

THE PRACTICE OF PR IN THE PUBLIC SECTOR,
THE CASE OF TURKISH AIRLINES: A CRITICAL APPRAISAL

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ABSTRACT

THE PRACTICE OF PR IN THE PUBLIC SECTOR,
THE CASE OF TURKISH AIRLINES: A CRITICAL APPRISAL

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This study starts with the explanations of importance, principles, management stages, targets and tools of public relations in general and gives detailed information on its theoretical base. The first two chapters are designated to provide detailed information about public relations. In the third chapter the evaluation of public relations in the public sector which is the main goal of the research is presented. It is obvious that public relations is a management function which creates a mutual understanding between the corporation and its publics or audience. But this isn't the case all of the time in the public sector.

THY is taken as a case in order to provide clear examples of the mentality and practices in public relations in the public sector. The detailed information about the corporation and its public relations units are given to explain the PR activities of the corporation.

THY as a state economic corporation, has a socially responsible approach in its service; on the other hand, it is a profit-making entity as well. From the number of assigned personnel to the sub-structural matters and the principles of promotional activities, THY administration's approach to public relations is evaluated in this study.

In the selected year of 2003, THY administration was at the edge of changing mentality in public relations issues. Three cases such as the Diyarbakır plane crash, SARS crisis and the starting flights to New Delhi are taken to explain the traditional mentality and the new business like mentality in public relations.

The public relations in THY is compared with British Airways and Lufthansa in their websites.

ÖZ

KAMU SEKTÖRÜNDE HALKLA İLİŞKİLER UYGULAMALARI TÜRK HAVAYOLLARI ÖRNEĞİ : ELEŞTİREL DEĞERLENDİRME

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Bu çalışma genel olarak Halkla İlişkilerin önemi, ilkeleri, yönetim aşamaları, hedef kitlesi ve araçlarının açıklanmasıyla başlar ve bu bölümler hakkında teorik olarak ayrıntılı bilgi verir. İlk iki bölüm Halkla ilişkilerle ilgili ayrıntılı bilgilere ayrılmıştır. Üçüncü bölümde bu araştırmanın asıl amacı olan kamu sektöründe halkla ilişkilerle ilgili değerlendirmeler sunulmuştur. Halkla ilişkilerin, kurumla hedef kitlesi arasında karşılıklı anlayış yaratacak bir yönetim icraatı olduğu açıktır. Ancak kamu sektöründe bu her zaman aynı anlama gelmez.

THY, Kamu sektöründeki halkla ilişkilerin mantık ve uygulamalarına açık örnekler veren bir olay olarak ele alınmıştır. Kurumun halkla ilişkiler faaliyetlerini izah için kurum ve onun halkla ilişkiler bölümleri hakkında ayrıntılı bilgiler verilmiştir.

Bir Kamu İktisadi Teşekkülü olarak THY, işlevlerinde sosyal sorumluluk taşımakla birlikte kara geçmesi istenen de bir kurumdur. Bu çalışmada, THY yönetiminin halkla ilişkiler konusundaki yaklaşımı, görevli personel sayısından alt yapı konularına ve tanıtım faaliyetlerindeki ilkelere kadar irdelenmiştir. Seçilen 2003 yılında THY yönetimi halkla ilişkiler konularında bir mantık değişiminin eşiğindeydi. Halkla ilişkilerde geleneksel kamu yaklaşımı ile özel sektör

yaklaşımını açıklamak için Diyarbakır uçak kazası, SARS krizi ve Yeni Delhi'ye sefer başlatılması, üç araştırma konusu olarak ele alınmıştır.

THY halkla ilişkiler faaliyetleri, British Airways ve Lufthansa ile WEB sayfaları bazında mukayese edilmiştir.

To Mine, Tuba and Çağla...

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INTRODUCTION

America's 16th President Abraham Lincoln once said, 'What kills a skunk is the publicity it gives itself'. Perhaps one of the 19th century's most important presidents may have lead the way to a new and vital area that many people were not aware of.

Today, governments as well as private companies have given major importance to their publicity. In the United States, according to the US Bureau of Statistics, there were 188,000 public relations specialists in 2004. In Turkey however, the registration process is not as clear, therefore the definite number of PR specialists is not known.

My research is aimed to evaluate and define the public relation activities of the public sector in the case of Turkish Airlines (THY). In this research I tried to accomplish the aim basically with three case studies and comparisons. In this study, statements of first hand sources as well as international documents are used.

In the news business, PR representatives are the first ones called when in need of information. Having worked at the Turkish Airlines (THY) for 2 years as a Press Advisor and with my journalism background, I have been both the interviewer and the interviewee in many cases. Since I had access to the activities and administrative structures of the corporation, studying such a subject has been an advantage.

During my research I tried to use primary resources as well as the international literature. In the framework of this study the essential data of THY was taken as a primary resource.

In my research I faced some difficulties. One of the problems that I faced was to set the exact time period for the study. And I might also add some restrictions reaching some corporate information to that problem. On the other hand there were no convenient and suitable documentary systems (such as CD's, publicity films etc.) established in THY so this was the other disadvantage I had. The feedback system

was not properly and effectively working in the corporation. For this reason I had some problems gathering correct and useful information. In THY some information was lost and some of the important institutions were not established before 2004 such as Professional Media News analysis which has been done since March 2004. I used almost every document to complete the thesis and especially the case studies.

The year 2003 was very important in the Administration of THY. The new administration tried to change its traditional approach towards public relations due to the many reasons such as privatization. As I explained in detail in the later chapters, the trial of mentality change created a transition period in PR activities of THY. That period included the flaws of the public sector mentality and the benefits of business PR. Therefore I have chosen this transition period for my research. Three case studies were taken to prove the trial of mentality changes in the administration of THY.

My research does not cover the answer to the question whether the THY administration has accomplished the mentality change or not. They tried to change the mentality. However since that transition was not eagerly done and it was done under pressure the result might not be considered positive.

Part of this study is to evaluate the structure and functions of the public relations department of Turkish Airlines. I will evaluate the PR department in THY with special emphasis on media relations and such areas.

I compared THY's public relations with Lufthansa and British Airways in their websites. This study will be the first in THY history as a complete case of public relations.

Concerning Management, the most important fact is to have a good strategy. As Henry Mintzberg has written "the strategic planning is to the management what Taylorism is to the salaried". Evaluating public relations within the public sector is actually a matter of analysing strategies of the managements and managers.

In this research, THY is taken as a case to appraise the strategy and mentality of the public sector administrations. THY as a Public Economic Enterprise, was part of the public sector in 2003. Since its 1.25 percent of shares was sold to the public it was directly under the Privatization Authority which belongs to the Ministry of

Finance. The administration of THY was also closely tied with The Ministry of Transportation for its functions. THY's Executive Board was and still is appointed by the government. Therefore THY can be taken into consideration as a corporation of the public sector.

This research is conducted to find an answer to the questions of how the traditional mentality in the THY administration related with public relations and how it has been changed.

To evaluate the public relations in the public sector in the case of THY, it is necessary to begin with the concept of public relations.

1. CHAPTER ONE: PUBLIC RELATIONS

1.1. DEFINITION, IMPORTANCE AND EVOLUTION

A. DEFINITION

As many other concepts in social sciences, the concept “public relations” has no certain definition. It has various definitions almost as much as the number of academicians and executives. There are many reasons for the fact that “public relations” has so many definitions. First of all it has not produced its general principles, certain standards, and norms yet.¹ Another reason is that the public relations cover various areas. Therefore it has a very wide area for process and it is not easy to limit its boundaries. It is applied by companies that give services on various purposes.²

“Public relations” in English is used as “halkla ilişkiler” in Turkish. In literature, “public relations” has many meanings. Some of the definitions of “public relations” are:

International Public Relations Association (IPRA) adopted a definition for public relations in its congress convened in 1954. According to that definition public relations is “a constant and organized managerial duty of any corporation or institution to obtain the understanding and support of the target people or institutions.”³

¹ SEZER,Birkan Uysal , “Yönetmel Liderlik ve Halkla İlişkilere Etkisi”, Amme İdaresi Dergisi, Volume:XVIII, Number: 1, 1989, p. 83

² KAZANCI, Metin , “Halkla İlişkiler ve İdari Danışma Merkezleri”, Amme İdaresi Dergisi, Vol: V, No: 2, 1972, p. 11

³ Halkla İlişkiler İPRA Raporu, translator A.Fikret Işıkyakar, Anadolu Üniversitesi yayınları, No: 251, Eskişehir 1987, p. 56

Public relations is the art of persuading people to accept a behavior or motivate them to move on specific purposes.⁴

Public relations is a planned effort to influence opinion through good character and responsible performance based upon mutual satisfactory two-way communication.⁵

Public relations is a process to influence public opinion and to be influenced from them.⁶

Public relations is the overall activities to have the people adopted the policy of the administration, to announce continuously and correctly the performances of the administration to the public, to create a positive atmosphere for the administration, to learn what public thinks about the administration and what their desires are.⁷

There is more encompassing definition of public relations. According to this, public relations is constant and systematic efforts of a corporation in private or public sector to gain understanding, sympathy and support of target audiences. At the end of that mutual communication process the corporation can modify the public according to its own demands, and can be changed according to the public demand.⁸

This definition covers both private and public sectors, even though there are differences among two sectors in practices. Public corporations aim to serve to the public. Public relations provides services to the public in the best way. Therefore, the private sector's public relations depend on that mentality to make profit in the rivalry base.⁹ Communication in private sector's public relations is considered as one-way functions to get the messages of public for the future use. From this point of view, the mentality of public relations in private sector is based on "private sector's influence on situation".¹⁰

⁴ ASNA, M.Alaaddin , "Yönetim Halk İlişkileri", Amme İdaresi Dergisi, Vol: I, No: 3-4, 1968, p. 56

⁵ibid, p:5

⁶ MIHÇIOĞLU Cemal , Halkla İlişkiler Nedir?, Halkla İlişkiler Semineri, MPM yayınları, No: 106, Ankara 1971, p. 14

⁷ TORTOP, Nuri , Kamu Kuruluşlarında Halkla İlişkiler, TODAİE, Ankara 1975, p. 4

⁸ SEZER, Birkan Uysal, Halkla İlişkiler: Bir Değerlendirme, Amme İdaresi Dergisi, Vol: XVI, No: 3, 1983, p. 24.

⁹ www.ekitapyayin.com/id/051/halklailiskiler1.htm#44#44; accession date: September 2006

¹⁰ KAZANCI, Metin , Halkla İlişkiler Kuramsal ve Uygulamaya İlişkin Sorunlar, Second Edition, Ankara 1982, p. 37

However in public sector's public relations, communication is not one-way but two-way. In this sector, objectives of public relations are centered to promote the public institution, to create a positive public opinion, to relate expectations, desires and complaints of public to the institution, and to make necessary changes in itself accordance with these expectations.¹¹

A Corporation is in an open system. Therefore, it is open to the public.¹² That means a corporation always is in relation with its environment. This shows that there is an interaction between environment and system. This interaction makes public relations inevitable.

The environment or circumstances influence corporations in many ways. Corporations, too, influence the environment. This interaction process among the systems is effective on production, marketing, and administration functions. Public relations is the function of the corporation or a part of the corporation system to establish close relations with the environment.

