



# BUREAU OF CUSTOMS

MAKABAGONG ADUANA, MATATAG NA EKONOMIYA



PROFESSIONALISM

INTEGRITY

ACCOUNTABILITY

OCOM Memo No. 45-2021

## MEMORANDUM

MASTER COPY

**TO :** ALL DEPUTY COMMISSIONERS  
ALL DISTRICT COLLECTORS  
ALL SERVICE DIRECTORS  
ALL DIVISION CHIEFS

**FROM :** REY LEONARDO B. GUERRERO  
Commissioner



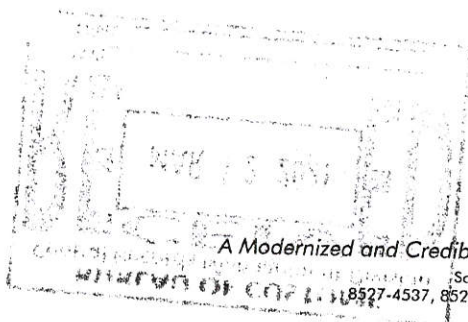
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**SUBJECT :** 2021 BOC COMMUNICATIONS PLAN

**DATE :** 08 March 2021

1. The Bureau of Customs, through the Public Information and Assistance Division, will now start implementing the 2021 Bureau of Customs Communications Plan in an effort to align policies and directives with the mission of the Bureau, to enhance public perception of the agency and promote transparency and accountability.
2. Last year, a Baseline Data Survey was conducted by the Philippine Statistics & Research Center (PSRC) as included in the Interim Communications Plan 2020 to identify the baseline, starting point, and ground zero for the Bureau. The results of the Baseline Data Survey is then used as the basis in crafting this year's BOC Communication Plan.
3. Strategies and tactics will be implemented to enhance different medium such as Earned Media, Owned Media, Shared Media, Paid Media, Customer Service and Feedback Mechanism. (See Annex A)
4. The communications plan shall provide the guidelines for the Public Relations efforts of the Bureau for the whole year, to be implemented and coordinated with the offices concerned.
5. For strict compliance.



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2021 BOC COMMUNICATIONS PLAN  
**“CUSTOMS REPUTATION RENAISSANCE”**

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## **PART 1**

### **I. OVERVIEW**

The Baseline Study results re-confirmed what we, by history and gut feel alone, have known for years, that is, that the image of the Bureau of Customs (BOC) is in shambles. The numbers are not encouraging. There may have been a number of deficiencies in the study, brought about by the constraints of the pandemic last year.

However, the figures – as they currently stand regarding the more critical measurements of familiarity, trust, emotional and rational connection, and relationship - may be considered, at best, to be at infancy stage and, at worst, to be at rock-bottom.

We will not mince words and, therefore, assume the worst.

The bad news is that, yes, no matter how we look at it, the numbers are at the basement. There is good news, however. And it is this: The BOC is determined to recover from the ashes of its image as one of the most corrupt government institutions.

To this end, the Bureau has, in fact, already laid the foundation in the past two years to make the prospect of a reputation renaissance not only a possibility but a natural and evolutionary outcome of its efforts.

The battle to elevate the image of the BOC is going to be a tough and uphill exercise, if not a struggle. It will take tremendous strides and a significant investment of time and resources to undo years and decades of ill repute.

It is possible, however, to take a quantum leap.

Armed with the structural and cultural reforms already in place, the BOC is now equipped to undertake a massive and sustained communications campaign to address two primary and complementary objectives:

#### **1) A CONTINUING INTERNAL TRANSFORMATION**

- Reinforce the internal communications program that will steer all staff towards a continuing and sustained change and transformation; and

#### **2) A TURBOCHARGED EXTERNAL REPUTATION REPAIR**

- Launch a counterpart external communications campaign that will reverse and, ultimately, elevate the reputation of the BOC in the eyes of the public.



## II. OVER-ARCHING NARRATIVE

The BOC is in the cusp of an organizational and cultural reform. It is changing for the better. It is changing for you.

As recently as two years ago, the BOC was still almost unanimously looked upon with disdain and contempt by the nation. It was the poster kid for graft and corruption where crookedness was perceived to be the norm from top to bottom and across all functions.

To rise from this public disgrace seemed like an impossible dream. But not anymore!

