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PLDT HISTORY ENABLING THE NATION The beginning When PLDT was incorporated and given the franchise to establish and operate telephone services in the country on November 28, 1928, a typhoon had just ravaged Eastern Visayas, Bicol Peninsula, and Samar. The ability to communicate amongst loved ones and across the country became crucial. Sadly, phone networks then were like disconnected intercom systems and you could only call people within your own small city. Filipinos were disconnected from neighboring towns, disconnected from friends in the other island and, needless to say, disconnected from the rest of the world. It was under this scenario that the law was signed giving birth to PLDT. What the new law hoped to achieve was to interconnect these "intercom" systems into a seamless nationwide network that would facilitate communication and delivery of services to the people, as well as spur economic development in the countryside. The first president of PLDT was Theodore Vail Halsey while Major J.E. Hamilton Stevenot, who represented the American firm General Telephone and Electronics Corp. (GTE), was elected executive vice president and general manager. Under the American owners of PLDT, many small phone companies in the provinces were acquired by the Company to help speed up the rollout and connection of these different phone systems all over the country. The management of PLDT was then set to lay the groundwork towards linking Filipinos to each other and, more importantly, to the world. Manila-Baguio link Just a year after PLDT was given its nationwide franchise, the link between Manila and Baguio was established, making the first national long distance calls possible. Overseas radio-telephone service was also established between the Philippines and the US and other parts of the world in 1933. The first network of PLDT employed the open-wire system that was difficult to maintain and vulnerable to rain, winds, dirt, and tampering. Horse-drawn service vehicles bulky wall-mounted telephones were employed in those times. PLDT then charged a sum of P7.50 a month. The war years in the 1940's that followed proved to be devastating to PLDT as the US armed forces destroyed the PLDT system to prevent the Japanese from using it in 1941. By the time the Americans regained control, only 10 percent of the original facilities were operational. Filipinos take control By 1968, a new era of PLDT leadership was ushered in, PLDT finally became a Filipino-controlled corporation when Ramon Cojuangco and his group of Filipino industrialists and businessmen bought the controlling stake of GTE of New York. It was a symbol of national pride and a moment of triumph for Filipinos. Under Cojuangco's leadership, PLDT embarked on ambitious expansion campaigns that led to more Filipinos owning and benefiting from phones. Several milestones were realized in Cojuangco's time. In the same year when his group came in, the first major television broadcast via the facilities of Intelsat II-F4 and PLDT was brought to the Philippines direct from the US during the funeral of Senator Robert F. Kennedy. Another milestone in satellite communications was achieved, with PLDT playing a major role, in the subsequent remote TV coverage of the Apollo 8 flight. Early landline innovations By 1982, direct distance dialing or DDD was becoming a byword for Filipinos. Subscribers then could call long distance to nine major cities across the nation and 22 countries around the world and reach through direct dialing more than 400 million telephones overseas. This service eventually evolved into National Direct Dialing (NDD) and International Direct Dialing (IDD) by 1985. PLDT's ascent to greater heights of success was punctuated briefly by the death of Cojuangco in 1984. Cojuangco, who was largely responsible for the transformation of the Company from a medium-sized firm into a multi-billion-peso giant, was highly regarded by PLDT employees and considered very compassionate. It was then that Oscar T. Africa was elected as the new president while Cojuangco's son, Antonio, was elected Senior Executive Vice President. Africa, however, retired after only two years as president. Antonio Cojuangco succeeded him in 1986, ushering in a 12-year period of further expansion and robust business for PLDT. Wireless enters the scene, more innovations happen Another significant PLDT milestone was the establishment of the country's first cellular telephone network in 1987. Cellular phones then were bulky and installed only in cars. With this new service, people were able to communicate while on the go. 