Different definitions exist about public relations. "It is a conciliator among the two sides that will reap benefits" is one of them.¹³ According to another one, public relations is the functions to advocate the organizations to the public.¹⁴

In brief, public relations unites the efforts that form communication tactics and strategies to change behavior and attitude of target audience against the organization.¹⁵

Another definition formulates the concept of public relations as: "planned efforts to influence public opinion through good character and responsible performance based on mutually satisfactory two-way communication".¹⁶

Public relations in general can be defined as the whole efforts of an institution to be integrated to the society. Target audience or public is different for every corporation

¹¹ YALÇINDAĞ, Selçuk , Kamu Yönetiminde Halkla İlişkiler, Amme İdaresi Dergisi, Vol: XIX, No: 1, 1986, p. 133-134

¹² SABUNCUOĞLU, Zeyyat İşletmelerde Halkla İlişkiler, Aktüel Yayınları, 2004, İstanbul, p:3

¹³ ibid

¹⁴ ibid

¹⁵ FITZPATRICK, Kathy, GAUTHIER, Candace, "Toward a Professional Responsibility Theory of Public Relations Ethics", Journal of Mass Media Ethics 16 (2&3), 2001, p:195

¹⁶ PELTEKOĞLU, Filiz BALTA, Halkla İlişkiler Nedir, Beta Basım Yayım, 1998, İstanbul, p:3;

or institution. For a government public means all people living in a country, for an association; its members, for a newspaper; its readers etc.¹⁷

The public relations in the context of its definitions and functions have some specifications. These specifications are the basis of existence for public relations activities. These specifications can be evaluated in five main categories:¹⁸

1. There is “communication” in the base of the public relations. Communication is made by face-to-face and through mass media.
2. In the communication process some messages are transmitted to public and, communication is not considered complete when public receives these messages. Then, the reaction of public should be measured. In other words, communication is two-way track and the evaluation matter is the public interest towards the corporation. Public interest level gives the corporation information and data for future plans and strategies.
3. Public relations is the managerial duty which embraces some missions like establishing foundation philosophy or determining objectives of the corporation. Adapting corporation to the changing conditions is among the duties of public relations. Because it is directly dependent to top administration, public relations department is always located in General Management building.
4. In public relations there should be mutual gains. In other words, public relations are a “win-win” situation. Something is given to the public and public, then, gives something. That’s why companies organize artistic, cultural, sportive and charity activities, even during their struggle of survive in the business.
5. One of the most important functions of public relations is to influence the public. The objective for influence the public is to direct them to a certain action and belief, and to make them love the corporation. But this should not be mixed up with propaganda. Because;

¹⁷ ibid, p:3

¹⁸ ÜLGER, Billur , İşletmelerde İletişim ve Halkla İlişkiler, Der Yayınları, 2003, İstanbul, p:8-9

- a. In public relations, reaction of the public is very important for the corporation.
- b. In public relations there is a concept of mutual gain
- c. In public relations true information is given to the public about the corporation based on the principle of honesty.

It is possible to make a comprehensive definition: Public relations is an art of social science which evaluates trends, makes predictions about the result of the collecting information, works as a counselor of the leaders of the corporations and provides benefits both to the corporation to the public.¹⁹

B. IMPORTANCE

The concept of “social benefit” gained importance in the strategic decisions of the corporations. This causes increase of the importance of public relations in the organization.²⁰

Communication is the most effective way in management. In this context, public relations, which are responsible for management of communication, plays an important role for the administration.²¹

Technological developments made organizations or corporations more transparent and reshaped the public relations which made them more sensitive to the public.²² The activities of the public relations turned to be strengthening communication between the corporation and its public.²³

¹⁹ Narrated in Public Relations Associations Meeting in 1978, R.T. REILLY, Public Relations in Action, Prentice Hall, 1987 New Jersey, p: 2,

²⁰ LOUGOVOY Constantin, et HUISMAN, Traité de Relations Publiques, Presse Universitaire de France, 1981, s: 45; Narrated by SABUNCUOĞLU, ibid, p:5

²¹ ALLERT John R. “Ethics in Communication: The Role of Public Relations”, Applied Ethics in Management Towards New Perspective, Editors by S.K. Chakraborty, S.R. Challerjee, Springer Publishing, 1999; p:190

²²HOERIZ Claire Bodaracco, “The Transparent Corporations and Organized Community”; Public Relations Review, 24 (3) 1998, p:266

²³ BRUNNING Stephen D., LEDINGHAM John A., “Relationships Between Organizations and Publics: Development of a Multi-Dimensional Organizations-Public Relationship Scale”; Public Relations Review, 25 (2), 1999, p: 159

Public relations has become one of the important functions of the corporations. Today corporations try to influence the public opinion in a positive way and number of the corporations which work on PR, increases.

C. EVOLUTION

Although it is said that public relations exists since human beings started to live in society, it is the science of 20th century. However, in the history there are many examples which were not named “the public relations” but aimed to communicate the public and to strengthen the communication.²⁴ For example;

- 1800 B.C. The Sumerians prepared kind of farm bulletins explaining how the farmers produce cereals.

- Tablets founded in archeological excavations in Egypt, Mesopotamia, and Iran are the oldest examples of efforts of communication to promote the administrators, religious leaders and their activities.

- Romans innovated the expression “Vox populi Vox dei“(the people’s voice is God’s voice)

- More modern examples are seen first in USA. Ivy Lee and his works are the first. Lee is regarded as the first real practitioner of public relations.²⁵ In 1916 Ivy Lee established the first public relations office. Lee, with the bulletins prepared in that office, tried to establish communication between the press and businessmen in order to inform the public opinion about the price policies, supply-demand, and monopolies.

Ivy Lee published the famous “proclamation of frontiers” about public relations. In that proclamation²⁶, some principles such as “to reach the real information”, “abolish secret activities” and “not to be mixed up with advertising” were declared.

²⁴ ÜLGER, *ibid*, p:10-11

²⁵ SABUNCUOĞLU, *ibid*, p:8-9

²⁶ *ibid*, p:9

-A rapid development in public relations occurred just after the World War I. when public institutions, big companies, trade unions and other institutions started to establish public relations department in their organizations.²⁷

-The importance of public relations was realized after World War II. It is known today that after the war, 5000 corporation had public relations office and more than 1200 public relations companies were founded in USA. In 1940 it spread to Canada, France, England, Netherlands, Italy, Belgium, Sweden, and Finland and to other western countries.²⁸

1.2 MAIN OBJECTIVES AND PRINCIPLES IN PUBLIC RELATIONS

Main objectives in public relations can be evaluated in two categories: Objectives for the corporations and social objectives.²⁹

A. OBJECTIVES FOR CORPORATIONS:

Today modern companies formulate their public relations strategies through giving importance to the public opinion. That strategy also serves their interest. Corporations which are not open to the public do not live long.³⁰

There are many expectations from public relations policies and process. These expectations are summarized below:³¹

- Promoting private entrepreneurship:

Public relations serves to promote private sector. Managers of the private corporations announce in a realist way “the justness of their actions and opinions” to the public and get the public support.

²⁷ ibid, p:9

²⁸ ibid, p:9

²⁹ ibid, p:57

³⁰ ibid, p:57

³¹ ATAOL Alpay, Halkla İlişkiler Örgütlerinin Temsil Edilmesinde Kavramsal Bir Model, İzmir, 1991, p:93

- Protecting the corporation:

The survival of the organizations which are performing in a complex and dynamic environment and orientation of them to the changing conditions are the results of public relation activities.

- Strengthening in finance:

Administrations of commercial organizations increase the number of their partners and share holders by creating positive image in the public via defining and explaining their actions. In that way the organization becomes stronger in the commercial life.

-Acquiring esteem:

Corporations acquire well-known characteristics by protecting their respectability in the country and abroad.

-Increasing sale:

It is the result of the efficient works of the organizations.

-Finding qualified workers:

One of the functions of public relations is that corporations find well-qualified workers. These workers praise their companies in the society. That increases the number of applicants to the corporation for job. Since the corporation has more applicants to hire, the quality of the workers increases.

-Developing Industrial Relations:

When industrial relations are developed, compromise between trade unions and employers becomes easier.

B. SOCIAL OBJECTIVES:

According to social theories, objectives of public relations can be summarized as:³²

- Enlightening the public

³² TORTOP, Nuri “Kamu Yönetiminde Halkla İlişkiler”, Halkla İlişkiler Seçme Yazılar; compiler. Feri MANIŞ, Anadolu Üniversitesi Yayını, Eskişehir, 1986, p:34

- Facilitating the relations of people and the administration.
- Making services more rapid and easier by cooperating with the people
- Listening the demands, recommendations and complaints of the people and performing to solve the problems

C. BASIC PRINCIPLES IN PUBLIC RELATIONS:

There are some principles which are taken into consideration during the activities:³³

-Communicating bilaterally:

As different from advertising, it is necessary for public relations to have bilateral relations. While giving necessary and enough information to the people and getting public support in a public relations campaign, corporations should try to learn public demand and reaction to them.

-Giving right information:

In every step of public relations the corporation must be honest to get the successful results. To obtain the public support the corporation has to give right information. Therefore the objective is to promote the corporation as it is, not as it should be. If any given information is false, to correct the negative effects on the public will not be easy.

-Persuasiveness:

This principle is the most difficult part of public relations. To convince people and change their views require the power of persuasion. It is proven that the bigger the corporation the bigger the possibility of persuasion. Convincing people also requires the success. If the results of public relations are successful, the people react positively to the new related messages.

³³ ibid, p:59-62

-Working patiently:

Public relations is a planned and programmed work. It is not easy to convince the public opinion. First of all, a wide range of researches should be done. Attitudes, behaviors, habits, traditions of the society should be researched. Then, the public relations plans which are based on the results of the research are prepared. The tools of communication in the campaign are selected. The messages which are going to relate the people are prepared. The budget for the campaign is allocated. The personnel is selected.

After the ratification of the plan by the management of the corporation, a simulation of the campaign is done on a small group of people. The simulation or pilot demonstration of the campaign gives the idea of the obstacles and problems which may happen during the campaign. Then the campaign starts.

-Widespread responsibility:

The responsibility of the public relations campaign not belongs to the PR professionals. It is on the shoulders of all personnel from the general manager to the workers.

-Frankness:

In public relations, frankness or honesty is one of the principles which should be applied in every action. Modern business management strategy adopts transparent administration. The information about the corporation and its aims, organization, economic and financial strength, social activities should be given to the public without hiding anything. That kind of promotion creates the confidence towards the corporation. If corporation makes self-criticism some of the time, that will definitely increase the trustfulness.

-Repetition and sustainability:

This principle is also effective in public relations. Important messages are repeated. In this way, these messages cannot be forgotten.³⁴

³⁴ASNA, Alaattin, Halkla İlişkiler, Dünden Bugüne Bir Sanat-Meslek Öyküsü, Sabah Kitapçılık, İstanbul, 1997, p:255

D. BASIC SPECIFICATIONS OF PR:³⁵

Public relations is a mutual interaction process which covers bilateral relations between the institution and its surroundings.

In this interaction process the organization gives information about the purposes, policies, activities, and administrative structure of the corporation or corporation.

Public relations is the corporation's efforts to familiarize and evaluate of the surroundings.

Public relations is permanent and dynamic communication process which includes carrying messages to the environment, collecting information and feedback from them, evaluating corporation's strategy and activities.

Convincing is the backbone of the public relations. Persuasiveness, supporting, honesty are the main characteristics of this social science branch.³⁶

Public relations is an art of expertise and skill. Therefore to work as an expert of PR requires skill and education.

It is also a process of attracting people's attention.

1.3. MANAGEMENT OF PUBLIC RELATIONS:

1.3.1. MANAGEMENT IN THE ACTIVITY STAGES OF PR.

Public relations management has four stages of activities; research, planning, process, and supervision.³⁷

1.3.1.1. RESEARCH:

A public relations campaign starts with a research. All target audiences of the corporation and their behavior, their view should be the subject of the research. Collected information should be analyzed to get the picture of corporation with its weaknesses and strong points.

³⁵ DİNÇER, Ömer and FİDAN, Yahya, İşletme Yönetimine Giriş, Beta Yayınları, İstanbul, 2000, p:291

³⁶ ÖNAL, Güngör, Halkla İlişkiler, B.İ.T.İ.A. Yay. No.17, Bursa, 1982, p:9

³⁷ SABUNCUOĞLU, ibid, p:97-110

A- Subjects of researches: There are four types of researches:³⁸

1. Observation Research:

This kind of research aims to observe the social activities and the trends in the environment. The research serves as an early warning system for the corporation.

2. Image Research:

This research aims to get information about people's idea about the corporation. In this kind of research, information is gathered by public poll surveys applied to the target audience.

3. Communication Research:

This aims to determine the efficiency of the instruments used by the corporation for inner and outer communication. There are three methods of this research:

a. Research of readers:

Defines the figures of how many people reads and remembers the News bulletin or annual reports of the corporation.

b. The content analysis research:

Defines the figures of mass media's approach towards the corporation. For example how many news items are issued about the corporation.

c. Readability research:

This aims to find out whether the publications of the corporation is easily readable or not.

4. Social Responsibility Research:

Researches about social responsibility are designed to learn whether the public is satisfied with the performances of the corporation on the field of the public welfare.

There are some other kinds of researches designed to gather the information about quality and quantities of the corporation itself. They are called internal researches.

³⁸ KÜÇÜKKURT, Mehmet "Halkla İlişkilerde Araştırma Yöntemleri ve Değerlendirme", Halkla İlişkiler Sempozyumu, TODAİE, Ankara, 19 88, p:156

B-Methods of Collecting Information : There are different methods for collecting information:³⁹

- Scanning resources
- Inquiry
- Opinion polls

1.3.1.2. PLANNING:

Planning is a process to find out answers to some questions such as what the institution wants to do about public relations, how and when the campaigns will be done, who is the target audience of the campaign etc.

