

The Problems in Media Relations Arising from the Use of New
Communication Technology: A Case Study of
San Miguel Corporation

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APPROVAL SHEET

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College life is one truly unforgettable experience for me. Its like riding a really fast car. The speed in getting to the top is the same as on my way down. I have my share of good and bad things in my college life, nevertheless, are often lessons geared for my success in the future. I was a proud little white mouse when I got out of high school, confident enough to face college in UP. The experience morphed me into something else. I'm now a big rugged beast still proud and equipped for the rougher world ahead. UP is the ultimate training ground, where survival and graduation is the highest victory.

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ABSTRACT

Communication is essential to man because it is an important tool for progress and development. Every individual has been given the ability to communicate and create interaction. Through this, an individual can achieve his goals with greater efficiency. With the integration of new communication technology, communication became limitless with increased speed in transmitting information while lessening effort required of man. However, great advantages brought by these new technologies come with equal disadvantages.

The complications in communication that came with the introduction of new technology can be explained by the theory on mediated communication—a derivative of the Information Theory of Shannon and Weaver. In this theory, noise is supposed to arise from the use of new communication technology like the electronic mail, fax machine and cellular phones.

According to local and foreign studies on this subject noise results from the impersonal nature of the communication tools, which lack eye contact, nonverbal gestures and emotions—all of which are vital to establishing relationships. Furthermore, these new communication technologies cause lack of flexibility and require rigid procedures that tend to dehumanize its users.

In order to understand the effects of using new communication technology as a primary tool in Media Relations particularly in the local context, the problem posed for this research was: "What are the problems in media relations arising from using new communication technology in the context of San Miguel Corporation (SMC)?" The following sub-problems were likewise posed: (1) What is the profile of the SMC and is PR department? (2) What is the nature of the media organizations with which the PR department of SMC interacts and maintains connection? (3) What new communication technology does the PR Office of SMC use in conducting relations with these media organizations? (4) How does SMC initiate and maintain media relations? And (5) What problems in media relations arise from using new communication technology and how are they solved?

This study was an exploratory research in the form of a case study. The sampling design was purposive non-probability sampling of key informants and individuals who are knowledgeable about the subject and are authorities in the field in the subject under study. Interview schedule and field observations were used in gathering data. Since the data were qualitative, they were analyzed through themes that were derived inductively.

The results of the study showed that though the new communication technology in media relations speeds up or increases the efficiency of information and message transfer, it is not recommended as a total substitute for traditional face-to-face interaction in building relationships with the media. It appears that this new communication technology hinders verbal and nonverbal cues that are essential in relationship building during personal interaction. In addition, other factors that impede the smooth flow of

communication using new communication technology like technical problems and availability are also evident. As such the new communication technology is used only as an add-on to traditional communication methods in media relations and they are meant to help maintain the connection or communication between the company and the media.

A major problem concerning new communication technology is the disclosure of e-mail addresses and cellular phone numbers, a condition that often leads to hoarding and spamming of e-mail and other contact numbers of SMC by the media organizations. This situation occurs because of the media's continuous search for latest developments in SMC. The organization uses spam guarding software in their network to block unwanted emails. Another problem is unnecessary disclosures of SMC contact numbers and addresses, which is solved by the creation of a media contact list that determines the particular media groups that SMC interacts with. Furthermore, the scarcity of new communication technology particularly video conferencing is also considered a problem in SMC; to remedy this, the organization is planning to tie up with a telecommunications company for the installation of SMC's video conferencing facility. Lastly, unwanted messages are prevented when the organization members follow the company's policy in standard operating procedures and format in communicating with the external public especially the media organizations.

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Chapter 1

INTRODUCTION

Overview

Communication is essential to man because it is an important tool for progress and development. It is virtually impossible to not communicate in this world. One cannot know where to start and end. From the dawn of creation, there is communication and it has manifested itself in different forms. Seen from the rocks and caves of pre-historic men to the 3D electronic screens of today, communication has evolved in ways one can barely imagine. Hence, communication is one of the greatest survival tools of man.

Communication is evident in every nook and cranny. Every individual has been given the ability to communicate and create interaction. Through this, an individual can achieve his goals with greater efficiency. However, communication skills differ depending on how the person developed his/her skill. Faced with a difficult situation, an individual can seek help from others to attain the sought after outcome. This action of gathering a group of individuals aimed at achieving a goal or set of goals has led to the formation of the organization.

The process of communication within the organization is called organizational communication. Such process supposedly gives life to the organization together with other processes that direct this union of individuals to achieve their target namely, management, decision-making and socialization.

In order for it to exist, the organization needs communication to interact with its environment. Such communication does for the organization what oxygen does to the

human body. Every individual in each department must have his own supply of “communication” so that the organization will have an operational and dynamic environment.

The environment plays an important role in the development of the organization; it can even dictate the changes that must be made by the organization to fit the environment. Such adaptation can be done through external communication in the form of advertising, marketing, and public relations.

Public Relations (PR), considered by some people as a forgotten art and function of the organization, supposedly strengthens the pillars of the organization. This strengthening process is done by promoting understanding and interaction between the organization and other elements outside the organization--the government, non-government organizations, public and private organizations, the media and most especially, the public. Hence, Public Relations is not a one shot deal rather; it is a campaign or continuous course of action that is applied appropriately for the organization's development.

A public relations campaign undergoes a set of stages and processes for it to achieve its purpose. As such the Public Relations practitioner follows systematic and continuous steps--research, adapting a good plan, strategizing, communicating and evaluating.

In any PR campaign, communication plays an important role because it entails a constant exchange of ideas. Involved here are the organization and its external contacts using certain media channels to facilitate effective information dissemination.

The media, as one of the essential spectators of the organization can be a significant external contact as well as a tool for information diffusion. As such, the organization has to create and maintain good relationships with media personalities and groups through constant communication. Media Relations, which is the communication between an organization and the media used to accomplish a task or a set of goals, is needed to be established and given prior value and care. Disregarding the media in the organization's public relations campaign may result in insufficient exposure of the organization because the media is considered to be the primary tool in reaching the public. News releases, media conferences, media kits and editorials are some of the ways in boosting the organization's image- building strategy. Traditional communication tools like the telephone, written letters and face-to-face interaction are aimed at creating and maintaining strong partnerships with the media.

With the integration of modern communication tools like the personal computer in organizational systems, there is an apparent change in how the organization can communicate internally to individual members and externally to outside contacts, including the media. Such change results from the power of the computer to transfer information from one computer terminal to countless receivers at the fastest possible way. Similarly, with the use of electronic mail, teleconferencing and facsimile technology, office work has become automated. Offices are thus able to transfer large quantities of messages at lightning speed.

The above mentioned modern data communications tools do not only bring about great changes in the organization but also in communications in general. With this new communication technology, information diffusion became faster than ever before.

While the positive effects of using New Communication Technology have been noted, corresponding negative effects have likewise been identified. For example, a research on using a terminal to communicate has noted that negative sociological effects such as impersonal information exchanges result from computer mediated communication. Moreover, subtle cues such as tone of voice and eye contact are missing; hence, people behave impulsively and self-centeredly due to the fact that they now feel less bound by status, norms, and they show less emotion and concern for others.

From the above observation, it can be deduced that a greater rate of anonymity comes from the use of new communication tools. Anonymity means the secrecy or the ambiguity concerning the relationship of the sender and the receiver in the communication process. But this loss of a single component in the communication process results in uncertainty, and consequently greater difficulty for parties involved. Such concern about communication tools applies to any context such as the media. Therefore the lack of conclusive insights points to the need to determine the relationship between media and communication tools. It must be pointed out that communication technology is different from Word Processors. The former is for the sole purpose of interacting with the media while the latter is for speeding up the creation of news releases and media kits.

Comparative studies on using communication technology versus traditional tools in media relations point to the greater risk of using communication technology because of its impersonal nature. This observation is related to the assumption that in order to attain media relations, trust and credibility must be established between the organization and media organizations. With communication technology however, there is impersonality

that can disrupt the goal of creating and maintaining relationships with the media. Protocol and proper conduct are supposedly lessened during relationship building when people use communication technology. Moreover, trust cannot be easily attained with short vague messages as are usually found in email messages and lack of immediate feedback towards a misunderstood computer mediated communication message may further cause outbursts and more disagreement. It must be noted though that studies pointing towards the risky effect of communication technology in media relations are few. Thus there is a need to further study and validate the claimed problems that arose from using new communication technology in the media relation's processes and practice.

Problem Statement

In order to understand the effects of using new communication technology as a primary tool in Media Relations particularly in the local context, the problem posed for this research is: "What are the problems in media relations arising from using new communication technology in the context of San Miguel Corporation (SMC)?" The following sub-problems are likewise posed:

1. What is the profile of the SMC and its PR department?
2. What is the nature of the media organizations with which the PR department of SMC interacts and maintains connection?
3. What new communication technology does the PR Office of SMC use in conducting relations with these media organizations?
4. How does SMC initiate and maintain media relations?

5. What problems in media relations arise from using new communication tools and how are they solved?

Objectives of the Study

This study aims to determine the problems in media relations arising from using new communication technology in San Miguel Corporation during the initiation and maintenance stage in the relationship with the media. The specific objectives are as follows:

1. To determine the profile (mission / vision, roles and tasks) of San Miguel Corporation and its PR department;
2. To determine the nature of the media organizations with which the PR department of SMC interacts and maintains connection;
3. To find out what new communication technologies the PR office of SMC uses in media relations;
4. To identify how San Miguel Corporation initiates and maintains media relations; and
5. To uncover the problems in creating and maintaining media relations that arise from the use of new communication technology, and how SMC solves them.

Theoretical Framework

The theory that is applicable to this study is the Informational Theory of Communication of Claude Shannon and Warren Weaver, which focuses on the relationship between the communication and information exchange. (Please see Figure 1)

This theory presents a transactional model of communication that includes the source, the channel and the receiver as primary units. It is assumed in this theory that the more information being transmitted and received in the communication process, the less likely the parties involved experience problems. In order to transmit more information, the channel of communication must increase its capacity to hold more information. For Shannon, information refers to the opportunity to reduce uncertainty. This theory according to information theorists is appropriate for communication mediated by technology (Tubbs 33).

The telephone is one good example of a technology that helps mediate communication. Other communication tools found in the organization like letters, memoranda, reports, and the like can now be mediated by technology. These tools are subjected to automation with the growth of computer usage in the workplace. Letters and memos can be converted to e-mails that can be transmitted through the use of a vast computer network. Though modernized, a computer network still has the basic components of an information source, a message, a channel and a destination (Diwan 42).