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The following year, PLDT forged a strategic partnership with NTT Communications Corp (NTTCom), a wholly-owned subsidiary of Nippon Telegraph and Telephone Corp. of Japan, the world's leading telecommunications company in terms of revenues. Smart Communications, Inc. (Smart), the country's largest mobile phone operator, was also acquired by PLDT. The acquisition of Smart proved to be a wise decision, especially now that Smart is contributing greatly to PLDT's bottom line, thus buffering the telecoms giant from the debilitating effects of declining revenues from the fixed line business. Investing in ICT One of the key steps undertaken in 2000 was the formation of ePLDT, the PLDT Group's principal vehicle for investments in information and communication technology. Through its data services under the Vitro brand, its call centers under ePLDT Ventus Inc., Internet services through Infocom Technologies Inc.,data security services through mySecureSign Inc., and Internet cafe business through Netopia Technologies Inc.,the PLDT Group is now slowly reaping the fruits of its investments. Innovating the landline Brains--an acronym for Broad and Robust ATM (asynchronous transfer mode) and Internet Networking Solutions--was launched in 2000 and made PLDT the only telecommunications company with the fastest, most reliable and cost-efficient voice, data and video transmission services running through a single multi service network. DSL, or digital subscriber line, was also introduced in the same year. It is a broadband access technology that allows for high-speed access to the Internet via the usual copper wire lines. 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Next Generation Network As PLDT's products and services continued to evolve, the Company began upgrading its network in 2005 to the Next Generation Network, a broad term for certain emerging computer network architectures and technologies that can encompass voice, data and video where all information is efficiently transmitted via digital packets of data just like over the Internet. This means greater efficiency, cost savings and more innovative services for subscribers in the years to come. NGN is not the goal in itself but rather a key enabler for transformation to what the PLDT Group calls Next Generation Communications. This transformation goes beyond upgrading the network to an all-IP NGN. It also involves re-engineering processes, integrating our platforms, transforming products and re-orienting people. In 2006, PLDT saw the rapid growth of its broadband business on the back of the Group's wired and wireless infrastructures. PLDT MyDSL and SmartBro broadband subscribers more than doubled to 265,000 by year end. In late 2006 and early 2007, MediaQuestHoldings - a wholly-owned subsidiary of the PLDT Beneficial Trust Fund - and Smart joined hands to conduct test broadcasts of a mobile TV service using the Digital Video Broadcast - Hand held (DVB-H) standard. This was made possible through MediaQuest's subsidiary, Nation Broadcasting Corp., which operates a network of radio and TV stations. Culture of Innovation It's all part of PLDT's culture of innovation to bring its operations to world-class standards and become the best telecommunications company in the region. Today, PLDT leads the wireless race, dominates the landline domain, operates the premiere satellite company, and has raced to the #1 position in the Internet world, both broadband and narrow band. No doubt, PLDT is set to conquer whatever the future holds for the telecommunications industry. Notwithstanding the many technological changes that PLDT will encounter in the future, one thing will remain steadfast - its commitment to serving the nation and providing communications solutions to Filipinos. Back to top Since you refer to ipconfig, I presume you are on some version of Windows, so I shall offer a solution based on this assumption. Since your router is 192.168.1.254, then any IP addresses in your subnet will probably be in the range 192.168.1.1 to 192.168.1.254, so I would propose creating the following batch file, called for example OnLine.cmd:- @echo off set IPrange=192.168.1 for /l %%f in (1,1,254) do ping -n 1 -w 1000 %IPrange%.%%f > nul: 2>&1 && echo %IPrange%.%%f on line Running it will step through all possible subnet addresses to see if there is a device on this address, and report if so. Note that each non-existent address will take a second to time out, so the whole scan will take upwards of four minutes. You will see something like:- 192.168.1.1 on line 192.168.1.2 on line 192.168.1.7 on line 192.168.1.118 on line 192.168.1.236 on line Some of these devices you will recognise, such as your main router an the PC you're using, but any of the remaining devices is could be your repeater, so direct your browser at each of them in turn until you find your repeater's log-in page. If you could log into your router, you could probably identify the repeater from its DHCP client