At the beginning, instead of making any decision, the necessary information is gathered from various resources. Then strategic plans based on the information are prepared. That public relation plans should not contradict to the other programs of the corporation.

1.3.1.3. EVALUATION:

The corporation has to know the positive image of the target audiences for itself. In order to get the information, researches, meetings, discussion panels are made. The consumer reports are also very useful tools to get the necessary information for evaluation.

- Definition of objectives: In planning while the conditions are evaluated, the objectives should be defined.⁴⁰
- To enlighten the public by giving them the information
- To convince them about the corporation strategies.

³⁹ ibid, p:99

⁴⁰SEZER Birkan UYSAL, “Yönetimde Halkla İlişkiler”, Halkla İlişkiler Semineri, TODAİE, Ankara, 1986, p:6

- To convince them to take a positive attitude towards the corporation.
- To simplify and expedite the corporation's functions
- To convince the public to cooperate in corporation's activities
- To cooperate with the public to get the information about how to make the performance of the corporation easier.
- To use the complaints of the public to solve the problems.
- To find out ways in correction of the corporation's mistakes.
- To take the public demands into account and to make necessary change in the corporation.

- Definition of target audiences: One of the important stages of planning public relations is the definition of target audiences. The public or target audiences include society, workers, trade unions, material suppliers, provider companies, money market, distributors, customers, scientists, leaders. It is not possible for a corporation to reach every part of the public. It concentrates its resources on a limited range of the public.

-Selection of communication tools and techniques: While planning public relations, communication tools should be determined. The purpose of the selection is to figure out how to deliver the messages to the public in a cheaper and fast way.

Public relations budget consists of the amounts of consumptions for implementing and executing the function of the public relations.

-Budgeting: Even though there are detailed budgets in the companies, allocations for public relations should be made in detail earlier.

-Time table: In planning stage setting a time table would be very efficient. That table shows what will be done and when.

1.3.1.4. PROCESS:

Execution of the plan is the most difficult stage of public relations. After researching and planning, public relations practitioners start to execute the plan. Process of public relations' plan means a campaign. In the campaign the message are carried to the target audiences.

Before starting process, it would be useful to make simulation or pilot study on a small group that represents the target audience. If the pilot study is successful, then it is possible to use the same system.

1.3.1.5. SUPERVISION

This stage controls the process to realize whether it is compatible to the objectives and plans or not. It has four stages:⁴¹

- determining the standards,
- determining the results of the process,
- making comparison,
- precautions

1.3.2 TARGET AUDIENCES IN PUBLIC RELATIONS:

Main objective of public relations is to create better understanding between the corporation and its environment.

However this definition does not explain the real objective. Companies mostly give importance and priority to a specific audience for communication. They are the real target audiences of the corporation.

Here one can say "There is not only public relations, there are relations with target audience."⁴²

⁴¹ ibid, p: 110

⁴² ÜLGER, ibid, p:66

Target audiences in public relations are divided into two⁴³ as the target audience inside the corporation (internal) and the target audience outside of the corporation (external).⁴⁴

Internal Target Audiences	External Target Audiences
Personnel	Customers
Retired personnel	Media
Workers families	Suppliers
Shareholders	Financial target audiences –Banks, insurance companies
Trade unions	Leaders (Religious leaders , academic group, people of art , governors etc.
	Non governmental Organizations
	Probable applicants for job
	Middlemen
	Social environment

All these target audiences have some expectations.

Companies become successful and productive only with the contribution of their personnel. Therefore the communication has to start first inside the corporation in order to satisfy and motivate the personnel. Only after that stage, the corporation can reach the success on external target audiences. There have been many activities developed and applied in the companies in order to encourage the personnel.⁴⁵

⁴³ MUTLU, Erol “Hedef”, İletişim Sözlüğü, Ark Yayınevi, Ankara, 1994; p:88

⁴⁴ ibid, p:68

⁴⁵ ibid, p:70

A. SHAREHOLDERS:

Shareholders who are one of the internal audiences expect well-arranged financial system and high profit from the corporation. Nobody buys any of its shares if the corporation is controversial, unless otherwise he is trying to get rid of his money.⁴⁶

B. TRADE UNIONS:

Companies should always be in communication with trade unions of the workers. Their expectations are always the better life for their members.⁴⁷

C. MEDIA:

The information about the corporation is carried to the public by press. For that reason, press members are important target audience and can not be disregard in public relations.⁴⁸

D.MEDIATORS:

When the corporation persuade mediator companies and their demand like delivering merchandise on time are met, the relations will be positive and this will be indirectly satisfy the customers.⁴⁹

E. SUPPLIERS:

Satisfaction of suppliers which give the corporation the opportunity to carry on a certain quality and price policy is important for the corporation to achieve its objectives.⁵⁰

⁴⁶ ibid, p:70

⁴⁷ ibid, p:71

⁴⁸ ibid, p:71

⁴⁹ ibid, p:72

⁵⁰ KOTLER, Philip, Kotler ve Pazarlama, Sistem Yayıncılık, İstanbul, 2002, p:116-117

F. FINANCIAL TARGET AUDIENCES:

The corporation should convince the banks and insurance companies that it is reliable and stable institution. Satisfying banks is one of the most important duties for public relations.⁵¹

G. LEADERS:

The leaders of the public opinion such as religious leaders, educators, artists do influence the political authorities and the public itself. Therefore having a good relation with them at least prevents crucial measures against the corporation.⁵²

H. NON GOVERNMENTAL ORGANIZATIONS:

These institutions just like the leaders of the public opinion expect the corporation performs in an ethical way. To be in a good term with them makes the corporation's image better.⁵³

I. POTENTIAL LABOR FORCE :

One of the important target audiences is the group consist of workers of other institutions and new graduates or students. This group should be persuaded that the institution is a successful and a good employer.⁵⁴

J. SOCIAL ENVIRONMENT:

The corporation should act to meet the demands of the society. Society expects the corporation to work on social problems, environmental pollution, traffic etc.⁵⁵

1.4. COMMUNICATION TOOLS IN PUBLIC RELATIONS:

The communication tools can be evaluated in three groups: written tools, verbal tools, and audio- visual tools.⁵⁶

⁵¹ ibid, p: 73

⁵² ibid, p: 73

⁵³ ibid, p: 74

⁵⁴ ibid, p:75

⁵⁵ ibid, p:76

⁵⁶ SABUNCUOĞLU, ibid, p:141

1.4.1. WRITTEN TOOLS:

These tools provide the information about the corporation to internal or external target audiences in a written form. The objective is to promote the corporation. However this promotion should carry right information and not exaggerate the facts and should not be like advertising.⁵⁷

News bulletin,

Corporation magazine,

Brochure,

Hand booklets,

Out door,

Others (like annual reports)

1.4.2 VERBAL TOOLS:

There are some verbal communication tools other than written ones for the public relations expert of the corporation. Verbal tools in public relations are: telephone calls, face to face meetings, meetings, conferences and seminars.

1.4.3. AUDIO VISUAL TOOLS:

They are the productions of modern technology. Radios, TV's, slates, websites etc.

⁵⁷ *ibid*, p: 141-143

2. CHAPTER TWO:

PUBLIC RELATIONS IN BUSINESS MANAGEMENT

There is no commonly excepted definition for the public relations in business. There are many definitions for this branch of social science due to the facts that its boundaries and limits are not settled, its experts' traditional education and trends are different. Another reason for this multi explanation is that the activities of this branch mostly depend on the practitioner's skill. Some of the definitions were explained in the first chapter.

However, a definition, which was not mentioned before, explains the relation between public relations and business management much better than the others and it can be a good start for this chapter. According to the definition, public relations are planned process of skilled promotion of the objective, policy, and activities of a corporation and to get support of targeted people and groups in order to be in constant relation with the environment.⁵⁸

2.1. MARKETING AND PUBLIC RELATIONS

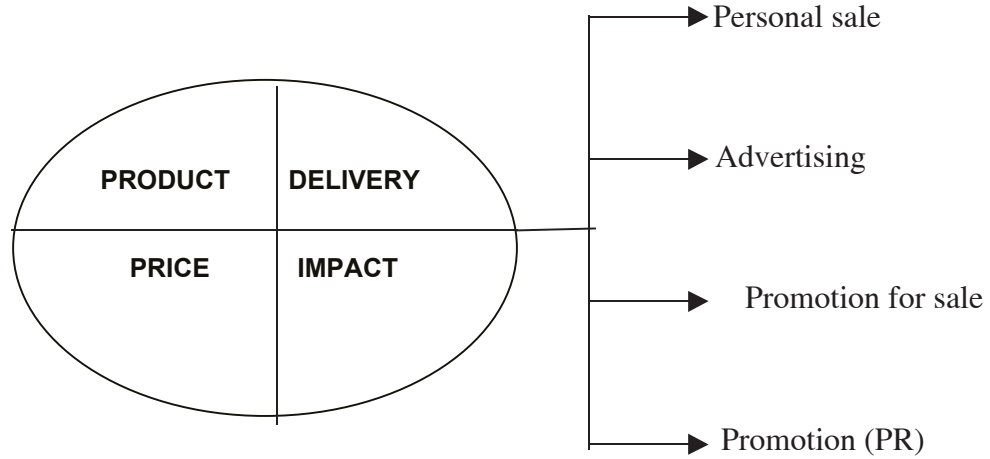
In the highly competitive business life, every day a new product which is not very different then the others goes into the market. Under these circumstances, companies sending messages to their consumer groups by using many channels in order to establish an effective communication. These messages which are carried by promotion techniques through public relations tools or personal sales basically aim to establish long term communication and brand image.⁵⁹

The close relationship between the public relations and marketing is based on the fact that both of them are extroverted. One of the famous experts of the marketing

⁵⁸ DİNÇER and FİDAN, *ibid*, p: 290

⁵⁹ ODABAŞI, Yavuz and OYMAN, Mine, *Pazarlama İletişimi Yönetimi*, MediaCat Yayınları, İstanbul, 2002, p:61

science P. Kotler stated the importance of marketing and public relations role in it.⁶⁰ It is shown in the table below:⁶¹



As it is seen in the table, marketing and public relations are penetrated each other. However the aim of marketing is sale and aim of public relations is establish a communication with audiences. Even though there is a link between public relations and marketing, they have different functions.

2.2. SOCIAL RESPONSIBILITY AND PUBLIC RELATIONS

Today we are living in an era of competition in companies. Rivalry is the setting of all companies. Being successful in the area requires beating the others. A corporation has two choices whether to be successful or to terminate its own existence.

Being successful in competition a corporation should be different than the others. Therefore evaluating the contribution of public relations to the marketing, this question should be asked: In what way a corporation explains its difference to its target audiences?

⁶⁰ SABUNCUOĞLU, ibid, p:15

⁶¹ HORTAÇSU, Ayfer, Halkla İlişkilerin Tanımı, Pazarlama Kavramı İçindeki Yeri, TÜSSİDE Yayını, Gebze, 1988; p:8

The social responsibility campaigns provide the proper answers to this question. In these campaigns the “win-win” mentality and the emotional matters are highlighted in order to establish a sub-structure of goodwill. This sub-structure is used in the time of crisis.⁶²

The social responsibility of corporations is the obligation of them, as a part of society, to act in accordance with the ethical principles.⁶³

The definition of social responsibility of corporations can be described, corporation’s obligation towards the people and institution in the society and respond to them in addition to make a profit.⁶⁴

Social responsibility campaigns give the institution the opportunity to have a better image on public and to get the loyalty of the customers. The society has become intolerant to the companies that do not do anything about their obligations.⁶⁵

Corporation’s social responsibility activities have two main reasons.⁶⁶

-Effects of penal codes.

It differs depending on the country. Codes against pollution and government decrees force the companies to obey the rules of social responsibility.