A brief description of the flow of communication in this model is explained through Shannon's use of the telephone as metaphor. Shannon sees the information source as the one who speaks a message into the telephone mouthpiece, which transmits a signal through the telephone-wire channel. The received signal picks up static noise along the way, and this altered signal is reconverted to sound by the receiver in the earpiece at the other end of the line. Information loss occurs every step of the way so that the message received differs from the one sent. Noise disrupts the flow of information in the

communication process, by either lessening it or completely cutting it off. Feedback serves as a learning tool in the process (Tubbs 33).

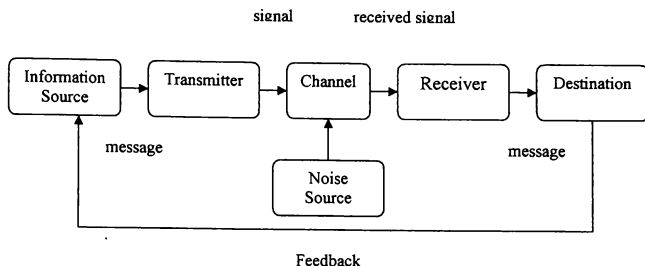


Figure 1: Theoretical Framework Model / Shannon-Weaver Informational Model of Communication (Tubbs 33).

Conceptual Framework

Media Relations as an area of Public Relations is a communication process between an organization, media people and the public. The organization is the information source that transmits its message through its Corporate Affairs or Public Relations department. The message travels through the channels of whatever communication tool is/are used, with some risks involved like encountering noise in the form of disruption in the transferring and reception process. Hence, communication technology serves as the channel for transmitting and receiving communication. It is noted that each communication technology has its varying noise or defects that can greatly affect the purpose of the communication process where it is used. The message then proceeds to the destinations, which are the media organizations.

Various forms/types of noise results from the use of new communication technology such that the e-mail's noise or disadvantages may not be that of the fax machine and cellular phone. Moreover, noise can originate from the person using the technology. For example, a new employee who has not experienced using the e-mail may have difficulty learning it thus hindering the efficiency of his task. Noise can also originate from the technology itself. For example the e-mail is only functional when the computer is connected to the Internet. If there is no connection, there is simply no e-mail. In the media relations practice, a slight noise like the examples stated above can immediately break the whole communication process.

In addition, modern communication technology in general is considered to be impersonal in nature. This impersonality is another noise or disadvantage in the use of communication technology. Being impersonal especially in media relations is a big drawback because Media Relations is a very sensitive task for an organization where every possible risk in the communication process must be taken into consideration (Please see Figure 2.)

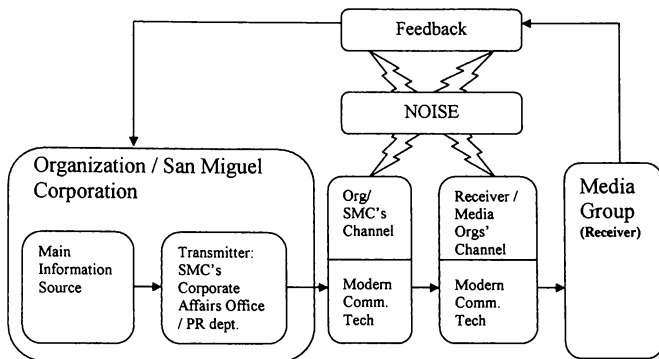


Figure 2: Conceptual Framework: Media Relations process of San Miguel Corporation using modern or new communication technology based on the Informational Model.

Significance of the Study

This study on the integration of new communication technology in the process of media relations can open new dimensions for the study of PR in the Philippine setting. This new knowledge can enhance the practitioners' proficiency and know-how in creating and maintaining relationships with the media. Furthermore this study will provide needed tips in the use of communication technology in different organizational tasks and in this case, relating with the media. The researcher, on the whole, aims to contribute additional information to the body of knowledge currently available about

using new communication technology as a big change factor in media relations and its importance in the society.

Scope and Limitations

The study focused on the problems and corresponding solutions in using New Communication Technology in the communication process of Media Relations. It is limited however to initiating and maintaining relationships, which is a function of Public Relations. The study was conducted in San Miguel Corporation's Corporate Affairs Office in a period of four months. It is noted that the media agencies mentioned are only those in the Philippine Tri-Media--TV, Radio and Print Media.

Conclusions were arrived at through a focus group interview administered to the Corporate Affairs Office of SMC, and an observation checklist conducted by the researcher. The focus group interviews administered have their limitations because the answers given may be limited by the respondents' desire to project themselves as well as their company positively.

Moreover, the interview schedule and observation were not administered to the media organizations since it is understood that the new communication technology used by SMC is the same as those utilized by the media organizations. It is noted that the focus of this study is SMC only, specifically its PR department and their usage of new communication technology in initiating and maintaining procedures with the media.

Chapter 2

REVIEW OF RELATED LITERATURE

Organization

An organization is composed of two or more people with a coordinated effort to fulfill a particular goal or set of goals. These people move and think as one, like a group of ants carrying food to the colony. To achieve specific goals, an organization must have the right people, a well-built structure and fluid procedures. These structure and processes are important aspects of the organization, which is directly proportional to how the organization behaves (Gibson 5-9).

The organization's structure as shown in the organizational chart is the blueprint that indicates how individuals and jobs are assigned inside the organization. Its main purpose is to influence the behavior of the individuals and groups in order to attain organizational effectiveness and efficiency. Though it does not always illustrate the exact relationships and communication within the organization, yet it presents a hierarchy to guide individuals. Within such organizational structure, several processes occur which helps ensure smooth operation of the organization (Gibson 9, 498).

Organizational processes such as management, decision-making, socialization and communication are activities that provide the organizational structure its life. Essentially, communication is needed in an organization for without the communication process, the other organizational processes might not function well. Hence, lack of communication skills damages in the organizational structure (Gibson 571- 598).

Communication

Importance

Communication, which is a tool that everyone needs for everyday use, is a skill that has been treated with great importance for it is the cornerstone of every relationship and interaction. It is one of the oldest concepts in life and one of the most practiced skills in the history of mankind. Moreover, good written and oral communication skills make a person more competent in reaching a successful status in both his personal and professional life. Likewise, failure to develop the skill of communication respectively affects one's growth (Yoder 4).

Individuals can cultivate good interpersonal relationships through clear-cut communication skills. The extent of these relationships greatly depends on how a person communicates. Relationships can end in an abrupt manner by not knowing the importance of interaction and good communication. Moreover, an individual also has to be dynamic in his or her interactions especially in times of communicating with different people with various personalities and communication styles. Hence, interpersonal relationships are helpful in developing one self through the feedback of others (Yoder 5-6).

Feedback, which is a tool for self-evaluation, is very essential in the communication process. Unfortunately, many people neglect its importance thus these people encounter problems in evaluating themselves. Placing feedback back into the communication process leads to a more dynamic approach in interaction. In Newton's laws of physics, it was proposed that an action once done must have a complete opposite reaction. Comparing this statement with the communication process, a sender who has

sent a message must have a complete opposite reaction from the receiver of the message. This complete opposite reaction is the feedback of the receiver.

Feedback shows the clarity or vagueness of a message to the receiver. Hence, people can decode if it is a positive or negative feedback. For example, a question supplied with the correct answer is a positive feedback while a question supplied with an otherwise incorrect answer is definitely a negative feedback. If a negative feedback is detected, the sender can evaluate the message for the receiver. This reaction approach of the sender requires good listening skills equal to that of the sender skills (Yoder 8-10).

Another factor in the communicative exchange of ideas is noise. Noise can greatly affect the sender-receiver communication that includes feedback thus causing misinterpretation. There are two kinds of noise evident in the interaction process-- internal noise, which exists physically and psychologically such as daydreaming, and external noise, which is evident in the environment like sounds of dogs barking or firecrackers exploding. These types of noise interfere with the course of interaction by lowering the accuracy of the message to be sent and received thus people must be alert and react upon noise by restating or rephrasing the message for better understanding (Yoder 9).

The transactional approach, which utilizes simultaneous communication between the sender and receiver, is considered as a more active communication approach that promotes better understanding between communication participants. While the sender transmits the message, the receiver can also give immediate feedback with the use of some newly included elements like verbal and non-verbal communication. Moreover, the transactional approach allows both the sender and receiver to simultaneously encode and

decode messages while verbally communicating the message by being aware of nonverbal cues like gestures, facial expression, and posture. Other elements in the transactional approach like the physical environment and the social environment during the communication process greatly influence the sharing and interpretation of messages as well (Yoder 10-13).

It must be noted that communication is irreversible and cannot be simply undone by a request or an order. Once a message is shared, it automatically creates an impression or impact on those who received it since the message integrates itself into the receiver's experience thus influencing succeeding transactions of messages. Again, like other key principles of transactional communication, one can use the knowledge of irreversibility in communication to take care of whatever messages individuals want to share with other participants in the communication situation (Yoder 17).

In order to create a meaningful conversation, one must try to understand the other in such aspects like emotions, psychological state, past experience, etc. This is to simply connect with the other person to build a mutual understanding with each other. Moreover, interactions must be personal such as looking deep into the other person by knowing personal details like his or her background and behavior so as to create awareness and to perhaps build a stepping stone for a strong relationship (Yoder 17).

The study of communication elements, approaches and aspects can help an individual further analyze different communication situations and appropriate communication strategies in building relationships with other people. An excellent setting to use knowledge of the communication process is in an organization, which is a network

of relationships that continuously interact with one another through internal and external communication.

External Communication

In an organization, communication happens in both the internal and external arena. The internal structure of the organization must provide three distinct directions of communication, namely: vertical (downward and upward); horizontal; and diagonal. Downward communication moves from higher to lower levels of the organizational structure and it includes instructions, official memos, management policies, directives, etc while upward communication moves from lower to higher levels, and is mainly in the form of feedback, suggestions, grievance, comments and results. Horizontal communication, on the other hand, moves across the organization and allows delegation, coordination, and integration of different organizational functions. Lastly, diagonal communication cuts across functions and levels of the organizational structure and grants individuals flexibility in communicating beyond the guidelines of the other directions of communication (Gibson 581-582).

Two other types of communication are internal and external process. The first, internal communication is directed to participants within the organization. On the other hand, the external communication is directed outside the organization through marketing, advertising campaigns, sales efforts and public relation efforts. These latter efforts are utilized to show the importance of external communications, which determines the status of the organization by giving the organization its resources to assess and improve organizational structure and functions (Goldhaber 13).