list. You can always do a factory reset on the router, which will restore the default password, but don't do this unless you know how to reconfigure it, especially if it is a modem/router handling the connection with your ISP. If you can identify your router's DHCP pool range, then it is a good idea to assign a fixed address to the repeater which is outside this range: then you will always be able to find it in the future, whereas DHCP-assigned addresses can vary after network restarts. PLDT HOME REPEATER Wireless-N Repeater Quick Installation Guide Revision 1.0 www.prolink2u.com 2. Hardware Installation Laptop Router WiFi Range www.prolink2u.com © Copyright 2014. PROLiNK® All rights reserved. Smartphone Tablet Wifi Repeater Cable / DSL Modem Router WiFi Repeater Range Package Contents: ● 1 x WiFi Repeater ● 1 x Quick Installation Guide 1. Overview Front View Left View Reset WPS 2 1 2 WPS : Press 1 second to trigger WPS function 1 LED Indicators: 2 Power : On - Power On Off - Power Off WLAN : On - Wireless turn On Off - Wireless turn Off WPS : On - WPS feature turn On Off - WPS feature turn Off Blinking - WPS triggering Signal Strength : 1 LED On : Low Signal 2 LEDs On : Medium Signal 3 LEDs On : Good Signal 4 LEDs On : Excellent Signal Note: The illustration in this document may appear different from your model. www.prolink2u.com 3. Connecting to the Root AP Method 1 : With WPS button Step 1. Plug the Wifi Repeater into the electrical socket and power on the electrical socket. The Power LED on Wifi Repeater will illuminate. Wait until the WLAN up. Step 2. Press the Wi-Fi Protected Setup (WPS) button on your wireless router or root AP. Step 3. Press the WPS button of Wifi Repeater for 1 second until the WPS Note 1. The Signal Strength LEDs will illuminate to show the link quality once connected to the root AP. Note 2. Both buttons must be pressed within 2 minutes. LOCATION 1 WPS Wireless Router LOCATION 2 WPS WPS Wifi Repeater www.prolink2u.com Right View Back View 4 3 Reset : Press 1 - 5 seconds to reboot Repeater. 3 Press > 5 seconds to reset to factory default and reboot. AC Power Input 4 and WPS LEDs light LED starts to blink. 2 seconds 2 Minutes 1 second Within 2 Minutes Filipino businessman In this Philippine name, the middle name or maternal family name is Velez and the surname or paternal family name is Pangilinan. Manny PangilinanGCrLPangilinan in 2023BornManuel Velez Pangilinan (1946-07-14) July 14, 1946 (age 78)Other namesMVPAlma materAteneo de Manila University (BA)University of Pennsylvania (MBA) Occupation(s)Managing Director & CEO (First Pacific Company Limited)Chairman (Metro Pacific Investments Corporation and Philex Mining Corporation)Chairman (PLDT)Chairman (San Beda University)Chairman (Cardinal Santos Medical Center) Manuel Velez Pangilinan (born July 14, 1946), also known as Manny Pangilinan or by his initials MVP, is a Filipino businessman and sports patron. He is the managing director and CEO of First Pacific, a Hong Kong–based investment management and holding company with operations in the Asia-Pacific region. Pangilinan is also the chairman for First Pacific's investments in the Philippines, including the Metro Pacific Investments Corporation, PLDT, and Philex Mining Corporation. He is the chairman emeritus of the Samahang Basketbol ng Pilipinas (SBP) and served as its first president for two consecutive terms, from 2007 to 2018. Pangilinan is the current chairman and benefactor of his alma mater San Beda University on Mendiola St., Manila. Pangilinan grew up in a house in Little Baguio, San Juan that was by a squatter settlement's boundary. His mother, Soledad Perriera Velez, had Portuguese ancestry by way of her Portuguese ship captain grandfather who married a Filipina. His mother was working at Syvel's, then an upscale department store along Escolta, when she met his father.[1] His father, Dominador Pangilinan, was a messenger[2] for the Philippine National Bank who eventually retired as the president of Traders Royal Bank. He spent his childhood summers in Teachers Camp in Baguio as his grandfather was a public teacher in Pampanga and Tarlac who became a superintendent of public schools,[3] eventually becoming the secretary of education.[4] Pangilinan completed his primary and secondary education at San Beda. He graduated as cum laude from the Ateneo de Manila University with a Bachelor of Arts degree in Economics. Pangilinan won a scholarship to the Wharton School of the University of Pennsylvania sponsored by Procter & Gamble and graduated in 1968 with a Master of Business Administration degree.[5] Pangilinan's first job was as the executive assistant to the president of Philippine Investment Management Consultants, Inc. (PHINMA), where he served for six years.