

**VARIOUS PUBLIC PERCEPTIONS
ON THE EFFECTIVENESS OF THE
DEPARTMENT OF TOURISM (DOT) CAMPAIGNS
IN UPLIFTING AND PROMOTING
PHILIPPINE IMAGE**

A thesis submitted
in partial fulfillment
of the requirements for the degree
Bachelor of Arts in Organizational Communication

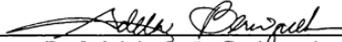
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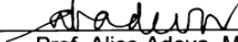
APPROVAL SHEET

This thesis entitled, "Various Public Perceptions on the Effectiveness of the Department of Tourism (DOT) Campaigns in Uplifting and Promoting Philippine Image," prepared by Alejandro B. Panganiban, Jr. in partial fulfillment of the requirements for the degree of Bachelor of Arts in Organizational Communication is approved.

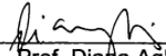


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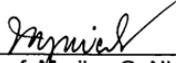
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I remember the days when I was still a naive freshman fearing the inevitable practicum and thesis. I have always thought that these two were going to be the most challenging requirements in my entire academic life. Now, after successfully completing my practicum presentation folder a couple of months back, I am tasked to write the acknowledgment for my thesis. I've realized that there's really nothing to fear in the first place. These are just mere challenges that will not only test our skills and knowledge, but our personalities as well. And in the end, we'll be able to come home stronger, fulfilled and victorious...

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ABSTRACT

Communication has always been an integral part of civilization because of the various functions it performs. People are informed of the facts of life and living through communication. It is evident that communication will remain a pivotal process for humankind. Due to its impact, various fields have emerged to explain and further understand the complexity of this process.

A major field that transpired from the concept of communication is Public Relations or PR. It is concerned with what information should be transmitted to whom, when, where and how. In this endeavor, it utilizes various tools and strategies. Inherent in the process of public relations is the task of image-building, that is creating a reputation, maintaining it, and protecting it. Consequently, it is not only concerned with information but persuasion as well. This has been the major concern of all individuals and organizations at present.

An organization that is tremendously burdened with the task of image-building is the tourism organization. It facilitates the development and growth of a country's tourism industry. In order to achieve these, it should ensure that the country has a favorable image and should strenuously work to maintain, protect and promote this. In the Philippines, the Department of Tourism (DOT) is the institution primarily responsible of guaranteeing the country's positive image.

Recently, the DOT has been criticized for ineffectiveness because of the low tourism growth rate of the country. Many have compared the Philippines with neighboring countries such as Thailand and Singapore, and stated that the country has a great tourism potential. But, to the dismay of many, the Philippines failed to achieve Thailand's eight (8) million tourist arrivals in the year 2000. In fact, the country could not even maintain the two (2) million mark it achieved in 1996. Furthermore, the tourism growth rate of the country has been declining for the past three (3) years. Many have associated these events with the inefficacy of the DOT. Thus it is the goal of this study to analyze this issue concerning doubt and controversy on the effectiveness of the Department of Tourism. One way of doing this is by scrutinizing the campaigns formulated and implemented by the DOT in promoting the Philippines. In this light, the study aims to discover "What are the various public perceptions on the effectiveness of DOT campaigns in uplifting and promoting Philippine image?" The sub-problems are: (1) What is the nature of DOT? (2) What campaign strategies were employed by the DOT in different periods? What were the reasons behind their choice of strategy for each period? How did the sociopolitical context of the Philippines affect their choice of strategy? (3) What are the different perceptions regarding the effectiveness of the DOT campaigns in uplifting and promoting Philippine image? and (4) Among the campaign strategies implemented by the DOT, which were perceived to be effective by the different publics?

The paper is focused primarily on communication, specifically on public relations and how it is applied in the tourism context. The Department of Tourism was the organization in focus and its campaigns were analyzed. Public opinion

about the campaigns and organization was gathered to discover their effectiveness. The data gathering was from October 2001 till January 2002. The research utilized both qualitative and quantitative methods of data gathering. It used descriptive research design in discovering aspects of the issue concerned and evaluation followed to discern the implications. Library research was used to learn about the history of the department and some data about the campaigns they have implemented. Content analysis was used to compare the three most recent campaigns. Surveys were used to acquire public perception on the Philippines, the department and the campaigns. A scheduled interview with a DOT official was requested to reinforce the data obtained from the other research methods.

A checklist for the content analysis of the campaigns was formulated to obtain data regarding certain aspects of a particular campaign and to compare it with another. Two DOT officials were tapped to answer the checklist together with the researcher. A scheduled interview with a director at the DOT took place and this provided the facts about the department and how it performs its duties. Two survey questionnaires were created to discern public perception from one hundred (100) DOT employees and sixty-five (65) local and sixty-five (65) foreign tourists chosen through convenience sampling. Statistical and componential analyses were used to evaluate the data.

Based on the data obtained and analyzed, it appeared that the Department of Tourism is the government's arm in facilitating the tourism industry. It is aided by its four attached agencies in its task of policy formulation, strategic and marketing planning, legislative liaison, inter-agency and intra-governmental coordination, regulatory control of the industry sectors, and delivery of support services for domestic and international tourism promotion. It is mandated to encourage, promote and develop tourism as a major socio-economic activity with the support of both private and public sectors. It is guided by the 20-year Tourism Master Plan of positioning the Philippines as a prime tourist destination and spreading the benefits of tourism to the wider segment of the population. From 1985 to the present there have been five (5) administrations, from Ex-President Ferdinand Marcos to President Gloria Macapagal-Arroyo. Within those eighteen (18) years, the Department of Tourism had ten (10) secretaries from Mr. Jose Aspiras to Mr. Richard Gordon. And within this span of time, there have been ten (10) major campaigns and programs. The DOT does not have any standards or criteria in formulating the campaigns but they do consult certain experts and market statistics for advice. Among the campaigns, excluding the current campaigns, Ms. Mina Gabor's "Best of the Islands" Campaign and "Bring Home A Friend" Program were perceived to be the most effective. On the other hand, Ms. Gemma Cruz-Araneta's "Rediscovery Philippines" Campaign and "Balikbayani" Program were perceived to be least effective. The current campaigns of Mr. Gordon are the "WOW! Philippines" campaign and the "Volunteer 12" program, promised to revitalize the ailing tourism industry.

Most of the respondents believe that the Philippines has a negative image and the campaigns have failed to reach their supposed target audience, thus, they have been regarded as ineffective. Furthermore, because of the campaigns inability to reach several expectations, the implementing organization, which is the Department of Tourism, is perceived ineffective.

TABLE OF CONTENTS

	page
APPROVAL SHEET	ii
ACKNOWLEDGMENT	iii
ABSTRACT	iv
CHAPTERS	
I. INTRODUCTION	1
Background	1
Objectives	3
Significance	4
Scope and Limitation	4
II. REVIEW OF RELATED LITERATURE	6
Communication	6
Definition	6
Functions or Goals	7
Public Relations	7
Definition	7
Public Relations Values	9
Public Relations Pathways	10
Public Relations Models	10
Publics	12
External and Internal Publics	13
Public Opinion	13
Public Relations Campaign	14
Public Relations Tools	15
Organization	16
Definition	16
Types of Organization	16
Image-Building	16
Definition of Image	16
Definition of Image-Building	17
Image-Building in Different Contexts	17
Tourism-Related Image-Building	17
National Image	18
Philippine Tourism	18
Tourism	18
Universal Definition of Tourism	18
Philippine Tourism Industry	19
Government Agencies Involved in Tourism	19
Department of Tourism	20
Philippine Tourism Authority	20
Other Government/Non-Government Agencies	20
Philippine Image	20
Philippine Tourism Status	21
Problems Affecting Philippine Image	22
III. METHODOLOGY	25
Research Design	25
Population and Sampling	26

Tools for Data Gathering	27
Tools for Data Analysis	30
Framework of the Study	31
IV. DATA PRESENTATION AND DISCUSSION	33
Department of Tourism (DOT)	33
Brief History	33
The Department of Tourism at Present	35
Mission	36
Objectives	36
Functions	37
Attached Agencies	38
The Philippine Tourism Authority (PTA)	38
The Philippine Convention and Visitors Corporation (PCVC)	38
The National Parks Development Committee (NPDC)	39
The Intramuros Administration (IA)	39
The Nayong Pilipino Foundation, Incorporated (NPMI)	39
Other Regional Offices	39
Department of Tourism Campaigns	40
DOT Campaigns vis-à-vis Sociopolitical Context of the Country	40
Perceived Effectiveness of DOT Campaigns	45
Public Perception on the Philippines	45
Public Perception on the Campaigns	51
Comparison Between the Three Most Recent Campaigns	56
Effectiveness of DOT as an Organization	61
Problems Affecting the DOT	61
Visibility of the DOT	63
DOT Public Relations	65
Public Perception on the Effectiveness of DOT	66
V. FINDINGS, CONCLUSION, IMPLICATIONS, RECOMMENDATIONS	69
Findings	69
Conclusion	73
Implications	74
Recommendations	75
REFERENCES	77
APPENDICES	81
A. Letter for Interview	82
B. Letter for Survey Questionnaires	83
C. Interview Schedule	84
D. Survey for DOT Employees	85
E. Survey for Foreign Tourists	87
F. Survey for Local Tourists	89
G. Checklist	91
H. One-to-One Correspondence	92

LIST OF TABLES AND FIGURES

	page
Tables	
1. Matrix of DOT Campaigns	41
2. Present National Image Rating of the Philippines	46
3. Country's Worst Problems	47
4. Reasons in Coming to the Philippines	48
5. Country's Best Asset	49
6. After-Visit Perception	50
7. Encountered DOT Promotional Campaigns	51
8. Over-all Effectiveness of the Campaigns in Uplifting and Promoting Philippine Image	51
9. Medium for Philippine Promotion	52
10. Visitor Arrivals Per Year	54
11. Problems Affecting the DOT	63
12. Received Assistance from the DOT	64
13. Public Perception on DOT	66
14. Over-all Effectiveness of DOT	67
Figures	
1. The Publicity/Press Agent Model	11
2. The Public Information Model	11
3. Two-Way Asymmetric Model	11
4. Two-Way Symmetric Model	12
5. Framework	13

Chapter I

INTRODUCTION

Background

Communication has always been an integral part of society because of the various functions it performs. Through communication, people are informed of different facts about their lives and the world. Communication has been significant in the past, it persists to be so at present, and will remain as is in the future. Due to its impact, various fields have emerged to explain and further understand the complexity of the process of communication.

One major field of communication that is pivotal in society is Public Relations. It deals with the information to be conveyed to the diverse publics. It is concerned with what information should be transmitted, to whom, when, where and how it should be relayed. Appropriate tools and tactics or strategies are used to a particular situation to achieve its goals. Among the numerous goals, image-building stands out as an essential aspect of any organization.

All organizations practice public relations in reaching its publics and, consequently, building its reputation and/or image. One major type of organization that deals with contextualized image-building and public relations is a tourism organization. Tourism organizations are concerned in showcasing and highlighting the different aspects of a particular country, making it attractive to numerous travelers. It aims at promoting a particular location and building an attractive image for it. Tourism plays an important role in the economic functioning of different countries worldwide. President Gloria Macapagal-Arroyo, herself, stressed the importance of tourism in addressing the Philippine poverty problem.

In the Philippines, various campaign strategies have been implemented to uplift the country's image, thus, boosting its tourism industry and eventually affecting the country's economy. But recently, the agency that deals with this aspect has been questioned for its efficiency and effectiveness. According to an article by Bernardo Villegas in the Opinion/Editorial section of the **Manila Bulletin** issued on June 20, 2001, the Philippines showed poor playing in terms of tourist influx. Last year, the country barely reached two (2) million tourists arrivals compared to the eight (8) million of its neighboring country, Thailand. An article in **Business World** issued last March 9 quoted Tourism Secretary Richard Gordon when he said that the Philippine Tourism Industry has been sleeping on the job for the past thirty-two (32) years. An Internet article by Deidre Sheehan dated August 10, 2000 said that the Philippines has the potential of becoming one of Southeast Asia's top tourist destinations but the government does not seem to be trying very hard. These and many more claims have been printed and have created doubts in the various publics of the Department of Tourism, which is concerned with the promotion of the country.

An ineffective tourism agency proves detrimental to any country because of the image-building function it performs. The Philippines suffer almost similar problems as its neighboring countries but it has relatively failed in attracting various visitors to its shores as compared to its nearby peers. In this case it is also imperative to discover the efforts exerted by DOT by assessing the different campaign strategies that it has implemented and distinguishing which campaign strategy is perceived to have worked effectively in the Philippine context.

In this light, this paper aims to discover which campaign strategy of the Department of Tourism for uplifting Philippine Image is perceived to be effective by

its various publics. The research will focus on this main problem: What are the different perceptions regarding the effectiveness of the Department of Tourism (DOT) campaigns in uplifting and promoting Philippine image? Which campaign strategies are perceived to be effective in the Philippine Tourism Industry?

The sub-problems include:

- (1) What is the nature of the Department of Tourism?
- (2) What campaign strategies have been employed by the DOT in different periods? What were the reasons behind their choice of strategy for each period? How does the sociopolitical context of the Philippines affect their choice of strategy?
- (3) What are the different perceptions regarding the effectiveness of the DOT campaigns in uplifting and promoting Philippine image?
- (4) Among the campaign strategies implemented by the DOT, which were perceived to be effective by the different publics?

Objectives

The paper will determine the general perceptions of the public concerning the image of the Philippines as projected by the DOT. It is also aimed at discovering the various campaigns implemented to promote and uplift the Philippine image. Consequently, various perceptions concerning the effectiveness of the campaigns will be elicited. It will also reveal which campaign is perceived to be most effective in the Philippine context. In accordance to this, the research will discover the role of public relations in DOT's goal of uplifting and promoting Philippine image.

Significance

Through the accomplishment of the numerous objectives, the study will be able to provide an overview of the general perceptions of the public concerning Philippine Image. It will provide a list of the various campaigns implemented by the DOT in uplifting and promoting the Philippines. It will present the perceptions of the public regarding the effectiveness of the different campaigns. As a result, the most effective campaign for the Philippine context will be discovered. Finally, the paper will discuss the role of public relations in uplifting Philippine image, as well as the perceived effectiveness of the DOT in this task.

Scope and Limitation

The study dealt with communication and more specifically its persuasive function. Its major focus was public relations which is concerned with the dissemination of the right information and changing or influencing public perceptions regarding an individual, an organization and in this case, the Department of Tourism and the Philippine Tourism Industry. Various campaigns of the agency in uplifting and promoting the Philippine image were analyzed. This study gauged the perception of the different publics of the DOT and the tourism industry concerning Philippine image and the effectiveness of the department's campaigns.

The paper presented data about the Department of Tourism and the publics' perception about the office, their campaigns, and the Philippines in general. Data gathering occurred during the period covering October 2001 to January 2002.

Facts about the Department of Tourism and the various campaigns it implemented were taken from its main office in Manila. Certain high officials of the department were consulted at their most convenient time. One hundred (100) DOT

personnel at the Manila Office and its satellite office at the international airport were surveyed. Sixty-five (65) local and sixty-five (65) foreign tourists in Boracay and Manila were also surveyed to gauge public opinion about the Department of Tourism, its campaigns, programs and projects, the Philippine Tourism Industry, and the Philippine image, per se.

Chapter II

REVIEW OF RELATED LITERATURE

In this research, it is important to have sufficient knowledge about public relations and its various aspects. This will enable full understanding of the concepts and the processes involved in the application of the field. Also, basic knowledge about Tourism, specifically Philippine Tourism, is needed to discover the role of public relations in this context.

This portion will present facts about communication and the field of public relations. It will also discuss PR publics, campaigns, tools and public opinion. It will feature the image-building role of PR in organizations, especially in tourism organizations. The Philippine tourism organizations and the Philippine image status will serve as start-off point of the research.