The BOC, under the current leadership of the Hon. Commissioner Rey Leonardo B. Guerrero, embarked on a sweeping clean-up and values transformation campaign. Together with a modernization program that accelerated automation of processes, the BOC underwent what can only be described as the rebirth of an institution.

It is not generally known yet by the public, but the Bureau has undertaken such an enormous change in the last two years that it will be unrecognizable to all those who know about its journey.

**Automation. Good Governance. And Values Transformation.** These three underpin the mammoth success of the BOC in the past two years but especially in 2020.

Despite a pandemic, the BOC personnel performed their duties with dedication and commitment, putting at risk even their own lives and safety. Truly, during this crisis, the BOC stepped up beyond expectations to meet the challenges of disruption. Their efforts as front liners are valiant and heroic.

Further, the BOC went about achieving its targets unrelentingly. The Bureau met and exceeded most of the goals it set for itself in its 10-Point Priority Program for 2020.

By all measures and standards, the BOC's achievements are astounding and extraordinary. They deserve recognition, appreciation, and applause if only to inspire the many public servants who have steadfastly given their best through the years despite the constant and persistent negative publicity surrounding the Bureau.

### III. KEY MESSAGE

The BOC is undergoing a massive and thorough organizational and cultural reform, the likes of which we have never seen before.

It continues to meet and even exceed its targets. However, more remarkable than all these targets being met - which are really part and parcel of the its mandates and operational efficiency - is the dramatic change that is happening from the inside out.

Change is happening. It is unfolding and can be felt most in the areas of automation, good governance, and values transformation. These three now underpin the emergence of a better BOC.

### IV. OVER-ARCHING GOALS

- 1. To increase institutional trust rating from baseline studies by, at least, 5% in end-2021 and to have this rating increase substantially year-on-year.**

A BOC that grows in esteem and pride because the people, especially its primary stakeholders, now perceive it as undergoing a positive upheaval for the better. In 2020, BOC's trust rating is at 30% as reflected on the Baseline Data Survey.

- 2. To "humanize" the BOC by putting a public face to it for greater emotional and rational connection with the public**

The Baseline study revealed that while awareness is high, there is little emotional or rational connection with the BOC. We will attempt to remedy this by putting forward the Commissioner and Assistant Commissioner, among others, to represent the BOC in all communication and media opportunities.

The BOC also needs to showcase its dedicated employees. People identify with people. Aside from representation, we need to humanize the BOC by showing the men and women behind it, too. Thus, while the Commissioner and Assistant Commissioner will be the primary spokespersons, we will feature and profile as many BOC personnel as practicable whenever opportunities arise, depending on the kind of expertise and stories needed. We will create those opportunities if we need to.

## V. OBJECTIVES

### MAIN OBJECTIVE

To achieve a BOC that is more highly regarded, respected, and appreciated by all its stakeholders.

### SPECIFIC OBJECTIVES

1. To **triple the proactive media coverage** of the BOC on a year-on-year comparison. We are defining "pro-active" here as coverage that is initiated and actively sought-out by the Public Affairs and Information Division (PIAD), and not merely resulting from reactionary statements to news or from regular, everyday press releases.
2. To have a **BOC represented by a Commissioner and Assistant Commissioner who, as primary spokespersons**, will be at the front and center of media coverage of the BOC - highly visible, accessible, and omnipresent to talk continually and regularly about customs concerns, problems and solutions, special programs, and customs-related issues of national importance.
3. To have a **social media-savvy BOC** whose presence and voice will be felt in all appropriate social media channels, and whose efforts could not help but capture the attention of its stakeholders, the public and the Government.
4. To have an **enhanced feedback mechanism and management** internally and externally to maintain complaint resolution rate and to lessen the voluminous queries and complaints received in all channels.



## **VI. TARGET AUDIENCES**

### **1. Internal Stakeholders:**

- a. All Staff/Employees (casual, contractual, permanent)
- b. BOC service-providers (cleaners, canteen servers, etc.)

### **2. External Stakeholders:**

- Primary Stakeholders
  - a. Exporters
  - b. Importers
  - c. Brokers
  - d. Others (Representatives, Providers, etc)
  
- Secondary Stakeholders
  - a. Media
    - 1) Top and 2<sup>nd</sup>-tier mainstream/traditional media
    - 2) Social media influencers (bloggers, vloggers, etc.)
  