[6] In 1976, Pangilinan relocated to Hong Kong as executive director at Bancom International, an investment bank, where he gained experience in international finance. He then worked at American Express in Hong Kong as an investment banker.[6] In Hong Kong, Pangilinan co-founded First Pacific in 1981 with Sudono Salim and Salim's son, Anthoni Salim. In 1987, Pangilinan established Metro Pacific as First Pacific's investment arm in the Philippines.[6] As chairman of Metro Pacific, Pangilinan has contributed to nation-building through investments in power distribution and energy innovations (Meralco), urban water concession (Maynilad Water Services), tollways (Metro Pacific Tollways Corporation), and upgrading hospitals and health services (Metro Pacific Investments Corporation). He is also Chairman of TV5 and Philex Mining Corporation.[citation needed] In 1998, First Pacific acquired PLDT, the largest telecommunications firm in the Philippines. Under First Pacific's management, the company, which had been troubled by debt and technological issues,[7] improved to become the nation's leading provider of digital communications.[8] Pangilinan is also a major patron of Philippine sports. He owns three PBA teams: TNT KaTropa, the Meralco Bolts, and the NLEX Road Warriors. He founded the Samahang Basketbol ng Pilipinas (SBP), the national sport association for basketball in the Philippines, and served as its first president for two consecutive terms (2007 to 2016). He is currently the chairman emeritus of SBP.[9] He was elected to the Central Board of FIBA in 2014[10] and served until August 2023. Moreover, his MVP Sports Foundation has supported other Philippine athletes, some of whom won gold medals in the 2018 Asian Games.[11] Pangilinan with the FIBA Executive Committee and Philippine President Bongbong Marcos Pangilinan is a sports patron and was raised in a family that regularly enjoyed basketball. His mother was a fan of the San Beda Red Lions basketball team and was best friends with Caloy Loyzaga. His father played basketball, baseball, and tennis. Pangilinan himself plays badminton. Through the MVP Foundation, Pangilinan funds initiatives in badminton, boxing, golf, and taekwondo.[12] National Honors : Order of Lakandula, Commander – (May 24, 2006) : Order of Lakandula, Grand Cross – (June 5, 2010) Kapampangan Development Foundation Smart Communications PLDT Sun Cellular Meralco ^ Nugent, David (May 14, 2017). "For the first time, MVP talks about the love of his life on Mother's Day". Retrieved April 7, 2025.{{cite web}}: CS1 maint: url-status (link) ^ Beltran, Bjorn Biel M. (July 14, 2022). "MVP at 76: Success shaped by wisdom, passion, and experience". BusinessWorld. Retrieved April 7, 2025.{{cite web}}: CS1 maint: url-status (link) ^ Fokno, Mia Madalena (April 6, 2025). "Manny V. Pangilinan: Beyond business, a life fueled by sports and service". Rappler. Retrieved April 7, 2025.{{cite web}}: CS1 maint: url-status (link) ^ Sabornido, Lyza (July 22, 2012). "Manny Pangilinan: A Filipino Entrepreneur's Success Story". Retrieved April 7, 2025.{{cite web}}: CS1 maint: url-status (link) ^ Conoza, Adrian Paul B. (July 14, 2021). "MVP at 75: Winning in life and career one game at a time". BusinessWorld. Archived from the original on February 18, 2022. Retrieved February 18, 2022. ^ a b c "Manny Pangilinan's journey to success". Philippine Primer. March 19, 2017. Archived from the original on September 23, 2019. Retrieved September 23, 2019. ^ Schmetzer, Uli (February 14, 1993). "Telephone Monopoly Hangs Up Philippines". Chicago Tribune. Archived from the original on November 13, 2019. Retrieved November 13, 2019. ^ "PLDT is undisputed leader in home broadband". pldthome.com. April 6, 2018. Archived from the original on September 25, 2018. Retrieved September 25, 2018. ^ "A Message from SBP Chairman Emeritus, Manuel V. Pangilinan". 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Manny Pangilinan on Twitter Biography at Asian Affairs Biography at Metro Pacific Manny Pangilinan Speech to 2006 Ateneo Graduates Retrieved from " Since you refer to ipconfig, I presume you are on some version of Windows, so I shall offer a solution based on this assumption. Since your router is 192.168.1.254, then any IP addresses in your subnet will probably be in the range 192.168.1.1 to 192.168.1.254, so I would propose creating the following batch file, called for example OnLine.cmd:- @echo off set IPrange=192.168.1 for /l %%f in (1,1,254) do ping -n 1 -w 1000 %IPrange%.%%f > nul: 2>&1 && echo %IPrange%.%%f on line Running it will step through all possible subnet addresses to see if there is a device on this address, and report if so. Note that each non-existent address will take a second to time out, so the whole scan will take upwards of four minutes. 