

## MARIA REGINA LUCIA M. LIZARES

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**Summary profile:** Business professional turned academic. Brings to business education and research over 20 years of extensive, rounded professional experience in multi-cultural firms: over 10 years leading human resources in a professional services firm, 7 years of strategy work as a consultant and as part of planning groups of firms, and 3 years of equity research. High performing, collaborative individual with strong multi-tasking and communications (both oral and written) skills, as well as outstanding team and mentoring orientation. Balances conceptual and analytical thinking with execution.

### ACADEMIC QUALIFICATION

- 2015- 2018 UNIVERSITY OF THE PHILIPPINES (DILIMAN, PHILIPPINES)  
PhD in Business Administration. Dissertation: Essays on Philippine Publicly-Listed Holding Firms: An Application of Management Theories
- 2015- 2018 UNIVERSITY OF THE PHILIPPINES (DILIMAN, PHILIPPINES)  
MS in Management, GWA of 1.15
- 1994-1995 UNIVERSITY OF READING (ENGLAND)  
MA in International Business and Economic Development,  
Graduated with Distinction, British Council Scholar
- 1989-1991 I.E.S.E., UNIVERSITY OF NAVARRA (SPAIN)  
Master in Business Administration, Bilingual Program (English & Spanish)
- 1984-1988 UNIVERSITY OF THE PHILIPPINES (DILIMAN, PHILIPPINES)  
Bachelor of Science in Business Administration,  
Graduated Magna cum Laude, GWA of 1.303,  
Player, U.P Women's Varsity Volleyball team

### ACADEMIC EXPERIENCE

- Jan 14-present UNIVERSITY OF THE PHILIPPINES VIRATA SCHOOL OF BUSINESS  
Associate Professor, Department of Business Administration. Courses taught: General Management, International Business, Human Behavior in Organization, Strategic Management, Industrial Organization and Organizational Theory at the Bachelor's, Master's and PhD levels.
- Jan 14-Apr 15 ATENEO DE MANILA UNIVERSITY SCHOOL OF MANAGEMENT  
Part-time Lecturer, Leadership and Strategy Department. Taught the core course of Organizational Behavior at the Bachelor's level.
- Jun-Oct 88 UNIVERSITY OF THE PHILIPPINES COLLEGE OF BUSINESS ADMINISTRATION  
Instructor. Taught one semester of Marketing Management at the Bachelor's level.

## **PROFESSIONAL EXPERIENCE**

Oct 99-Dec 13 McKINSEY & COMPANY, INC.

Aug 11-Dec 13 Director of Professional Development & Recruiting (Southeast Asian practice)

May 02-Sep 10 Crafted and delivered against the practice's people and recruiting strategy, jointly with the partner group, as well as participated in the definition of the overall practice strategy. Led the recruiting and people operations, which included staffing, evaluation, compensation, manpower planning, training, mentorship and professional development. Managed a team of over five people spread across the region.

Oct 10-May 11 ABS-CBN CORPORATION

Head, Corporate Planning (Vice-President Level). Drove the annual strategic planning process. Was an active thought leader in crafting, executing and tracking strategic initiatives. Served as interim Investor Relations given role was vacant. Managed a team of three.

Oct 99-Apr 02 McKINSEY & COMPANY, INC.

Junior Engagement Manager (Southeast Asian practice). Worked on a variety of engagements some of which were: helping a leading conglomerate in their multi-media convergence and Internet strategy; working with a country's largest electricity distributor to benchmark their cash operating costs against best practice; crafting and implementing a corporate governance and performance management system in a conglomerate; sharpening a country's tourism strategy.

Dec 97-Aug 99 UBS SECURITIES PHILIPPINES, INC.

Associate Director- Equity Research. Researched, analyzed, recommended actions and produced regular written work on the Philippine conglomerates and consumer sectors. Marketed research product through conference calls, marketing trips, and telephone contact with sales desks and institutional clients.

Jan 96-Nov 97 PARIBAS ASIA EQUITY SECURITIES, INC.

Assistant Vice-President- Equity Research. Researched, analyzed, recommended actions and produced regular written work on the Philippine power and energy, wholesale and retail, manufacturing and consumer sectors. Marketed research product through conference calls, marketing trips, and telephone contact with sales desks and institutional clients. Managed and supervised the research team, with particular emphasis on product and idea flow.

Nov 91-July 94 PHINMA

Senior Corporate Planning Officer. Researched, evaluated, and prepared plans and proposals for new business ventures. Evaluated comprehensive business project proposals referred to the department. Assisted in identifying and formulating corporate strategic plans. Supervised the work of the junior staff.

Oct 88-June 89 SAN MIGUEL CORPORATION

Financial Analyst. Participated in the development of annual short- and long-term corporate financial plans for financing purposes. Provided financial analysis for capital expenditure approval.

## **PUBLICATION**

Lizares, R. M., Rahnema, L., Rey, M. P., Suan, I. D., & Bautista, C. C. (2017). Graduate Business Program Admission Criteria and Student Graduate Academic Performance. *Philippine Management Review*, 24.

Lizares, R. M. (2018). Top Management Team Composition and Firm Performance. *Philippine Management Review*, 25.

Lizares, R. M. (2018). Assessment of the Structure-Conduct-Performance of the Philippine Telecommunications Industry. *Philippine Management Review*, 25.

Lizares, R. M. (2019). The Impact of Corporate Diversification on Firm Performance *Philippine Management Review*, 26.

Lizares, R. M., & Bautista, C. C. (2019). Corporate Financial Distress: The Case of Publicly-listed Firms in an Emerging Market Economy (Under evaluation).

Lizares, R. M. (2019). Control and Collaboration in Philippine Conglomerates: An Empirical Study on the Effects of Board Structural Characteristics on Firm Performance (Revise and resubmit phase).

Lizares, R. M. (2019). The Multiplicity of Corporate Governance Theories: Agency, Resource Dependence, and Stewardship Theories. In "Readings of Corporate Governance", eds. B.P. Gutierrez, E. R. Roman, R. C. Ybañez (Forthcoming).

Lizares, R. M. (2019). Who Has the Power in Corporate Governance: Managers, Shareholders, or Board of Directors? In "Readings of Corporate Governance", eds. B.P. Gutierrez, E. R. Roman, R. C. Ybañez (Forthcoming).

## **CONFERENCE**

Graduate Business Program Admission Criteria and Student Graduate Academic. Presented at the University of the Philippine, Virata School of Business International Conference on Business and Management, Quezon City (Philippines), July 2016.

## **SEMINAR**

Presented at the University of the Philippine, Virata School of Business, Quezon City (Philippines):

- Top Management Team Heterogeneity and Firm Performance (February 2018)
- Corporate Diversification and Firm Performance (March 2018)
- Board Structure and Firm Performance (March 2018)
- Corporate Financial Distress: The Case of Publicly-listed Firms in the Philippines (September 2018)
- Determinants of Labor Force Participation in the Philippines (October 2018)

## **GENERAL INFORMATION**

Fluent in English and Filipino  
Well-travelled; Certified MBTI practitioner; Part-time yoga teacher