  - b. Government
    - 1) Office of the President
    - 2) Department of Finance
    - 3) Senate
    - 4) Congress
    - 5) Other fellow agencies of the Government
  
  - c. General Public



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## PART 2

### VII. STRATEGIES AT A GLANCE

#### INTERNAL AUDIENCE

1. **360-DEGREE STAFF ENGAGEMENT** by the Commissioner and his top management team. This include the continuous engagements of top management to all personnel, such as the regular executive committee meeting, video messages from the Commissioner to the Employees, E-Mail, Viber Blasts to Employees, conduct of departmental activities and even internal contests

#### EXTERNAL AUDIENCE

1. **PROACTIVE ALL-MEDIA ENGAGEMENT AND POSITIVE OMNIPRESENCE** in all first tier and second tier media categories, both traditional and non-traditional, and those covering not only news but including special reports, features, biographical sketches, radio and TV interviews and TV appearances.

Proactive above means going beyond the regular B-A-U (business as usual) press releases. Among this initiatives to be conducted this year is the pitching of stories by PIAD to traditional media and social media influencers, to pitch guesting events in radio, TV, and other social media platforms; to pitch interviews, features, by providing all that is needed to make such coverage easy for the concerns journalists and influencers.

2. **360-DEGREE STAKEHOLDER ENGAGEMENT**, i.e. Relationship-building, Networking, Consultation, Collaboration and Engagement UP, ACROSS, and BELOW the BOC Leadership, with both internal and external stakeholders.

This includes not only the primary stakeholders (Customs customers and staff) with whom the BOC has regular and daily interactions but also other branches, departments, and fellow agencies in Government.

360-degree means engagement with all levels – those above the BOC (Office of the President, Department of Finance); those considered as peers (fellow agencies); and those below (customers, media, the general public, etc.)

### 3. MESSAGE DEVELOPMENT HUB

At the end of each month, PIAD will identify, review, and develop central key message/s, still in relation to the overarching message of the comms plan but specific to the accomplishments of the past month, as needed.

These messages will serve as the theme for all announcements, press releases, messages, etc.

### 4. The O.T.A. principle as engagement policy with stakeholders including the media.

- O – Openness
- T – Transparency
- A – Accountability

The above principles will underpin all dealings with the media, whether traditional or new.

## VIII. THE E.E.S.O. MODEL PLAN FRAMEWORK

E.E.S.O. where, simplified:

**P** - stands for **ENGAGED** media (Advertising; advertorials; publicity and similar paid arrangements)

**E** - stands for **EARNED** media (Features freely given, published, or distributed due to BOC's relationships that have been built and, thus, earned)

**S** - stands for **SHARED** media (distributed and shared via social media platforms); and

**O** - stands for **OWNED** media (BOC website, newsletters, annual reports, and other BOC-initiated communication materials)

P.E.S.O. is just an acronym for faster and easier memory recall. The order will not be followed as is below. Instead, they will be tackled in the order of E-O-S-P.

## IX. TACTICS

### EARNED MEDIA

Features freely given, published, or distributed due to BOC's relationships that have been built, nurtured and, thus, earned

#### 1. Media Visit & Tour in the BOC (Reporters, Journalists, Vloggers)

Media tours of the BOC facilities can provide an excellent opportunity for media to witness firsthand the improvements in the facilities, processes, and systems, and then to spread the word about them.

#### 2. Production of Media Pitches for the Spokesperson as Go-To Expert Resources for Media

PIAD should make known, if not volunteer, the availability of the two spokespersons for TV and radio guest appearances and put their names forward as willing and ready panellists and go-to experts of the station/network.

#### 3. Publishing of Monthly Commissioner's Report

Primary aim is to announce major updates and achievements in a whole-of-the-Bureau Report, consolidating and making sense of the gains of the week from all the ports.

#### 4. Semi-Annual Media Fellowship Meeting

To maintain and improve rapport with media reporters and journalists.

#### 5. Semi-Annual Media Rounds and Editorial Board Meetings with BOC

PIAD to arrange between the Commissioner and Asst. Commissioner and the Editorial Boards of all the top newspapers and top broadcast networks, in both radio and TV.