Marketing is an external communication effort, which is the process of creating a product, then planning and carrying out the promotion and place of the product by stimulating profitable buying exchanges for both the buyer and the seller. The organization communicates with the buyer, to know the needs of the target market. Simply put, marketing is offering the organization's services and product that has great value to the target market. Consequently, good marketing leads to high company profit, which allows better promotion of products and services and introduction of innovations to gain more audience patronage (White 4-5).

If the organization has a larger target audience, advertising is the best way to get the message across. It can use media outlets like newspapers, television stations, radio and others to reach the target audience by creating awareness and interest and stimulating craving for the product and services of the organization (White 47).

For fast outputs of the organization's products and services, sales promotion is the best communication effort. However, sales promotions hits hard but never leaves a lasting impact on the target market hence organizations that are focused on product manufacturing are most likely to use sales promotion while organizations that are service-oriented are less likely to use sales promotions. Service-oriented organizations utilize Public Relations to create a lasting impact on their target market. (White 47).

Public Relations

Definition

Public Relations (PR), which is the least visible yet very important tool for catching the target markets' attention completes the four essential external communication processes of organizations.

Through the three definitions of PR, one can see its important aspects. As the Deutsche Gesellschaft PR practitioners of the Republic of Germany define it, PR is the conscious and legitimate effort to achieve understanding and the establishment and maintenance of trust among the public on the basis of systematic research. This view holds that establishing and maintaining trust is important to have a successful public relations campaign, which allows the organization to project a clear-cut image to the public. Moreover, it is essential to note that the public, which includes the stakeholders, is the life force of an organization and that no matter how good one performs, when the organization is plagued with bad publicity, everything will go down the drain. Hence, Public Relations is a process that involves methodical research to fulfill the organization's objectives such as to ensure positive reaction from the target public (Wilcox 5-6).

Another view, that of Dansk PR Klub, a group of PR practitioners in Denmark proposes that PR is the sustained and systematic managerial effort through which private and public organizations seek to establish understanding, sympathy, and support in those public circles with whom they have or expect to obtain contact with. This is supposed to be a managerial task wherein individuals in an organization plan on how to make the ends meet and produce mutual understanding with the public who in turn show understanding, sympathy and support for the PR efforts of the organization. These three are considered the feedback from the public if and only if, the organization maintains a good public image. It is noted that the government, media and NGOs may also share the same impression with the public (Wilcox 5-6).

Still another view suggests that Public Relations practice is the art and social science of analyzing trends, predicting the consequences, counseling organization leaders, and implementing planned programs of action, which serve both the organization and the public's interest. For something to be an art, an individual must commit himself and love the job. As for PR practitioners, these people must be dedicated to his/her job or his role in the whole PR process and his intentions must fit the public interest. This definition also pointed out three particular roles of PR, which are predicting, counseling and implementing. This view points out three particular roles of PR—predicting, counseling and implementing—all of which supports the idea that Public Relations is definitely a systematic process (Wilcox 5-6).

From the above definitions, distinct characteristics/elements of PR emerged. One is that PR is basically an external communication function at the same time a managerial function of an organization because planning and research for the purpose of establishing a strong foundation for relationship between the organization and the public are managerial tasks. Another characteristic is that the communication function of PR in an organization is illustrated in the communication process where the organization is the sender, the public relations campaign is the overall message and the target market is the receiver. Furthermore, feedback which is another important characteristic of PR, produces reactive and transactional communication in a public relations campaign since immediate or delayed feedback is used by an organization in evaluating its PR campaigns.

The organization's actions and efforts such as PR campaigns must be geared towards the promotion of favorable relationships with the public. Moreover, the

organization must maintain a mentality that doing positive actions always has its rewards because PR stands for performance (by the organization) and recognition (from the public). Consequently, it can be noted that it is through good performance through the stages of a PR campaign that the organization becomes publicly appreciated (Wilcox 5).

Stages of a Public Relation Campaign

There are four stages in creating and maintaining a good public relations campaign namely: research; adaptation; strategy; and evaluation. (Please see figure 3)

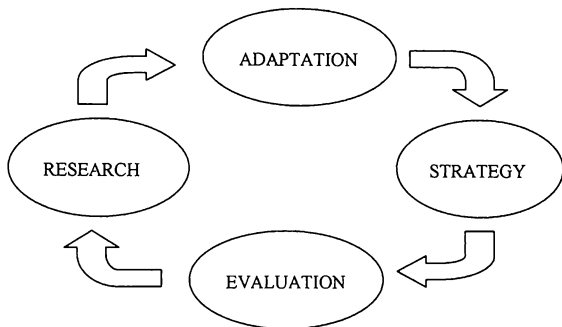


Figure 3 : Four Stages of a PR Campaign (Kendall 6)

Researching the situation is necessary to ensure that the campaign solves the problem or achieves the goal it sets out to attain. Measuring the outcome of the effort through the outlook of the organization, the target audience, the environmental settings and other important situations is then implied. Before going into battle one has to study the battlefield and exploit it for one's advantage. A PR practitioner must therefore know the exact problem and sub-problems first to confirm subsequent moves in the campaign such as moving to the adaptation stage (Kendall 6, 11).

Adaptation involves the utilization of the organization's resources to fit the situation. This stage involves subdividing the problem into measurable goal statements to consequently compose different solutions and alternatives to solve the problem. Brainstorming is a common activity within the adaptation stage of the campaign where solutions, resources and limitations are arranged in order of priority to produce strategies essential in the third stage(Kendall 11).

The strategy stage, which involves choosing the best implementation strategy that requires the wisdom of experience and the ability to sense the most suitable match between the situation and the strategy, is the heart of the public relations campaign. In this stage, the problem and the organization must be carefully paired with the publics and the activities chosen to address the situation. Moreover, choosing the strategy involves selecting special events or a slew of activities most likely to achieve the goal(s) established by the organization to reach the most significant publics who in turn produces feedback for the evaluation stage of the organization (Kendall 255).

The evaluation stage includes the evaluation of strategies, methods of collecting, and codifying results. Measurement of goal achievements may be done through accounting for positive and negative results and through a post campaign survey. It must be noted that the post campaign must never be left out in the whole public relations campaign because at this instant the organization can learn the pros and cons of their activities (Kendall 361-362).

It is said that communication, an essential stage or process in the public relations campaign, can be included within the four stages of the public relations campaign though it is listed as a separate stage or process in public relations (Please see Figure 4).

The PR Process Model starts with research, whereby a PR practitioner must determine the problem and the surrounding details. With sufficient information about the problem, one proceeds to planning and action towards a possible solution. Planning includes the process of policy information and programming. When the plan or the solution is set, the practitioner must determine what communication tools are to be used in order to disseminate the PR program to the public.

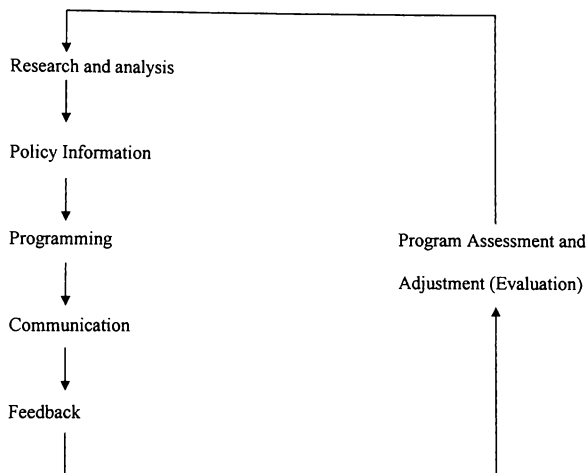


Figure 4. Model of the Public Relations Process (Wilcox 12).

A good communication tool is essential for the campaign to be effective and efficient. Lastly, people must evaluate the situation after information dissemination has been accomplished. Evaluating the whole process must be undertaken, whether the audience received the right quantity and quality of information as decided upon during

the planning stage. A study on the effect of the PR campaign must be done to record the results of the plan, which can be used for future campaigns (Wilcox 10).

A communication plan includes what will be communicated before, during, and after the campaign through media channels. Designating media channels poses new challenges with the advent of emerging media technologies. For example, communication before, during, and after-the event involves specific requirements hence a checklist of events with supporting communication types helps the strategy planner to match events with communication (Kendall 289-290).

Various communication types are categorized according to the most likely application to aid the PR practitioner, though some types may be included in more than one category. These communication types are the following: **Announcement communication**, which makes a coming event known; **announcement events**, where events announce other events; **feedback** where communication received; **follow-up** which updates other communication; **incentive communications** which motivates participants; **informative communications**, which disseminate facts; **meeting and management communications** which is used in meetings; **PR department management communications** which is used in company logos; **personal communications** which are sent; **reminder communications** which are used to reinforce other messages; and **media communications** which provides information to the media.

Among the above communication types, media communication is considered as indispensable to public relations. The media is a very powerful tool in dispensing

information to the public upon whom the organization is dependent. The top and most prominent tools used in media relations is the tri-media or TV, Radio and Print.

Media Relations

Media communications, which results from an established relationship between the organization and the media, can be the center of a wide range of activities. For instance, interaction with the media is crucial in crisis management. Moreover, Community Relations often requires contact with the media, and special events and sponsorships usually rely on the media to bring a message, a story or an image to various publics. Hence, media relations means dealing with a few selected contacts in the media industry on a regular basis, which brings the importance of creating communication networks with the media (Bolton 1999 cited by Wilcox 206).

Dealing with the media is a critical part of the public relations practitioner's profession because it incorporates both the technical aspects of writing news releases and compiling media kits with the managers' role of advising senior personnel about working with the media. Furthermore, it calls upon the key attributes of writing, organization and planning as well as keen interpersonal skills and up-to-the-minute knowledge of news and current events. An understanding of the specific nature of the media environment is also necessary. Despite an often-apprehensive alliance between the media and the public relations profession, there is a growing interdependence between the two industries (Wilcox 229).

Media acceptance between the organization and media group is earned on the basis of respect and confidence where the closer the relationship between the two parties involved, the better the outcome of their relations. However, social acquaintance is no

substitute for skill and integrity and in order to attain these two, the organization must respond to the request of the communications media. Furthermore, the organization must arrange for media coverage schedules and routinely information-dissemination of events and output of the organization. The organization must also use initiative to stimulate the media to carry the organization's information and viewpoint. This stimulation calls for creative development of ideas and concepts, maintaining and nurturing respected liaison with hundreds of media people and writers, and using constant initiative to make these people receptive to the organization's ideas and materials (Lesly 336).

There are many things a PR practitioner must be acquainted with in communicating with the media. Knowing details like deadlines, personalities in the newsroom, news releases, media kits, news conferences and tools to mediate interaction with media people are vital in acquiring good media communication performance (Wilcox 229).