-Corporation wants to contribute to the society voluntarily:

The social responsibilities of the corporations means to act with the other institutions around in order to reach common benefit. In this case, the relation between the corporation and society is shaped. This concept takes its place in the area of public relations.⁶⁷

Public relations is the only and the most effective managerial element which evaluates social trends in corporation. In this context, public relations became a

⁶² ÜLGER, ibid, p:119

⁶³ ALPAY Güven , DEVELİOĞLU, Kazım, İdil EVCİMEN, İdil “İşletmelerin Sosyal Sorumlulukları, Belirleyici Etken Olarak Kurumsal Değerler”, 10. Ulusal Yönetim Kongresi Bildiri Kitabı, 23-25 May 2002, p: 72

⁶⁴ SABUNCUOĞLU, ibid, p:25

⁶⁵ STIGSON, Bjorn “Pillars of Change”, Forum For Applied Research and Public Policy, Vol:16, No:4, Summer 2002, p:25

⁶⁶ ÜLGER, Billur “Rekabet Oramında Fark Yaratan Bir Yaklaşım: Halkla İlişkilerde Sosyal Sorumluluk Anlayışı”, Pazarlama Dünyası, Year:15, No: 2001-05, 56-58

⁶⁷ SABUNCUOĞLU, ibid, p: 26

managerial function to implement social responsibility of the corporation and to establish social policies about the society and to trigger them.⁶⁸

2.3. CORPORATE IMAGE

What is image? In its history, Fugger family's efforts in Augsburg during XV and XVI century is considered today the image saving activities, even though it was not named at that time. The Fugger family engaged in activities to create an image for an international communication way, to generate a special logo for their corporation and to print their own newspaper.⁶⁹

There are some definitions about image. According to Johanssen, image is the integrity of attitudes, information, experiences, and desires; according to CG. Jung, it is an idea towards an object. One part of it is compatible with the reality; the other part is compatible with the information that came from the subject."⁷⁰

Image is the views and ideas of the individuals about an object or a corporation or another person. It should not be realistic. Everyone has his own image. However positive image requires some activities which one of the aims of public relations is to realize them.⁷¹

Therefore corporate image is the beliefs of the society about the corporation.⁷²

An image prompts in the mind of the people when a name of the corporation mentioned is the corporate image.

Corporate image is formulated by many factors. Causes to create corporate image sometimes are based on vague information.⁷³

⁶⁸ ibid, p:27

⁶⁹ REGENTHAL, Gerhart. Identität und Image-Praxishilfen für das Management in Wirtschaft, Bildung und Gesellschaft, Köln, Wirtschaftsverl. Bachem, 1992; narrated by, Ayla OKAY, Kurum Kimliği, MediaCat Kitapları, İstanbul, 2003; p:241

⁷⁰ GLÖCKER, Thomas. Strategische Erfolgspotentiale durch Corporate Identity: Aufbau und Nutzung, Wiesbaden: Dt. Univ.-Verl.; Gabler, 1995; narrated by ibid, p:242

⁷¹ OKAY, ibid, p: 242

⁷² GÜLTEKİN, Bilgehan .Yerel Yönetimlerde Halkla İlişkiler Uygulamaları ve Kurum İmajı Oluşturma Teknikleri, Ege Üniv. Sosyal Bilimler Enstitüsü Halkla İlişkiler ve Tanıtım Anabilimdalı Yayınlanmamış Yüksek Lisans Tezi, İzmir, 1997

⁷³ ibid, p:153

Therefore the corporate image, factors of it and the impressions in the society should be analyzed carefully. Otherwise it would be very difficult to correct the mistakes of vague information. At this point the public relation comes to the scene and does the vital services by creating positive corporate image.⁷⁴

2.4. SPONSORSHIP AND PUBLIC RELATIONS

Attempts of the royal families in the ancient Greek and Roman civilizations to protect the arts and artists show the roots of sponsorship in history.⁷⁵

Sponsorship is the support of a person or an organization in sportive, artistic, and social areas by providing money or a service and includes planning, organization, process and supervision of all the activities.⁷⁶

The sponsorship shows the real objective of the corporation. There can be two main objectives. Whether it desires to get profit out of this activity or plans to protect arts, artists, sports, sportsman etc.⁷⁷ Sponsorship as a part of public relations' activities can be regarded under headline of audio-visual public relations.

⁷⁴ Ibid, p:153

⁷⁵ ÜLGER, ibid, p:106

⁷⁶ PELTEKOĞLU, ibid, p:6

⁷⁷ ÜLGER, ibid, p:106

3. CHAPTER THREE:

PUBLIC RELATIONS IN THE PUBLIC ADMINISTRATION

3.1. SOCIETY'S INFORMATION NEED

In the developments of the modern state, public administration has gained an important role. As a result of this development, people and groups are come across with the functions and the services of the administration. Services such as communication, education, health, security, justice and defense are provided either by the state or by the private corporation under the close supervision of state.⁷⁸

Due to the increase of the administration's power, protection of the citizen against public bureaucracy has become essential. Another necessity is forcing administration to act adequately to the law. Public administration's intervention to daily life with its increased power and enlarged body also make public control compulsory to check its actions. The public control, forces the administration to be open to the public. That means the public has a need to learn what the decision is and who makes it. There is an idea that people should participate to the administration to make the public control easier.⁷⁹ The idea of clarity in the administration, started to develop rapidly since 1960. In today's world, it is accepted that administration should open all of its activities to the society.⁸⁰

Having an access to the information about the activities and decisions of the administration is considered a right in many countries. (Free Information Acts) Of course some information about public administration should be kept in secret. However improving the relations between the administration and the people needs respect to the right of people to access free information and a balanced approach to the secrecy.⁸¹

⁷⁸ www.ekitapyayin.com/id/051/halklailiskiler1.htm#44#44; accession date: September 2006

⁷⁹ Musa Eken, "Kamu Yönetiminde Gizlilik Geleneği ve Açıklık İhtiyacı", *Amme İdaresi Dergisi*, Vol:XVII, No: 2, 1994, p. 24

⁸⁰ *ibid*, p:25

⁸¹ TORTOP Nuri., "Halkın Enformasyonu Konusunda Yeni Gelişmeler", *İller ve Belediyeler Dergisi*, Year:41, No: 475-476, 1985, p. 145

In Turkish public administration also there are some arrangements on this issue. According to Turkish constitution Article 74, “Citizens have the right to apply in written form to the competent authorities and to the Turkish Grand National Assembly with regard to the requests and complaints concerning themselves or the public. The result of the application concerning themselves shall be made known to the petitioner in written forms without delay. The way of exercising this right shall be determined by law.” According to Article 7 of Law for Exercising the Right of Petition, “Turkish citizens’ requests and complaints should be answered in two months”

Government officers are not allowed to give information to news agencies, radios and televisions. The information can only be given by the Minister or his advisors in the capital city; by governors or an authorized people in the provinces.⁸²

Information about military services can only be announced by authorized personnel entitled by special codes.⁸³ Law for Government Officers (numbered 657) article 15 and article 31 read that government officers are forbidden to give information about their duties in public services, even they have left their job.⁸⁴ That information can only be given by the authorized minister. That also covers Public Economic Enterprises.⁸⁵

There is Free Information Law which was in force since 2000 but that does not work properly.

⁸² 657 Sayılı Devlet Memurları Kanunu, T.C. Başbakanlık Devlet Personel Başkanlığı Yayınları, Ankara 1993, p. 6

⁸³ ibid, p:6

⁸⁴ ibid, p:9

⁸⁵ Kamu Personeli ile İlgili Yönetmelikler, T.C.Başbakanlık Devlet Personel Başkanlığı Yayınları, Ankara, 1993, Vol: II, p. 104

3.2 PUBLIC ADMINISTRATION AND PUBLIC RELATIONS

If there is a proper system in public relations, people's demand for information about their expectations, opinions, requests, and complaints can reach to the administration. The main objective should not create an image of well-organized administration, but to force the administration to be well-organized.⁸⁶

In the democracies people's participation to the decision making process facilitates the accomplishment of goals in the government programs.⁸⁷

Accomplishment in the big issues like development plans, programs and new taxes to the small ones like measurements of municipal authorities depend on public acceptance and participation. Administrations have a lot of problems if the public opinion reacts negatively to their decisions.⁸⁸

Public relations have an important role for the administrative efficiency. With the help of effective and systematic public relations programs, administrations can reach the participation, support, and cooperation of the public.⁸⁹

The advantage of the public relations' programs can be taken in two- ways to achieve this goal. These programs should be designed to get the public expectations into the account while determining the policy of service to the administrations. Programs also include the measurements for encouragement of the people to support the decisions of the administration.⁹⁰

The flow of information from public to the administration can be described "the familiarization of public". Promoting programs of administration can be named "promotion".⁹¹

Public relations in the public sector can be defined as; "Administrative efforts to establish a balance and harmony with the public." These efforts are designed to meet the both side's demands on the same point. The actual aim of the public relations in the public sector is also the same. The objective of public relations in the public administration is to keep the administration and the public in harmony.

⁸⁶ www.ekitapyayin.com/id/051/halklailiskiler1.htm#44#44; accession date: September 2006

⁸⁷ Mümtaz Soysal, Halkın Yönetime Etkisi, TODAİE, Ankara 1968, p. 80

⁸⁸ www.ekitapyayin.com/id/051/halklailiskiler1.htm#44#44; accession date: September 2006

⁸⁹ ibid

⁹⁰ ibid

⁹¹ ibid

The public relations in the public administration can be defined as “continuous and systematic efforts to assist to implement the developments as the public opinion wants in the institution and vice versa, and to keep the institution and its environment in harmony and balance.”⁹²

3.3. THE ROLE OF PUBLIC RELATIONS IN THE PUBLIC ADMINISTRATION

Mordecai Lee explained the role of public relations in the administration. According to Lee’s approach, public relations is designed⁹³;

- To apply and implement policies of administration,
- To help administration to have a good place in press agencies,
- To give public information about the activities of the administration,
- To keep public administration institutions in harmony,
- To increase the sensitivity of the administration to the public,
- To activate the support in government units.

The objectives of a planned and continuous public relations program for public administration can be described as⁹⁴:

- To get public’s support for new reforms or new laws
- To remove confusion in public about the new and complex duties of the administration and to carry reliable information to the electorates in order to take the right decision in the elections.
- To inform public about the services and duties of the administration to make them participate those services and duties or draw benefit from them,

⁹² YALÇINDAĞ, Selçuk “Kamu Yönetiminde Halkla İlişkiler”, Halkla ilişkiler sempozyumu-87, Ankara, A.Ü. Basın-Yayın Yüksek Okulu ve Türkiye ve Orta Doğu Amme İdaresi Enstitüsü, 1987, p:157

⁹³ CENTER, Allen H. WALSH, Frank E. Public Relations Practices, Prentice-Hall Inc. Englewood, New Jersey, 1985, p: 567

⁹⁴ ibid, p: 568

- To get the citizens' support without any interference,
- To present the opinions of public to law enforcement people in order to make the execution of the rules in a realistic way,

The administration's attitude towards public opinion will be evaluated in the case of Turkish Airlines (THY)

3.4. ETHICS IN PUBLIC RELATIONS OF THE PUBLIC SECTOR

In the last 25 years, ethics has been an important element of all fields no matter if they were academic, social, cultural or purely commercial ones. Journalism, advertisement, public relations had also been the issues practices of which were studied with also a focus on their ethical dimensions.

Thus, it is necessary for us, as well, to have a brief look at the ethics debate in the field of PR.

3.4.1 ETHICS IN PR

Ethical issues in corporations are getting great importance. Today in democracies whether it is in the private or public sector, almost every corporation or institution is being forced to obey the rules of ethic. To act ethical means, "honesty, confidence, respect and just".⁹⁵

Ethic rules cover both the internal and external relations.

Sociologist Raymond Baumhart asked businesspeople "What does ethics means to you?" among their replies:⁹⁶

- Ethics has to do with my feeling tell me right or wrong
- Ethics has to do with my religious beliefs
- Being ethical is doing what the law requires
- Ethics consist of the standards of behavior our society accepts.

⁹⁵ MCHUGH, Francis P. Ethics , TUSIAD-T92, 8-154, İstanbul, 1992. p: 12

⁹⁶ SEITEL, Fraser P. The practice of Public relations, 5th edition, Mcmillan Publishing Co.1992 , p: 107

It is not easy to describe the meaning of “ethics” sine many people’s idea about ethics are uncertain. When previously respected business, government and religious leaders are exposed as cheaters, people’s opinion is influenced.

In public relations no issues is more critical than ethics.

In the light of many misconceptions about the practice of PR is or is not, it is compulsory the practitioners follow the highest standards of personal and professional ethics.

PR consultants must always talk to their clients about accuracy, frankness and away from lying and hiding the truth.⁹⁷

Among the bad habits of exaggeration, lie and illusion etc, the most criticized one in PR is called “Spin”.⁹⁸

Therefore spin has to be described in this study.