Communication

Definition

Communication, in its simplest sense, is the mere exchange of information or message between sender and receiver through a channel or a medium. From this definition, the various elements of the communication process can be derived and these are the sender, the message, the channel or the medium, and the receiver. The sender and the receiver can be interchanged in terms of roles. They both have the responsibility to transmit the intended message, with minimal or no modification, through the most appropriate channel or medium. It is imperative for the sender of the message to practice effective communication in order for the receiver to understand the intended message clearly.

From the definition, it can be inferred that communication existed before time immemorial. Communication has been a major function of human beings. People use communication to express their wants, their needs and their plans. Frederick Williams, in the book *Effective Public Relations*, went further by saying that the development of civilization has been made possible by communication because it allowed humans to collect, share and apply knowledge (Cutlip et al. 2000: 249). Through the years, it has been a prime mover of human society in general.

Functions or Goals

The process of communication continues to evolve as years pass by. It has maintained its significance especially by performing its different functions or goals which are to inform, to persuade, to motivate, or achieve mutual understanding (Wilcox et al. 1995: 203). Other writers include entertainment as a function or goal of communication. Nonetheless, these functions indicate the ever-increasing significance of communication in human life and human society. Because of this, various fields have emerged to understand the complex process of communication and to learn how to manipulate it into their advantage, an example of which is Public Relations.

Public Relations

Definition

Public relations is a very complex process involving communication and its formal definition has created various debates and discussions in the past. Many have tried to define the process but only a few have successfully captured its complete essence. The late Dr. Rex F. Harlow, a public relations scholar and professional leader, collected various definitions between the early 1900s and 1976

and came up with an encompassing definition of the practice of public relations.

From 472 definitions, he has produced a conceptual and operational definition:

Public Relations is the distinctive management function which helps to establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools (Cutlip et al. 2000: 4).

The definition expresses the importance of the relationship between the organization and its publics and the role of public relations in this area. Public relations serves as the connecting medium between the organization and its publics. It is involved in public opinion research, image-building, crises management, information dissemination and planning. And as a management function, it uses appropriate communication tools.

A shorter version says that, "Public relations is the management function that establishes and maintains mutually beneficial relationship between an organization and the publics on whom its success or failure depends" (Cutlip et al. 2000: 6). Again stressing the importance of the relationship between the organization and its publics.

Public relations is part of management which carries out programs dealing with the relationship of the organization and its publics. It opens communication lines between the two entities. It also monitors awareness, opinions, attitudes and behavior inside and outside the organization and creates changes where necessary. It furthermore analyzes the impact of organizational policies, procedures and actions and conduct appropriate adjustments. Moreover, it is also involved in counseling the

management regarding its new policies, procedures and actions towards its publics. Not only is it concerned with the establishment of a relationship between the organization and its publics but with its maintenance as well (Cutlip et al. 2000: 5-6).

Various keywords are important in defining Public Relations such as **deliberate, planned, performance, public interest, two-way communication, and management function**. Public Relations is an organized and intentional management activity based on policies and performance to serve public interest through two-way communication. It is not concerned with mere dissemination of information, it also encourages feedback from the public. All of these are beneficial to the entire organization in general (Wilcox et al. 1995: 6-8).

The British Institute of Public Relations (IPR) infer that "public relations is about reputation - the result of what you do, what you say and that others say about you" (Newsom et al. 2000: 2).

Public Relations Values

Public relations can be associated with several other activities, which might not seriously consider its real essence. These activities are: **Press Agency**, in order to attract attention by using gimmicks and not entirely presenting the truth; **Promotion**, in order to gain support for a person, product, idea or institution through special events; **Public Affairs**, also known as community or governmental relations to promote public information leading to transparency, access and participation; **Publicity**, putting forth information through news and other means in order to achieve media mileage and otherwise known as "praise release;" **Advertising**, as a paid tool to sell an idea, product or service; **Marketing**,

directed on the needs and desires of consumers regarding certain products; **Merchandising**, in packaging a product or service and lastly; **Media Relations**, in creating a good rapport between the organization or individual and the mass media (Henson, 2001: 54).

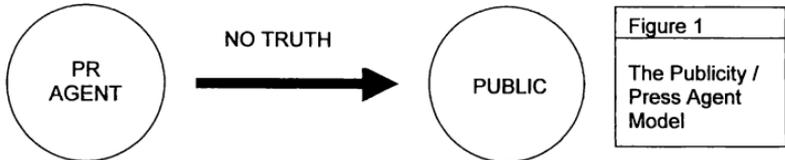
Public Relations Pathways

Since PR is often connected with several activities such as marketing and promotions, it can be abused to the advantage of the practitioner or the organization as the case may be. In this light, PR experts identified four pathways affecting the profession but admitted that there is only one correct path to effective PR. The four pathways are as follows: **Fallacy of Publicity** – it is merely concerned in getting publicity through manipulative and sometimes deceptive ways even without purpose; **Let The Public Be Damned** – it implies that the organization or the individual does not care of the welfare of the public as long as the organization or individual is benefited; **Virtue Earns Its Own Reward** – it indicates that silence is the best way to address an issue and finally; **Good Performance Publicly Appreciated** – this is the best PR pathway and it implies that the best public relations technique is maintaining good performance which will eventually get recognized (Henson, 2001: 54-5).

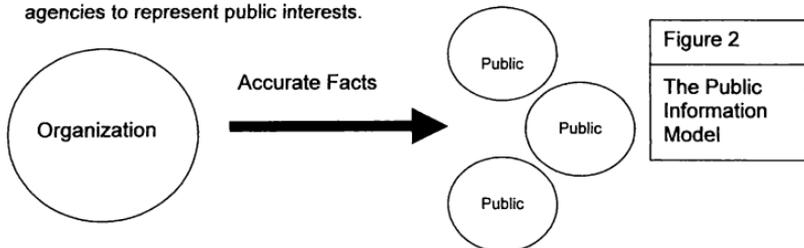
Public Relations Models

The four pathways of public relations can be best understood through the following PR models presented in Ronald Henson's 2001 book entitled *Communication Campaign Strategies (How To Win An Audience)*:

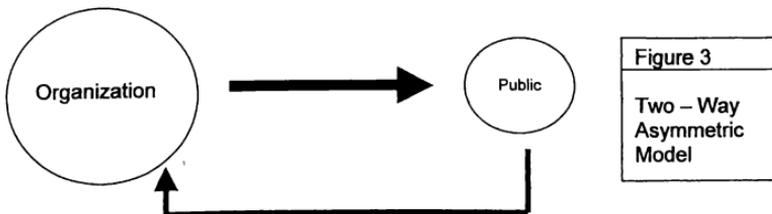
(1) Press Agency/Publicity Model – this is a one-way communication process which publicizes the organizations, its products and services without revealing the entire truth.



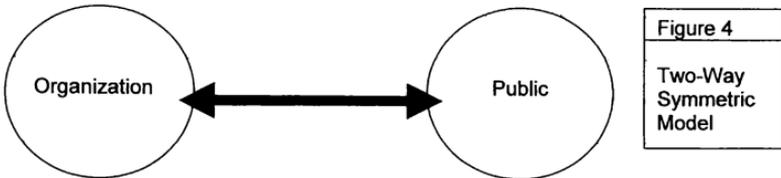
(2) Public Information Model – information is disseminated to the public with as much truth and accuracy as possible. This is used mostly by government agencies to represent public interests.



(3) Two-Way Asymmetric Model – it is slightly favored to the organization, which uses feedback with manipulative intent in determining public attitude towards the organization and how it can be modified for the advantage of the organization.



(4) Two-Way Symmetric Model – this develops mutual understanding between the organization and the public through transactional analysis and participatory approach.



Publics

From the definitions of public relations presented, it can be concluded that the public plays a major role in the process of public relations. The various projects of public relations are geared towards the information and persuasion of the public and their opinion. The public holds the key to the success or downfall of the public relations campaign and consequently the organization, *per se*.

The term *public* has been traditionally referred to as a group of people involved with a particular organization. It is defined as the "active audience" or "any group of people who are tied together, however loosely, by some common bond of interest or concern and who have consequences for an organization." This would include the members of the organization or its employees, its neighbors and/or competitors, its regulators and its customers. As been said, the public affects the organization and vice versa. *Public* is different from the term *audience* because it is inherently passive. The audience are the mere recipient of the messages and response or participation is not elicited. Public relations works with the feedback gathered from particular publics (Newsom et al. 2000: 90).

External and Internal Publics. The public is often divided into two broad categories; the *external publics* and the *internal publics*. External publics “exist outside an institution.” They have a relationship with the organization even though they are not directly or officially part of it. An example of this category would be the government regulatory agencies. Internal publics, on the other hand, “share the institutional identity.” It includes investors and employees (Newsom et al. 2000: 90).

Through time, major publics have been discovered. Media publics include print publications and TV stations among others. Employee publics comprise of management, personnel, union representatives, etc. Organization officers and prospective organization members are examples of member publics. Community leaders and community organizations would comprise community publics. The city council and commissions would cover government publics. Investor publics consist of shareowners and financial press. Customers are primary examples of consumer publics. International publics, as the title implies, include foreign organizations or individuals. Lastly, the special publics would account for the other special institutions. Among these numerous categories of publics, there are some which are considered as priority or target public for whom advertising and information are specifically prepared (Newsom et al. 2000: 92-4). Various groups of people can be grouped in either one or more of the enumerated types of publics.

Public Opinion

More important than the public is their opinion. It is even regarded as “an elusive and fragile commodity” (Seitel. 1995: 49). It is a force that steadily gains strength around the world (Cutlip et al. 2000: 250). It is the aggregate of many

individual opinions on a particular issue that affects a group of people, it represents a consensus which begins with people's attitudes toward a particular issue (Seitel. 1995: 51). It is bounded by common aims, aspirations, needs, ideals and it is not easily changed. It is triggered by events and is determined by self-interest (Wilcox et al. 1995: 258-9). This somehow shapes the organization, its goals and its mission. Various techniques and tools are used in order to persuade public opinion to the advantage of the individual or the organization, whichever the case may be.

Public Relations Campaign

The various goals of public relations are achieved through the use of several campaigns. The effectiveness of public relations depends primarily on the effectiveness of the execution and the effect of the campaigns. Public relations campaign is a "concerted effort of an organization to build socially responsible relationships by achieving research-based goals through the application of communicative strategies and the measurement of outcomes" (Kendall 1996: 3). Also it is a set of "coordinated, purposeful, extended efforts designed to achieve a specific goal or a set of interrelated goals that will move the organization toward a longer-range objective expressed as its mission statement." They are created to address an issue, to solve a problem or to correct or improve a situation. And these can be achieved through the modification of behavior and persuasion of public opinion (Newsom et al. 2000: 434).

There are six types of Public Relations Campaigns and these are; Public Awareness Campaign, Public Information Campaign, Public Education Campaign, Attitude and Behavior Reinforcement Campaign, Attitude Change Campaign, and Behavior Modification Campaign. Public information is different from public

awareness because it includes information rather than simple awareness of the public. Public Education encompasses the different aspects of strategy to the point that it informs the public, fostering awareness and changing lifestyle. Certain campaigns are also used to reinforce present attitude and behavior towards a particular issue. Also, there are campaigns geared towards the alteration of attitudes and modification of behavior, which are not aligned with the organization's own goals. These are the various campaign used by various organizations or institutions in influencing their different publics (Newsom et al. 2000: 435-6).

Public Relations Tools

Certain tools are used to aid in the execution of the different public relations campaigns. The most appropriate tools should be distinguished to ensure the effectiveness of a particular campaign. These tools would encompass written, spoken and visual tactics. Some of the tools commonly used are the following: created event, video news release, company manual, personal appearance, product publicity, investor information, newsletter, news release, news conference, corporate annual report, organization logos, distinctive graphics, consumer brochure, poster and corporate sponsorship. The computer, facsimile transmission, satellite transmission, fiber optics, teletext, videotext, cellular phones, cd-rom and floppy disks are some of the high-technology tools which facilitate in the implementation of the campaign strategy. They could either be used separately or as a system (Wilcox et al. 1995).

Organization

Definition

Organizations are collective structures comprised of different members, guided by a particular system, interacting with each other towards the accomplishment of a common goal (Neher. 1997; 15-6). They are concerned with public relations in reaching and communicating with their publics. They turn to public relations with regards to their image and/or reputation. Public Relations handles the public's perception or opinion towards the organization and its programs.

Types of Organization

Various types of organizations such as business and industry or corporations, government and politics, non-profit organizations, health care agencies, education, trade associations, professional societies, labor unions, public affairs, international organizations, membership organizations, social agencies, cultural agencies, entertainment companies, sports organizations and travel organizations practice public relations primarily for image-building.

Image-Building

Image-building is a major function of public relations. It deals with the establishment, maintenance and protection of the reputation of an individual, an organization or an institution. It is a major concern that can be applied to various contexts such as Tourism.

Definition of Image. Image is a very important aspect of any individual or any organization. It is the representation of a particular entity. In terms of public relations, it is the perception of the publics towards the organization. It is similar to

corporate image and reputation. It is an elusive concept because it is hard to achieve a positive image, more so to maintain it. Achieving a positive image is a primary goal of any organization and it is often acquired through image-building.

Definition of Image-Building. Image-building is the process of establishing a good reputation towards the organization's publics especially the critical ones. Aside from this, maintenance and protection of image are also goals of image-building. Internet articles from boommm.com and nationalexchangeclub.com stress the importance of image-building in public relations and in promoting image to various publics.

Image-Building in Different Contexts. Image-building is a major concern of various individuals, organizations and/or institutions. It can be applied to different contexts. A major field of society concerned with image-building is the Tourism Industry and the National Government of a particular country.

1. Tourism-Related Image-Building

Among the many types of organizations mentioned earlier, travel or tourism related institutions are mainly concerned with building a reputable image for a particular location or a specific country. Since the existence of a tourism industry and its various organizations depend primarily on the influx of tourists, it is imperative that they project a perfect image, which is attractive to all. Travel promotion is a major interest of tourism industry and this would imply stimulating the public's desire to visit a place, arranging for travelers to reach it, and making certain that visitors are comfortable and well entertained when they get there (Wilcox et al. 1995: 532). These are achieved through image-building, consequently public relations.

2. National Image

Another major concern of the tourism industry is promoting a positive national image. National image is the general reputation of a particular country. It comprises of political, social, cultural, and economic aspects of the country. It consequently affects the general economy of the country. It is hard to maintain a positive national image because many considerations hinder it such as crimes, poverty, traffic and the like. The Philippines' national image has been detrimentally hit by various factors such as poverty, corruption, crimes, terrorism, traffic and pollution. Various articles in the Internet and the newspapers question the efficiency of the Philippine Tourism Industry.

Philippine Tourism

Tourism

Tourism is a major income-earner for any particular country. Boosting tourism should be a major action of any country because of the revenues it promises and the image it promotes. Tourism will improve national image, attract several investors, and consequently, provide jobs for the populace. The country and its people will benefit from Tourism.

Universal Definition of Tourism. Tourism is defined as "the activities of persons traveling to and staying in places outside their usual environment for more than one consecutive year for leisure, business and other purposes" (Cruz. 2000: 1). It is also the "science, art, and business of attracting and transporting visitors, accommodating them and graciously catering to their needs and wants" (Rotor. 1980). Tourism organizations are mainly concerned with public relations because of their goal, which is promotion of a particular area or country. Tourism

organization consist of "government, non-government and private institutions that help develop and manage tourism, including human resources education and training programs, marketing strategies and promotion activities, tourism-related legislation and regulations, public and private sector investment policies, and economic, environmental, and socio-cultural programs and impact controls" (Cruz. 2001: 159).

Philippine Tourism Industry

The Philippine Tourism Industry is composed of several establishments concerned in promoting the country and attracting travelers. The main arm of the government for tourism is the Department of Tourism with the assistance of the Philippine Tourism Authority and other government and non-government organizations. At present, the tourism industry has been affected by different issues and has been relatively quiet because of them.