A PR practitioner must also note that Media Relations is often used synonymously with publicity but both terms have distinct meanings. Publicity deals with the dissemination of purposefully planned and executed messages through selected media to further the particular interest of an organization or person without specific payment to the media, while Media Relations deals with the communication media in seeking publicity or responding to their interest in the organization. The said communication media includes traditional media or new communication technology (Lesly 6 –7).

Communication Technology

With the inclusion of new communication technology like the email and fax technology, organizational processes including media relations have reportedly increased

in productivity. News releases and personal interviews, which are considered as traditional media communications, are the primary communication tool to create and establish relationship with the media.

New Communication Technology, like the email and fax that are utilized for news releases and video conferencing that is used to conduct interviews are composed of electronically powered communication tools that are faster than traditional communication tools. Traditional tools like the mail, telephone, TV and radio, books, and periodicals are considered principal ways of sending and receiving information, and they have not changed as years went by. On the other hand, data communications systems, which are computer systems that transfer data over public telephone lines or private network cables have gradually evolved and became upgraded since the mid-60s (Capron 148).

There has been much discussion on the difference between communication technology and information technology (IT). Management increasingly sees communication as an exchange rather than delivery. Compared with communication, information is commonly thought of as ideas, symbols, facts and knowledge. What is distinctive about information is that it can be processed by machines and need not be understood by humans. Here the focus is not so much on the process of communication but on the content (such as data) or the message itself. The term technology refers to the study or practice of developing mechanical devices, and one uses it to refer generally to the devices (Johnston 176).

Communication technologies are devices that facilitate the distribution of ideas among people and have the potential to affect their activities. Information technologies

on the other hand, are devices that arrange data or content and that can transfer them without necessarily doing so for human use. In short, communication technologies are tools for exchange of messages among humans, and information technologies are for data management (Johnston 176).

Data processing and communication changed considerably with the introduction of personal computer networking. A network is composed of a computer system connected with two or more computers and their resources. In modern organizations, a common network seen in the system is a local area network, which is designed to share data and resources among several individual computers inside the organization (Capron 149).

The sharing or data-exchange begins its journey from a sending device, for instance a personal computer where the modem included in the sending device can encode data for transfer and carry it over to communication links. The higher the capacity of the sender's modem, the faster the transfer rate of data. Communication links can also dictate the quality of the data transfer. For instance, links like fiber optics, microwave transmission and satellite transmission offer better performance over the typical wires and cables. The data in the communication link is then directed to the receiving end through another modem, which can also decode data. Once the data is decoded into a proper format, it is forwarded to the computer of the receiver (Capron 150).

Networks

Computers that are connected so that they can communicate among themselves are said to form three types of networks, namely: wide area network (WAN); local area network (LAN); and metropolitan area network (MAN). Wide area networks (WAN),

which sends data over long distances by using the telephone system, transfers data in geographically distant computers and terminals while local area networks send data among computers linked together in one building or in buildings that are close together sharing hardware, software and data. Lastly, the metropolitan area network (MAN), which is intermediate in size, covers an area about the size of a city. It is then necessary to distinguish the type of network that the organization uses because effective and efficient transfer of information greatly depends on what network was utilized in connecting the computers of the organization (Capron 163, 183).

Computer Mediated Communication or CMC (Email and the Web)

Computer mediated communication refers to any human message exchange by networked computers wherein the most commonly known network is the Internet over 100,000 networks. The Internet has two of the most common CMC services, which are electronic mail (e-mail) and the Web. Other services available in the Internet include “chat” and “usenet newsgroups.” These services require home users to have computer access, a modem connected to a telephone line, and an Internet Service Provider (ISP), which generally charges a monthly or annual fee for an account. Work users on the other hand, are often connected either by a modem to a telephone line or to a direct network connected to the Internet. Furthermore, one also needs software or a “client,” which allows the computer to work with particular network services including an e-mail client and a Web browser client. In some cases these services are bundled together in the same software package like the Internet Explorer or the Netscape Communicator, which allows sending and receiving of e-mail (Capron 170).

Electronic mail or E-mail, which is the oldest and most commonly used form of CMC, is the process of sending messages directly from one terminal or computer to another using the three types of networks mentioned before. Electronic mail releases workers from the tyranny of the telephone since one can send immediately readable memos, letters, pictures, and other attachments available computer software. Moreover, e-mail crosses time zones, reaches many people with the same message, reduces the paper flood, and does not interrupt meetings the way a ringing phone does (Capron 170-171).

The Web

The most-used feature of the Internet is the email but the fastest growing feature is the Web, which is a network of electronic documents created by individuals and organizations. Organizational producers of Web pages include government, non-profit groups, and local, national and transnational companies. Every website has a homepage that serves as the starting point (analogous to the cover of a magazine or the title screen on a TV program) and consequently every homepage has a unique Web address in much the same way as individual email users have a unique e-mail address. Web addresses, which can be simple or very complex usually begins with “www”, and use dots or full stops to separate components of the address. Web addresses can be simple or very complex. The dominant feature of Web pages is Hypertext, a reference or linking system that allows users to navigate from one page to another inside a website or between sites. Moreover, Hypertext links usually appear as colored and underlined text, although objects such as images can serve as “hot links” to other pages and sites (Johnston 189).

Voice Mail

The spoken version of the electronic mail is the voice mail, which is activated when a user dials a special number to get on the voice mail system. If the recipient does not answer, the caller can then dictate his or her message into the voice mail computer system. The system then translates the words into digital impulses and saves them in the recipient's "voice mailbox" where the recipient can retrieve the voice mail in audio form by dialing his own mailbox number. This function is also common in cellular phone service providers and even landline services (Capron 171-172).

Teleconferencing

The idea of teleconferencing is getting people and ideas together despite the geographical and time barriers. For instance, meetings can be held even if members of the board are cities apart. There are many types of teleconferencing but the two most popular are computer conferencing system and videoconferencing. Computer conferencing system requires software to be able to talk with different individuals who are connected with the same network. Moreover, the most common computer conferencing system in the Philippines is the MIRC or chat. On the other hand, videoconferencing, which requires the use of cameras to broadcast and receive images and sounds, is almost similar to that of a real meeting but lacks the physical contact of the members (Capron 173).

Facsimile Technology

The word facsimile means "to make similar." Fax machines use standard telephone lines to effectively copy and send a document from one location to another. Except for call costs, distance is irrelevant when sending a fax: a one-page document can be sent across town and across the world at the same speed (Johnston 181).

Fax, which is not only faster but also cheaper than overnight delivery services, operates like a copy machine connected to the telephone, and uses computer technology to send quality graphs, charts, texts, and even signatures almost anywhere in the world. Some fax machines even help the electronic mail to transfer bigger sized documents that the e-mail cannot accommodate (Capron 175).

Mobile phones

In the 1990s, mobile phones became the communication technology of choice among public relations professionals and consequently nearly all professional communicators use them today. Mobile phones give full-time accessibility in and out of the office and allow “asynchronous” or delayed communication through voicemail facilities and one-way message delivery with text messaging facilities when physical contact is not necessary or desirable (Johnston 180).

Though proper use of mobile phones produces many advantages, the misuse of mobile phone technology on the other hand can cause communication breakdown. A good example as mobile phones are too often switched off and not diverted to voicemail and attaining a good signal from the service provider is another issue. Moreover, receiving calls in conspicuous places like meetings and events can interrupt proceedings and at times, there is a tendency for users to forget to answer their phone in noisy places. Difficulties also arise when batteries are not properly charged (Johnston 181).

Traditional versus Newer Communication Technology

Communication Technologies available for public relations practitioners can be broken down further into traditional and newer or modern communication technology. Newness actually depends on the perceiver where what is new to a person is something

that exists in the environment now but recently did not exist. For example, the Internet may seem as an established or “old” technology to one person but may be totally new to another person who just recently acquired internet access. According to scholars in the field of communication, traditional communication technology diffused at around 70-75 years of the 20th century while those that emerged and are used widely in the past two decades are considered newer communication technologies (Johnston 177).

Traditional interpersonal media includes letters, photographs, telephones and audiotapes while traditional channels of mass communication include the print media (books, newspapers and magazines) and electronic media (radio, film, television and recorded music). On the other hand, newer interpersonal communication technologies include mobile phones, fax machines, answering machines, email, Internet Relay Chat (IRC), newsgroups, videoconferencing (including from a personal computer), and the Web. While newer mass communication technologies include cable and satellite television (STV), laser discs, video cassette recorders (VCRs), digital radio, video games, compact disc-read only memory (CD-ROMS), digital video discs (DVD), and the Web (including streaming video and audio). These types of interpersonal communication technology and mass communication are widely used in media relations practices (Johnston 177).

Communication Technology in Media Relations

Media acceptance is earned on the basis of respect and confidence where the closer the relationship between the organization and media group, the better their media relations. Consequently, it is through being trustworthy that the media can establish a stable relationship with the organization and the practitioners. These practitioners must

note that there are a number of ways to transmit information to the media, but the best way to do it is still in writing such as through news releases. The second best way is through personal interviews or through press conferences; and the third and probably the riskiest is by telephone because as stated earlier in the study, the telephone is categorized as an old communication technology. New communication technology like the electronic mail is considered one of the fastest ways to get the message across while other modern devices like the fax machine, the network terminal or computer and videos are very efficient in terms of communication but increases the risks even more (Wilcox 229).

Advantages of Modern Communication Technology

There are several advantages that modern communication technology offers people. Basically, these new breed of technologies allow the individual to speed up his or her tasks to meet the goals at hand with great effectiveness and efficiency. Hence, speed is a great attribute for new communication technologies as it enhances the flow of communication especially over great distances. Moreover, new communication technology provides the user the capability to store, process and transmit messages unlike any tool before and creates new interaction patterns while enhancing existing ones. New Communication Technology also provides better accessibility and subsequent sharing of information (Capron 147-150)

For mobile phones, media relations representatives claim that using mobile phones with voicemail reduces reporters' waiting times by one-half. Likewise, conference and special-events organizers state that setting aside a separate mobile phone account just for making and receiving calls prior to and during the event makes their work more effective. For events managers, using a mobile phone means being able to

serve background organizing functions and first-hand and face-to-face functions at the same time “working” with the event rather than sitting behind a desk (Johnston 181).

In the public relations industry, the fax machine has been one of the most useful devices in facilitating outbound communication as well as inbound information. Not only does the fax offer standard send and receive features, but the near-universal use of fax machines in organizations and the extensive worldwide telecommunications network within which they are connected means that faxes can do much more (Johnston 181).