It will be packaged as a BOC courtesy call (not the other way around) to the editors of the newspapers or broadcast stations, in an effort to establish openness.



**OWNED MEDIA**

BOC website, newsletters, annual reports, and other BOC-initiated communication materials or platforms

**1. On Internal Stakeholders' Engagement:**

- a. **Regular Video Messages from the Commissioner to BOC Personnel**
- b. **Creation of a Viber Community for BOC Personnel for Announcements, Communications, and Upcoming Activities**
- c. **Featuring of Stories of the Men and Women of the BOC**
- d. **Coordination with other concerned offices for the following:**
  - a. Conduct of Annual Week-Long Sports Festival
  - b. Strengthen Town-hall Meetings with Customs Officers
  - c. Conduct of Fun Departmental Activities
  - d. Conduct of Internal Contests in connection with Values Transformation of the BOC

**2. On External Stakeholders' Engagement**

- a. **Conduct of the 2<sup>nd</sup> BOC Webinar and Quarterly Meeting with Primary Stakeholders**

If the Commissioner's schedule can accommodate, it is suggested to hold a regular virtual town-hall meeting with the BOC's primary external customers (brokers, exporters, importers) with a set time and agenda to hear firsthand their concerns. Aside from this, to continue the BOC Webinar series in all collection districts

- b. **Enhancement of Inter-Government Relations** (Citizen's Complaint Center, Civil Service Commission, Philippine Postal Corporation) **through intensified coordination**

Reach out to and meet with agencies with BOC client/customer-related transactions and inquiries. This effort will result to formalizing mode of communication with these agencies and to bench mark best practices with other government agencies with commendable performances also.

- c. **Production of Customs Newsletter, Brochures, Press Releases, among others**

## **SHARED MEDIA**

Distributed and shared via social media platforms

### **1. Creation of TikTok Social Media Account**

In addition to the ubiquitous Facebook, Twitter, Instagram, Youtube, and Viber - social media accounts which the BOC already maintains - it is recommended that the BOC start employing the social media platform, **TikTok**, to send out its messages.

Notably, TikTok has evolved greatly from its initial foray into social media in 2016. It used to be only just a platform to share dance moves and lip-syncing hobbies, but big organizations have recognized its immense use and power. They have been creatively using TikTok now to promote their products and services.

If adopted, PIAD, apart from producing some of its own videos, may even use this platform to engage the public and, thus, the well of materials may be deep.

### **2. Analytics Review on all Social Accounts**

In order for PIAD to measure its engagement and performance in the digital atmosphere, an analytics review on all Social Media accounts of the BOC will provide raw data and information needed to calculate engagement growth, among others.

### **3. Enhancement of BOC Testimonials and Commendation Project**

## **ENGAGED MEDIA**

Advertising; advertorials; publicity and similar paid arrangements

### **1. Advertising Campaign and Social Media Ad Placement/Boosting**

A strong-enough foundation has been built and we may now launch a considered and focused advertising campaign to drumbeat the new and improved BOC services available to the public, as well as highlight the reforms that have been established and institutionalized.

A roundtable discussion with reputable advertising firms or individuals will be scheduled to plan this out thoroughly.

**CUSTOMER ASSISTANCE AND FEEDBACK MECHANISM**

- 1. Issuance of a Memorandum on the Use of Client Feedback Form
- 2. Integration of TikTok messaging feature to existing response platforms for Customer Service Representatives
- 3. Reinforcement of the existing memorandum on Client Feedback and Complaint action process
- 4. Updating of Frequently Asked Questions (FAQs) and Automated Responses in all its platforms
- 5. Conduct of a Crisis Management Training/Webinar for internal audience, including the PIAD

**X. IMPLEMENTATION**

Details and schedule of all targets stated above are encapsulated in a **WORKPLAN MATRIX** for the monitoring of goals, objectives, targets, and measures.



## **PART 3**

### **XI. PERFORMANCE EVALUATION**

Targets and measures will be set in a discussion with its consultants. A monthly revisit and re-calibration of targets will be done, with targets for increase if early success is achieved.

### **XII. CONCLUSION**

The new battlefield is the information highway, including digital communications and social media. To elevate the image of the BOC, we need to be creating the story and the narrative continuously, unrelentingly, and non-stop.

We need to invest time and resources to make the above communication plan effective.

**-END-**