-Spin⁹⁹

In public relations, spin is a pejorative term signifying a heavily biased portrayal in one's own favor of an event or situation. While traditional public relations may also rely on creative presentation of the facts, "spin" often, though not always, implies disingenuous, deceptive and/or highly manipulative tactics. Politicians are often accused of spin by their political opponents.

The term is borrowed from ball sports such as cricket. The techniques of "spin" include:

- Selectively presenting facts and quotes that support one's position

- Non denial denial

- Phrasing in a way that assumes unproven truths

- Euphemism to disguise or promote one's agenda

⁹⁷ Seitel ibid p. 124

⁹⁸ DAVIS, Antony Halkla ilişkilerin ABC’si trans: Ümit Şendilek, Mediat Kitapları, İstanbul 2006, p:19

⁹⁹ (http://en.wikipedia.org/wiki/Public_relations)

Another spin technique involves careful choice of timing in the release of certain news so it can take advantage of prominent events in the news.

3.4.2 ETHICS IN PUBLIC SECTOR PR

Unfortunately today the most people never appreciate what their governments are trying to do for them. There is a limit, however, to how many people government officers can talk to directly. Therefore public relations is so important for the public sector without the spin and half-truths.

The gap between citizens and government needs to be closed much more effectively. Influence and control public opinion by controlling information too rigidly always create greater misunderstanding, more mistrust, and a growing gap between citizens and their government.

The proof of that is easily found in general public mistrust for government and corporate leaders.

In this case the objective of public relations in the public sector can be explained as establishing support and trust for government.

Democracy lives with open, transparent government. Usually this concept is framed in terms of access to information. But in an age of information, simple access isn't enough. For open government to work, there needs to be effective communication of vital information so citizens can actually appreciate and understand the challenges government faces.

The job of public sector public relations is not to provide spin, but rather to find ways to communicate information to citizens. This is more difficult than spinning messages

In this study mismanagement and non ethical attitudes of public relations in public sector are going to be evaluated in the chapter four.

4. CHAPTER FOUR:

THE CASE OF THY

4.1. OBJECTIVES OF THE RESEARCH

Public sector in Turkey like many of the other countries has unnecessarily large and clumsy body which reacts very slowly in its operations. That's why last two and a half decades Turkish governments have been trying to achieve privatization goals. Its PR activities, as explained above chapters, are not suitable enough for business operations.

This master thesis is generally aimed to evaluate the public sector's public relations in the case of THY.

The specific goal of the research aimed to define the public sector mentality in the field of PR and its transition attempt to make it business type in the case of THY.

4.2. PERIOD OF THE RESEARCH:

The year 2003 is a very significant period in the history of THY. Due to the results of general elections, new AKP Government appointed the new administration of THY in February of 2003. Until August of that year the new administration who changed the department chief of PR activities, tried to do PR functions with inexperienced people. At the same time the government gave great importance to privatization program. New initiative to sell more THY shares to public was boosted. The administration of THY had to change their mind in public relations and tried to take new steps for business PR.

The circumstance- forced mentality change gave PR activities of this transition period much more importance. Therefore the year 2003 has been chosen for the research.

Turkish Government's initiative for the new Public Administration Law was conducted by Under Secretary of Prime Minister Ömer Dinçer who was also

member of the THY Executive Board in 2003. That was another significant indication for the importance of the period for all public sectors.

My conduct of THY's media relations after September 2003 to September 2005 in the capacity of Press Counselor of The THY General Directorate gave me the opportunity to reach the information down to the last detail and to observe the operation very closely which is the another reason to do this research

4.3 METHODOLOGY

In theoretical issues I used some reference books, websites and articles. But the information related to THY are mostly based on my own observations, news items (press clippings), articles and my meetings with the administrators. Comparing THY's PR relations" is made via comparing THY's website with British Airways' and Lufthansa's.

Three cases are evaluated to prove the public sector mentality and business mentality in THY's public relations.

4.4. THY

Turkish Airlines (THY) used to be the only airlines company of Turkey. Being the only airlines company in domestic flights, besides being a public sector company shaped to a great extend the PR needs and efforts of the THY. In this study, I will examine THY's PR performance on the basis of some concrete cases, by comparing its website with the websites of Lufthansa and British Airlines and also using my observations during my employment in the TYH as press advisor to the Director.

Before looking at those concrete cases and evaluating its PR performance, we need to have a closer look at the THY.

4.4.1. WHAT IS THY AND ITS PRIMARY MISSION?

Turkish Airlines was founded in 1933. After a very successful evolution, Turkish Airlines proposes more than 110 destinations all around the world. Thus, Turkish

Airlines is planned to continue to have one of the youngest fleets in Europe with an average fleet age of 5.91. In 2003, Turkish Airlines carried more than 10.000.000 passengers and reached an annual turnout of 1.8 billion US Dollars. 1.8 Percent of its shares are owned by the private sector.

The management of THY has changed after the last elections as a result of which the AKP government came to power. Turkish Airlines (THY) is one of the most prominent corporations in Turkey. Nearly 1.5 billion US Dollars turnover per year (in 2003) makes THY one of the key elements of the Turkish economy.

The main function of THY is transportation and its main product can be described just as a "ticket" or sometimes a "seat." More than 10 thousand people are employed by THY and millions of passengers fly to more than 100 destinations inside and outside of Turkey by this "ticket".

The actual value of the paper ticket costs merely a penny. But passengers buy it, spending hundreds of US dollars. What makes that ticket valuable is its image. To create this image is the duty of the PR department of THY.

In fact, THY as a state economic corporation, has a socially responsible approach in its service understanding; on the other hand, however, it is a profit-making entity as well. Therefore, we cannot define the main aim of THY solely as "social marketing". From this point of view ticket or seat is the key point, so we have to add this to the corporate image and service quality in the name of social responsibility and being profitable.

THY's mission has been defined many times in history but as a concrete result we have only the motto of a "flag carrier" of Turkey. Profitability was not the main objective for years. It only came to the scene after 1985, but real profit has been made first time in the year of 2000.

4.4.2.THE ORGANIZATIONAL CHART OF THY

TURKISH AIRLINES JSC CORPORATE PROFILE (2003 figures) (*)

(*The yearbook of Turkish Airlines)

Foundation Date	20.05.1933
Activity Fields	Civil Air Transportation
Head Office	Turkish Airlines JSC General Management Building. Ataturk Airport. Yesilkoy-ISTANBUL
Domestic and International Activity Points (Destinations)	28 Domestic Points - 75 International Point
President of Board of Directors	Dr. Candan Karlıtekin
General Manager	Abdurrahman Gündoğdu (now changed)
Corporation's Partnership Structure	Turkish Airlines JSC is autonomous in its domestic activities as a State Economic Corporation but since the majority of the corporation is owned by the state its activities are subject to the control of Privatization Administration. The fact that THY is a public corporation makes it also subject to scrutiny of the Turkish Capital Markets Authority.
Total Number of Personnel	10.781
Personnel Dispersion	
Number of directors	252
Number of workers	10.511
Personnel Education Level	
Doctorate	10

Post-Graduate	183
Graduate	2.505
Institution of higher education	1.468
High-school	5.433
Elementary school	1.183
Age average of the workers	34.5
Male/Female proportion of the workers	42 % of the workers are female and 58 % are male.
Average Seniority Year	10
Training Opportunities	Under the Technical, Commercial, Computer, Quality, Management and Behavior headings; with 62 educators, directors and support personnel in 40 classes, 1 lecture hall, training is provided in the corporation.
Payment Policy	Designed with the Collective Labor Agreement.
Career Opportunities	Through performance, there are vertical and horizontal career opportunities in Turkey or abroad.
Social Opportunities	Transportation, medical and catering services for the personnel and day nursery services for the personnel's children. In addition, the social benefits available under the Labor Law , reduced or free flight right as well as the second retirement right are provided.
Attitudes About Military Service	Personnel had better complete their Military service.
Working Order	Normal Working Order (08:30-17:30) Dual Shift Order (08:00-14:00 / 14:00-20:00) Triple Shift Order (07:00-15:00 / 15:00-23:00 /

Leave Policy	Annual leaves are given to the personnel according to their terms of employment and positions. Excused leave, natural disaster leave, death and birth leaves are also provided according to the positions of the employees.
Required qualifications	Changes according to the position.
Minimum Education Level	Changes according to the position.
Social abilities desired	Successful in human relations Effective and accurate decision making Analytical thinking Presentable in appearance Responsible Self sacrificing and service oriented
Foreign language	Required in some positions
Work experience	Changes according to the position.
Internship Opportunities	Internship opportunity available to career schools and various departments of the universities.
For Internship Application	Turkish Airlines JSC Training Chairmanship Ataturk Airport (B) Gate, Yesilkoy - IST.

4.4.3. THE WORK DEFINITION OF THE PR DEPARTMENT IN THY

Within the context of moving to a social marketing area the Department of Public Relations has certain privileges as well as extra responsibilities. The main areas of responsibility are media relations, advertisements, production of its well known magazine SKYLIFE, and provision of financial support to promotional activities.

The duties of the department are described in the Internal Regulations¹⁰⁰. According to the internal regulation rules, the department issues press releases, conducts media relations, designs indoor and outdoor ads in the press and commercials -with the

¹⁰⁰ Internal regulations dated 01.07.1985 and numbered 2784, 2785, 2786.

help of a creative advertisement corporation-, designs promotional materials and arranges participation in various fairs and exhibitions in and out of Turkey.

Evaluation of objectives of promotional activities of the THY's PR Department, requires reference to theory. According to Mitchell Friedman,¹⁰¹ "an objective is a milestone measuring progress toward a goal"

Even if it's hard to specify all objectives to measure the PR activities, some guide-type definitions can be stated.¹⁰²

- Building Product Awareness

Marketers can use a PR element that generates consumer attention and awareness via media placements and special events.

- Creating Interest

News and stories in the media can help entice a targeted audience to try the product.

- Providing Information

PR can be used to provide customers with more in depth information about products and services.

- Stimulating Demand

A positive article in a newspaper, on TV news show or mentioned on the Internet, often results in a discernable increase in product sales.

- Reinforcing the Brand

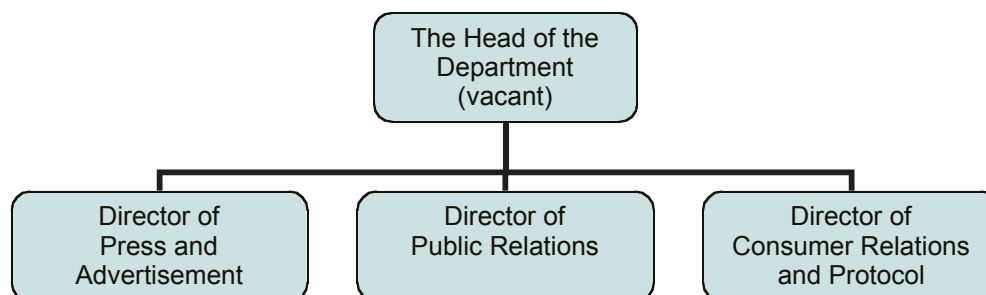
In many companies the public relations function is also involved with brand reinforcement by maintaining positive relationships with key audiences. A strong image helps the corporation build its business and it can help the corporation in times of crises as well.

¹⁰¹ a consultant to All About Public Relations website

¹⁰² <http://www.knowthis.com/tutorials/principles-of-marketing/public-relations/4.htm>

4.4.3.1. THE DESIGN OF PR DEPARTMENT IN 2003

The chart



Number of personnel: 42

The PR department is a comparably small unit in THY. Both the number of personnel and the responsibility areas of the chief of the department are insufficient.

There are no in-house training programs offered to the personnel in PR Department. Besides, since most of the time, managers are brought from the other sources, personnel do not feel enthusiastic in their professional life. There are a number of personnel in the PR department all eager to be qualified and experienced in their working area.

The budget of the PR department seems to fluctuate constantly within the corporation.

In the year 2003 the budget was not flexible enough and sufficient. Even though the budget is bigger compare with the budgets of previous years, (Table below) 2003 was period of public sales of THY shares which requires a lot of advertising and promotion. There was no Department Chief of PR in THY. The new administration's evaluation of the department is not clear yet, even though they were in power since February of the same year.

It has been the common attitude of almost all administrations in the whole history of THY to ignore the PR Department to a certain extent. Main reasons for this can be:

- Since it is a governmental body, they do not feel obliged to push themselves further to promote what is achieved.

-Whether it is profitable or not does not call for a significant change since it's a governmental body.

-To find proper activity for PR requires more effort.

-Personnel that are working in the department are not qualified enough for their jobs.