Emails can be used for communication between consultancies and their clients where versions of media releases, campaign plans, speeches and so on can be exchanged locally and internationally within seconds and for very little costs. It is predicted that emailing other people will become the ordinary practice in the corporate world as this technology grows in popularity. Moreover, journalists and editors often prefer the email format because the contents can be downloaded from the e-mail system to the editorial computer system for manipulation. Similarly, broadcasters favor e-mails because they can easily use or copy the text in their reports or include them in an assignment file (Johnston 181-182).

Problems of Modern Communication Technology

The disadvantages or the noise as stated in the conceptual discussion earlier is a big issue in any field of communication. Communication technology is considered as a great tool for transferring and receiving data between two or more parties to help them attain their goals in the most effective and efficient way possible. However it also has certain disadvantages that can obstruct tasks at hand. These disadvantages may vary from one technology to another because the use of a particular communication technology

varies for different kinds of situations and tasks. Moreover, the human factor is also considered as a disadvantage because individuals have various competencies that affect their choice and usage of particular technologies (Johnston 186)

One disadvantage of using communication technology is its impersonal nature where both the sender and the receiver interact through the computer. Studies show that the use of computers leads to unnecessary and rude actions because there is no face-to-face interaction between the parties involved. Moreover, since there is lack of essential interpersonal skills of tact and graciousness in using electronic media, some managers become blunter than the situation would require. Consequently, people who are usually participative in person becomes impolite, more intimate, and uninhibited when using computer conferencing or electronic mail. Another problem in using new technologies is the absence of nonverbal cues used in deciphering a message. The lack of gestures, touch, facial expressions, and eye contact makes the emotional element of the message inaccessible to the people involved. Consequently, authority and organizational positions and memberships may not be available thus altering the social context of the interpersonal exchange (Johnston 187).

Another disadvantage of new communication technology is the user's inhibition related with computer/technology. There is also the long learning curve to understand network and technological processes where at times frustration and stress is experienced due to sensory overload. For example, if there are too many messages then the individual must consume larger amount of time than usual in processing the information. This difficulty in processing information can be solved by proper interaction but the problem again in modern communication technology is that immediate interaction is removed,

thus leaving the individual to solve the problem by waiting for the time he/she can personally interact with the other party. Moreover, in cases where there must be a consensus, communication technology decreases the time of interaction needed to reach a proper decision. Some modern communication technologies even lack spontaneous responses that are essential in organizational and individual tasks. Access to these technologies can sometimes be considered as a disadvantage due to the high demand and price of each technology in the market (Johnston 187).

As for using the e-mail, the downside is that it must be done perfectly to avoid errors that irritate or offend media professionals. These errors include “spamming” (which is Internet-speak for sending messages to hundreds or thousands of recipients whether or not the message is appropriate to them), sending garbled text due to poor computer formatting, and to sending messages to those who use their email for internal communication only. A word of caution is important here: always think before pressing the “Send” button for there are many stories in the industry of launch plans and company business plans being sent accidentally to the wrong client, even worse, to the news media (Johnston 187).

Basically in communication technology there is the lack of socio-emotional and nonverbal cues, which are often filtered out. Moreover, there are confidentiality and trust issues in which message validity is questioned. Technology can break certain barriers like distance in communication but it also creates a new set of barriers such as cultural and emotional problems. Anonymity, which is another disadvantage in using communication technology can cause abuse and misuse of the technology through sexual harassment and flaming. Other problems like disjointed conversations and lack of immediate feedback

when using new communication technology decrease the quality of communication. As a whole, modern communication technology limits true human contact and the chances of forming true and solid relationships between individuals (Johnston 188).

Foreign studies on communication technology in media relations are scarce and are focused only on communication technology or just media relations but internet references like that of Amy Gahrn in her article, "10 Ways to Meet Journalists Online" integrates the new communication technology with media relations where important points and tips for companies on how to attract the media were presented (Gahrn 1)

Freelance writer Andrea C. Poe who specializes in human resource and management issues also posted a webpage regarding email etiquette. Poe had a different approach by presenting a real life account of a Dallas based PR firm. Moreover, she included insights from PR specialists on certain rules and policies used in electronic communication (Poe 1-2).

Rick Barry, a consultant in the field of information management and records management and the founder of Barry Associates also posted a similar webpage on email etiquette but this time a combination of accounts and stories. Barry enumerated in detail the pros and cons of using email in general, and the rules that govern email usage in any organizational process. Moreover, the web page also explains the use of both hardware and software functions to effectively use electronic mail (Barry 1-3)

There are numerous foreign theses on communication technology on media relations archives. Similarly, there is a significant progress in local studies where the integration of both fields was given attention. Such studies were done by Lorelei C. San Juan and Maryluck S. Hicarte from the University of the Philippines.

A study on computer use and interpersonal relationships points out that computer users are perceived to be capable of developing interpersonal relationships, but only to a certain superficial level. It was also found that although CMC increases the effectiveness and efficiency of people in their work, computer systems are still viewed as impersonal systems that dehumanize activities because these systems mainly eliminate the importance of human relationships. This dehumanizing process is attributed to lack of flexibility and rigid procedures that cause many people to feel loss of identity (San Juan i-ii)

A similar study that stressed the importance of electronic mail on interpersonal relationships showed that employee's perceptions on e-mail as a channel for establishing, maintaining, and developing interpersonal relationships are positive but that the e-mail becomes negative if it hinders relationship building by being the only mode of communication used. On the whole, the e-mail is noted to be a complementary channel for face-to-face communication, which reinforces what has already been established and existing (San Juan ii).

All of these studies tackled new communication technology and its application in different organizational processes. The studies all agreed that new communication technology is very essential especially in contributing increased efficiency in communication. Both foreign and local researchers inform readers of these technologies' advantages, at the same time revealing the disadvantages that comes with it. The studies noted that new communication technology appears impersonal in nature, lacking vital communication cues like eye contact and verbal indicators. These technologies also lack the flexibility, which is very evident in face-to-face interactions. It also dehumanizes the

users because of its rigid operation. As to what have been discovered, these studies enumerated tips, points, real time accounts, stories and guidelines for the users to be more aware of the dangers of irresponsible and improper use of new communication technology. These studies also provide a wake-up call that too much dependence on new communication technology is harmful especially to relationship, therefore maintaining human personal interaction is still most important.

Chapter 3

METHODOLOGY

Research Design

This study was an exploratory research using the case study approach. It aimed to acquire knowledge on the organizational process of initiating and maintaining relationship with the media using new communication technology.

Respondents

To select the respondents, the purposive sampling technique was used to identify key informants and individuals who are knowledgeable and are authorities on the subject in this study. Among them are the media relations officers of San Miguel Corporation's PR department and Corporate Affairs office. There was one Corporate Affairs group, which is composed of various managers and consultants handling their respective divisions and subsidiaries of San Miguel Corporation. This department handles the internal and external communication of San Miguel Corporation including public and media relations. From this office came the main respondent or representative for the Corporate Affairs Office, Mr. Ed Timbungco, consultant for La Tondena Distillers.

Tools for Data-Gathering

The researcher used two instruments to gather data: the interview schedule and observation guide. The interview schedule (Appendix D) was formulated to acquire information on the following: 1) nature of the organization; 2) nature of media contacts; 3) the new communication technologies that the organization utilizes in media relations; 4) the process of initiating contact with the media using this new communication

5) the problems that arise from using these new communication tools; and 6) the organization's procedures in maintaining relationship with the media.

The researcher immersed himself in the organization to observe and to validate the information given during the interview schedule, while at the same time trying to determine and differentiate various techniques applied in the process of media relations. A checklist (Appendix C) of the new communications technologies being used in the organization was also employed as a supplementary guide/tool.

Tools for Data Analysis

Since this study is purely qualitative in nature, the researcher analyzed the data using themes that were derived inductively from the data, these themes became the reference for presenting the data. The responses of each interviewee were recorded and compared with the research data collected and reviewed by the researcher.

Chapter 4

DATA PRESENTATION

This chapter presents the data gathered by the researcher regarding the profile of the San Miguel Corporation, the nature of media organizations in which SMC conduct media relations with, the new communication technology used by SMC in media relations, the procedures of SMC in initiating and maintaining media relations, and the problems that arise by using new communication technology in the relationship building process.

Profile of San Miguel Corporation

History of the Organization

San Miguel Corporation has a long and proud history and has endeared itself into every Filipino generation for 112 years. The company experienced its first toast and inauguration at the La Fabrica de Cerveza de San Miguel at No. 6 Calzada de Malacanang (later Calle Aviles and now J.P. Laurel Street). From that moment on, it has evolved into an enduring symbol in a nation's consciousness. The emblem of the organization was shaped with countless tales and anecdotes. Originally the official seal of the City of Manila, the *escudo* was San Miguel's corporate logo for close to nine decades, from 1890 -- the year of the company's founding - to 1975, when it was replaced by the leaf-droplets design developed by the U.S.-based communication group Landor Associates (See Appendix E.)

The *escudo* graced the document conferring on the original San Miguel Brewery the Spanish Royal Grant of Authority to brew beer. San Miguel's founder, Don Enrique Ma. Barretto, saw the historic significance of the seal and decided to use it as the trademark for San Miguel Beer. When the brewery was incorporated in 1893, the *escudo* was adopted as the new company's symbol. The trademark of the Philippines' first beer thus became the symbol of the corporation itself.

The *escudo* and the accompanying modern typeface that comprise the new corporate identity call to mind the Company's traditional strength of quality and reliability as well as the dynamism and results-oriented strategy of San Miguel's current leadership. It has been in every corner of the Metro, flowing out into every province in the country and has reached the shelves of foreign lands. San Miguel Corporation in the new millennium marches on to new areas of growth. The company is confident that it has the ability to maintain its position as the leading brand in the Philippines and a major player in the Asia-Pacific.

Mission Vision

San Miguel is the largest publicly listed food, beverage and packaging company in the Philippines. Founded in 1890 as a single-product brewery, the Company and its subsidiaries today have over 100 production facilities in the Philippines, Australia, Southeast Asia and China and are able to export products in more than 20 countries worldwide. Their mission and vision is to preserve the commitment to the public and adhere to quality products. Moreover, San Miguel Corporation aims to improve their

services to the Filipino people and expand their reach especially in Asia. For instance, one of their latest missions is to attain Asian Professionalism.

Image

According to their September 2002 newsletter, if one visits any household in the country, chances are he/she will find at least one San Miguel product. This implies that SMC provides good quality products that every Filipino recognizes as the company aims to project an image that their products are the best among others. Over 100 years of tradition makes San Miguel Beer the oldest beer brand in Southeast Asia and San Miguel Corporation as one of the top 20 brewers in the world. San Miguel has four (4) major business segments or services. They are alcoholic, non-alcoholic, food & agriculture, and packaging services. For each major business segments, there are several subsidiary companies handled by their own respective presidents.

