strategy is ICD's answer to why 9 out of 10 companies fail to execute strategy. Beyond the 4 barriers to successful Strategy Execution (vision, resource, people, and management barriers) is also the lack of appreciation and skills in or the HOW of cascading the company strategy to the key component organizational units of the company.

The 3-hour lecture and workshop will include 1) a review and application of the science of strategy formulation and strategy execution using the Kaplan-Norton Balanced Scorecard Framework, 2) a lecture on the abridged Louis Allen Management System, 3) an exercise in crafting the Position Charter of the company president and that of the participant and 4) drafting the Performance Scorecard of the participant aligned to the performance scorecard of his or her president.

For best results, after the Master Class, the hope is that the Senior Management Team and the Board of Directors of the company to whom the participant belongs will agree to hold an ICD-facilitated 2-day Corporate Board and Management Retreat to update his or her company roadmap including the company strategy map and performance scorecard (or develop one, if there is none).

**04:00 PM -
06:00 PM
(GMT+8)**

25
Oct

MEET THE SPEAKER

Dr. David R. Hardoon is the Chief Executive Officer of Aboitiz Data Innovation. Concurrently, David serves as Senior Advisor for Data and AI at Union Bank of the Philippines and Advisory Board member at Connected Women.

Prior to his current roles, David was the Monetary Authority of Singapore (MAS)'s first appointed Chief Data Officer and Head of Data Analytics Group reporting to the agency's Deputy Managing Director for Financial Supervision and subsequently Special Advisor for Artificial Intelligence reporting to Deputy Managing Director for Markets and Development. In these roles, he led the development of the AI strategy both for MAS and Singapore's financial sector as well as driving efforts in promoting open cross-border data flows.

David holds a PhD in Computer Science in the field of Machine Learning from the University of Southampton and graduated from Royal Holloway, University of London with First Class Honors B.Sc. in Computer Science and Artificial Intelligence.

Deploying a Data-first Strategy: Separating Fact Versus Fiction



**Dr. David Hardoon,
FICD**

*Chief Executive Officer
Aboitiz Data Innovation*

ABOUT THE COURSE

This course is crafted for board members aiming to drive a data-first strategy within their organization. In an era where data is increasingly important to business success, understanding how to effectively think about deploying and capitalising on data assets is not just advantageous but imperative for maintaining competitive relevance and achieving sustainability. Through practical examples and case studies, participants will gain a deep understanding of how to harness the power of data to achieve business objectives and steer the company towards data-driven success.

By participating in this course, you will:

1. Learn to distinguish between hype and reality in data and AI
2. Foster an organisational mindset where data-driven insights are embraced at all levels
3. Explore how data and AI can be leveraged to enhance operational efficiency, risk management, revenue optimization, sustainability, and customer engagement
4. Set the oversight through Data and AI governance

04:00 PM -
06:00 PM
(GMT+8)

29
Nov

MEET THE SPEAKER

Over a 35-year career in Shell, Frank have done several audit and compliance jobs. Those included being Chief Audit Executive in Shell Nigeria and Sakhalin (Russian Federation). In his final job, he was the Global Vice President for Ethics and Compliance for Shell's Oil and Gas activities. This involved providing training and solving ethics issues with country management teams. Face to face communications is essential and the planning and execution for his team was in coordination with the Senior Vice President Ethics and the global Oil and Gas Senior Vice Presidents.

Frank had the honour to be the first Finance Manager for Malampaya. During those early stages in the mid 1990s, the field was technically appraised and gas negotiations had commenced. Both needed to be completed ahead of the Shell Board's Final Investment Decision.

Other Finance Manager jobs were in Global Real Estate and Travel. Crucially, that included big contracts with the airline industry and chairing the global Contracts Board.

Before that, Frank headed up Finance and Procurement in Shell's global technology group and was Controller of the EP Head Office organisation in The Hague. A further role was in a specialised unit that developed and applied expertise in deep-water drilling and construction of production facilities.

Throughout his career, a passion for Ethics, Integrity and a Corporate Culture have been central to his work. It taught him the importance of Corporate Culture, which involves developing, embedding and measuring. Corporate Culture and its importance often receives insufficient attention as an aspect of Corporate Governance. Recent serious problems at aircraft maker Boeing clearly demonstrate the crucial role that culture plays in a company's success (or failure).

Frank have been on both sides of the Board room table: as a Board member, Audit and Ethics VP. In ICD, he was a trustee and a member of the Audit Committee.

A member of the Teaching Faculty of ICD since 2015, Frank provide training and write one or two new courses every year. He also do speaking engagements and act as a panel member at big events, like the annual conference of the Institute of Internal Auditors in the Philippines.

Retired and married to a Filipina, Frank live in Manila. He do some consulting and make sure that this leaves him enough time to spend with his wife, children and grandchildren who live on different continents.

Who is Responsible for Your Corporate Culture



**Mr. Frank Numann, MBA,
FICD**
*Independent Anti-Bribery
Consultant*

ABOUT THE COURSE

Corporate Governance is multi-faceted and central to our advocacy at ICD. Corporate Culture is part of Corporate Governance. We sometimes don't emphasise the importance of culture sufficiently.

Yet we can all recall corporate disasters where a defective corporate culture was a major contributor to the problems or even the demise. Enron comes to mind. Ethics was something that existed in a well-written Corporate Code but gathered dust on the shelf: e.g. in its financial reporting. Financial engineering and lack of transparency resulted in fatal misrepresentations.