Percentage of the budgets of the department within the total THY budgets, reflects the lack of attention towards PR activities. The ratios are:

0.25% in 2000,

0.22 % in 2001,

0.25 % in 2002,

and 0.60 % in 2003.

YEAR	057 ALLOCATED BUDGET OF PR	444 SPENDING	RATIO TO TOTAL
2000	6.528.698.583.177.-TL 10.473.484.-\$	1.674.708.745.669.-TL 2.686.605.-\$	%0,25
2001	7.883.910.691.264.-TL 6.459.750.-\$	1.742.907.471.561.-TL 1.428.066.-\$	%0,22
2002	4.796.970.242.975.-TL 3.189.740.-\$	1.191.763.618.494.-TL 792.452.-\$	%0,25
2003 Allocation	11.459.998.043.330.-TL 5.845.879.-\$	6.866.885.450.000.-TL 3.500.000.-\$	%0,60

Mainly it was not the fault of the Department Head, the administrations' approach to the PR issues created the failure. The lack of strategy and principles for the PR activities also highly contributed to this failure. Most of the activities are not

designed according to the rational principles but according to certain subjective and irrational decisions.

4.4.3.2. THE PICTURE

Generally, the picture of the PR department was far from being perfect in 2003. There were many structural problems:

- There is no head of the department; no one has been appointed to this post.
- There was no principle in any of the matters related to the department. For example, which TV programs should be financially supported by THY, or to which channels of media should be used for THY ads?
- Budgets are not sufficient, and the usage of the allocated budget is very limited. The table below shows the conditions the PR Department works in the corporation which has an annual turnout of approximately 1.5 billion US Dollars.
- Negligence: explained before.
- There are no clarified sets of principles dealing with promotional and advertisement activities. For example, we cannot see a proper set of decisions on sponsorship. The decisions and procedures of sponsorship can be changed and differentiated from time to time.

Even in the field of press relations there was no clear picture in the mind of the administration. A circular numbered DZ-2001/005-S¹⁰³ shows the dilemma. Briefly that circular states that “Foreign press should be monitored carefully and if any negative news appears in the press out side of Turkey should be reported immediately to the Deputy General Director’s (Commercial) Office. The head of the PR Division and the legal Office will be briefed.” Normally it is the premier duty to deal with press relations for the Head of the PR Dept. but according to that circular he is in a position just to be briefed.

-. Sub-structural problems:

a. Personnel

¹⁰³ (See appendix A)

- b. There is no tradition to hire counsels on any specific issue.
- c. Ways and tools are insufficient: Just as an example there is only one video receiver in the whole department (Of course in the Head office) Clipping of news items is done by staff members.
- d. No event management projects.
- e. Internal communication is insufficient.

Concerning the internal communications, Turkish Airlines has a traditional organization, namely quite hierarchical or pyramidal and is suffering from insulation between the different departments.

- Organizational problems

a. Some important units are in the different departments such as call center (in Ground works dept.) in-flight entertainment (Sales Dept.) Since these are directly involved in customer relations they should be in the PR department.

b. The head of PR department directly reports to the general director. This might be seems good for its reputation but to operate the department he should deal with other department chiefs and even deputy directors. As a department chief he not equal to the deputy directors. That strange position sometimes creates difficulties. To get rid of bureaucratic obstacles, it would be better if the chief of PR department is promoted to the post of deputy director.

- No assisting groups

In THY there was no relation established in 2003 with the necessary assisting groups, these were: Press Clipping bureaus, Broadcast Transcription Services, Analysis Services.

There is a permanent Advertising agency coordinating and doing all creative Advertising works. All the Advertising decisions and relationships are under the control on General Director of THY.

4.4.3.3. PUBLICS: THE MAIN TARGET AUDIENCES OF THY

As a well-known corporation operating on many worldwide destinations THY has a huge number of target audiences to deal with. These are;

- a. Passengers (approximately 10.500.000)

It is hard to classify them as a class or b class. Since the fees for flights are more expensive than other means of transportation, they can be considered as “upper class” not to mention their social status or intellectual level. Since the private sector started running airline companies in Turkey in 2003, the prices went down and the so-called upper class definition disappeared.

- b. Miles& Smiles and Shop & Miles members (around 600.000)

Frequent fliers and generously money spenders are in the same position in this category.

- c. Managers, supervisors

Most of the time flying is the best way to travel for these kinds of people as time saving is crucial. No total number can be given

- d. Government (40-50 000)

Since THY is considered as governmental airlines, number of officers have to use THY because of the regulations.

- e. Media

Time saving is the real incentive for media members to take flight other than the other transportation ways. Total number of these is not more than 2000 per year.

- f. Stockholders; like managers.

- g. Investment community, like managers

- h. Competitors, like managers

- i. Suppliers

- j. Special interest groups

- k. International community

THY's big chunk of annual income comes from outside of Turkey. The Turkish ethnic community in Europe is the core of these. Adding tourists and businessmen to that group the number reaches approximately 4 million.

- l. Banks and insurers: like managers
- m. Labor unions
- n. Employees and their families:

There is a traditional practice that anyone works for THY will gain right to take free flight for him and his spouse after specified period of work which depends the position of employee.

- o. Trade and industrial chambers, like managers
- p. Dealers, distributors
- q. Legislators

They used to travel with THY more frequent because of the privilege of price reduction. After abolition of the privilege they can not be seen as THY's frequent fliers any more. But they still prefer flying not to consume time.

- r. Regulatory authorities
- s. Academic community
- t. Plane manufacturers
- u. Plane components and spare parts manufacturers
- v. People or organizations seeking contributions

4.5. PR ACTIVITIES OF THY

THY has several PR activities. These activities can be listed as in and outdoor advertisements, using billboards, sponsorships such as reducing the ticket prices for certain people, e.g. Turkish national basketball team. But most important of the PR activity takes place within the media. Since there are various media institutions such as radios and TVs, newspapers and magazines and internet media, coordinating the activities in all these media is an important task.

4.5.1. COORDINATING RELATIONSHIP WITH MEDIA

To have a successful media relationship, first of all THY has to have a correct understanding of the media. All big companies have established media relations departments within themselves and in many of them the media and PR relations are handled by the same departments. However, THY has separate authorities for these very much related functions.

4.5.1.1. OBJECTIVITY IN THE MEDIA

Media's attitude towards THY is almost identical to their approach to any other governmental body. It is hard to say that most of the articles or news items shown on the newspapers are biased. But this is also true for their objectivity. THY has not had any concrete data about measuring the press's attitude in 2003, due to lack of the system to monitor this. Press clippings were documented by the personnel without being analyzed. In 2004 the corporation reached a contract with a clipping agency. In this case, just as an example we have had to use material from 2005 to explain certain situations due to the lack of analysis in 2003.

Ajans Press's Special Report June 2005:

News About THY (Services)	Positive	Informative	Negative
Services	334	225	100
Marketing Sales	210	13	7
Admin	67	43	16
Finance	103	12	3
Privatization	15	24	17
Tender Procurement	25	18	2
Politic Authority	0	1	4
Total	754	336	149

With Rivals	Positive	Informative	Negative
THY	754	336	149
Atlas Jet	102	89	7
Onur Air	100	61	11
British Airways	41	14	3
Lufthansa	48	6	0
Emirates Airlines	37	1	0
Fly Air	22	7	0
KLM	22	4	2
Air France	21	3	3
GermanWings	19	0	0
SunExpress	18	0	0
Swiss Airlines	10	4	0
Alitalia	9	0	0
Total	1183	525	175

THY News on Press Groups	Number of News
İlk 10	
Doğan Grubu	226
Sabah Grubu	122
Çukurova Grubu	54
Vatan Grubu	51
Dünya Grubu	31
Zaman Grubu	32
Nokta Grubu	25
Cumhuriyet Grubu	31
İhlas Grubu	27
Alkım Yayıncılık	2
Vogel Grubu	2
Interpro Grubu	1
Total	604

This is for the year 2005. Since the press' approach towards THY has not changed, using the above tables for this research is possible. These tables show three important factors:

-Media is highly interested in the airline business:

There are 1883 news item issued in an insignificant month.

-Media's real interest is in THY

Since THY is in the public sector, media's interest is mostly focused on it. Out of 1883 news items, 1239 belongs to THY. What are commonly called "private airlines" are not strong enough to compete with THY.

-Media's approach towards THY is mostly negative.

Out of 1239 news items, 754 are considered negative. Reasons for these will be evaluated later.

4.51.2. MEDIA'S APPROACH TO THY

The media's approach to THY can be shown in three categories:

A. Positive:

Approximately 95 % of these items which can be considered as positive are based on whether written or verbal press releases or press conferences. The rest is the result of media members' personal efforts. In the latter category a very small percentage have specific reasons to gain support from the THY administration.

B. Informative

The definition of "Informative" belongs to Ajans Press. It means to a certain extent, neither good nor bad for THY. This sort of definition has no literary meaning, that's why in this special occasion we would translate it as "feature report" explaining some institutional matters like "usage of Sabiha Gökçen Airport". In that category one should frankly say that the press normally does not have archive of reports or

documents about aviation or the airline business. THY should constantly repeat the information in order to have any material published.

C. Negative

These sorts of reports are the main concern for all administrations in the entire world. Whether news item or commentary, editorials or articles in any form, these negative items effect the administrations significantly. THY administrations always show their concern and react to them. Negative news item affects not only the customer and the income, it effects the insurance premiums as well. Negative news item also effects the administration and administrators reputation

Reasons of the press' negative publication are different:

a. There is a real mistake and they write about it. This is a kind of consumer complaint. Just like any other citizen or expert, the reporter or columnist criticizes THY.

For example, Hincal Uluç complained about the narrowness of the business class seats. It was a true criticism and after the same type of complaints, THY had to change the seat model or left the middle seat empty to give more room to the adjacent seats.

b. There is no big issue but the press exaggerates it.

They do this often. Sometimes a reporter who does not have enough knowledge about the matter hears something from unreliable sources and they write the item without consulting any one or any authority inside THY. As a result of this, THY has to issue a press release to explain the reality. But since the audience of newspapers changes from time to time, some of them get the true information while others do not.

c. Fabrication of news

Even though it is not often, this does happen sometimes. For example TEMPO Magazine claimed that some of the flight crew was using antidepressant drugs in its 08 July 2004 issue. It was a sheer lie. The magazine was protested by the administration and cabin crew member association.

d. The political opposition:

Some columnists blame THY in order to use the case as a tool against the government.

e. Gain Privilege;

Some media members write or threaten to write negative information about THY, as a sort of blackmail weapon in order to get personal or institutional privileges.

4.5.1.3 HANDLING THE MEDIA

Generally in theory and practice dealing with media requires some qualities.

A PR person must be flexible, information should be provided to the media with only one voice, PR person or any authority should not give any volunteer information, He should not be late in giving information. Therefore sometimes PR person may disregard lawyers' advice and may not wait until he has got all the facts. He has not to give answer to every question. A PR person must not keep journalist at arms length.

Using general terms for handling media in THY is not always successful, since the media's traditional view of the corporation has not changed. Without mentioning lack of tools and sub-structural materials to comply with the problems, the main difficulty comes from the administration's mentality. They, as the single authority, some of the time tend to ignore some news issues which in a short period of time backfire quite strongly and often take a small news item which has no importance very seriously. Another difficulty, as a traditional approach, the administration never takes advice from the experts on press issues.

A press counselor basically acts in two ways; he tries to expose some events or to cover up the media's attacks. The administration's approach to the press problems, in other words whether they care or not, has a deep effect on the latter one. THY administration in the first half of 2003 did not care what was written or said about the corporation. But if the negative news had a potential to affect the upper level of the government they did care. In that kind of occasions the administration tried to cover up the issue.

Efforts to expose some events started later along with the realizing the fact that they had to manage to promote and to cover up at the same time. The administration started visiting the media leaders and editors, having lunch or dinner with them. When they came to power in the corporation, they cut the advertising expenditures to save some money. But in the second half of the year advertising, promotional activities and sponsorship were started.

4.5.2. PR PRACTICES IN WEBSITES

Most airlines customers are known to be better educated and middle and upper middle class people. In today's information age, such people have quite intensive relations with the modern technology. They use internet and solve much of their information needs using their computers. Thus, being easily reachable via internet became essential for airlines companies. Being aware of this fact, almost every big company in business gives a special importance to the use of websites for their PR activities.