Government Agencies involved in Tourism. The National Tourism Organization or National Tourism Office is the "lead government agency tasked with developing and promoting a country's tourism industry to serve national goals" (Cruz. 2000: 162). It is commissioned to implement various programs to boost the tourism sector, as well as to plan the approach of the national government towards the tourism industry. It can be involved with infrastructure projects to develop tourist spots and potential sites. It is also engaged in implementing tourism laws and policies. In the Philippines, the main government tourism organization is the Department of Tourism together with its several attached agencies.

1. Department of Tourism

In the Philippines, the government agency in charge with the tourism industry is the Department of Tourism (DOT). This department became a separate cabinet department from the Department of Trade on May 11, 1973 by virtue of Presidential Decree 189 issued by then President Ferdinand Marcos. It became the "primary policy, planning, programming, coordinating and administrative entity of the executive branch of government in the development of the tourist industry. It is headed by a Secretary with a cabinet rank" (Cruz. 2000: 162).

2. Philippine Tourism Authority

The Philippine Tourism Authority, on the other hand, is a "government-owned corporation created as an attached agency of the Department of Tourism. It acts as the implementing arm of the DOT in the development and supervision of tourism facilities and infrastructure" (Cruz. 2000: 164).

3. Other Government/Non-Government Agencies

Aside from the two agencies mentioned, there are other organizations which are connected with the Philippine Tourism Industry and these are: The Philippine Convention and Visitors Corporation, The National Parks Development Committee, The Nayong Pilipino Foundation, Inc., other Sectoral Organizations, other Regional and Local tourism organizations, and non-governmental organizations. They share the same objectives of promoting the Philippines as a world-class tourist destination.

Philippine Image

The Philippine image affects the tourism industry. This will determine the attractiveness of the country to the local and international market. Various factors affect Philippine image such as laws and policies, infrastructures, political system,

people and culture, and most significantly, the different problems the country faces. All of these account for the Philippine image or reputation.

Philippine Tourism Status. The Philippine Tourism at present has been showing poor performance. According to an Internet article of Business World, the Philippines ranks fifth in the ASEAN Tourism. Thailand draws the most tourists in the South East Asian Region attracting more than 8 million tourists in 1999. In that same year, the Philippines barely reached two million tourists. According to Bernardo Villegas' article in the Opinion/Editorial section of Manila Bulletin, the Philippines can barely maintain this number of tourist influx. Also in 1999, Thailand spent more than 30 million dollars in promotions in 1999 compared to the Philippines' 600,000 dollars worth of promotions.

Business World quoted Secretary Richard Gordon of the Department of Tourism when he said that the Philippine Tourism Industry has been sleeping on the job for the last 32 years. According to Deidre Sheehan's Internet article, the Philippines has a great potential in becoming one of South East Asia' best tourist destinations but the government does not seem to be trying very hard.

According to an article in the Viewpoints section of inq7.net, tourism will be the largest industry. It has a multiplier effect that creates numerous benefits to the country and its people. The new Philippine administration seem to be noticing this when President Gloria Macapagal-Arroyo, herself, stressed the importance of tourism in uplifting the enormous poverty problem.

Secretary Richard Gordon's tenure promises a revitalization of the tourism industry. He has made numerous trips abroad promoting the Philippines and attracting investors and tourists alike to the country. In the report posted at the

Department of Tourism's website, it is indicated that through the convincing efforts of the secretary, various international organization such as British Airways and the World Trade Organization have agreed to assist in the promotions of the Philippines. Secretary Gordon is undertaking various modernization projects for the department and the industry, per se, through multimedia promotions. The secretary is geared towards the rejuvenation of the DOT, thus, abolishing the numerous doubts about the institution.

1. Problems Affecting Philippine Image

According to numerous Internet articles, various problems affect the Philippines consequently upsetting its image and tourism industry. These problems have been affecting the Philippines in the past and continues to distress the present condition of the country. Some of the problems have been addressed but continues to persist, others are just neglected for one reason or another. The Philippine Tourism Industry, with its grand potentials, have been coping with these problems causing negative effects. The Philippine economy, in general, suffers from these problems concerning Philippine Image. Although there are many projects and plans being implemented to alleviate these problems, it will take time before the Philippine can regain its reputation as a major tourist destination and become fully deserving of the title *Pearl of the Orient*.

Poverty is one of the major concerns of the government and the tourism sector. It fosters illiteracy, unemployment and moreover, heinous crimes. Various impoverished families cannot sustain their lifestyle forcing them to go to the streets and beg for alms. Others go far and commit theft, burglary and worst, kidnapping. Kidnapping has created a major blow in the Philippine Tourism Industry. It has instilled fear to numerous tourists both local and foreign. From the several instances

of kidnappings in Metro Manila and in the Southern part of the archipelago, the tourism industry suffered tremendously.

Pollution is another problem. The Philippines has a problem of disposing its garbage, which eventually end up on the pavements and sidewalks. This does not foster a positive image with the simple reason that nobody would ever want to visit a dirty place. Manila is one of the most polluted cities in the world. The rivers in the Philippines are slowly becoming polluted. Even our prime destination, Boracay, has been reported to be slowly deteriorating.

Graft and corruption, political instability, peso devaluation, and the financial crises, including several scandals concerning the government, promotes a negative image to the international market. Investors, in particular, doubts the integrity of some offices and prevents the country from gaining revenues through business investments.

Terrorism has been a major threat to the security of the inhabitants and the tourists visiting the country. The Philippines has a long history dealing with terrorists and separatist movements scattered in the country. With the presence of these terrorists groups, security is jeopardized. Tourism is badly affected by this issue.

Other common problems would include the popular *Manila Traffic*. Tourists travel to relax and unwind, but this will prove difficult in a four-hour traffic jam in some main thoroughfares in the Metropolis. Various projects have been implemented to ease the problem and they have been generally successful in doing so but there are still major critical areas to be addressed, especially during rush hour.

Other tourism industry related problems include insufficient funding for tourist promotions, poor and limited infrastructures such as hotels, underdeveloped tourist

destinations, limited flights, and expensive cost of travel in the country. Others say that going to the Philippines is more expensive as compared to going to Thailand.

Many articles and different accounts say that the Philippines has a great potential with regards to tourism. Various people have attested to the world-class sceneries the Philippines has to offer. The Philippines boast of the different wonders such as the Banaue Rice Terraces, the Chocolate Hills of Bohol, the perfect cone of the Mayon Volcano, the beaches of Boracay and Palawan, and the cool climate of Baguio and Tagaytay. But due to the various problems enumerated, the Philippines' potential is not fully utilized, thus, DOT is questioned for its effectiveness.

Chapter III

METHODOLOGY

Research Design

The research used both qualitative and quantitative techniques in order to gather as many information as possible concerning the issue at hand. A descriptive research design provided the necessary data concerning the nature, characteristics, components and other aspects of the problem and the context as well. Evaluation was necessary to determine the effects of a particular campaign strategy, the changes which occurred, the perceptions of the publics and the impact of the subject in question.

Library research was needed to acquire historical records concerning the nature of Department of Tourism and the various campaign strategies implemented in the past. It also provided some facts about the perceptions of the public to the organization, to their programs and to the industry in general.

Content analysis was essential to discover what makes up an effective and an ineffective campaign. It was also used in comparing the perceived most effective campaign with the perceived least most effective campaign. Consequently, the content analysis also allowed the evaluation of the current campaign of the department.

A survey was made to gather the different perceptions of the public concerning the different campaigns and consequently the effectiveness of the government office being discussed.

An in-depth interview with a few personalities of the DOT was conducted so as to acquire critical information about the department, about the process of creating a campaign and the different concerns of the agency.

Population and Sampling

The study involved one hundred (100) employees at the Department of Tourism office in Manila and its satellite office at the Ninoy Aquino International Airport (NAIA). The Manila Office is the main branch while the airport office is the frontlining office. This number is more than twenty percent (20%) of the entire population of the two (2) offices, which are comprised of almost four hundred (400) employees. These respondents provided their own perceptions concerning the effectiveness of the campaigns being implemented and the department, in general. Since the department is hectic with year-end reports and other requirements during the period of data gathering for the research, convenience sampling was used. It was also intended that all offices of the department be represented in the study.

High-ranking officials of the same organization provided the facts about the criteria in choosing and implementing a campaign and the evaluation that follows. These officials also provided a personal stand regarding the efficiency of the organization and its campaigns. In this regard, a scheduled meeting was requested with Mr. Romulo de los Reyes, the director of the Bureau of International Tourism Promotions of DOT, Mr. Tomasito Umali, a public relations officer at the Office of the Undersecretary for Promotions of DOT, and Ms. Llewilyn Pelayo, the officer-in-charge at the International Market Planning of the same department. These are the key informants in determining how the department functions and how it formulates, implements and evaluates the campaigns. These officials were met at their

respective offices in their most convenient time. Mr. Umali and Ms. Pelayo were also tapped in answering a checklist, which evaluates the three most recent campaigns of the department.

Sixty-five (65) Local Tourists were surveyed for the research. These respondents represent the local tourist population in the country and gave insights concerning the image of the country and the effectiveness of the DOT and its campaigns. Convenience sampling was used in order to maximize the limited time allotted for data gathering. Likewise, sixty-five (65) Foreign Tourists in Boracay and Manila were surveyed and, therefore, provided different views and perceptions about the country, its tourism industry, the DOT, and its campaigns. Manila is the main gateway to the Philippines and Boracay is the melting pot of tourists in the country, thus, these two locations shall provide a wide variety and adequate quantity of foreign tourists needed in the study. Consequently, because of the variety and quantity of foreign tourists in the country, convenience sampling was the most appropriate.

Tools for Data Gathering

For the content analysis, a checklist was used wherein certain aspects of a campaign were indicated. This includes the research, the tools used, the target public, the communicability of the campaign, the implementation procedure, the duration, and the evaluation of the campaign. This checklist provided an insight concerning the three most recent campaigns of the Department of Tourism for uplifting and promoting Philippine Image. It is mainly concerned in comparing the perceived effectiveness of the three (3) most recent campaigns, therefore, discovering which is perceived to be the most effective.

Ms. Pelayo and Mr. Umali answered most of the items in the checklist except for the item about the communicability of the campaign, which was evaluated by the researcher after analyzing the materials offered by each campaign. There was a difficulty in terms of the availability of the materials for the campaigns. The materials from the past campaigns were no longer available and there was a shortage of materials for the current campaign. Because of these, the research relied on a few brochures, posters, postcards, a video tape, a compact disc and several newspaper articles. The two (2) DOT officials also had a hard time remembering some details about the past two (2) campaigns of the department.

A questionnaire was utilized for the survey. Three survey questionnaires were made; one for the employees of the DOT and another for the local and lastly for the foreign tourists. The questionnaires were comprised of ten (10) or more questions concerning the perceptions of the publics regarding the various campaigns of the department, the impact of these campaigns, the effectiveness of these campaigns, the effectiveness of the department of tourism, the status of the Philippine Tourism Industry and certain recommendations for it. The questionnaires were made up mostly of questions answerable by either yes or no, as well as some open-ended questions in order to gather valuable subjective insights.

Before the actual usage of the questionnaires, a dry run was conducted with five (5) government-office employees and five (5) foreign tourists. This was necessary to discover whether the items in the questionnaire were clear and comprehensible. Also, the dry run was meant to measure the difficulty of the questionnaires.

The survey for the DOT employees was conducted for five (5) days. Since convenience sampling was used, the researcher went door to door at the DOT office

in Manila and asked any available employee to answer the questionnaire. This provided for the wider representation of the DOT employees. There was difficulty in convincing some employees to answer the questionnaire due to confidential reasons and mostly, hectic and toxic work schedule. The researcher also had a hard time in retrieving all the released questionnaire forms. More than eighty (80) respondents came from the DOT office in Manila. The remaining numbers came from the DOT satellite office at the international airport. A number of questionnaire forms were sent to the office and all of them came back with answers a few days later.

The questionnaires for the local tourists, using convenience sampling, were distributed with the help of a few friends and colleagues. It was executed for five (5) days. Since there was a limited time for the gathering of data only sixty-five (65) respondents were tapped. The questionnaires were sent out and retrieved a few days after. Most of the respondents came from Manila and Cavite. No difficulty was met in the accomplishment of the survey forms.

The researcher had a hard time looking for foreign tourists in Manila, thus, decided to conduct the survey in Boracay. The survey lasted for four (4) days. Difficulties met were mostly cultural in nature. Some of the foreigners hesitated because they mistook the researcher as a vendor. Some rejected to answer because they did not have the time. Most Asian tourists in Boracay could not speak and understand English forcing the study to involve mostly Caucasians coming from Northern America, Australia and Europe. There were also a few who misinterpreted some of the terms and found confusion in some items in the questionnaire. But majority of the respondents were accommodating and friendly enough to participate in the study. Also, amidst all the aforementioned difficulties and the limited time,

sixty-five (65) foreign tourists were surveyed through convenience sampling. More than sixty (60) of the respondents were from Boracay and the rest were from Manila.

An interview schedule was used for the in-depth interview with Director Romulo de los Reyes. This was comprised of important and critical questions about the organization, about its programs or campaigns and about Philippine Tourism in general. It was mainly concerned in discovering the nature of the Department of Tourism and aspects of its campaigns. The interview occurred in the morning of the 3rd of January 2002 at Director de los Reyes' office. It lasted for about forty-five (45) minutes. Trying to get a meeting with the interviewee was very hard and the interview proper was pressed for time due to the hectic schedule of the director.

Tools for Data Analysis

For the various information gathered through the different surveys, a statistical analysis was conducted. Through this, conclusions was made regarding the public's perception on the effectiveness of the campaigns implemented by the department. Furthermore, public opinion about the Philippines and the DOT was also incurred.

Componential analysis was conducted for the content analysis. This showed the viability of a campaign in becoming an effective and efficient tool. This revealed the components of the campaign and the key to its success.

The different facts taken from the in-depth interview through the interview schedule were examined also through componential analysis. The numerous bits of facts were arranged in a way that presented valuable information about the department, its nature and the functions it performs as well as the process behind

the creation of a campaign. The information from the interview reinforced and supported the data gathered through statistical analysis.

Through the different processes in the analysis of data, the nature of the organization was revealed, the different campaigns and its criteria was enumerated, the public perception on the campaigns was identified, the perceived most effective campaign was discovered and, eventually, the effectiveness of the Department of Tourism was gauged.

Framework of the Study

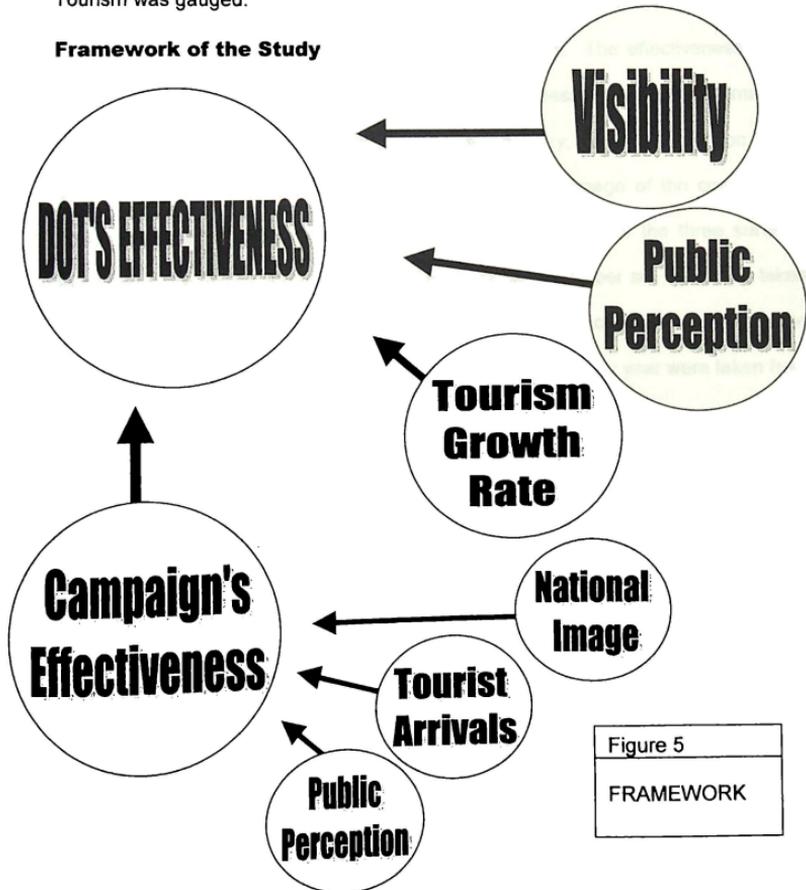


Figure 5
FRAMEWORK

The effectiveness of the Department of Tourism in its goals of promoting and uplifting the Philippine image was gauged using the framework shown in Figure 5. It is presented that the effectiveness of the department rested primarily on the visibility of the department, the general perception of the different publics on the department, the tourism growth rate of the country, and the effectiveness of the campaigns it implements to promote the Philippines as a preferred tourist destination. The visibility of the department was measured using the survey given to the tourists and whether they received assistance from the department. The effectiveness of the campaigns, on the other hand, was measured by assessing the national image of the country, the number of tourist arrivals in the country, and the perception of the different publics towards the campaigns. The national image of the country was analyzed based on the answers given by the respondents of the three surveys. Public perceptions on the campaigns and the department, per se, were also taken from the results of the surveys conducted. The number of tourist arrivals in the country per year and the tourism growth rate of the country per year were taken from the statistical records of the DOT.