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Philippine Long Distance Telephone Co. engages in providing telecommunication services in Philippines through its three principal business groups, fixed line, wireless, and information and communication technology. It operates through the following segments: Wireless, Fixed Line, Business Process Outsourcing and Others. The Wireless segment is consists of cellular through text messaging and wireless broadband. The Fixed Line segment provides fixed line telecommunications services throughout the country, servicing retail, corporate and small medium enterprise, or SME clients. It offers local exchange, international long distance, national long distance, data and other network and miscellaneous services. The Business Process Outsourcing includes process solutions though subsidiaries. The Other business includes investment. 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It is a broadband access technology that allows for high-speed access to the Internet via the usual copper wire lines. Other innovative services were introduced: Text 135, the country’s first landline texting service; Premium Phone Services (1-908), which employed strategic tie-ups with TV game shows; Budget card for international calls; and bundling of value-added phone services such as Call Waiting, Call Forwarding, 3-party conference calls, Speed Calling, and Caller ID. When the year 2002 came, PLDT continued to innovate and introduced a pioneering prepaid landline service where subscribers can load up their phones with P500-load that is valid for two months and with a one-month reprieve to reload. In 2004, the PLDT Board of Directors appointed Manuel V. Pangilinan to the position of Chairman of the Board while retaining his post as Chairman of the Board of Smart and ePLDT. Napoleon L. Nazareno is the concurrent President and CEO of PLDT and Smart. Next Generation Network As PLDT’s products and services continued to evolve, the Company began upgrading its network in 2005 to the Next Generation Network, a broad term for certain emerging computer network architectures and technologies that can encompass voice, data and video where all information is efficiently transmitted via digital packets of data just like over the Internet. This means greater efficiency, cost savings and more innovative services for subscribers in the years to come. NGN is not the goal in itself but rather a key enabler for transformation to what the PLDT Group calls Next Generation Communications. This transformation goes beyond upgrading the network to an all-IP NGN. It also involves re-engineering processes, integrating our platforms, transforming products and re-orienting people. In 2006, PLDT saw the rapid growth of its broadband business on the back of the Group’s wired and wireless infrastructures. PLDT MyDSL and SmartBro broadband subscribers more than doubled to 265,000 by year end. In late 2006 and early 2007, MediaQuestHoldings – a wholly-owned subsidiary of the PLDT Beneficial Trust Fund – and Smart joined hands to conduct test broadcasts of a mobile TV service using the Digital Video Broadcast – Hand held (DVB-H) standard. This was made possible through MediaQuest’s subsidiary, Nation Broadcasting Corp., which operates a network of radio and TV stations. Culture of Innovation It’s all part of PLDT’s culture of innovation to bring its operations to world-class standards and become the best telecommunications company in the region. Today, PLDT leads the wireless race, dominates the landline domain, operates the premiere satellite company, and has raced to the #1 position in the Internet world, both broadband and narrow band. No doubt, PLDT is set to conquer whatever the future holds for the telecommunications industry. Notwithstanding the many technological changes that PLDT will encounter in the future, one thing will remain steadfast – its commitment to serving the nation and providing communications solutions to Filipinos. *Information from Forbes.com and Pldt.com.ph **Video published on YouTube by “PLDT Enterprise” Share — copy and redistribute the material in any medium or format for any purpose, even commercially. Adapt — remix, transform, and build upon the material for any purpose, even commercially. The licensor cannot revoke these freedoms as long as you follow the license terms. Attribution — You must give appropriate credit , provide a link to the license, and indicate if changes were made . You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use. ShareAlike — If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original. No additional restrictions — You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits. You do not have to comply with the license for elements of the material in the public domain or where your use is permitted by an applicable exception or limitation . No warranties are given. The license may not give you all of the permissions necessary