Organizational Structure

The current Chairman and Chief Executive Officer of San Miguel Corporation is Mr. Eduardo M. Cojuangco, Jr. Mr. Cojuangco's right hand and Vice-Chairman of SMC is Mr. Ramon Ang. The President and Chief Operating Officer of the company is Mr. Francisco C. Eizmendi, Jr.

San Miguel Corporation designates its media relations tasks to the SMC Corporate Affairs Office led by Mr. Ira Daniel B. Maniquis, Vice President of the said office. This office has a communication consultancy group, which acts as the PR department whose every consultant member is assigned to different subsidiaries in handling respective PR tasks. Ms. Jane Francisco is the manager of the media affairs unit, which basically handles the media relations process of the organization. (Please see figure 5).

SMC's Media Contacts

San Miguel Corporation prefers to conduct relations with media that are considered prominent in the field. Most of their media contacts are found in the Philippines; rarely do they communicate with foreign media personalities. According to the Corporate Affairs Office or CAO, they need the best medium or media group that can greatly help in attaining their current needs and objectives. More so, the organization prefers to conduct business with “below-the-line” media, which is less expensive and more manageable than big media players or organizations. Basically the company wants a prominent yet affordable media organization to cover them.

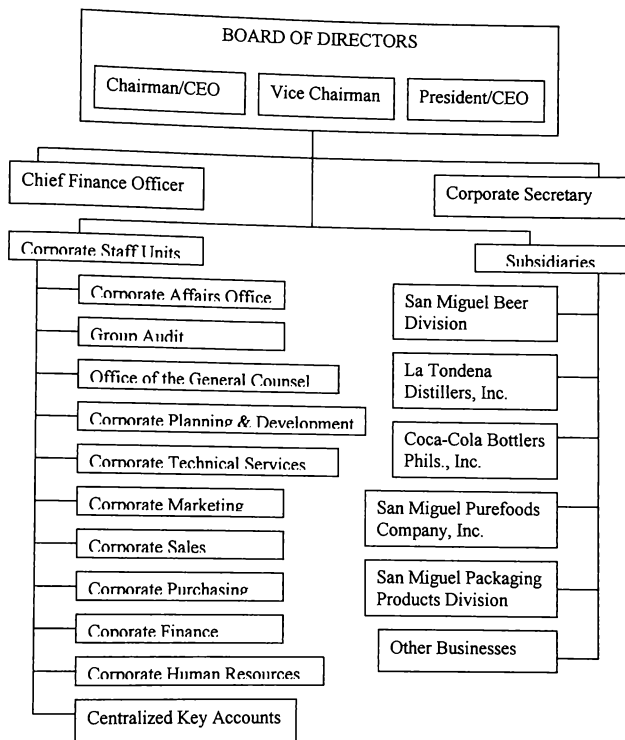


Figure 5. SMC's Organization Chart

Business media organizations and publications like that of Business World are preferred by San Miguel to publish its corporate news and issues while major publications like the business section of **Inquirer**, **Manila Bulletin** and **Philippine Star** is preferred by SMC mainly because these publications are popular with Filipinos especially during Sundays when classified ads are spread all over the sheets. (Please see figure 6.)

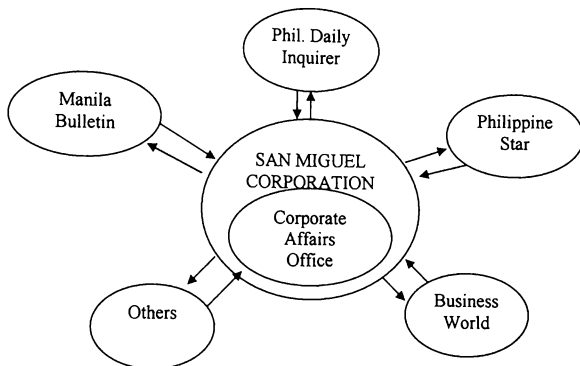


Figure 6. SMC's Preferred Media Contacts

All of SMC's media relations tasks are forwarded to the CAO (PR department) while other disclosures about the company are given to the Legal department. Moreover, product related disclosures are handled by marketing divisions under each subsidiary.

According to the CAO, they disclose to the media on a "per-need-basis" only. Unlike other companies with rampant press release to improve their publicity, SMC prefers to make less effort in issuing press releases since they know that the media will be the one to approach them because the company is already popular and a big player in the

industry. SMC believes it is much cheaper that way than frequent news releases. Moreover, they believe that in publicity and public relations, disclosures about the company must be paced and scheduled in the right time such as a story once a month, which is enough to keep SMC in the media buzz. However, there are also times that media organizations must be convinced to release particular information to the public.

In addition, SMC does not recommend granting exclusive coverage to the media because it will just promote envy. In some cases, it also depends on the initiative of the network where exclusivity usually depends on the media outlet. For instance, if a media outlet initiates the news or issue, it should be given priority thus granting exclusivity. All in all, SMC promotes equal treatment among media people.

Conferences are scheduled during launches to handle exposure for the product while investor briefings and quarterly meetings of key executives are allotted for corporate issues. There is also the case to case basis or by request meetings especially for the media organizations because SMC does not require nor offer news conferences on a regular basis. Moreover, the organization notes that they want to prevent news conferences that aim to disclose and publicize a negative issue of the company.

New Communication Technology in Media Relations

Email

The most commonly used modern communication technology in SMC is the electronic mail or email. According to the CAO, it basically increases the speed in delivering certain documents inside and outside SMC. In terms of media relations, brief press and news releases are sent via email because it is faster and inexpensive where all the company needs is an Internet connection, which is taken care of by their technical staff. The department noted that they do not recommend the inclusion of lengthy and

detailed press releases in their email for the media organizations. Only drafts of the press releases are acceptable because length and detail may drive the media away from the company's e-mail. Moreover, the department is hesitant in disclosing their group and individual email addresses because it causes spamming.

Facsimile

Fax is the next best modern communication technology to use in SMC, since most media organizations have fax machines for transferring brief announcements and messages. It is noted that only short documents are acceptable through the fax machine. Some people in the company and media organizations consider the fax machine an old communication technology because it is attached to a telephone unit or takes the shape of one.

Cellular Phone

Cellular technology or cellular phones are used mainly for emergency purposes but company representatives and consultants also use it to communicate while moving around especially in remote areas where phones are not available. The most useful feature of the cellular phone is the SMS or short messaging system where one can type short messages and send it to other cellular phone users in an instant. In addition, the latest cellular phones have the same capabilities as those of the personal computer including email and photo storage.

Video conferencing

SMC has not acquired tools to meet the requirements in operating a good video conferencing set-up. Video conferencing, according to CAO requires a satellite dish and several new wiring connections inside the building for the clear and fast reception of

video and audio transmission. SMC on the other hand has an intranet facility, a better application and substitute for video conferencing in terms of expense and use.

SMC also has a website to serve as information database for the media and the public. General information about the company is posted in the website as well as latest news and updates concerning the company, which are monitored frequently. Postings for job openings are also available in the website to attract job seekers who are interested in the company. An email address for comments and suggestions is available as well as a forum or discussion section dedicated to issues and topics regarding the company and its products.

Advantages of New Communication Technology

For CAO, modern communication technologies' advantage is speed as modern communication technology helps the organization in getting in touch with the media and other elements outside the organization at a fast pace. However, it is noted that although modern communication technology is definitely efficient, it should not be a substitute for honest-to-goodness relationship building. For instance, an individual can email simple tasks like the draft of the press release but after that, one still has to call through telephone or pay a personal visit to check on the status of the press release. Hence, it may be said that relationship building calls for a more personal approach in interaction. According to the interviewee, one must find time to interact with media people.

New Communication Technology vs. Traditional Communication

The use of new communication technology against traditional communication technology greatly depends on which technology can greatly help in one's objectives. The edge of new Communication Technology is speed but traditional tools for Media

Relations and PR are considered generally appropriate because they aid in long-term relationship building, which matters greatly. For SMC's Corporate Office, new communication technology cannot substitute/replace traditional communication. Personal face-to-face interaction and the telephone are still considered the most effective way in terms of creating good relations with the media. Moreover, snail mail, another traditional communication tool, is also deemed useful for non-urgent messages inside and outside SMC such as special invitations to events and parties.

Procedures in Initiating and Maintaining Media Relations

Initiating Media Relations

Intense planning must be done first before initiating contact with the media. Once the company contacts the media, it must have a clear and concise direction as to where interaction is headed. As such, Publicity or PR campaigns are required to last long enough in order for the objectives to take effect. Hence, a good start is a guarantee of a smooth campaign.

For SMC, publicity is not much of a need because it already has a name in the Philippines. What the organization needs is moderate public relation campaigns to maintain a good image. Hence, initiating media connection is no longer a great difficulty for SMC because the media are attracted to big industry players.

In initiating media relations, SMC has a contact list or database of their prospective media partners. This contact list is categorized depending on what specialty the media organization has. For example, business matters need business-oriented media while marketing issues need lifestyle-oriented media. A subsidiary's product like La

Tondena uses tabloids as their media partners because of the type of crowd reading the publications.

There are additional important points that must be taken into consideration in initiating contact with the media. The organization must know how to establish credibility and reliability mixing it with proper acquaintance.

Establishing Credibility. Moreover, initiating media relations means that the organization must have a clean and good image towards the public including the media. For members of SMC's Corporate Affairs Office, being honest and fair often creates a good image. It was actually noted that image is not a problem if one has the right answers and actions to establish credibility.

Illustrating Reliability. Reliability is also a key attribute in initiating good relations, which greatly depends on how one treats the media and how he/she is able to keep promises. It is appropriate especially for members of the organization to meet with media contacts as often as possible especially in informal occasions. The CAO tries to find out special occasions like birthdays where they can have the opportunity to establish good rapport with the media.

Demonstrating Proper Acquaintance. Proper acquaintance is a must in initiating media relations. Members of the CAO must first develop personal relationships and aim for a more credible and professional image towards the media. Again informal occasions are important like lunch-outs and dinners where it is after establishing a good relationship with the media person during these occasions that they can finally share cellphone numbers. For instance, last December 2002, the CEOs held a party for the media organizations where an informal convention between the key officers and the

media took place. There is also the annual stockholder meeting where Mr. Cojuangco himself interacts with the media.

Maintaining Media Relations

SMC maintains its relationship with the media the same way they initiate it by maintaining good rapport through constant personal visits. Moreover, SMC members disclose their personal email addresses and cellular phone numbers if and only if they see that they already have close relationships with the media. As such, new communication technology is found appropriate for unofficial and informal interaction between SMC members and media personalities.