Chapter IV

DATA PRESENTATION AND DISCUSSION

Department of Tourism (DOT)

Brief History

According to the Department of Tourism Accomplishment Report for 1986 - 1991, Philippine tourism officially started after the Second World War. In the 1950's, tourism was primarily a private initiative. In 1952, the Philippine Tourist and Travel Association (PTTA) was organized by a group of local business leaders and government representatives. This organization paved the way for tourism development in the country. Four years later, the government saw the need to intervene in the advancement of the tourism industry, thus, created the Board of Travel and Tourist Industry (BTTI) under the then Department of Commerce and Industry. BTTI became the policy-making body while PTTA, on the other hand, became its implementing arm (DOT Annual Reports 1989 and 1992).

BTTI and PTTA failed to effectively address the varied needs of the growing tourism industry which lead to the creation of another organization. The Philippine Tourism Commission or PTC was formed to facilitate the progress of the industry. It absorbed the functions of the BTTI and the PTTA but again, it was short-lived (DOT Annual Report 1989).

In the advent of Martial Law came the Integrated Reorganization Plan of 1972 concerning all government offices. Consequently, the Department of Trade and Tourism was organized. During those times, there was an increasing demand for tourism development and promotion. Therefore, in May 1973, under Presidential Decree No. 189, the Department of Trade and Tourism was divided into two

separate Departments namely; the Department of Trade and the Department of Tourism. The decree also created the Philippine Tourism Authority (PTA) as an attached agency of DOT. The PTA served as the implementing arm of the department for physical, infrastructure and superstructure development. In 1976, the Philippine Convention Bureau (PCB) was formed as the government's marketing arm for conventions (DOT Annual Report 1989 and Accomplishment Report 1986 – 1991).

In 1986, after an ouster of a dictator through a peaceful revolution and the placement of a new administration, all agency mandates and operations underwent thorough review. Following the principles of decentralization, cost effectiveness, accountability, efficient delivery of front line services and promotion of private initiative, Executive Order No. 120 was signed in January of 1987 reorganizing the DOT. The new department was concerned with policy formulation, strategic and marketing planning, legislative liaison, inter-agency and intra-governmental coordination, regulatory control of the industry sectors, and delivery of support services for domestic and international tourism promotion (DOT Annual Report 1989).

Under the same administration, the PCB was renamed as the Philippine Convention and Visitors Corporation (PCVC) by virtue of Executive Order No. 120-A. Its main objective became not only convention promotion but also tourism promotion in general. The Philippine Tourism Authority charter, on the other hand, under Presidential Decrees 189 and 564, remained in force. Executive Order No. 120 also attached the Intramuros Administration (IA) and the National Parks Development Committee (NPDC) to the DOT. Finally, in December 1991, the Nayong Pilipino

Foundation, Incorporated was also attached to the department (DOT Annual Report 1989 and Accomplishment Report 1986-1991).

The Department of Tourism at Present

From the reorganization of the Department of Tourism (DOT) in 1987 under Executive Order No. 120 until the present, there have been minimal changes with regards to its functions and objectives. It is still primarily in charge of the development of the tourism industry of the country. The main concern of the department at present is the promotion and upliftment of the ailing tourism sector of the Philippines. It still has under it the Philippine Tourism Authority (PTA), the Philippine Convention & Visitors Corporation (PCVC), the Intramuros Administration (IA), the Nayong Pilipino Foundation, Incorporated (NPMI), and the National Parks Development Committee (NPDC).

A Secretary appointed by the President heads the department. Together with the Secretary there are other officials managing the attached agencies and these are; the General Manager for the PTA, the Executive Director for the PCVC, the Administrator for the IA, the Executive Director for the NPMI, and the Executive Director for the NPDC. Also, assisting the Secretary with his duties and responsibilities are the Undersecretary for Tourism Services and Regional Offices, the Undersecretary for Planning, Product Development and Coordination, the Undersecretary for Promotions, and the Associate Secretary for Internal Services and Legislative Liaison Office. Under the new administration, the Department of Tourism continues to reach for the realization of their dream of a robust Philippine Tourism Industry. They are currently developing new strategies to meet the challenges facing the department, the industry and the country.

Mission

The Department of Tourism is mandated to "encourage, promote and develop tourism as a major socio-economic activity with the support of both the private and public sectors" (DOT Primer). It is in charge of implementing plans set forth in the 20-year Tourism Master Plan (TMP 1991-2010), which is focused on the acceleration of sustainable development and positioning the Philippines as a prime tourist destination. Tourism is supposed to generate employment and foreign currency that will help the nation in its economic endeavors. DOT also aims to spread the benefit of tourism to a wider segment of the population and to ensure the safety, convenience, and enjoyable stay and travel of both foreign and domestic tourists in the country (DOT primer, Annual Report 1992 and Accomplishment Report 1986-1991).

The DOT is also geared towards providing the benefits of tourism to the Filipino people by increasing domestic and foreign visitors, thereby, generating foreign exchange receipts, creating numerous employment opportunities, supporting private investments, protecting the environment, and preserving the country's heritage and culture. It is also involved in creating and initiating programs that shall develop community-based tourism that will harness and promote Filipino ingenuity and entrepreneurship without sacrificing the welfare of the Filipino women and children, as well as the dislocation of various ethnic and indigenous communities (DOT Primer and Annual Report 1992).

Objectives

The DOT has several objectives to fulfill its mission. Its primary goal is to invite more tourists to the country and, consequently, increase the country's foreign

exchange earnings. In line with this, it is tasked to provide job opportunities through tourism-oriented establishments and projects. It wishes to achieve balance in tourism development between the urban centers and the countryside. Accordingly, It shall expand domestic tourism in terms of domestic travel, product availability and facilities (DOT Primer).

DOT is supposed to execute non-economic activities that reinforce national identity and pride by promoting the country's history, arts and culture. In connection to this, it is expected to protect, conserve and properly develop the socio-economic resources of host communities, tourist areas and zones as well as encourage international cooperation among varied nations (DOT Primer).

Functions

The functions of the DOT are aimed at making the tourism industry a significant contributor to the country's national growth. It formulates plans, programs, and projects that develop and promote the Philippine tourism industry, locally and internationally. It formulates and implements an integrated marketing and promotions program to attract foreign visitors (DOT Primer).

DOT sets the standards to ensure that all facilities, personnel and services of tourism-oriented establishments sustain acceptable local and international norms. The department is also in charge of issuing accreditation to tourism-oriented establishments such as hotels, resorts, inns, travel agencies and other similar facilities and services to ensure their strict adherence to the standards of the industry. It also supports tourism-related programs and activities, undertakes researches and surveys concerning tourism and travel, and promotes the protection, maintenance and preservation of historical, cultural and natural assets with tourism

potential. Lastly, it coordinates with other government agencies in enforcing national laws (DOT Primer).

Attached Agencies

The Department of Tourism has five attached agencies that help the department in its goals of ensuring the development of the Philippine Tourism Industry. These are; the Philippine Tourism Authority or PTA, the Philippine Convention and Visitors Corporation or PCVC, the National Parks and Development Committee or NPDC, the Intramuros Administration or IA, and the Nayong Pilipino Foundation or NPIF. They work hand-in-hand with the Department of Tourism in facilitating Philippine Tourism (DOT Primer).

The Philippine Tourism Authority (PTA). This is the implementing arm of DOT for development. It provides and maintains the necessary physical infrastructure facilities to support the DOT in its goal of developing and promoting the Philippines as a prime tourist destination. In line with this, it implements policies that supervise tourism projects in the country, it develops tourist zones, assists the private sector in various tourism projects being undertaken, coordinates tourism project plans and operations, and assures the availability of land at reasonable prices or rental rates for investors (DOT Primer).

The Philippine Convention and Visitors Corporation (PCVC). This is a government controlled corporation, which serves as the marketing arm of the DOT. It formulates, plans and implements marketing campaigns to promote the Philippines as a preferred holiday destination and a major site for conventions, exhibits and incentives groups. It is also tasked to supervise, assist and coordinate the operations of congresses, conventions and incentives groups in the country.

Consequently, it helps in promoting the development of skills and services vital in the areas concerned. It is burdened with the task of highlighting the good image of the Philippines in the international and local markets (DOT Primer).

The National Parks Development Committee (NPDC). Among the responsibilities of NPDC are the maintenance of park facilities, installation and construction of other facilities such as electric posts, waiting sheds and benches at the Rizal Park and other notable parks in the country. It is also tasked of holding and presenting concerts and cultural shows such as the Concert at the Park series and Paco Park Presents (DOT Primer).

The Intramuros Administration (IA). IA's main responsibility is to create programs and projects geared towards the restoration, development and promotion of the historical Walled City of Intramuros.

The Nayong Pilipino Foundation, Incorporated (NPMI). NPMI's original mandate is to promote, encourage, and initiate researches and to develop projects and activities in the social sciences, humanities and other related fields. NPMI also implements cultural programs in line with DOT's promotional efforts (DOT Primer).

Other Regional Offices. The regional offices of the Department of Tourism are responsible for domestic tourism promotion, tourism marketing, accreditation, tourism assistance, public relations, and coordination with local government units and tourism administration in the provincial regions. In line with government policy of decentralization under the Local Government Code, these regional offices are tasked to do planning and product development projects. They actively participate in the formulation of the Regional Tourism Master Plan (RTMP).

The RTMP is meant to serve as the framework for tourism development in the countryside. The regional offices are located in strategic places such as Baguio City, La Union, Cagayan, Pampanga, Albay, Iloilo, Cebu, Leyte, Zamboanga, Cagayan de Oro, Davao, Cotabato, Butuan and sub-offices in Laoag, Boracay, Clark and Bacolod. Region IV and NCR offices are housed at the DOT Building in Manila (DOT Primer).

Department of Tourism Campaigns

In line with its mission of promoting the Philippines, DOT formulates and implements various campaigns. These campaigns are primarily marketing-oriented and promotional. It does not implement any public relations (PR) campaign but the marketing and promotional campaigns being implemented have some PR inclinations because not only are they meant to boost the country's tourism growth, but also to address certain issues such as the enhancement of the country's image among others. There is also a form of advocacy inherent in the marketing and promotional efforts because they hope to instill in the Filipinos a sense of "Tourism Culture." The Filipinos are informed of the benefits of a healthy tourism industry, therefore, encouraging them to do their part in preserving the cleanliness of the surrounding, in conserving the environment and other natural resources, in taking care of various tourist spots scattered all over the archipelago, in safeguarding the honest and fair dealings with tourists, and most importantly, in ensuring the convenience and safety of the visitors.

DOT Campaigns vis-à-vis Sociopolitical Context of the Country

Table 1 is a timetable of DOT secretaries, the campaigns they implemented, and the sociopolitical context of the country for the period covering 1985 to 2002. It

Table 1. Matrix of DOT Major Campaigns

YEAR	SIGNIFICANT EVENT	DOT SECRETARY	MAJOR CAMPAIGN
1985	Political and Social unrest due to Martial Law	Jose D. Aspiras	"Philippines... where Asia wears a smile" "Balikbayan Program"
1986	People Power 1 New Administration (Aquino Government)	Jose A.V. Gonzales	"Fiesta Islands"
1987	Constitutional Change	Jose A.V. Gonzales	"Fiesta Islands"
1988		Jose A.V. Gonzales	"Fiesta Islands"
1989	Several Coup attempts on the Aquino Government	Peter D. Garrucho, Jr.	"Fiesta Islands"
1990	Typhoon Mike Luzon Earthquake Abu Sayyaf started its operations	Peter D. Garrucho, Jr.	"Fiesta Islands"
1991	Mt. Pinatubo First Eruption 1991 SEA Games Ormoc Flash Floods	Rafael M. Alunan III	"Fiesta Islands"
1992	Mt. Pinatubo Second Eruption New Administration (Ramos Government) Taal's imminent eruption US Military Bases abandoned	Narzalina Z. Lim	"The Islands Philippines"
		Vicente J. Carlos	
1993	Mayon Eruption	Vicente J. Carlos	"The Islands Philippines"
1994	1994 Miss Universe Pageant Tropical Storms Owen & Akang	Vicente J. Carlos	"The Islands Philippines"
1995	1995 Papal Visit World Youth Day	Eduardo P. Pilapil	"The Islands Philippines"
1996	1996 APEC Summit	Mina T. Gabor	"The Best of the Islands"
			"Bring Home A Friend"
1997	El Niño and La Niña Phenomena	Mina T. Gabor	"The Best of the Islands"
			"Bring Home A Friend"
1998	Philippine Independence Centennial New Administration (Estrada Government)	Gemma Cruz-Araneta	"Rediscovery Philippines"
			"Balikbayani"
1999	End of the Millennium Echegaray Execution	Gemma Cruz-Araneta	"Rediscovery Philippines"
			"Balikbayani"
2000	New Millennium Military clashes in Mindanao Terrorist attacks in Metro Manila Abu Sayyaf Kidnappings	Gemma Cruz-Araneta	"Rediscovery Philippines"
			"Balikbayani"
2001	EDSA 2 and 3 New Administration (Arroyo Government) September 11 terrorist attack on US	Richard J. Gordon	"WOW Philippines!"
			"Volunteer 12"
• 2002	Balikatan Exercises	Richard J. Gordon	"WOW Philippines!" "Volunteer 12"

Source: Department of Tourism (DOT)

is shown that there have been five (5) administrations from the time of then President Ferdinand Marcos in 1985 to the present Arroyo government. During these eighteen (18) years, the department has been under ten (10) secretaries. And finally from the ten (10) Secretaries came ten (10) major campaigns from the 1985 Campaign of former Secretary Jose Aspiras entitled "Philippines... where Asia wears a smile" and the "Balikbayan Program" to the current campaign which are the "WOW Philippines!" and the "Volunteer 12 Program" of Secretary Richard Gordon.

According to Romulo de los Reyes, the Director of the Bureau of International Tourism Promotions of the DOT, the department does not really have any criteria or standards in creating, choosing and implementing a strategy. It regards consultation with the private sectors and other experts as more important than following certain criteria or standards. He added that the success of the campaigns rests chiefly on the secretary, who is the leader of the department and performs a very important part in implementing numerous projects. He also has to gain the support of all the stakeholders of the tourism industry, be they employees of the DOT, the transportation sector, the hotel, resort and restaurant industry, the travel agencies, the media, and most especially, the general public. Leadership in the DOT is considered important, primarily because there are no standards with regards to the campaigns. It is up to the current secretary if he/she will adopt the previous campaign or create a new one that will suit the current demands of the country's condition.