for your intended use. For example, other rights such as publicity, privacy, or moral rights may limit how you use the material. Highest-ranking officer of an organization "Chief executive" and "CEO" redirect here. For other uses, see Chief executive (disambiguation) and CEO (disambiguation). A group of Fortune 500 CEOs in 2015 A chief executive officer (CEO),[1] also known as a chief executive or managing director, is the top-ranking corporate officer charged with the management of an organization, usually a company or a nonprofit organization. CEOs find roles in various organizations, including public and private corporations, nonprofit organizations, and even some government organizations (notably state-owned enterprises). The governor and CEO of a corporation or company typically reports to the board of directors and is charged with maximizing the value of the business,[1] which may include maximizing the profitability, market share, revenue, or another financial metric. In the nonprofit and government sector, CEOs typically aim at achieving outcomes related to the organization's mission, usually provided by legislation. CEOs are also frequently assigned the role of the main manager of the organization and the highest-ranking officer in the C-suite.[2] The term "chief executive officer" is attested as early as 1782, when an ordinance of the Congress of the Confederation of the United States of America used the term to refer to governors and other leaders of the executive branches of each of the Thirteen Colonies.[3] In draft additions to the Oxford English Dictionary published online in 2011, the Dictionary says that the use of "CEO" as an acronym for a chief executive officer originated in Australia, with the first attestation being in 1914. The first American usage cited is from 1972.[4] The responsibilities of an organization's CEO are set by the organization's board of directors or other authority, depending on the organization's structure. They can be far-reaching or quite limited, and are typically enshrined in a formal delegation of authority regarding business administration. Typically, responsibilities include being an active decision-maker on business strategy and other key policy issues, as well as leader, manager, and executor roles. The communicator role can involve speaking to the press and the public, as well as to the organization's management and employees. The decision-making role entails making high-level decisions regarding policy and strategy. The CEO is responsible for implementing the goals, targets, and strategic objectives as determined by the board of directors. As an executive officer of the company, the CEO reports the status of the business to the board of directors, motivates employees, and drives change within the organization. As a manager, the CEO presides over the organization's day-to-day operations.[5][6][7] The CEO is the person who is ultimately accountable for a company's business decisions, including those in operations, marketing, business development, finance, human resources, etc. The CEO of a political party is often entrusted with fundraising, particularly for election campaigns. The use of the CEO title may be used by for-profit companies or non-profit or charitable organisations, such as the Wikimedia Foundation. In some countries, there is a dual board system with two separate boards, one executive board for the day-to-day business and one supervisory board for control purposes (selected by the shareholders). In these countries, the CEO presides over the executive board and the chairperson presides over the supervisory board, and these two roles will always be held by different people. This ensures a distinction between management by the executive board and governance by the supervisory board. This allows for clear lines of authority. The aim is to prevent a conflict of interest and too much power being concentrated in the hands of one person. In the United States, the board of directors (elected by the shareholders) is often equivalent to the supervisory board, while the executive board may often be known as the executive committee (the division/subsidiary heads and C-level officers that report directly to the CEO). In the United States, and in business, the executive officers are usually the top officers of a corporation, the chief executive officer (CEO) being the best-known type. The definition varies; for instance, the California Corporate Disclosure Act defines "executive officers" as the five most highly compensated officers not also sitting on the board of directors. In the case of a sole proprietorship, an executive officer is the sole proprietor. In the case of a partnership, an executive officer is a managing partner, senior partner, or administrative partner. In the case of a limited liability company, an