4.5.2.1 THE IMPORTANCE OF WEBSITES

Today the internet has become one of the important tools for PR in many areas. The primary purpose to establish a website is not to increase the sales but to promote the corporation. In August 1996, International Data Corporation published its survey about how the websites of 400 companies are used in InfoWorld magazine. Almost half of the participants pointed out that they designed their websites as information offices. The same survey indicates that the websites of companies are designed to present themselves rather than selling their products.

One of the important target groups while designing a website is press. Because they inform the world on our activities, increase the reputation of the corporation in the public opinion. The most effective way to realize this is to include a "press office" window in one of the pages of the website. Since the internet is the most powerful and the quickest communication device, it should be used in the most effective way. Therefore, the newspapers can easily learn about the corporation and make objective and accurate news.

The Internaut appreciates the Internet because he can use it at home, in his office and anywhere else in the world. According to the InternetTrack3 study realized on April – May 2002, 5, 4 millions of persons have already used the web. (Study realized in France, by 11.000 persons over the age of 14). The study shows also that 3, 1 millions customers are loyal and use the system at least once a week. It shows also that the customers used the internet for:

- Information's concerning products: 66%
- The News: 52%
- Research of a product for good prices 45%
- Music 38%
- Chat 35%
- Weathers consulting 31%
- TV and Movies programs 30%
- Careers opportunities 24%

As a summary, in the contemporary economic structure the corporate websites are the new communicative faces of the especially multinational or international companies.

4.5.2.2. WEBSITES

In evaluation of THY's PR activities it is necessary to compare them with the other international airline companies. To fulfill that goal I have chosen the way to make the comparison in the field of Websites with Lufthansa and British Airways.

A. British Airways' website (www.ba.com)

British Airways' (BA) website starts with an intro page. The logo of BA is positioned on the top left corner of the homepage prepared on a white background. BA's website address which is too easy to remember (www.ba.com) is written on a

dark blue band below the logo. To click on the “select your country” button on the intro page takes the searcher to the homepage.

On the homepage, there is the logo in dark blue, red and white on the top left corner. Right along with the colors of the corporation, the color lilac catches our eyes. On the web, it’s important to reach the information easily. Links on the homepage are; special offers, planning my trip, booking my trip, manage my booking, about my journey, customer support, executive club, home, contact us, site index, site help, corporation information, legal, cookies.

Technically, BA is careful to use a technology which adjusts its users. There isn’t much, photographs are chosen to represent the corporation’s image and activities. There aren’t large pictures that slow down the speed of the page. Those large pictures are on another page and this page is optional. The pages are prepared to read over quickly and there are links for the ones who wants detailed information.

Visuality is important because reading a page of a website means looking for some specific words; visitors usually look at the titles. According to the statistics, 63 per cent of internet users connect for some reasons and the aim of 80 per cent is learning about the new products and services. Therefore, on the homepage of BA’s website there are many links to reach the searched information easily. Rather, if the customer wants more detailed information, he can find a link that directly connects him to a specially prepared page. The important points of the services are provided on the homepage to eliminate boredom of the users.

In the statements there are personal words (like manage “my” booking) to personalize the user and identify with the corporation. The letter characters are chosen to read easily (8 and 10 points of Verdana).

On the design of British Airways’ website, it is seen that both the visitors and presentation of the corporation are considered. The primary target group of the British Airways’ website is their customers. Because of this reason, the links on the homepage are for the customers. The ones about press, investors or human resources are on different pages.

In the links designed for the customers, there are all the details that a person can need before, during and after the flight such as on-line booking, on-line check-in,

timetable, the arrival and departure times of the planes, pets, children, lounges, city guides, event guides, seat plan, baggage and custom information, passport and visa information, hotel reservations, the climate of the destination etc.

There are e-mail addresses to create an interactive communication and solve the problems that customers may face. Also there is a window for the “press office”.

In the Human Resources page of the website, there is much information about the potential work power: business opportunities in the corporation, employing process, career training programs... The links for the investors are in this page, but when one clicks, this link connects him to another page (<http://www.bashares.com>). On this page information about the board of directors, annual social and environmental reports, the reviews of the experts, share values are seen.

British Airways also provides cargo service and this service has a different page, too (<http://www.baworldcargo.com>). In this page there is information about the kinds, weight limits of the goods that'll be transported.

In this rivalry medium of our time, the companies started to consider the social problems and needs. With the activities organized for the environment and society; the prizes that they award, British Airways designed a link under the title of “corporate responsibility”.

British Airways is famous for its aviation museum and this museum is also important for aviation history. This museum has a different page (<http://www.bamuseum.com>). On this page, there is information about the planes in 1987-2002, plane photographs and the history of the museum.

British Airways is also the partner of London Eye which is one of the most exciting elements of modern London. Now London Eye is the name per British Airways. It also has a different page (<http://www.londoneye.com>).

British Airways' website is a very satisfying website; but there is no information about BA's history and industrial field.

B. Lufthansa's Website (www.lufthansa.com)

The dark blue logos of Lufthansa, which is well-known with the “There's no better way to fly” slogan, is positioned on the top left corner of the homepage. Although the logos should be positioned on the right side of the page according to the graphic designers, it was on the left side.

Its logo is a condor bird. This bird flies fast and has wide wings. It can be said that this dark blue and yellow logos represent corporate identity. The color yellow is easy to read on a dark background. It's also easy to read on a blue background and the color blue represents the sky, freedom and limitlessness. Lufthansa is the first airline corporation that provided the internet service.

In this website, letter characters are modern and dynamic. In the page contents, we see the Corporation Portal, Country Choice and the English website choice. When the website is studied the target group becomes more evident.

When one picks his country, the language of the page still remains English. In the pages about the countries, all of the information about those countries is available. For example in Turkey page, one can learn that the first Lufthansa plane flew to Turkey on 12th September 1956.

From the “search and book” link, one writes his personal information –where he is, his destination, date- and Lufthansa organizes the most suitable flight for him. In the “Information & Service Link”; check-in, timetable, arrivals and departures, mobile services, travel preparation, at the airport, on board, help & contact, Flynet titles are found.

Lufthansa is the first airline corporation who used the ATB (Automatic Ticket Boarding Pass) system in Turkey.

Lufthansa provides “more miles points” and “customer cards” to its passengers and these can be seen as PR activities. To strengthen the unity between the corporation and customers, there is “My Lufthansa” link under which there are My Profile, My Booking and My Account parts.

To be different from other airline companies, Lufthansa provides FlyNet service during the flight. Through this service, passengers can connect to the internet during

the flight. Lufthansa's customer profile consists of businessmen and executives. So, Lufthansa informs its passengers about the major fairs in Germany with certain links.

The corporation provides a special service for the lost baggage.

Lufthansa has an extranet page for its investors. Here, the investors can find current market information about the shares. In this page, there's a link named "jobs and careers" to attract young and successful people.

Because Lufthansa knows how important the media relations are, it is always in touch with the media through "press contact". In the Lufthansa website, we see that there are short and certain sentences. The plainness of the page makes it extremely user friendly.

C. THY's Website (www.thy.com.tr)

The color of the page is selected carefully on the intro page. But the panorama of the page is a bit confusing. The administration of THY decided to use "tulips" everywhere as a symbol of Turkey. The designers of the page used "tulips" in the info page which makes the page a bit strange in appearance. Since THY's fleet number reached 100, the number was also added to the design which makes the page even more confusing. There is a window on the page which links specialized pages of 17 countries. After the selection of the country with a click on the window one can reach the individual homepages.

There are two main links on the homepage. One is constant headlines and the other is online services (dynamic content). Under the constant headlines, news, announcements and opportunities in the native language of the selected country are seen.

THY's homepage has two horizontal and three vertical zones. Headers and footers, constant headlines and links to the other pages. The content changes after selecting the country.

Miles & Smiles Login window is located on the homepage. Anyone, who wishes to reach the miles & smiles, should use the member ID and pin code. Reaching miles

& smiles program does not give anyone any opportunity other than processing the mile accounts. The content of the page is the same for every country. Miles & Smiles Free Tickets can be purchased through the website.

Announcements and news covers almost the entire homepage.

Contacts are on the footer in almost every page.

THY web sit also has an online check-in service. This service provides the passengers the opportunity of carrying out check-in procedure on the internet. Online check-in period starts 24 hours prior to the scheduled departure time and ends 90 minutes before that time.

THY passengers who bought online tickets or who have a Miles & Miles card and bought any approved ticket can benefit from Online Check-in Service on all flight points where this service is available. Under the condition of departing from Turkey, all our passengers can benefit from this service after filling in the Online Service Membership form.

Online ticketing, award service, pay and fly programs are also available on THY's website. Pay and fly is a very useful program. A customer makes the reservation online then uses Garanti bank's internet for payment. That makes the ticketing procedure OK. The customer can then go directly to the airport and fly.

Online Luggage tracking and cargo reservation is also available on THY's website.

4.5.2.3 COMPARISON OF WEBSITES

Even though it is not part of the PR Department, THY's website is one of the most important windows to brief the customers. The differences between the websites are:

-Country homepages are interesting in THY's website. In Lufthansa's website after selection of the country one can reach the country page in its local language, but with a click the language can be changed to English. In THY's website, the country pages are only in their own language. If anyone uses the international site link it is in English but that link is on another page. For example: if anyone selects Spain the contents are in Spanish in Lufthansa's and THY's websites. In Lufthansa

website that Spanish content can turn into English with a click. In THY website one has to change the page to get the same result.

-In THY's country page even though the headlines are in their own language the other contents are in English with the exception of Turkey and Germany. For example: Hungary is selected. The headlines of the news and services are in Hungarian but the rest is in English.

-After selection of the country, in others' websites, one can be linked to the selected country's information. In THY website, one can reach the capital which has a THY station. For example: After selection of France, Paris and its figures come up on the screen.

-On the THY homepage, there is no window for new memberships of Miles & Smiles. That window is on the Miles & Smiles page. In Lufthansa there is a link for new membership.

4.5.3 RELATIONSHIP WITH THE OTHER TARGET AUDIENCES

Target audiences of the THY, especially the media, were already mentioned above. However, there are other target audiences to be considered by the THY in its PR activities. Most important of them; community, customers and the government will be dealt with in the following pages.

4.5.3.1. RELATIONSHIP WITH COMMUNITY

Generally community relations policy may be played out in what has been described as expressive for instrumental ways. Expressive community relations activities are used by organizations to promote themselves and to show their goodwill to the community. But THY's official relations with the community is limited with the students and the municipal authority. Students are important to create a positive atmosphere to raise new generations interested in aviation and air transport. There are programs to invite primary school or junior high school students to the technical service of THY to show them planes and engines etc. Relations with the municipal authority are very close not because of the image

management but many of THY's administrative posts are filled with former municipal officers.

4.5.3.2. RELATIONS WITH CUSTOMERS (PASSENGERS)

In THY relations with customers are carried on by employees in almost every level. Even the Secretariat of the General Director's Bureau deals with the customers who have access to the telephone number.

However, there are official units dealing with the customers:

A. The Customer Relations Directorate

This service is established in the PR Department to give answers to the customer complaints in written or verbal form. Totally inefficient in number, 9 people try to deal with the complaints and sometimes insults of the customers. Their inquiries about the incidents take quite a long time not only because of the huge number of complaints but also the red tape bureaucratic problems inside the corporation. A circular dated 06, 12 .2001 numbered DZ-2001/006-S¹⁰⁴, briefly complains about the tardiness of the other sections in giving answer to the consumer relation directorate and urges the other personnel to act promptly.

B. The Call Center

Even though it was established quite earlier, the call center of THY is not included in the PR department. It is a part of the Commercial Sector of the corporation. They are obliged to answer the questions of the customers like the customer relations service of the PR department with the difference that the personnel in the call center can make reservations and the other ticketing activities. In 2003 the Call Center was a significant problem for THY.

C. The Public Relations Directorate

Even though it is part of the PR Department, it has nothing to do with the real meaning of PR other than preparing tender for some promotional merchandise like

¹⁰⁴ (see appendix B)

maps, pencils etc. and attending fairs outside of Turkey. Since attendance to these kinds of fairs require real big expenditure, THY's attendance to the fairs were not more than map shows.

D. The Ground Services Department

Including ticketing offices this part of the corporation is the initial interaction with customers. Fighting with a lot of internal problems and lack of personnel, they are the target for customer complaints.

E. Cabin Crew

The most important part of the corporation in PR activities and well known personnel are the cabin crew. Complaints or applauses of the cabin crew with the name of "hostes edebiyatı" piled up year after year and turned to be a legend in the whole nation including people who have never taken a flight in their entire life. Actually they are the only group in THY getting vocational training regularly in the field of PR.