During the time of then Secretary Aspiras, the Philippines was under Martial Law. The society underwent a lot of changes and Aspiras came up with the "Philippines... where Asia wears a smile" campaign. It was the time when the department saw the potential of overseas Filipino workers for tourism growth, thus, it

came up with the "Balikbayan Program" which offers several incentives to overseas Filipino workers who will come back to the Philippines. In 1986, there occurred a peaceful revolution of the people that overthrew a dictator. A new government was placed and consequently a new secretary was appointed. Mr. Jose Gonzales replaced Mr. Aspiras and came up with the "Fiesta Islands" campaign. During the Aquino Administration, the DOT had several secretaries. Mr. Peter Garrucho replaced Mr. Gonzales in 1989. In 1991, Mr. Rafael Alunan took over the position from Mr. Gonzales, though his term was short-lived. The DOT was unstable and so was the Philippine Society. There was the Constitutional Change in 1987, the several Coup d'état attempts of 1989, the numerous natural calamities of 1990 and 1991, which include the Luzon Earthquake, Typhoon Mike devastation, the First Eruption of Mount Pinatubo and the Ormoc Flashflood. But amidst these calamities, Manila became the site of a major event in 1991, which was the South East Asian Games.

In 1992, Mr. Fidel Ramos became president and he appointed Ms. Narzalina Lim as the secretary of the DOT. The latter came up with the "Islands Philippines" campaign. Her stint as secretary was short-lived for after a few months after her appointment, she was replaced by Mr. Vicente Carlos, who sustained the implementation of the "Islands Philippines" campaign. During the Ramos Administration and after the abandonment of the US Military Bases in Subic and Clark due to the second major eruption of Mt. Pinatubo, the economy of the country stabilized. Although there were still natural calamities that plagued the country, there were nonetheless some major events that happened. The 1994 Miss Universe Pageant was held in Manila and in 1995, the Pope visited the country for the World Youth Day celebration also held in Manila. Mr. Carlos stepped down and Mr.

Eduardo Pilapil became the secretary in 1995. Ms. Mina Gabor eventually replaced him in 1995 and she came up with the "Best of the Islands" campaign, which was witness to the 1996 APEC Summit held in Manila and Subic. Ms. Gabor also saw the potential of the overseas Filipino workers not only as tourists but also as tourism representatives and was able to tap them through the "Bring Home A Friend" program. This program encouraged Balikbayans to invite their foreign friends to the country, which entitled them to receive incentives and eligibility in a contest.

In 1998, the masses elected a movie star into the presidency. The president appointed Gemma Cruz-Araneta, a beauty queen and socialite, as Tourism Secretary. In turn, she formulated and implemented the "Rediscovery Program," which was in line with the celebration of the Centennial of the Philippine Declaration of Independence and the celebration of the end of the millennium. Araneta also tapped the overseas Filipino workers by creating the "Balikbayan" program, which was patterned after the "Balikbayan" program of Aspiras. Since majority of the balikbayans in the country were overseas Filipino workers, the Estrada Administration saw the need to recognize their worth by labeling them as new heroes of the country and gave them certain incentives. Unfortunately, the Estrada Administration underwent serious problems because of the Asian and World Economic Recession and the Moro Rebellion and terrorist attacks in the south. The image of the country was worsened by the kidnappings of tourists in the southern part of the archipelago, the impeachment trial against Estrada and the political instability affecting the nation.

In 2001, the Estrada ouster occurred and a new administration was placed. Gloria Macapagal-Arroyo was challenged by a futile attempt of a revolt by the supporters of deposed president Estrada. The terrorist attacks in the US and the

continued harassment of Moro rebels and the Abu Sayyaf group in Mindanao proved to be a major challenge for the new administration in reviving an ailing tourism industry. The president appointed Richard Gordon as Tourism Secretary and he immediately formulated the "WOW (Wealth of Wonders) Philippines!" campaign and the "Volunteer 12" program. Both "WOW Philippines" and "Volunteer 12" were patterned from previous programs implemented by past secretaries of the department. "Volunteer 12" aims at making the millions of overseas Filipino workers as tourism volunteers who will encourage their foreign friends to visit the country. In exchange, both the volunteer and the visitor will receive several incentives such as discounts and recognition. These two campaigns are still currently being implemented and fortified in preparation for the grand "Visit Philippines 2003" campaign. The economy is becoming stable and the government is addressing the peace and order situation, particularly in Metro Manila and Southern Philippines. The current administration promises the revival and revitalization of the Philippine Tourism Industry.

Perceived Effectiveness of DOT Campaigns

Public Perception on the Philippines

One way of measuring the effectiveness of the Department of Tourism and its campaigns is by discovering the public perception on the country. If there is a favorable perception concerning the Philippines then the campaigns have reached their goals of creating and maintaining a positive image for the country. This will, therefore, encourage travelers to come to the country and explore its frontiers. It will also persuade visitors into coming back to the archipelago.

Table 2. Present National Image Rating of the Philippines

	FOREIGN TOURISTS		LOCAL TOURISTS		DOT EMPLOYEES		COMBINED	
	F	%	f	%	f	%	f	%
Negative Comment	27	42	32	49	81	81	140	61
Average	23	35	28	43	16	16	67	29
Positive Comment	15	23	5	8	3	3	23	10
TOTAL	65	100%	65	100%	100	100%	230	100%

In Table 2, it is presented that sixty-one percent (60%) of the 230 surveyed individuals gave negative remarks as to the present national image of the Philippines. About half of the foreign tourists gave pessimistic comments about the image of the Philippines in the international scene. Most of the foreigners were hesitant to come to the country because of the negative publicity and news being sent out in their respective countries. The visitors added that travel advisories prevent other people from visiting the country because of safety concerns. Negative news about unstable environmental conditions, political instability and social safety issues in the Philippines are rampant in several countries worldwide. This is evident in Table 3 where foreign tourists voted crime rate as the worst problem of the country. The foreigners were aware of the money laundering, terrorism, and kidnappings that are happening in the country. Political and social problems of the country only come second and third, respectively, according to the tourists.

Table 3. Country's Worst Problems								
	FOREIGN TOURISTS		LOCAL TOURISTS		DOT EMPLOYEES		COMBINED	
	F	%	f	%	f	%	f	%
CRIME RATE (money laundering, terrorism, kidnapping)	118	35	165	30	252	32	535	32
SOCIAL (poverty, prostitution, drugs, education, lack of nationalism)	71	21	138	25	192	25	401	24
POLITICAL (political instability, corruption)	75	23	107	19	157	20	339	20
ECONOMIC (economic crisis, peso devaluation)	28	8	89	16	113	14	230	14
ENVIRONMENTAL (pollution)	43	13	59	11	70	8	172	10
INFRASTRUCTURE (Transportation, Infrastructure)	2	.60	1	.18	1	.13	4	.24
TOTAL	337	100	559	100	785	100	1681	100

Going back to Table 2, it is surprising to see that almost half of the surveyed local tourists also think that the Philippines has image problems abroad. Only fifteen (15) out of the sixty-five (65) surveyed local tourists gave the country a positive remark regarding its image. It is even more alarming to see that even the DOT employees gave negative views on the international image of the country. A big number of the 100 DOT employees surveyed stated that the Philippines indeed has a negative global image. Only a few of the DOT employees have a positive outlook on the image of the country. It is also visible in Table 3 that both local tourists and DOT employees, like foreigners, regard crime rate as the worst problem facing the country at present.

Overall, more than half of the 230 respondents believe that the Philippines has a gloomy image or reputation in the international market. Only about a third think that the image is normal and merely, ten percent (10%) gave positive comments on the image of the country. Also, thirty-two percent (32%) of the 1,681 responses chose crime rate as the worst problem affecting the Philippines and consequently, its image at present. Political problems come second, followed by social problems.

Table 4. Reasons in Coming to the Philippines

	FOREIGN TOURISTS	
	f	%
Leisure, Relaxation, Change of Scenery	67	49
Business, Work	29	21
Visiting a friend, family, or relative	19	14
Curiosity, Study, Research	18	13
To migrate	3	2
To obtain Thailand Visa	1	.73
TOTAL	137	100

Now, amidst the evident image problem of the country there are still tourists who continuously visit for one reason or another. Table 4 shows that leisure, relaxation and change of scenery are the topmost reasons in visiting the country. Majority of the respondents still think that the Philippines is an ideal place to relax and unwind. Next to leisure, most of the respondents were in the country for a particular business or a demand brought about by their work. Also, several respondents came to the country to visit a friend, a family or a relative. There are also a few tourists who came here for a particular study or research and simply for curiosity's sake. Only three respondents plan to migrate and one visited to obtain a visa going to Thailand. The survey revealed that the Philippines is still a perfect

holiday getaway location amidst the problems it encounters at present. The Philippines continue to attract and mesmerize visitors mainly because of its natural assets and characteristics.

Table 5. Country's Best Assets						
	FOREIGN TOURISTS		LOCAL TOURISTS		COMBINED	
	f	%	F	%	f	%
Hotels / Resorts / Beaches / Dive Spots / Nature and Sceneries	89	39	111	43	200	41
People	52	23	49	19	101	21
Climate and Weather	52	23	20	8	72	15
Native Handicrafts	10	4	32	13	42	9
Exotic Food	10	4	28	11	38	8
Entertainment	14	6	15	6	29	6
Culture	1	.43	2	.78	3	.62
Business	1	.43	0	0	1	.21
Safe / Hassle Free	1	.43	0	0	1	.21
TOTAL	230	100	257	100	487	100

Table 5 presents several items that the Philippines should be proud of. These are the things, which the tourists regard as the country's best assets. The list includes the hotels and resorts of the country, the beaches, dive spots, nature and other sceneries of the islands, the climate and the weather, the exotic food, the entertainment, the culture, the native handicrafts and most importantly, the people.

It is no longer a surprise that the hotels, resorts, beaches, dive spots, nature and sceneries category top the choices for they are the main attractions of the

country. About half of the respondents agreed that these are the country's top assets and should be well taken cared of for the sake of the future generations and for tourism, per se. It is quite flattering also that the people come in second with twenty-one percent (21%) of the total votes. The foreign visitors appreciate the hospitality and the friendliness being exhibited by the locals. Most of the foreigners feel at home in the country because of the warmth of the Filipinos. Even the local tourists recognize the kindness and generosity of their countrymen. Climate and weather is third because most of the foreign respondents come from cold countries and enjoy the heat of the tropical sun.

Table 6. After-Visit Perception		
Over-all stay in the Philippines	FOREIGN TOURISTS	
	f	%
Negative Comment	2	3
Average	10	15
Positive Comment	53	82
TOTAL	65	100
Consider coming back to the Philippines		
YES	65	100
TOTAL	65	100

In Table 6, it is indicated that even though the Philippines has image problems abroad, majority of the foreign tourists surveyed still positively rated their over-all stay in the country. Surprisingly, 100% of the population surveyed still consider coming back to the Philippines, a good indicator for Philippine Tourism.

Public Perception on the Campaigns

	FOREIGN TOURISTS		LOCAL TOURISTS		DOT EMPLOYEES		COMBINED	
	F	%	f	%	f	%	f	%
YES	13	20	21	32	75	75	109	47
NO	52	80	44	68	25	25	121	53
TOTAL	65	100	65	100	100	100	230	100

	FOREIGN TOURISTS		LOCAL TOURISTS		DOT EMPLOYEES		COMBINED	
	F	%	f	%	f	%	f	%
Negative Comment	20	31	13	20	45	45	78	34
Average	9	14	21	32	44	44	74	32
Positive Comment	3	5	3	5	11	11	17	7
No Comment	33	51	28	43	0	0	61	27
TOTAL	65	100	65	100	100	100	230	100

In Table 7, it is indicated that majority of the foreign and local tourists surveyed have not encountered any of the promotional campaigns of the Department of Tourism. Consequently, as shown in Table 8, majority of the foreign and local tourist respondents chose not to answer the question because of their lack of familiarity with the campaigns. Other tourists gave negative remarks regarding the campaigns and justified it by explaining that the fact that they did not encounter any must already say something about the campaign's effectiveness. On the other hand, it is also evident that even if some tourists encountered a campaign, only a few gave positive remarks concerning its effectiveness.

It is quite alarming that a quarter of the total number of DOT employee respondents have not encountered any campaign. Furthermore, majority of these

respondents gave negative comments on the effectiveness of the campaigns implemented by the department. Only eleven percent (11%) of the total number of DOT employee respondents gave favorable remarks concerning the campaigns. Being employees of the organization in study, their response means that the campaigns are really not that effective.

Because majority of the foreign tourists surveyed have not encountered any of the promotional campaigns of the DOT, there must have been other means for them to discover the country and its offerings. There are other things that persuaded the foreigners to visit the Philippines. Table 9 presents a list of these things including personal reasons, media intervention, work related reasons, agencies, news and events, and certain accidental reasons.

Table 9. Medium for Philippine Promotion		
	FOREIGN TOURISTS	
	f	%
PERSONAL (friends, relatives)	48	54
PRINT MEDIA (brochures, pamphlets, posters, books, newspaper ads)	14	16
WORK RELATED	9	10
AGENCIES (employment, travel, embassy, consulate)	6	7
NEWS/EVENTS	6	7
BROADCAST MEDIA (TV ads)	2	2
ACCIDENTAL (stop-over flight, read a chart)	2	2
INTERNET	1	1
No Answer	1	1
TOTAL	89	100

Again, majority of the respondents knew about the Philippines through personal dealings with friends, family members and relatives in the country. This means that tapping friends and family is an effective way of encouraging tourists to the country. Surprisingly, print media comes as a far second when it comes to information dissemination. Print media would include photos, posters, brochures, pamphlets, leaflets and other print advertisements. It is also apparent that the DOT has yet to tap the potential of broadcast media in promoting, for it only accounts barely two percent (2%) of the total votes and is tied with accidental reasons in terms of total number of votes.

Moreover, most of the respondents who have encountered a campaign could not accurately identify its specific title. Oftentimes, the tourists would tend to recall the medium used by the campaign instead of the specific campaign title. Most of the mediums used were print media such as posters, photos, brochures, newspaper ads and tour packages, broadcast media such as TV ads and video plugs in cable television, and particular events such as seminars and exhibits.

According to the various surveys, among the numerous campaigns implemented by the department a few have gained audience recall, these were; "Volunteer 12" Program, "WOW Philippines," "Best of the Islands," "Bring Home A Friend," "Balikbayan Program," "Fiesta Islands," and the "Balikbayani" Program.

There have been different public perceptions regarding the effectiveness of the campaigns implemented by the department. According to Mr. Tomasito Umali of the Office of the Undersecretary for Promotions of DOT, Mr. Aspiras' "Philippines... where Asia wears a Smile" has been regarded as successful because it was during its implementation in the early 80's when the country reached its first one (1) million mark in tourist arrivals. But Mr. Aspiras' term also saw the rise of prostitution due to

the negative connotation of the inherent message of his campaign which was "The Land of Beautiful Women" also known as "Hospitality Girls." His campaign was quantitatively successful but qualitatively disastrous for the image of the country. His "Balikbayan" program was successful because it was able to tap the thousands of overseas Filipino workers for assistance in the growth of the country's tourism. In fact, Ms. Gabor's "Bring Home A Friend," Ms. Araneta's "Balikbayani" program and Mr. Gordon's "Volunteer 12" program are mere ramifications of the original program.

YEAR – SECRETARY	VISITOR ARRIVALS	GROWTH RATE (%)
1985 – ASPIRAS	773,074	-5.34
1986 – GONZALES	781,517	1.09
1987	794,700	1.69
1988	1,043,114	31.26
1989 – GARRUCHO	1,189,719	14.05
1990	1,024,520	-13.89
1991 – ALUNAN	951,365	-7.4
1992 – LIM / CARLOS	1,152,952	21.19
1993	1,372,097	19.01
1994	1,573,821	14.70
1995 – PILAPIL	1,760,163	11.84
1996 – GABOR	2,049,367	16.43
1997	2,222,523	8.45
1998 – ARANETA	2,149,357	-3.29
1999	2,170,514	0.98
2000	1,992,169	-8.22
2001 – GORDON	1,796,893	-9.8

Mr. Gonzales' "Fiesta Islands" also got positive reviews for it was during its implementation when the country again reached the 1 million mark in tourist arrivals in 1988. It was also in the same year when the country got the highest tourism growth rate, almost thirty-two percent (31.26%), in the entire DOT history. Unfortunately, it was also during this campaign when the country got the lowest tourism growth rate of -13.89% in 1990 and then in 1991 the visitor arrival fall short of the one (1) million mark. The socio-political condition of the country affected the campaign. During the time of its implementation, the country was undergoing a

major change after the martial law and several man-made and natural disasters occurred.