executive officer is any member, manager, or officer. Main article: Corporate title Depending on the organization, a CEO may have several subordinate executives to help run the day-to-day administration of the company, each of whom has specific functional responsibilities referred to as senior executives,[8] executive officers or corporate officers. Subordinate executives are given different titles in different organizations, but one common category of subordinate executive, if the CEO is also the president, is the vice president (VP). An organization may have more than one vice president, each tasked with a different area of responsibility (e.g., VP of finance, VP of human resources). Examples of subordinate executive officers who typically report to the CEO include the chief operating officer (COO), chief financial officer (CFO), chief strategy officer (CSO), chief marketing officer (CMO) and chief business officer (CBO). The public relations-focused position of chief reputation officer is sometimes included as one such subordinate executive officer, but, as suggested by Anthony Johndrow, CEO of Reputation Economy Advisors, it can also be seen as "simply another way to add emphasis to the role of a modern-day CEO – where they are both the external face of, and the driving force behind, an organization culture".[9] Brad D. Smith, former CEO of Intuit In the US, the term "chief executive officer" is used primarily in business, whereas the term "executive director" is used primarily in the not-for-profit sector.[10] These terms are generally mutually exclusive and refer to distinct legal duties and responsibilities.[11] The CEO is the highest-ranking executive in a company, making corporate decisions, managing operations, allocating resources, and serving as the main point of communication between the board of directors and the company.[12] In the UK, chief executive and chief executive officer are used in local government, where their position in law is described as the "head of paid service",[13] and in business and in the charitable sector.[14] As of 2013[update], the use of the term director for senior charity staff is deprecated to avoid confusion with the legal duties and responsibilities associated with being a charity director or trustee, which are normally non-executive (unpaid) roles. The term managing director is often used in lieu of chief executive officer. Business publicists since the days of Edward Bernays (1891–1995) and his client John D. Rockefeller (1839–1937) and even more successfully the corporate publicists for Henry Ford, promoted the concept of the "celebrity CEO". Business journalists have often adopted this approach, which assumes that the corporate achievements, especially in the arena of manufacturing, are produced by uniquely talented individuals, especially the "heroic CEO". In effect, journalists celebrate a CEO who takes distinctive strategic actions. The model is the celebrity in entertainment, sports, and politics – compare the "great man theory". Guthey et al. argues that "...these individuals are not self-made, but rather are created by a process of widespread media exposure to the point that their actions, personalities, and even private lives function symbolically to represent significant dynamics and tensions prevalent in the contemporary business atmosphere".[15] Journalism thereby exaggerates the importance of the CEO and tends to neglect harder-to-describe broader corporate factors. There is little attention to the intricately organized technical bureaucracy that actually does the work. Hubris sets in when the CEO internalizes the celebrity and becomes excessively self-confident in making complex decisions. There may be an emphasis on the sort of decisions that attract the celebrity journalists.[16] Research published in 2009 by Ulrike Malmendier and Geoffrey Tate indicates that "firms with award-winning CEOs subsequently underperform, in terms both of stock and of operating performance".[17] Main article: Executive compensation § Controversy Executive compensation has been a source of criticism following a dramatic rise in pay relative to the average worker's wage. For example, the relative pay was 20-to-1 in 1965 in the US, but had risen to 376-to-1 by 2000.[18] The relative pay differs around the world, and, in some smaller countries, is still around 20-to-1.[19] Observers differ as to whether the rise is due to competition for talent or due to lack of control by compensation committees.[20] In recent years, investors have demanded more say over executive pay.[21] Main article: Gender diversity § In the boardroom Lack of diversity amongst chief executives has also been a source of criticism.[22] In 2018, 5% of Fortune 500 CEOs were women.[23] In 2023 the number rose to 10.4% of for Women CEO's of Fortune 500 companies