Maintaining Standard Format. The organization has to maintain news releases with the same format as during the initiation stage because according to the Corporate Affairs Office, informal formats can only replace standard ones if the parties involved have established a closer relationship. More so, official work dealings must be maintained on the same level as before to avoid conflicts and misunderstandings.

Maintaining Visibility. SMC makes sure that their CEOs and key executives remain visible to the public eye especially to the media personalities. Regular updates of the company are often better/easier accepted and reported if key executives themselves handle the disclosures.

Holding Media Events. Events specifically designed for the media are also considered in maintaining good relationships because according to the Corporate Affairs Office, it makes the reporters and correspondents feel welcome and inspired to do media coverage for SMC. For instance, basketball tournaments for the media persons using the

San Miguel Beermen of the PBA as guests is one of the tactics to keep the media interest high.

Problems in Using New Communication Technology

Spamming. In SMC, the email system creates the most problem where Spam or bulk mail from consumers takes up much of the space in email inboxes, which are allotted for important and relevant mail. Moreover, it also takes time to erase the spam and label them so the computer can automatically erase it from the inbox. Availability of email in some media organizations also causes problems in using email since SMC's contact list mostly consist of telephone and fax numbers. Furthermore, hording of San Miguel's email address is a big problem so the company has decided not to disclose the address unless it is really necessary.

Unnecessary Disclosure. Members of the organization are required not to disclose their contact numbers unless it is really needed because media organizations hoard cellular phone numbers for information. The CAO tries to control the surge of unnecessary calls or texts by filtering contacts especially from the media. In this case, the media contact list is very important for the department to authenticate the callers.

Scarcity of New Communication Technology. Unavailability of a certain communication technology is one of the problems for SMC. For instance, Video Conferencing is not available because of the costly requirements for setting up the system. As stated earlier, it needs high-end gadgets and technology like satellite connection. Video Conferencing may be the nearest thing to face-to-face conferences

among the other new communication technologies but it will clearly cut a huge bulk in the organization's budget.

Unwanted Reactions and Messages. San Miguel's opinion on the issue of unwanted reactions and messages through new communication technology is that this technology does not provoke unwanted interaction because they have a good image. As long as one has a good track record, no such messages exist. However, email, cellular phones and other new communication technology remove some barriers in communication. For instance, members of the CAO often receive candid messages and reactions because of the casual nature of technology.

As for media relations, problems with new communication technology arise in terms of decision-making and creating good understanding between San Miguel and the media organizations. This generally occurs because reactions and other instantaneous cues for interpreting messages and discussion are blurry when using new communication technology. According to CAO, new communication technology comes in handy when disseminating short routine messages while complicated messages like those exchanged in meetings and conferences are better facilitated by face-to-face personal interaction.

Solutions to the Problems Involving New Communication Technology

Solution to Spamming. In reaction to the spamming problem, SMC fitted its email network with a Spam Guard. It is a program set to filter out large files that can clog the network. It also filter out files that are hard to download and needs several programs to open. Once these files are blocked, an email will be sent to the original sender telling him that he sent an unauthorized email. He is also given a rundown of what files are unauthorized in the company's network (figure 7).

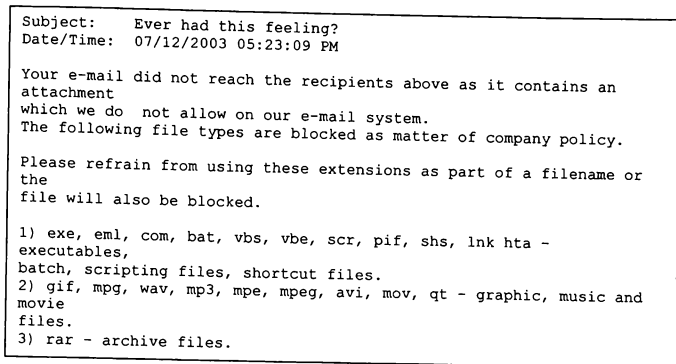


Figure 7. Sample Email Notification from SMC

Solution to Unnecessary Disclosures. Employees of SMC must simply follow the company's No Disclosure policy, which tells the members of the company not to disclose email addresses and even telephone numbers in order for SMC to control the surge of inquisitions, request and other actions especially from the media. It is required that the members of the company must have a media contact list so they themselves can interact with the media at the same time reassuring them that the company will keep in touch as soon as new developments arise.

Solution to the Scarcity of New Communication Technology. Although acquiring new communication technology like Video Conferencing is expensive, San Miguel is optimistic that it will have its share of this new technology in the years to come. Partnerships with telecommunication companies are not far because of SMC's continuous expansion and acquisition of subsidiaries. As of now, SMC is content with the email, website and personal conferences in interacting with external organizations including the media.

Solution to Unwanted Reactions and Messages. According to the CAO, as long as the company and its members maintain their good image, these unwanted reactions and messages will not exist. Clean interaction with the external community can guarantee a smooth relationship. Following standard operating procedures and format in communications can initiate harmonious interaction and feedback. SMC members learned to tolerate unwanted reactions thus maintaining good public relations.

Face to face interaction is still a necessity despite the widespread use of new communication technology thus interpersonal communication still applies in sending news releases to media contacts. Although communication technology speeds up the process, there is no assurance that the response would be automatic. Hence, there must be an effort to verify if the news release has been sent or been used by the media. Organizations must take note that every element of the media relations process including feedback must be met and completed.

Chapter 5

FINDINGS, CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

Findings

San Miguel Corporation has been a staple in the Philippine society, having been around for some 112 years. The company started out as a single product brewery in 1890 and now a major market player. In 2003, they have established a total of 30 subsidiary companies in the beverage, food and packaging industry and are still aiming for regional and global excellence through professionalism and great service by proving itself as a dynamic organization that possesses an active structure with proficiency in organizational processes. The company aims to improve their services and maintain their leadership status locally by forming a potent corporate staff unit to help in its continuous growth and success, one of which is the Corporate Affairs Office or CAO that handles the internal and external communication for SMC. The CAO also serves as the PR department that handles certain company disclosures to the public especially the media. Each subsidiary of SMC has its consultant or representative in the CAO that promotes a consolidated effort to ensure good communication inside and outside the organization. Moreover, the CAO is also the one who initiates and maintains relations with different sectors including the media.

San Miguel Corporation needs a media group that can help them attain their objectives effectively and efficiently. The company considers the print or publication area of the tri-media as a very effective channel because it is “below-the-line”, meaning it is

less expensive yet more manageable. Among the countless publications and print media around the metro, SMC prefers the business oriented publications like that of Business World, which produces detailed information of the latest business transactions, acquisitions and other related events. Included in the list are Manila Bulletin, Philippine Star and the Philippine Daily Inquirer. According to the Corporate Affairs Office, targeting a specific crowd in the society is more beneficial and extremely manageable than pursuing mass audiences.

With a target media organization in sight, an organization can now initiate media relations. San Miguel Corporation goes through extensive planning and designing where the organization operates on a campaign plan for things to run smoothly with contingency tactics ready to fix problems along the way. San Miguel Corporation does not see the initiation part of media relations as difficult because of the distinguished image the company has established in the society. In fact, most of the time media personalities themselves are the ones who approach the company for news and latest updates. Nevertheless, the company still situates initiation stage in front of the campaign plan because it is believed that new interactions will always be in the horizon for San Miguel Corporation especially in their attempt to expand globally. Hence, San Miguel Corporation has a media contact list, which is essential in creating good media relations. Media Relations does not end after the first interaction with the media hence; the organization must maintain the relationships as long as possible. Same procedures must be applied in initiating and maintaining relationships with the media where trust, credibility and reliability are a must in every meeting. Moreover, San Miguel Corporation's CEOs are essential in both initiating and maintaining media relations since

media personalities prefer having key officials of the company as their source of information and updates. Therefore these key officials must remain visible to the media eye. Personal visits and face-to-face interactions between the media and the company's representatives are very effective in the media relations process.

Deciding on what media organization to communicate with is one thing but determining what communication tool to be used is another. San Miguel has an intranet facility, which is considered very helpful in internal information transfer. They use the electronic mail, which helps facilitate information dissemination faster than the ordinary snail mail and enables users to send documents to more than one recipient in just one click of the mouse button of the computer terminal. There is the website where information regarding the corporation in general, its products and latest news and updates is found. The fax machine is also used by San Miguel Corporation as a supplement to the email. The cellular phone, though not indicated as a media communication tool in studies and books is so popular in the Philippines that almost every member of the San Miguel Corporation has it. Video Conferencing on the other hand is not yet an available tool in San Miguel Corporation because it requires a satellite dish to be installed in the building for faster input and output of video and audio from great distances. As of now, San Miguel Corporation views their corporate expansion and reach as manageable where units can still communicate in less technology-complicated situations like the face-to-face meetings.

New communication technology has many advantages for the organization's communication tasks yet there are also some disadvantages that come with it because it

comes as a package deal; each advantage comes with a disadvantage depending on factors like the purpose and environment of the communication task. In San Miguel Corporation's case, the electronic mail speeds up sending important documents to the media through the computer yet receives bulk mail or spam, which is irrelevant to what the company has sent and fills up the email inbox more than any other important received emails. The cellular phone is like the email but is more mobile and considered as a convenient way to communicate with media personalities. However, it is also considered as risky due to cases of hording. Hence, San Miguel Corporation does not disclose their cellular phone numbers as well as their email addresses because media will horde them, and disclosure is only allowed when trust between these two parties is established.

Conclusion

From all the data gathered and analyzed to answer the main and sub problems posed by the researcher, the following conclusions are presented:

1. San Miguel Corporation is a single product brewery with 30 subsidiary companies in the beverage, food and packaging industry. It has a strong corporate staff including the Corporate Affairs Office or CAO, handling the internal and external communication for San Miguel Corporation, and also serving as the PR department that handles certain company disclosures to the public especially the media.
2. Business oriented media organizations like **Business World** are most likely to handle news coverage for SMC, including other newspaper publications

considered “below-the-line” or inexpensive and manageable media organizations such as **Manila Bulletin, Philippine Star and Philippine Daily Inquirer.**

3. San Miguel Corporation uses new communication technology in the forms of electronic mail, cellular phones and websites to communicate and conduct relationships with the media.
4. San Miguel Corporation initiates media relations by creating a media campaign plan, which serves as the basis for procedures and decision-making during the maintenance stage and a media contact list as reference for media interactions and meetings.
5. The problems that San Miguel Corporation encounters in its use of new communication technology are spamming in electronic mail, hoarding of email addresses and cellular phone numbers, unavailability of some new technologies like video conferencing and satellite technology, and unwanted reactions and messages.