The socio-political conditions during the Ramos administration was favorable, thus, Ms. Lim's "Islands Philippines" campaign gave the country its second highest tourism growth rate of almost twenty-two percent (21.19%) in 1992. This campaign was implemented in 1992 till 1996 and during the time of its implementation there was sustained growth for tourism. From Table 10, it is shown that the year 1993 had the third highest tourism growth rate and until 1996 there were consistent two(2)-digit tourism growth rates. The 1994 "Miss Universe Pageant" and the 1995 "World Youth Day" helped in the robust growth of the tourism sector.

Ms. Gabor's "Best of the Islands" Campaign and "Bring Home A Friend" Program of 1996 further boosted the tourism industry and the country reached the 2 million mark in visitor arrivals with a growth rate of almost seventeen percent (16.43%). Some regarded this as one of the best campaigns because of the way it sustained tourism growth. In fact, the country got its highest number of tourist arrivals during its implementation in 1997. Unfortunately, it was short-lived for in 1998, Ms. Araneta's "Rediscovery Philippines" Program replaced it.

Many regarded Ms. Araneta's campaign as one of the worst campaigns enforced by the DOT. During the campaign's execution, the country got a negative mark of three point twenty nine percent (-3.29%) growth rate in 1998, barely grew to one (1%) in 1999 and plummeted to a very low negative mark of eight point twenty two percent (-8.22%) in 2000. Many argue that it was not successful because of the numerous bad events that occurred in the country most specifically, the impeachment trial of the president, the economic recession and the Abu Sayyaf kidnappings in the south. Some went further and said that Ms. Araneta could not

launch a full-blown campaign because there was no money to fund it. Mr. Umali said that during the time of Ms. Gabor when there were relatively sufficient funds, a big portion of it was spent in several multi million projects, which failed to reach the expectations of many. Many believed that these expensive projects such as the "Paskuhan Village" and "Florikultura" in Pampanga failed to reach the target profit, thus, the government experienced a huge amount of losses. Ms. Araneta had to settle with this during her term and, thus, limited her efforts. But still, others contest and say that even in 1998 when there were relatively stable conditions and the country was celebrating its centennial of the declaration of independence, Ms. Araneta's campaigns still failed to give tourism a positive growth rate.

The current program of DOT is "WOW Philippines" and "Volunteer 12." These programs are still in their early stages of implementation, thus, they still cannot be measured in terms of effectiveness. Many believe that these programs were patterned after Ms. Gabor's campaigns. So far, these campaigns have been getting numerous media mileage and have immediately achieved audience recall.

Comparison Between the Three Most Recent Campaigns

In analyzing the effectiveness of the current campaign, it is imperative to compare it with the previous two using content analysis of the different campaign materials. From the past nine (9) campaigns, excluding the current campaign, "Best of the Islands" was regarded as the most effective and "Rediscovery Philippines," on the other hand, was believed to be the least successful. "Best of the Islands" was Mina Gabor's brainchild during the Ramos administration, "Rediscovery Philippines" during the Estrada administration under Gemma Cruz-Araneta and the current "WOW Philippines" of the Arroyo administration, spearheaded by Richard Gordon.

All of the three campaigns have high communicability because they used simple terms, they were complete with reliable information, they were concrete in presenting facts, they were correct in the use of the language, they were clear and concise, and they were relevant to a particular concern. The difference were noticed in the effects of the campaigns. The current campaign, which is WOW Philippines, cannot be evaluated yet because it is still on-going and it has been implemented for only a year. Gabor's campaigns were able to achieve certain changes in the status quo of the tourism industry, they had some significant effect in the society, they achieved favorable audience recall, they influenced public perception towards the country, and they received minimal criticism and several praise and recognition. Araneta's campaigns weren't able to achieve changes in status quo, any significant effect, and audience recall because they were implemented for only a short period of time. Likewise, they were not able to influence perception and received certain criticisms. During the implementation of Araneta's campaign, the country was turbulent and it gravely affected the tourism industry.

The "Best of the Islands" promoted each and every major destination in the country by citing the things that a particular destination could offer to the visitor. It used multimedia to promote the country such as brochures, posters, video and CD. It had been publicized both locally and internationally. All its campaign materials used simple but appealing taglines, which definitely caught the tourists' attention. Ms. Gabor's "Bring Home A Friend" program was able to encourage overseas Filipinos to invite foreigners to the country. The "*Huwag Maging Dayuhan Sa Sariling Bayan*" advocacy campaign instilled in the Filipinos the importance of tourism, particularly, domestic tourism. The materials were complete with relevant and concrete information regarding the country, the particular tourist spot, and the

programs being implemented by the department. It was clear and correct in the use of the language in expressing the desired message. "Best of the Islands" was created in a time when the country's economy was upbeat and tourism was at its best. There were no major issues addressed by the campaign except the maintenance of the progress of tourism through fervent efforts of promotions. As been said, the country crossed the two (2) million mark in tourist arrivals during its implementation.

The "Rediscovery Philippines" Program was the project of Gemma Cruz-Araneta under the administration of Joseph Estrada. According to Ms. Araneta, the program follows the concept of Magellan's discovery of the islands. Back in the 16th Century, European cartographers could not complete the world map because something was missing. It was Magellan's discovery of the archipelago that completed the world map. Ms. Araneta added that in visiting the Philippines a person would find out what is missing in his/her life. It also uses multimedia in promoting the campaign such as brochures, posters and TV advertisements. The campaign was released internationally and locally but its major targets were Filipinos working abroad and other foreigners with Filipino blood and ancestry. It also used simple, clear and captivating terms in its message. The "Balikbayani" program gave the overseas Filipino workers a sense of recognition and worth. "Discover Your Roots" program was also able to tap a new market. It encouraged foreign citizens with Filipino bloodlines to come visit the Philippines and discover their ancestry. The "Pride of Place" idea imbibed the Filipinos a sense of dignity and honor for their country. The campaign materials were also complete and concrete in presenting information. The campaign was primarily meant to spur tourism growth to help the economy surpass the on-going economic crises at that time. The campaign

received many criticisms because it failed to boost tourism growth. It was mainly focused on domestic tourism and the overseas Filipinos. During its implementation, the country failed to achieve a positive tourism growth rate and in 2000 the Philippines failed to cross the two (2) million mark in tourist arrivals. Many attributed this to the unstable sociopolitical conditions at that time and the budget constraints, which beleaguered all government offices.

"WOW Philippines" is the current campaign by DOT for the Arroyo administration. As has been mentioned, it is somehow patterned after Ms. Gabor's campaign. "WOW" means Wealth of Wonders, which the Philippines boasts of. It can also stand for various phrases depending on the context it is applied in. It can mean "Watch our Whales" for the whale shark sight-seeing in Bicol, "Watch our Wonders" for ecotourism, "Wild over Wheels" for the colorful jeepneys, "Watch or Wonder" for the wide array of shopping possibilities, and "Watch our Women" for the extraordinary strength of the Filipina. The new campaign uses multimedia materials such as brochures, posters featuring local celebrities and TV advertisements. The department is also looking into the creation of promotional CD's and tapping the internet for wider promotional reach. The new campaign definitely exhibits simple and clear words that are very appealing to the target public. All the campaigns are complete and concrete in presenting facts and correct and creative in the use of language. It is very relevant to a particular concern, which is to aid the ailing Philippine Tourism Industry brought about by several appalling events that happened in the country in the previous years. It is very holistic in its approach because not only does it promote tourism to the international market but encourage domestic tourism by creating affordable tour packages for the Filipinos and supporting this with the "Hubs and Spokes" project. The "Hubs & Spokes" project is supposed to

make travel easier for the tourists, both local and foreign alike. "WOW! Philippines" also encourages overseas Filipinos, not just workers, to become representatives for tourism by applying for the "Volunteer 12" Program. The program aims to persuade Filipinos with foreign friends to invite tourists to the country. Both the tourist and the volunteer will receive recognition and incentives from the department. The goal of the program is to mobilize the 7.8 million overseas Filipinos as "Tourism Volunteers." In a nutshell, if each overseas Filipino sends one tourist to the Philippines once a year, the country will beat Singapore's 7 Million in tourist arrivals in 2000. Consequently, if each overseas Filipino sends one tourist every month for one year, the Philippines will obtain 88.56 million visitors beating the number one tourist destination in the world, which is France, which had 75.5 Million in 2000. The program will also address the minimal promotional budget the government allots. The Philippines does not have the seventy million dollar (US\$70m) promotional budget of other countries but it can have 7.8 million "Tourism Volunteers." "WOW! Philippines" also encourage Filipinos to have a "tourism mindset" by implementing an advocacy campaign titled "*Pag May Turista, May Trabaho.*" This encourages the local population of the Philippines to realize the benefits of tourism for the country and consequently, its citizens. The Filipinos are encouraged to clean their own streets, make every corner presentable, fairly treat tourists who are visiting the country, and live up to their reputation as a warm, friendly, generous and hospitable race by taking care of the tourists encountered in several destinations in the country.

According to Mr. Umali, there are no qualitative and quantitative research involved in the formulation of the DOT campaigns. The conceptualization of the programs are mainly based on the idea of key tourism officials and ad agencies with the aid of certain studies and researches made on travel markets abroad conducted

by independent research firms. These are sent to Manila and contrasted to the researches made by the department and ad agencies on the statistics of monthly visitor-arrivals, hotel occupancy rates, distribution of regional travelers, listing and number of meetings, incentives, conventions, and exhibits (M.I.C.E.) and the visitors sample survey. Ms. Pelayo, the officer-in-charge at the International Market Planning of DOT, added that the department is doing consultations with various tourism sectors.

Most of the campaigns are focused on local and foreign target publics, although it is important that various stakeholders of the tourism industry are also addressed by the campaigns. All the campaigns use multimedia productions and gimmicks in order to promote the campaigns. The duration of these campaigns will depend on the secretary of the department and the administration of the country. Most of the campaigns have one slogan and theme. They also address a particular issue faced by the country, specifically its tourism industry.

The effects of the campaign, however, cannot be measured immediately. It usually takes years after the implementation before the effectiveness of a campaign can be gauged. Most of the time, the number of tourist arrivals and growth rates are used as yardsticks in determining the success of the campaigns. Also, immeasurable aspects such as international goodwill and increased knowledge of the country are taken into account. Various citations and awards from different organizations can also signify the effect of a campaign. DOT does not use any other evaluation measures for particular campaigns aside from the aforementioned. It is important to take note of this since it has been mentioned earlier that evaluation is important and necessary to analyze the success of a campaign and other future campaigns of a particular organization.

Effectiveness of DOT as an Organization

Problems Affecting the DOT

There are many challenges that pose a threat to the department at present. The major concern of the DOT is promoting the Philippine Tourism industry and according to Director de los Reyes several internal and external factors affect the industry at present. Some of the internal problems would include the peace and order situation in the country and the low budget being received by the department. External problems would be the terrorist attacks in the United States last September 11, 2001 and the advisories being released by various countries regarding the safety conditions in the Philippines. These internal and external factors make the task of the department in persuading foreigners to visit the country more challenging.

From the budget limitations stem other related concerns such as poor office infrastructure and outmoded equipment in the department and its satellite offices. This affects the proper functioning of the agency. Aside from budget constraints, there are several other problems that plague the Department. Because it is a government agency, there has been several accusations regarding bureaucracy, red tape and corruption in the DOT. There have also been issues pertaining to the efficiency of the current management and the quality and quantity of the staff at the department. Some say that the department needs more staff to accommodate the workload they have at present. There have also been complaints about the lack of training of some employees and the non-performance of a few. Lastly, one major dilemma the department has is the negative public perception that they have been getting in the last few months regarding their efficiency and effectiveness. For this, they have also encountered media criticism.

From Table 11, it is shown that the respondents of the survey believe that media criticism and public perception are the worst problems affecting the department. Then, issues concerning bureaucracy, red tape and corruption follow it. Coming in at third is the budget constraints of the DOT. It is important to note also that the negative image of the country got the least number of votes with barely three percent (3%) of the share of the total number of responses.

	DOT EMPLOYEES	
	f	%
Public Perception / Media Criticisms	73	27
Bureaucracy / Red Tape / Corruption	64	24
Budget	55	20
Management	39	14
Office Infrastructure / Outmoded Equipment	17	6
Staff	14	5
Negative Image of the Country	8	3
TOTAL	270	100

Visibility of the DOT

Since the major goal of the Department of Tourism is to develop and promote the tourism industry in order to reap its socio-economic benefits for the people, the organization should ensure the good reputation of the country, as well as, its maintenance. This will encourage foreign tourists to visit the country. Also, in order to sustain tourism growth, tourists in the country should be well taken cared of by creating programs and activities that will not only make the trip enjoyable but also safe and hassle-free. DOT can do these by implementing campaigns of promoting the country both locally and internationally and by giving assistance to all tourists in the country.

One way of ensuring the safety of the visitors is by being visible and by giving assistance to them in case necessary. This will help the tourists appreciate their trip to the country more and will probably urge them to come back. But it seems that in the results of the survey conducted with local and foreign tourists, DOT has failed in giving assistance to them during their stay in their respective destinations. In Table 12, it can be seen that there were only seven (7) respondents among the 130 surveyed who have received assistance from the department during their stay in the country or during their visit to a particular tourist destination. It also appeared that most of the assistance the tourists received were information regarding the country and particular destinations, information on promotions, passport and visa assistance and aid in looking for a particular place.

	FOREIGN TOURISTS		LOCAL TOURISTS		COMBINED	
	F	%	f	%	f	%
NO	55	85	52	80	107	82
YES	6	9	1	2	7	5
NO ANSWER	4	6	12	19	16	12
TOTAL	65	100	65	100	130	100

Most of the foreign tourists surveyed stated that they did not receive any assistance or gave no answer at all mainly because they did not need any. It was either that they knew somebody in the country or they had a travel agent who assisted them in their tour. Most of them had prior knowledge of the country before they visited. But, the tourists admitted that if they needed assistance they would find it difficult to look for the DOT because it is not visible and accessible. Most of the surveyed foreign tourists did not know the location of the DOT offices in their

destinations. They were not even aware that there is a DOT office at the Ninoy Aquino International Airport in Manila. On the other hand, the local tourists did not receive any assistance from the department primarily because of their familiarity with the country.

DOT Public Relations

Another major priority of the Department of Tourism is creating a favorable image of the country in the international market. It is also imperative to maintain this good reputation to ensure the stable growth of the tourism industry, thus, assisting in the economic progress of the country. Since image building is a PR concern there should be an effort exerted by the department regarding this. But, according to Dir. de los Reyes, the department does not have a PR office. Instead, the DOT has the Office of Tourism Information, which is primarily concerned with the dissemination of information about the country and about the department. The OTI is in-charge of writing press releases about the department and the promotions it has.

The director added that even though the department does not have a PR office, the agency still acknowledges its value especially in the tourism sector. In fact, about ten percent (10%) of DOT's promotion budget is allocated for PR. So the department implements various PR strategies to help in their promotional efforts. The DOT has at present the Invitational Travel Program offered to foreign writers. The Overseas Offices of the DOT in various countries look for foreign writers and invite them to visit the Philippines. All the writers' expenses will be shouldered by the department from the plane tickets to their accommodation while their here in the country. The writers in return will be encouraged to write positive things about the country and, consequently, building the Philippine image. This is a good way of

promoting the Philippines without spending too much money on different media advertising and publicity.