Recently we witnessed the long-term results of a change in corporate in Boeing, which started some 20 years ago! Safety and engineering pride had to give way to dividend increases and stock buybacks. Engineers clashed with accounts. Quality suffered: harassment happened frequently and whistleblowing reports were not investigated.

The benefits of cost cutting were applied to shareholders. No funds were available for the long-term development of aircraft, notably the 737 replacement. The rushed development of the 737MAX became inevitable to compete with the much more modern Airbus 320NEO. In the 'bottom-line' culture, engineering shortcuts were made and information suppressed.

The company lied about new software to the Regulator (FAA) and when two planes crashed the CEO blamed inexperienced foreign pilots. In fact, this crucial piece of new software (MCAS) was absent from training materials. As a result, the pilots on the crashed planes did not know about its existence. Consequently, they were unable to override it. 346 casualties resulted.

Shareholders won a case against Boeing and its directors in the Delaware Chancery Court. Its verdict highlights the shortcomings of the board and it fined the directors \$237 million. Most directors were ordered to step down. The judge ordered the creation of an aircraft safety committee in the Board. Directors with aviation experience can serve on it. Many other sanctions were imposed. In one of them, Senior Executives' bonuses now include specific consideration of adherence to and promotion of safety initiatives.

Changing a culture can be good business. The new culture must be measured in a recurring survey and its findings must be followed up consistently.

So, who is responsible for the culture in your company?

04:00 PM -
06:00 PM
(GMT+8)

MEET THE SPEAKER

Dr. Kenneth Hartigan-Go is a former DOH undersecretary and FDA Director General who instituted health sector reforms. Currently he is the Senior Research Fellow of the Ateneo Policy Center of the School of Government and an adjunct faculty of the Asian Institute of Management. He is an internist-toxicologist by training. He is a Honorary Visiting Assoc. Professor of the National University of Singapore Saw Swee Hock School of Public Health.

He was Philippine Department of Health Undersecretary (2015-2016); Director General of Food and Drugs Administration (October 2012-October 2014); Deputy Director Bureau of Food and Drugs (1999-2001). He was the founding Executive Director of the Zuellig Foundation from 2001 to 2009. He was faculty of the UP College of Medicine (1990-2006), Ateneo School of Medicine and Public Health (until 2010) and AIM (2010-2015).

He holds Doctor of Medicine degrees from the University of the Philippines College of Medicine (1985), and from Newcastle University UK (1998, Clinical Pharmacology). He is a Fellow of the Royal College of Physicians (Edinburgh), a Fellow of the American College of Physicians, Honorary Fellow of the Academy of Medicine, Singapore and Honorary Fellow of the Singapore College of Physicians since 2017 and the President Philippine College of Physicians (2017-2018). He is a medical toxicologist.

Health Governance: The Value for Strategic Purchasing



Dr. Kenneth Hartigan-Go
MD, MD (UK), FICD
Adjunct Faculty
Asian Institute of Management

ABOUT THE COURSE

Health is going to be top of agenda in many parts of the world. Afterall, the strength of economy is partly based on a healthy population. Health is complex- it is provided by government in terms of public health services and also by the private sector for many medical interventions. The question is how do we keep our population healthy, providing quality basic services using cost-effective systems and technology amidst limited resources.

One of the acknowledged problems we have in our health care is scarcity of human resources for health, the second is procuring services and goods.

Kenneth Hartigan-Go will discuss the broad issues of human resources and the role industry leaders can play to support an existential problem, one which can affect our future ready workforce. There is a growing problem on lack of doctors and nurses in the world. This means foreign countries with this need will import and employ our scarce human resources while Philippines continue to export. Eventually, this problem will turn into a quality of care issue and ultimately become a health security dilemma. This will further polarize the rich and the poor in terms of access to health care services. The problems in HRH include scholarships, admissions, attrition, quality of health science education, inability to pass licensure examinations, finding employment, working conditions and salary & compensation, retention, migration, re-entry and re-integration. What are possible solutions if we consider health is everybody's business?

Max Ventura will provide a sneak peak on what is Strategic Purchasing, with empirical inputs from a recent Southeast Asian study, with focus on the Philippines and where private sector can play a role. Health sector strengthening is a strategy the Philippines must embrace. One of the solutions is to introduce the principles and practice of Strategic Purchasing. Originally designed for improving government efficiency to deliver better health, it can also be applied in many private sectors setting. What is Strategic purchasing and what are the principles and components to make this work? Coming from the public health emergency called the COVID 19 Pandemic and the financial impact it created, it was clear that Southeast Asia will need a plan for Strategic purchasing. Basic questions like What to buy, from whom to buy and how to buy will be touched on. The end goal is making health systems in our country more resilient and assist in the sustainability of Universal Health Care. One of the most valuable principles is procuring for better outcomes and consideration of inter-dependency of the components of the health system: governance, human resources, services and facilities, medicines, ICT, and lastly financing.

Masterclass

The Fourth Series

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July
Building a Working and Effective Board: Essential Steps to Success



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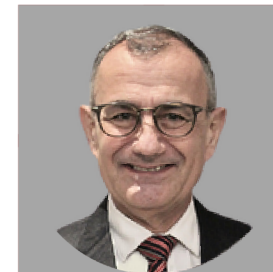
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