It is therefore safe to conclude that there are problems in the use of new communication technology in San Miguel Corporation’s media relations practice in the forms of spamming of electronic mail, hoarding of email addresses and mobile phone numbers, unavailability of new technology and unwanted messages. These problems are being solved by spam guarding, by following company no-disclosure policies, and observing the standard operating procedures and format in communication.

Implication

The results of the study show that the use of new communication technology has a great effect in initiating and maintaining media relations; advantageous and disadvantageous at the same time. The literature on new communication technology when used in media relations has made known that new communication technology increases the speed in transferring information from the organization to the media. It saves time and effort in completing the task in the media relations campaign. However, new communication technology is impersonal in nature. It lacks important communication cues like eye contact and speech tone, which is very essential in relationship building. Due to the lack of essential communication cues, the relationship dwells in uncertainty and produces unwanted outcomes. Other studies also recognize this problem, which originates from the technologies' nature, procedures and frequency of use.

The findings of this study substantiate the existence of these problems especially in the media relations environment in the Philippine setting. It was found that spamming, hoarding, scarcity of new technology and unwanted messages plague the relationship of San Miguel Corporation and its media counterparts when using new communication technology like the email, fax, internet and cellular technology. As to what has been concluded, the problem can be solved by finding more ways to disseminate information even going back to the basics. Hence, traditional tools for communication like face-to-face interaction are more appropriate. Personal visits and telephone calls, as San Miguel

stated, is still the best way in getting the message across because it provides personal and face-to-face interaction that allows a richer discourse, especially if the organization aims to create and maintain good relationships with the media. It is noted that, new communication technology can coexist with traditional tools as an enhancement to the latter. Moreover, new communication technology can never fully replace traditional modes of communication in terms of San Miguel Corporation's Media Relations practice.

Recommendation

Because this study was limited only to new communication technology and its use in the media relations process, further studies should be made concerning the use of this technology in other processes in the organization. New communication technology can be integrated in other organizational processes like management, decision-making, change and many more. Its use may produce varying outputs per processes.

Moreover, studies on how communication technology affects the internal and external communication process other than Media Relations may also be done. It must be noted that Public Relations is a great field for researchers and students to work with especially for the next years to come due to the fact that strategies in PR are ever changing.

As a supplement to this study, future researchers may focus on the other side of the communication process, which is the media. Studies on how they manage their communication with organizations and their role in the media campaign, with or without the application of new communication technology.

In addition, the researcher recommends to San Miguel Corporation the use of new and updated software for spam guarding. It is available in computer retail stores or can be ordered through the internet. In connection with spam guarding, the company must also increase its protection against viruses and worms that are rampant in the internet and email networks.

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APPENDIX A

Problem	Concept	Definition	Operationalization	Questions	Target	Tools
What is the profile of the SMC and its PR department?	Nature		Social systems Structures Mission/Vision Role Tasks	Give a brief description of the organization. How did the organization start (historical background)? What is the mission/vision of the organization? Describe the roles and tasks of the organization. Who are the key people in the organization?	Media Relations Officers Any member of the organization	Interview
What is the nature of the media organizations to which the PR department of SMC interacts and maintains connection with?	Media Relations	Dealing with the communications media in seeking publicity or responding to their interest in the organization. (Lesley, Philip)	Disseminating information through tools for communicating with the media. Granting Exclusive Stories. Handling Media Inquiries. Maximizing media treatment. Conducting Interviews.	What are the tools used by the organization in communicating with the media? What type of media does the organization prefer? TV, Radio or Print? How do you handle media inquiries? How often do you grant stories to the media? Do you give out exclusives? Why? How often do you conduct interviews or news conferences with the media?	Media Relations Officer and Department.	Interview.

	Media Communications	Communication through the media or channels appropriate to reach masses of people.	News Conferences News features or releases TV, Radio and Print releases.			
Problem	Concept	Definition	Operationalization	Questions	Target	Tools
What new communication technology does the PR Office of SMC use in conducting relations with these media organizations?	New Communication Technology	Provides faster more immediate dissemination of information than was available in the past (xerox 242)	Electronic Mail systems Internet systems Voice Mail systems Facsimile (fax) machines Cellular telecoms.	<p>What communication technology is used by the organization in media relations? Email, Internet, Voice Mail, Fax and/or cellular technology?</p> <p>What particular tasks in the organization other than media relations do you use new communication technology?</p> <p>How often do you use communication technology in communicating with the media?</p> <p>Do you still use traditional communication like snail mail, telegram and even the telephone in media relations?</p> <p>Why and how often?</p> <p>Which do you prefer to use in media relations?</p> <p>New communication technology or traditional communication? Why?</p>	Media Relations Officers and Departments. MIS departments	Interviews

How does SMC initiate and maintain media relations?	Establishing / Ethics in Media Relations	Rules and duties in developing good relationship with media people (Smith, Jeannette 47).	Knowing your company inside out. Do publicity job efficiently, reliably and credibly. Make the reporter's or editor's job as easy as possible. Integrity, Deadlines, Accessibility, Familiarity and Honesty	How often do you release publicity campaigns? How do you decide on what media to contact? How do you create or project image, credibility and reliability towards the media? Do the CEO/top officers convene with media officers and contacts? Do you conduct meetings with the members of the organization before initiating contact with media? Do you use new communication technology in initiating media relations without face to face interaction or proper acquaintance?	Media Relations Officers and Departments.	Interview.
	Maintaining Media Relations	Rules, procedures, tips, advice during communication with media for the purpose of maintaining it after establishing trust (Smith,	Sending newsworthy stories. Don't play favorites when it comes to the media. More tips please refer to page 53-	How do you make / create news for the media? How many media contact do you have? Do you prefer to maintain contact with media through new communication technology, traditional communication technology or personal face to face visit? How often and when? Are you strict in implementing and accepting deadlines and editing in releases? Why? Do you ask media people to interview and report? How do you ask them?	Media Relations Officers and Department	Interviews

Problem	Concept	Jeannette 45 – 58)	59 of Smith.	Questions	Target	Tools
What problems arise from using new communication tools in media relations and how are they solved?	Aspects of computer mediated communication	The nature of the computer mediated communication and its effects and influence to work and people behavior (Xerox 243)	Operationalization Increase in flaming, making rude or obscene outburst by computer, tack and graciousness diminish	Do you receive unwanted responses from media contacts using new communication technology? Does using the new communication tools provoking the unwanted messages? If no, any assumptions why? Is face-to-face interaction necessary if new communication technology can do the work? Why? Do media contacts become more interactive or more inhibited (shy) when using new communication technology? What and why? How often do you send news releases to media contacts using new communication technology? Do you receive the same number of responses? Why?	Media Relations Officers and Departments.	Interviews
	Impersonal nature of computer mediated comm.	The sender interacts with a machine not a person.	May become impolite, more intimate and uninhibited when communicating using computer conferencing or email.			
	Non-verbal cues	Gestures, touching, facial expressions and eye contact to decipher a message.	Nonverbal cues are absent. Social context of the exchange comm. is altered. Breakdown of social and organization barriers.			

Polyphasic activity	Doing more than one thing at a time.	Information Overload	Simultaneous phone calls, sending computer messages and work on memos. Splits attention and may reduce effectiveness. Less patience for face-to-face comm. and preferred more computer mediated comm.. for speed.
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APPENDIX B

San Miguel's Corporate Affairs Office

Ira Daniel B. Maniquis	VP, Corporate Affairs Office
Bert P. Pasquin	AVP, Internal Communication
Kin G. Lichauco	Manager, Editorial Services
Roy Siojo	Manager, Financial Communication
Rafael G. David	Manager, Art & Audio Visual Group
Beng V. Prado	Manager, Communication Consultancy Group
Joel Guevara	Consultant for Beer
Christine Matriano	Consultant for Packaging
Ed Timbungco	Consultant for La Tondeña
Nini Blanco	Consultant for Food Group
Ice Cristobal	Comm Assistant
Mon A. Santiago	AVP, External Affairs
Jane Francisco	Manager, Media Affairs
Charles C. Owen	Metro Manila Stakeholder Relations
Camille B. Buenaventura	Head, Social Development Desk
Robert M. Non	Manager, Advocacy Group

APPENDIX C

CHECKLIST OF NEW COMMUNICATION TECHNOLOGY

In your company do have:

☐

Email

☐

Fax Machine

☐

Internet

☐

Email

☐

Video Conferencing

☐

Mobile Phones

☐

Voice Mail

☐

Others _____

APPENDIX D

INTERVIEW SCHEDULE

SUB PROBLEM 1: What is the profile of the SMC and its PR department?

- 1- Give a brief description of the organization
- 2- How did the organization start (History)?
- 3- What is the mission/vision of the organization?
- 4- Describe the roles and tasks of the organization.
- 5- Who are the key people in the org?

SUB PROBLEM 2: What is the nature of the media organizations with which the PR department of SMC interacts and maintains connection?

- 6- What are the tools used by the organization in communicating with the media?
- 7- What type of media does the organization prefer? TV, Radio or Print? Why?
- 8- How do you handle media inquiries?
- 9- How often do you grant stories to the media? Do you give out exclusives? Why?
- 10- How often do you conduct interviews or news conferences with the media?

SUB PROBLEM 3: What new communication technology does the PR Office of SMC use in conducting relations with these media organizations?

- 11- What communication technology is used by the organization in media relations?
- 12- What tasks other than media relations do you use new communication technology in the organization?
- 13- How often do you use communication technology in communicating with the media?
- 14- Do you still use Traditional Communication Technology in communicating with the media? Why?
- 15- Which do you prefer to use in media relations? New Communication Technology or Traditional Communication? Why?

SUB PROBLEM 4: How does SMC initiate and maintain media relations?

- 16-How often do you release publicity campaigns?
- 17-How do you decide on what media to contact?
- 18- How do you create or project image, credibility and reliability towards the media? Do the CEO/top officers convene with media officers and contacts?
- 19- Do you use new Communication Technology in initiating media relations? Why?
- 20- How do you make/ create news for the media?
- 21- How many media contacts do you have?

SUB PROBLEM 5: What problems in media relations arise from using new communication tools and how are they solved?

- 22- Do you receive unwanted response from media contacts using new communication technology?
- 23- Does using the new communication tools provoke unwanted messages? If so, any assumptions why?
- 24- Is face to face interaction necessary if new communication technology can do the work? Why?
- 25- Do media contacts become more interactive or more inhibited (shy) when using new communication technology? If so, why?
- 26- How often do you send news releases to media contacts using new communication technology? Do you receive the same number of responses? If so, why?

APPENDIX E



Figure 8. San Miguel Corporation's Current Logo—The Escudo