Aside from the Invitational Travel Program, Secretary Gordon is studying the idea of assigning PR practitioners in key areas in US, Europe and Asia such as Japan. Currently, there is one PR expert based in Germany assigned by the DOT to cover the European market. There is also a Filipina appointed in the United States to help with the marketing and PR efforts of the department there. These PR experts are expected to handle the image-crisis the Philippines experiences at present. It has also been mentioned that the international PR firm, Burson-Marsteller, allegedly hired by President Gloria Macapagal-Arroyo, does not only handle the president's international image but the country's as well. Though, it is said that the PR firm is not connected or not part of the efforts of the department.

Public Perception on the Effectiveness of DOT

Table 13. Public Perception on DOT		
Public's perception towards DOT	DOT EMPLOYEES	
	f	%
Negative Comment	52	52
Normal	34	34
Positive Comment	14	14
TOTAL	100	100
DOT's efforts in solving and coping with its various problems		
Negative Comment	49	49
Average	43	43
Positive Comment	8	8
TOTAL	100	100
DOT in terms of its campaigns		
Negative Comment	33	33
Average	53	53
Positive Comment	14	14
TOTAL	100	100

From Table 13, it is presented how the DOT employees surveyed perceive their office. In the first item it is shown that the employees were aware of the negative perception the public has on the department. In fact, going back to Table 11, the employees regard public perception together with media criticism as the worst problem the DOT has and should address. Only fourteen percent (14%) of the total respondents assume that the department is still highly regarded by its publics. The respondents also gave negative remarks on the efforts of the department in handling the problems it encounters presented in Table 11. Majority of the respondents think that the DOT is performing poorly in addressing the problems they have at present, which might prove detrimental to their work. Although there were also many employees who think that the department is doing its role in solving the problems. Only eight percent (8%) of the 100 respondents believe that DOT is appropriately dealing with the problems and is doing an excellent job in its efforts. In terms of the campaigns being implemented, fifty-three percent (53%) thinks that they are of average caliber and similar to previous campaigns implemented by other secretaries. Still, it is quite surprising that there were more DOT employees who doubt the campaigns compared to those who believe in them.

Table 14. Over-all Effectiveness of DOT

	FOREIGN TOURISTS		LOCAL TOURISTS		DOT EMPLOYEES		COMBINED	
	f	%	f	%	f	%	f	%
Negative Comment	21	32	27	42	29	29	77	34
Average	17	26	33	51	54	54	104	45
Positive Comment	8	12	2	3	17	17	27	12
No Comment	19	29	3	5	0	0	22	10
TOTAL	65	100	65	100	100	100	230	100

Table 14 shows that majority of the respondents or 104 out of 230, gave an average remark regarding the over-all effectiveness of the DOT. All population categories surveyed, except for the foreign tourists, think that the DOT is satisfactorily performing. But still, thirty-two percent (32%) of the surveyed foreign tourists, forty-one percent (42%) of the surveyed local tourists, twenty-nine percent (29%) of the surveyed DOT employees agree that the department over-all is ineffective. Only 8 out 65 foreign tourists, 2 out of 65 local tourists, and 17 out of 100 DOT employees gave positive remarks on the over-all effectiveness of the department. Finally, ten percent (10%) of the surveyed population of 230 did not give any comment because they have no way to find out DOT's effectiveness.

Chapter V

FINDINGS, CONCLUSION, IMPLICATIONS, AND RECOMMENDATIONS

Findings

The Department of Tourism (DOT), which started after the Second World War, is the government's arm in facilitating the Tourism Industry of the Philippines. 1987's Executive Order No. 120 pushed for the reorganization of the DOT. It is now tasked with policy formulation, strategic and marketing planning, legislative liaison, inter-agency and intra-governmental coordination, regulatory control of the industry sectors, and delivery of support services for domestic and international tourism promotion. It is mandated to encourage, promote and develop tourism as a major socio-economic activity with the support of both private and public sectors. It is guided by the 20-year Tourism Master Plan of positioning the Philippines as a prime tourist destination and spreading the benefits of tourism to the wider segment of the population. The Philippine Convention and Visitors Corporation (PCVC), the Philippine Tourism Authority (PTA), the Intramuros Administration (IA), the National Parks Development Committee (NPDC) and the Nayong Pilipino Foundation, Incorporated (NPFI) are the attached agencies of the DOT. These agencies assist the DOT in its efforts of uplifting the Philippine Tourism Industry.

In promoting a positive image for the country and positioning it as a prime tourist destination, the DOT formulates and implements various campaigns. It does not adhere to any standards or criteria in formulating a specific campaign, although, consultations are made with the different sectors of the tourism industry and some experts in the field regarding the sociopolitical context of the country and the situation of various international markets for tourism. Most of the campaigns are

geared for local and international release with foreign tourists as primary targets. Campaigns are evaluated based only on tourist arrivals and the positive implications it had for the image of the country.

From 1985 to the present there have been five (5) administrations, from Ex-President Marcos to President Arroyo. Within those eighteen (18) years, the Department of Tourism had ten (10) secretaries from Mr. Aspiras to Mr. Gordon. And within this span of time, there have been ten (10) major campaigns and programs including the current ones. These are: "Philippines...where Asia wears a smile," "Balikbayan," "Fiesta Islands," "The Islands Philippines," "The Best of the Islands," "Bring Home A Friend," "Rediscovery Philippines," "Balikbayani," "WOW! Philippines," and "Volunteer 12." These were all released locally and internationally and used multimedia materials for promotions. They all had consequent effects to the image of the country and its tourism industry. All of them tried to promote tourism amidst the challenges of their respective times.

From the study, it is shown that foreign and local respondents believe that the Philippines has a negative image abroad because of its numerous problems concerning social, political, and economic issues. But, it is interesting to note that amidst the negative image of the country, there are still a few individuals who prefer the country as a tourist destination for leisure and relaxation. Most of them agree that the country boasts of several attractions and accommodations with world-class caliber. In fact, majority of the foreign tourist respondents had a pleasant trip and all of them consider coming back for another vacation. Ironically, majority of the respondents have not encountered any campaigns of the DOT and a few had a hard time recalling some. As a result, most respondents gave a negative remark on the campaigns' effectiveness. This indicates that the campaigns lack dissemination and

are not reaching their desired targets. Most of the foreign respondents knew about the country through their interactions with friends and relatives based in the country.

Among the various campaigns implemented by the DOT, a few attained audience recall and positive tourism growth rate for the country. Mr. Aspiras' "Philippines...where Asia wears a smile" campaign was regarded successful because the country reached, for the first time, the one (1) million mark in tourist arrivals. But, the country suffered a damaging repercussion when prostitution surged due to the negative connotations of the campaign. His "Balikbayan" program was also considered successful because it was able to tap the support of overseas Filipinos in tourism upliftment. This program has been the prime inspiration for succeeding programs of the department. The "Fiesta Islands" campaign is considered as one of the best campaigns because the country had the highest tourism growth rate of thirty-one point twenty-six percent (31.26%) in the period covering 1985 to present. It was also during its implementation when the country again crossed the one (1) million mark in tourist arrivals.

Ms. Gabor's "Best of the Islands" campaign is regarded as the best campaign because during its implementation the country reached the two (2) million mark in tourist arrivals. The country also maintained a favorable tourism growth rate during the campaigns' entire implementation. Also, her "Bring Home A Friend" program was able to achieve audience recall and encouraged overseas Filipinos to invite foreigners to the country. In addition, her advocacy drive "*Huwag maging dayuhan sa sariling bayan*" gained positive raves because it promoted domestic tourism.

Ms. Araneta's "Rediscovery Philippines" Campaign was regarded as unsuccessful because the country failed to maintain the two (2) million figure in tourist arrivals, and consequently, a positive tourism growth rate. From the study, it

was shown that the campaign also failed to achieve audience recall. Many believe that this failure was mainly due to the budget constraints imposed on the department, the political instability of the country and the various insurgencies in the southern part of Mindanao.

The current campaign, "WOW! Philippines" is a promising campaign. It taps the support of all sectors of the society in its implementation. The campaign is enhanced by the "Hubs & Spokes" project, which will make traveling easy for all tourists. Also, the "Volunteer 12" program aims to address the insufficiency of the allotted promotional budget of the department. It aims to utilize the overseas Filipinos as tourism volunteers. It is geared in persuading the seven (7) million overseas Filipinos to invite foreigners to the country. Furthermore, The Advocacy drive "*Pag May Turista, May Trabaho*" encourages Filipinos to support tourism. Mr. Gordon's campaigns and programs have been patterned after Gabor's campaigns and are quite optimistic on the development of tourism in the country. It is still early to judge the campaigns' effectiveness based on tourist arrivals but they have been getting positive remarks from the public and have attained favorable audience recall.

The Department of Tourism as an organization is doing its efforts to promote and position the country as a preferred tourist destination. But recent events have triggered the public to assume that the department is ineffective in its functions and goals. In fact, DOT employees regard public perception and media criticism as the major problem faced by the department at present.

Majority of the respondents believe that the Department of Tourism is ineffective because it failed to give assistance to tourists during their stay in the country, the low visibility and exposure of the department as well as the campaigns and programs it implements, the negative image of the country in the international

market, the declining number of tourist arrivals in the country, and the negative tourism growth rate the country had in the previous years. DOT employees, themselves, think that the department is ineffective in its efforts of addressing and solving the problems it faces at present and admits that the public has a negative perception on the department. They also believe that the campaigns implemented were average in caliber and can still be improved. These factors influenced the respondents to perceive the DOT as ineffective.

Conclusion

The Department of Tourism, together with its attached agencies, is in charge of facilitating the Tourism Industry of the Philippines. In order to achieve a robust tourism industry, it should ensure the promotion and maintenance of the positive image of the country as a tourist destination, guarantee the safety of the tourists all over the country, encourage domestic tourism and instill tourism culture among the people.

The DOT formulates and implements various campaigns and programs to uplift and promote the Philippine image. Admittedly, it does not adhere to any criteria or standards in formulating a campaign but instead consult experts and market statistics for guidance. It is also evident that the sociopolitical context of the country has a strong bearing on the campaigns. There have been 10 major campaigns and programs in an 18-year period of DOT's existence.

Most of the respondents believe that the Philippines has a negative image and the campaigns have failed to reach their supposed target audience, thus, they have been regarded as ineffective.

Ms. Gabor's "Best of the Islands" campaign and "Bring Home A Friend" Program were regarded as the best campaigns. On the other hand, Araneta's "Rediscovery Philippines" campaign and "Balikbayani" Program were considered as the least effective campaigns. Mr. Gordon's "WOW! Philippines" campaign and "Volunteer 12" Program are patterned after Ms. Gabor's projects and promise to revitalize the tourism industry.

The Department of Tourism implements various campaigns to promote and uplift Philippine image but these have failed to reach several expectations and therefore perceived ineffective. But it is admitted that the sociopolitical conditions of the country gravely affected the effectiveness of the campaigns and consequently the department, per se.

Implications

The issue is about doubt and controversy regarding the effectiveness of the Department of Tourism as an organization. DOT's effectiveness rests primarily on the public perception on the department, the effectiveness of their campaigns, the number of tourist arrivals and the tourism growth rate. Consequently, the effectiveness of the campaigns can be measured through public perception and the number of tourist arrivals. Furthermore, public perception is gauged by looking at the image of the country and the performance of the department.

From the study conducted, it can be inferred that public perception vary depending on the campaign. It is evident that the most successful campaign, such as the "Fiesta Islands" and "Best of the Islands" campaigns, achieved positive public acceptance and gained milestones in the number of tourist arrivals. Thus, for a campaign to be successful it has to gain support from all sectors of the society,

address a particular issue concerning tourism and tap all resources necessary in promoting tourism. Judging from these factors, the current campaign under Secretary Gordon is on the right track because it has relatively gained support from different sectors of the society, it addresses current issues regarding the safety hazards in the country as well as instilling tourism mindset to the people, and it looks and utilizes for all other resources to aid in the promotion and development of the tourism industry. The Department of Tourism in general is perceived to be ineffective because of the low visibility and exposure of the department and its programs. The department has been criticized because the campaigns it implemented were not widely disseminated and they failed to reach most of their target audience, thus, a few are aware and informed. Also, the department has been questioned because it has failed to achieve a favorable number of tourist arrivals and growth rate for the country compared to neighboring countries such as Thailand and Singapore. Although, the current management promises to turn around the tourism industry and gain public support for the department.

Recommendations

From the study conducted, it is recommended that further researches be made on the direct effect of public relations to the problems facing the Department of Tourism. It is also encouraged that further studies be made as to how public relations can be utilized in promoting a favorable image for the country in the international market. It is widely known and accepted that public relations is cheaper than advertising and so it can make up for the low promotional budget allotted by the government to the department. There should also be a study conducted to gauge the appropriate amount of budget that should be allotted for public relations.

It is consequently advised that an investigation be conducted as to the possible resources, which can be tapped by the department in its mission of promoting the country. The overseas Filipinos are currently being utilized, like them there might be other groups of people, which can help the department. It is also advised that a similar study be made on the perceived effects of the campaigns and the public perception they gain by surveying a larger segment of the population in a longer period of time. From the study, it was also discovered that a campaign can be successful if it has achieved various factors, it is therefore encouraged that an inquiry be made as to what criteria lead to an effective campaign.

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APPENDICES

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21 December 2001

Romulo de los Reyes
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Dear Sir:

Greetings! I am a senior student of the University of the Philippines Manila taking Bachelor of Arts in Organizational Communication. In the fulfillment of the requirements of the course, I am conducting a study concerning the perceived effectiveness of the Department of Tourism Campaigns in uplifting and promoting Philippine image.

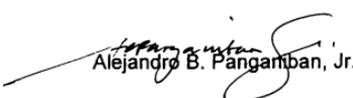
In this light, I would like to ask for a scheduled interview with you on the third of January next year (January 3, 2002). Attached in this letter is the interview questionnaire for your perusal. The questions will be tackling issues about the Department of Tourism, the campaigns it implements for the Philippines, and the Philippine Tourism Industry in general.

Any information, which will be disclosed in the interview, will be handled professionally and with strict confidentiality upon personal request. Any further requests concerning the items in the questionnaire will be negotiated.

Your cooperation and participation in the study is very important in the success of the research. Your assistance will be very helpful in the analysis of the issues concerned.

Thank you very much and I hope for your favorable response soon.

Sincerely,


Alejandro B. Panganiban, Jr.

Alejandro Bardaje Panganiban, Jr.

 72 Tanzang Luma, Imus, Cavite
(046) 9707698  (0917) 6431232
alej18@hotmail.com

___ October 2001

Dear Respondent,

Greetings! I am a senior student of the University of the Philippines Manila taking Bachelor of Arts in Organizational Communication. In fulfillment of the requirements of the course, I am conducting a study concerning the perceived effectiveness of the Department of Tourism Campaigns in uplifting and promoting Philippine Image.

In this light, I would like to ask for your assistance by answering the attached survey questionnaire. Any information, which will be disclosed in the study, will be handled with strict confidentiality.

Please answer the questions with complete honesty and clarity to prevent any confusion and misinterpretation. Your utmost cooperation will be very valuable in assessing and analyzing the issue concerned in the study.

Thank you very much.

Sincerely,


Alejandro B. Panganiban, Jr.

Noted by:

Organizational Communication Adviser

INTERVIEW SCHEDULE

1. How did your organization start?
2. What are the mission/vision statements and the goals of the organization?
3. How many employees does the organization have?
4. What are the governing policies of the organization?
5. What comprises Philippine Tourism Industry?
6. What are the laws governing Philippine Tourism Industry?
7. What is the status of the Philippine Tourism Industry?
8. How different is the Philippine Tourism Industry from the other countries' tourism industry?
9. Do you have a public relations department or do you hire a public relations firm? What do they do?
10. What projects are being implemented in terms of public relations?
11. How much of the organization's budget is allocated for public relations?
12. How has public relations affected your organization?
13. Who are your publics? Who are the publics of the tourism industry?
14. What campaign strategies have been implemented by the organization in the past to meet its goals? What were the tools and medium used?
15. How did you develop a campaign strategy in the past?
16. What campaign strategies are being implemented at present by the organization?
17. Are there changes with regards to the criteria used in choosing and implementing a strategy now? What tools and media are being used?
18. How do you gauge the effectiveness of a particular campaign?
19. How do you gauge public opinion about a particular strategy?
20. What were the positive and negative perceptions of the public on the campaign strategies implemented?
21. What are the public's perception on the Department of Tourism?
22. What are the public's perception on Philippines and its tourism industry?
23. What was the worst criticism your organization has ever received?
24. For what campaign strategies did you receive praise and recognition?

QUESTIONNAIRE (DOT Personnel)

Name (optional): _____

Age: _____ Gender: _____

Department: _____ Position: _____

Tenure in the organization: _____

1. How would you rate the present national image of the Philippines?

Hopeless () Worst () Bad () Average () Good () Best () Excellent ()

2. What would you say is/are the worst problem/s affecting the Philippines at present? (please check all the appropriate item/s)

Poverty	___	Money Laundering	___
Pollution	___	Terrorism	___
Corruption	___	Kidnapping	___
Prostitution	___	Crime Rate	___
Drugs	___	Political Instability	___
Economic Crisis	___	Peso Devaluation	___
Others (please specify) _____			

3. What do you think is/are the worst problem/s affecting the Department of Tourism at present? (please check all the appropriate item/s)

Bureaucracy/Red Tape	___	Management	___
Corruption	___	Media Criticisms	___
Budget	___	Public Perception	___
Unskilled Staff	___	Poor Office Infrastructures	___
Others (please specify) _____			

4. How would you rate the public's perception of the Department of Tourism?

Upsetting () Bad () Normal () Favorable () Very Generous ()

5. How would you rate the Department in its efforts of solving and coping with the various problems it faces?

Terribly Inefficient () Inefficient () Average () Very Efficient () Excellent ()

6. Being an employee of the Department of Tourism, have you encountered any of its promotional campaigns?

YES ___ NO ___

6a. If yes, what type of promotional campaign was it? _____

6b. How would you rate the over-all effectiveness of the Department of Tourism's Campaigns in uplifting and promoting Philippine Image?

Extremely Ineffective () Ineffective () Average () Effective () Extremely Effective ()

7. What do you think is the best campaign ever implemented by the Department of Tourism in uplifting and promoting Philippine Image? Why?

8. How would you rate the Department of Tourism in terms of the campaigns it implements?

Worthless () Ineffective () Average () Effective () Excellent ()

9. How would you rate the over-all effectiveness of the Department of Tourism?

Horrible () Poor () Average () Good () Perfect ()

10. What recommendations would you give to improve the Department of Tourism's efforts?

QUESTIONNAIRE (Foreign Tourists)

Name (optional): _____

Age: _____ Gender: _____ Nationality: _____

Length of stay in the Philippines: _____ Occupation (if applicable): _____

1. Why are you in the Philippines? (please check the appropriate item/s)

Leisure	___	Visiting a friend or relative	___
Business	___	Change of scenery	___
Relaxation	___	Won a contest	___
Curiosity	___	Study/Research	___
To Migrate	___	Work	___
Others (please specify) _____			

2. How did you discover the Philippines? (please check all the appropriate item/s)

Brochures	___	Friends	___
Posters	___	Relatives	___
TV ads	___	Embassy/Consulate	___
Radio ads	___	News	___
Newspaper ads	___	Events	___
Travel Agency	___	Others (please specify)	_____

3. What do you like most about the Philippines? (please check all the appropriate item/s)

Warm and Hospitable People	___	Native Handicrafts	___
World Class Hotels/Resorts	___	Climate and Weather	___
Beaches	___	Nature and Sceneries	___
Exotic Food	___	Entertainment	___
Others (please specify) _____			

4. How would you rate the present national image of the Philippines?

Hopeless() Worst() Bad() Average() Good() Best() Excellent()

5. What would you say is/are the worst problem/s affecting the Philippines? (please check all the appropriate item/s)

Poverty	___	Money Laundering	___
Pollution	___	Terrorism	___
Corruption	___	Kidnapping	___
Prostitution	___	Crime Rate	___
Drugs	___	Political Instability	___
Economic Crisis	___	Peso Devaluation	___
Others (please specify) _____			

6. Have you encountered any promotional campaign of the Department of Tourism?

YES ___ NO ___

6a. If yes, what type of promotional campaign was it? _____

6b. How would you rate the over-all effectiveness of the Department of Tourism Campaigns in uplifting and promoting Philippine Image?

Extremely Ineffective() Ineffective() Average() Effective() Extremely Effective()

7. During your stay in the Philippines, did you receive any assistance from the Department of Tourism?

YES ___ NO ___

7a. If yes, what kind of assistance did you receive? _____

7b. How would you rate the Department of Tourism?

Worthless() Poor() Average() Effective() Excellent()

8. How would you rate your over-all stay in the Philippines?

Horrific() I've had worse() Average() Memorable() Unexplainable()

9. Would you consider coming back to the Philippines?

YES ___ NO ___

10. What recommendations would you give to improve the Department of Tourism's efforts?

QUESTIONNAIRE (Local Tourists)

Name (optional): _____

Age: _____ Gender: _____ Origin: _____

Occupation (if applicable): _____

1. What do you like most about the Philippines? (please check all the appropriate item/s)

Warm and Hospitable People	___	Native Handicrafts	___
World Class Hotels/Resorts	___	Climate and Weather	___
Beaches	___	Nature and Sceneries	___
Exotic Food	___	Entertainment	___
Others (please specify) _____			

2. How would you rate the present national image of the Philippines?

Hopeless() Worst() Bad() Average() Good() Best() Excellent()

3. What would you say is/are the worst problem/s affecting the Philippines?
(please check all the appropriate item/s)

Poverty	___	Money Laundering	___
Pollution	___	Terrorism	___
Corruption	___	Kidnapping	___
Prostitution	___	Crime Rate	___
Drugs	___	Political Instability	___
Economic Crisis	___	Peso Devaluation	___
Others (please specify) _____			

4. Have you encountered any promotional campaign of the Department of Tourism?

YES ___ NO ___

4a. If yes, what type of promotional campaign was it? _____

4b. How would you rate the over-all effectiveness of the Department of Tourism Campaigns in uplifting and promoting Philippine Image?

Extremely Ineffective() Ineffective() Average() Effective() Extremely Effective()

5. Did your receive any assistance from the Department of Tourism?

YES ___ NO ___

5a. If yes, what kind of assistance did you receive? _____

6. How would you rate the Department of Tourism?

Worthless() Poor() Average() Effective() Excellent()

7. What recommendations would you give to improve the Department of Tourism's efforts?

CHECKLIST

ITEMS		BEST OF THE ISLANDS PHILIPPINES	REDISCOVERY PHILIPPINES	WOWI PHILIPPINES
RESEARCH INVOLVED	Qualitative			
	Quantitative			
TARGET PUBLIC	Internal	Rank and File Management		
		Local		
	External	Foreign		
TOOLS USED	Written			
	Spoken			
	Visual			
COMMUNICABILITY OF CAMPAIGN	Uses Simple Terms			
	Complete with reliable information			
	Concrete in presenting facts			
	Correct in the Use of the Language			
	Clear and Concise			
	Relevant to a particular concern			
DURATION	Weeks			
	Months			
	Years			
IMPLEMENTATION	Regional			
	National			
	Global			
EFFECTS OF CAMPAIGN	Changes in status quo			
	No significant effect			
	Audience Recall			
	Influenced Perception			
	Received Criticism			
	Received Praise or Recognition			
EVALUATION	Testing			
	Analysis			
	Interview			
	Survey			

ONE-TO-ONE CORRESPONDENCE

APPENDIX H Panganiban 92

PROBLEM	CONCEPT NATURE	DEFINITION	OPERATIONALIZATION	QUESTION
<p>1. What is the nature of the organization?</p>	<p>ORGANIZATION</p>	<p>Nature is the inherent character of a particular object, including its structure and composition. In the organization context, it is the structure, components or parts, members and its format in general.</p> <p>Organizations are collective structures comprised of different members, guided by a particular system, interacting with each other towards the accomplishment of a common goal.</p>	<p>History of the organization, Mission/Vision or Goals or Objectives, Format/Theme, etc.</p> <p>Organizational Chart, Members of the organization, policies or rules in the organization.</p>	<ol style="list-style-type: none"> How did the organization start? What are the mission/vision statements of the organization? What are the goals/objectives (short-term and long-term) of the organization? Who are the members of the organization? What are the roles of these members? What are the governing policies of the organization?
<p>2. What campaign strategies have been implemented by the Department of Tourism (DOT) over time? What are the reasons behind their choice of strategy for a particular period? How does the sociopolitical context of the Philippines affect their choice of strategy?</p>	<p>PUBLIC RELATIONS</p> <p>PUBLIC RELATIONS STRATEGIES</p>	<p>Public relations is a distinctive management function which helps establish and maintain mutual lines of communications, understanding, acceptance, and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication techniques as its principal tools. (Settle, 1995, 6)</p> <p>Campaigns are coordinated, purposeful, extended efforts designed to achieve a specific goal or set of interrelated goals that will move the organization</p>	<p>The Components of Public Relations are as follows: Counseling, Research, Media Relations, Publicity, Employee/Member Relations, Community Relations, Public Affairs, Government Affairs, Issues Management, Financial Relations, Industry Relations, Development/Fundraising, Minority Relations/Multicultural Affairs, Special Events, and Marketing Communications. Other activities include communication, financial public relations, advertising, press agency, promotion, media relations and propaganda.</p> <p>(Wilcox et al., 1995, 10-1 and Newsom et al., 2000, 2)</p> <p>Public relations campaigns make use of the following tools: created event, video news release, company manual, personal appearance, product publicity, investor information, newsletter, news</p>	<ol style="list-style-type: none"> Do you have a public relations department? Who is in charge of your public relations technicalities? Do you hire other public relations firms? What do they do? What projects are being implemented in terms of public relations? How much of the organization's budget is allotted for public relations? How has public relations affected your organization? How has public relations affected your company's mission and goals? <ol style="list-style-type: none"> What campaign strategies have been implemented by the organization in the past to meet its goals? What were the tools and

	<h2>TOURISM ORGANIZATION</h2>	<p>toward a longer-range objective expressed as its mission statement. Campaigns are designed and developed to address an issue, to solve a problem or to correct or improve a situation. They accomplish these purposes by changing a behavior, by modifying a lay or opinion, or by retaining a desirable behavior, law, or opinion that is challenged. (Newsom et al., 2000, 434)</p> <p>Tourism organization consist of government, non-government and private institutions that help develop and manage tourism, including human resources education and training programs, marketing strategies and promotion activities, tourism-related legislation and regulations, public and private sector investment policies, and economic, environmental, and socio-cultural programs and impact controls. (Cruz, 2001, 159)</p>	<p>release, news conference, corporate annual report, organization logos, distinctive graphics, consumer brochure, poster, and corporate sponsorship. The computer, facsimile transmission, satellite transmission, fiber optics, teletext, videotext, cellular phones, cd-rom, and floppy disks are some of the high-technology tools used in public relations. (Wilcox et al. 1995)</p> <p>The national tourism organization or national tourism office (NTO) is the lead government agency tasked with developing and promoting a country's tourism industry to serve national goals. The term NTO is used by the Pacific Asia Travel Association (PATA) while the term national tourism administration (NTA) is preferred by the World Tourism Organization. (Cruz, 2000, 159)</p> <p>The Department of Tourism became a separate cabinet department from the Department of Trade on May 11, 1973 by virtue of Presidential Decree 189 issued by President Ferdinand Marcos. The DOT is the "primary policy, planning, programming, coordinating and administrative entity of the executive branch of government in the development of the tourist industry. It is headed by a Secretary with a cabinet rank. (Cruz, 2000, 162)</p>	<p>medium used?</p> <ol style="list-style-type: none"> 3. How do you develop a campaign strategy and who approves it before? 4. What criteria were considered in choosing a strategy before? 5. What influenced you in choosing a strategy before? 6. What campaign strategies are being implemented at present by the organization? 7. Are there changes with regards to the criteria and tools used in choosing and implementing a strategy now? 8. How do you develop a campaign strategy now and who approves it?
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			<p>The Philippine Tourism Authority is a government-owned corporation created as an attached agency of the Department of Tourism. It acts as the implementing arm of the DOT in the development and supervision of tourism facilities and infrastructure. (Cruz, 2000, 164)</p> <p>Other Philippine Tourism Agencies include the Philippine Convention and Visitors Corporation, National Parks Development Committee, Nayong Pilipino Foundation, Inc., other Sectoral Organizations, other regional and local tourism organizations, educational institutions, and non-governmental organizations. (Cruz, 2000, 165-71)</p>	<p>1. Who are your publics? Who is your biggest public? Who do you target most? 2. What projects are geared toward the gratification of the public's needs and wants? 3. How do you gauge public opinion about a particular strategy? 4. What are the positive and negative perceptions of the public on the campaign strategies implemented? 5. How does the public affect the mission or goals of the organization? 6. What are the public's perception on Philippine Image and its tourism industry? 7. How does this affect the Philippines in general? And the organization?</p>
<p>3. What are the different perceptions regarding the effectiveness of the DOT campaigns?</p>	<p>PUBLIC OPINION</p>	<p>Public opinion is the aggregate of many individual opinions on a particular issue that affects a group of people. Stated another way, public opinion represents a consensus, deriving as it does, from many individual opinions, really begins with people's attitudes toward the issue in question (Seitel, 1995, 51)</p>	<p>Audience analysis, surveys, polls, testimonials, endorsements, statistics, power of persuasion, corporate image, and Public opinion research are some of the operationalization evidences of Public Opinion.</p>	<p>1. How do you gauge the effectiveness of a particular campaign? How do you evaluate a campaign's effectiveness?</p>
<p>4. Among the campaign strategies implemented, which were perceived to be effective by the</p>	<p>EFFECTIVENESS</p>	<p>Effectiveness is achieved when a particular goal or objective is achieved using the various tools or strategies.</p>	<p>Effects of the campaign. Positive and or negative impacts. Changes in the status. Increased Awareness.</p>	<p>1. How do you gauge the effectiveness of a particular campaign? How do you evaluate a campaign's effectiveness?</p>

<p>different publics of the Philippine Tourism Industry?</p>	<p>PUBLICS</p>	<p>The term <i>public</i> has traditionally meant any group (or possibly, individual) that has some involvement with an organization. Publics thus include the organization's neighbors, customers, employees, competitors and government regulators. In public relations, the term <i>public</i> (active audience) encompasses any group of people who are tied together, however loosely, by some common bond of interest or concern and who have consequences for an organization. (Newsom, 2000, 90)</p>	<p>Internal and External Publics are the concerns of public relations in any organization.</p> <p>Major publics would include Media Publics, Employee Publics, Member Publics, Government Publics, Investor Publics, Consumer Publics, International Publics, and other Special Publics. (Newsom, 2000, pp. 92-3)</p> <p>Public Relations can be applied to corporations, public affairs and government, international public relations, membership organizations, social, cultural and health agencies, education, entertainment, sports and travel. (Wilcox et al. 1995)</p>	<p>2. What changes occurred after the implementation of a campaign project? 3. What is the worst criticism your organization has ever received? 4. For what campaign strategies did you receive praise and recognition?</p>
<p>TOURISM</p>	<p>Tourism as the science, art and business of attracting and transporting visitors, accommodating them and graciously catering to their needs and wants. (Rotor, 1980)</p> <p>Tourism is defined as the activities of persons traveling to and staying in places outside their usual environment for more than one consecutive year for leisure, business and other purposes. (Cruz, 2000, 1)</p>	<p>Tourism Industry which includes the hotel industry, airline industry, transportation industry, shipping industry, conventions industry, food and restaurant industry, entertainment industry, sports and recreation industries are concrete operationalization of tourism.</p>	<p>1. What are the laws governing Philippine Tourism Industry? 2. What is the status of the Philippine Tourism Industry? 3. What are the problems faced by the Philippine Tourism Industry? 4. What comprises Philippine Tourism Industry? 5. How different is the Philippine Tourism Industry from the other countries/ tourism industries?</p>	