4.5.3.3. RELATIONSHIP WITH THE GOVERNMENT

THY is in a very unique position in terms of its administrative form. Even though its full flight operations are directly connected with the Ministry of Transportation, officially it directly reports to the Privatization Authority which is under the Ministry of Finance. Since it has 1.8 % private shares and it is in the privatization program. Many processes like hiring personnel or activating a promotion campaign is due to the Privatization Authority's approval. On the other hand any decision taken by the Executive Board, if affecting the shares, should be reported to the Istanbul Stock Exchange. That's why many paper work comes and goes to and from Ankara. Many phone calls, memos between various sectors of the two ministries occur every minute.

These kinds of situations require many activities like, Lobbying, Fact finding, Interpretation of government actions, Interpretation of corporation actions, Advocacy of a position.

Unfortunately THY does not have any help or any assisting body dealing with the governmental issues other than a liaison officer who only takes the memos from THY and brings them to the related offices and monitors the process. THY needs a lobbying corporation in Ankara.

4.6 TWO DIFFERENT APPROACHES TO PR

The PR mentalities of the public sector companies and the business companies are very much different from each other. In the public sector companies, the target of the PR becomes the officials above the each official and the political authority responsible for that company. In contrary, private sector business companies look at the customers and potential consumers of their services as their PR targets. They have a widespread responsibility in their PR activities.

4.6.1. THE TRANSITION PERIOD

THY, as a public sector company, followed the first path for a long time but then realized the need to move to the other path of the private companies. However, this transition was not very easy as it will be explained in the following pages.

4.6.1.1. TRADITIONAL PRACTICES

THY's administrative mentality, very closely like the other public sectors, depends on basically four types of behavior:

A. Satisfy the government or prime minister.

If the general director or the chairman of Executive board satisfies the person he has to report to (PM or Minister, or both), he then does not have to spend much energy or time dealing with the public.

Satisfying the upper levels sometimes requires spinning the matter. For example the union or the opposition backed press can be blamed in the cases of flight delays.

B. Do the PR activities just for show off.

While spinning on the matters of PR, the administration acts as if they are taking necessary steps for Business PR. They let the sponsorship or advertisement campaigns continue, they deal with the media normally.

C. Cover up

This is the most difficult part of the duty of the administration in especially the Public Relations department. A PR person should get the news early that a special problem which might cause trouble for the administration will be publicized in the press. The main duty for the administration is to persuade the journalist not to write anything about it.

D. Denial

If something negative appeared in the press, the administration most of the time choose to deny it whether it is true or not.

4.6.1.2. TRANSITION

In THY, these four activities were, are and will be a part of the PR Department. Before 2003 most of the time normal PR methods were used and sometimes they took shelter behind the spin. In 2003 the new administration tried to establish real business type PR activities.

There are three reasons for the attempt to change the mentality in THY:

- Privatization

THY was run with the common mentality of the public sector for decades. A privatization campaign which started in Turkey in the 1980's did not change its status effectively. In the year 2003 with the new AKP Government, the privatization, in this case "public offering of THY's shares" accelerated. The administration of THY took the responsibility of selling corporation's shares to the public. They realized that the image of the corporation should be better in the case of a sale.

- Competition

The new government allowed the private sector to do airline business in Turkey which forced THY to evaluate its position in the case of rivalry. The competition is not of course only about ticket prices, it is mostly about their image. Actual participation of the private sector in the airline business in Turkey occurred in the second half of 2003.

- Profitability

THY was declared profitable in the fiscal year of 2002. It was a challenge for the new administration to continue its profitability.

4.6.2. CASES SHOWING THE MENTALITY IN THY'S PR ACTIVITIES

Three cases have been chosen to evaluate THY's overall public relations in administration's trial year of transition. One of them is the plane crash in Diyarbakır which happened during the previous administration. The other is the crisis of epidemic named SARS which occurred in first months of the new administration. These are also sheer examples of crisis management in THY.

The third one is the event of opening the New Delhi destination which shows that when THY starts a new initiative with a planned PR campaign, it can reach success.

4.6.2.1 CASE ONE: PLANE CRASH IN DIYARBAKIR¹⁰⁵

The crash of Turkish Airlines RJ100 type passenger plane in Turkey's southeastern Diyarbakır province is known as one of the worse aircraft accident in the history of the THY. PR activities are at most needed during the times of such accidents. THY PR performance during the plane crash in Diyarbakır will be studied in the following pages.

A. The Crash January 8, 2003

¹⁰⁵ (See appendix C for the press clippings about the Diyarbakır plane crash.)

Turkish Airlines RJ100 type passenger plane named “Konya” trying to land, crashed in Diyarbakır killing 75 people, 5 surviving with injuries, on January 8, 2003.

First predictions blamed the fog which covered the airport for 5 days as Turkey’s worst air disaster in the last 25 years. Lack of Instrument Landing System (ILS) which helps landing during low visibility was also blamed. From the President of Turkey to the General Director of THY almost every authority expressed their grief and sorrow.

That night, THY established a crisis center in Istanbul. Family assistance units were activated in Diyarbakır the next day to visit the relatives of the victims and injured people. Units had the duty of trying to calm down the people and determine their needs to be met.

The Center worked appropriately to the Regulatory Statute of Working Procedures of Emergency Control Center¹⁰⁶ which was ratified by the Executive Board of THY after THY decided to make an alliance with American Airlines.

According to the Regulatory Statute article 6th about accidents, the Center briefly had to do the following:

- To determine the ways and means of sending injured people to hospitals, help bury the deceased people.
- To keep the list of the passengers confidential.
- To draft a Brief Report for Emergency Situation and send it to the insurance companies.
- To announce the text of the press release which was agreed on mutually with the insurance companies.
- To determine the details of the working procedures of the Family Assistance Unit
- To arrange the travel and working conditions of the personnel sent to the site of the accident
- To gather information about the important cargo on the plane.

¹⁰⁶ (See Appendix D for the full text of Regulatory Statute)

- To inform the director of airport, local authorities of the site of the accident, and to inform the consulates of the countries if there were any foreigners on the plane.
- To give necessary instructions to gather information about luggage and cargo and to store the remnants of related material.
- To inform all related international authorities,
- To secure the compensation and the advance payment process to the legitimate inheritors of the victims.
- To coordinate the efforts about the claim handling process of the code-share agreements.
- To secure the information about the crew of the crashed plane,
- To establish a Family Assistance Unit in the headquarter,
- To establish a Family Assistance Unit in the place of the accident.

The Center worked all night. The most important part of the job, establishment of a Family Assistance Units was realized. Next day (January 10, 2003) the legal advisor of THY met with the representatives of insurance companies. In that meeting there were many points addressed and mostly the legal aspects of the accident were agreed on.¹⁰⁷ Related points were:

- a. Advance payment to the inheritors of the victims would be paid by THY,
- b. THY would create a file for each injured and deceased passenger and crew.
- c. THY would directly liaise with the injured passengers and the dependants of the deceased passengers, and these people will not directly contact the insurers.
- d. The documentation related to the Turkish passengers (power of attorney, release, offer letter, questionnaire, etc.) would be prepared by THY, the documents related to the foreign passengers will be prepared by the insurers.
- e. The public announcements related to the accident which was agreed on by the parties both in English and Turkish were going to be released to the press.
- f. All the documents submitted by the related persons in relation to the advance

¹⁰⁷ (see the Appendix E for minutes of the meeting)

payment would be retained by THY and all such documents in relation to the final compensation would be retained by the insurers.

g. The legal compensation procedure in relation to the injured passengers.

After that meeting an official press release was issued.

B. The Scenery

The night of January 8, 2033 was described in Reuters and Times.

Reports of Reuters' and correspondent of Times shows that "people outside the site of accident were yelling for information but nobody was informing them on anything",¹⁰⁸

Times senior correspondent Susan Taylor Martin states:

(Within a half hour after Flight 634 went down, it seemed all of Diyarbakir knew what had happened. Relatives not already waiting at the airport hurried to the terminal on foggy roads, only to find dozens of police and soldiers in camouflage blocking the entrance. One man waited for word of his brother, another for news of a cousin. "There is no explanation, nobody says anything to us," a third man angrily exclaimed.)¹⁰⁹

It was a real crisis for not only THY but also for all of Turkey. To evaluate what happened just after the crash, some theoretical opinion is needed.

C. Crisis Management in Plane Crashes

The plane crash is a very special type of crisis. Special management procedures should be taken into consideration in this kind of situation instead of using general crisis management literature. One of the experts on that matter is Frank Taylor Director of Cranfield Aviation Safety Center College of Aeronautics, Cranfield University of United Kingdom.¹¹⁰

According to Taylor, the effects of a major plane accident may be divided into several stages:

¹⁰⁸ (See Appendix F for the report.)

¹⁰⁹ (See the same appendix)

¹¹⁰ (See the appendix G for Taylor Frank's article . This article was presented at the 3rd annual conference on Aviation Safety Management, Copthorne Tara Hotel, London, England, 22/23 May 2000) .

- a. If potentially hazardous problems develop prior to landing, the Emergency Services at the intended destination and the airline itself can be alerted and emergency procedures brought into readiness before the accident, if any, occurs. If there is no such warning then inevitably action starts only after the accident has occurred, in which case the location of the accident site may or may not be known immediately. Thus there may still be a period of uncertainty before any real action takes place.
- b. As soon as the accident site is known the Emergency Services takes control, the preservation of life taking absolute priority. The Fire and Rescue Services will usually be in control of the wreckage and the Police of everything else, enabling triage and movement to hospitals and elsewhere to take place smoothly. At the same time the airline will be seeking information both for its own use and to be passed on to others and will be working to provide accommodation for the uninjured, the 'meeters and greeters', that is the friends and relatives who may have been waiting at the airport or who may soon arrive, and for the media.
- c. Once the accident site is cleared of people and the wreckage is secure the Emergency Services soon stands down and the accidents investigators take control of the site. Although the investigation on site may only take a few days, allowing the wreckage to be moved and the site tidied up, the whole investigation may take months or even a year or more to complete and they will study events that led up to the accident, the impact itself and any fire that followed, and the actions of the airline and Emergency Services since these may have affected the continued survival of those on board.
- d. The airport's and the airline's involvement may start before the emergency is declared and continue long after the investigation report is published. It may start with the very first problem to an aircraft, with the crew notifying Air Traffic Control who will alert the airport and airline ground staff; continue in parallel to the work of the Emergency Services through the early stages after the accident; and continue both with the supply of information concerning passengers and crew and with that concerning the aircraft, its maintenance, its cargo and everything else required by the accidents investigators.

e. Emergency procedures.¹¹¹

- There should be an Airport Disaster Plan
- The Airport Director should produce issue and be responsible for the maintenance of the plan.
- All senior staff must be aware of what actions are required after an emergency alert.
- Key personnel must be familiar with the main activities
- The Crisis Management Team and Centre (CMT) should be established within the headquarters.
- A Telephone Enquiry Centre should be established.
- Areas for accommodation of next-of-kin the injured or deceased and press should be separated.
- A Family Assistance Plan should be implemented.
- Ambulances, helicopters and other vehicles should be available
- Accurate passenger lists should be completed
- The Joint Family Support Operations Centre (JPSOC) has to be established in site of accident.
- CMT has to make inquiries about cargo and luggage which will then be put into a safe place.
- The media has to be informed in order not to let them come up with assumptions.
- The media's coverage should be monitored. Sometimes they may provide vital information.
- The CMT must do its own accident investigation before the official one.
- CMT must discuss the legal aspects.

Management of an airline crash is a very complicating process. Therefore more advice can be given to the airline administrations. One of them should be added to

¹¹¹ (See Appendix G for the article about emergency procedures)

the emergency measures. Experts agreed that having the top executive respond immediately in a crisis is crucial. Reaching out to families and co-workers of victims is an important initial response. People in a crisis want to look at someone for information and know they've got the situation under control.¹¹²

D. Application of the theory to the Diyarbakır Plane Crash case

These measures which THY took, mostly overlap the measures the theory said. However there are some significant differences which have to be pointed out.

- In the site of the accident, there were no measures taken for the relatives of victims other than forbidding people to come close to the area.

This is mostly because of the fact that Diyarbakır airport is a military base. But in order to inform people or at least try to calm them down, the local THY personnel could have done something. They instead did not do anything. The director of the airport (military) could have used his military units to help the relatives of the victims. This attitude showed us that neither military nor THY personnel were trained for this kind of event. Also their number was not sufficient enough.

- The enormous fire could not be extinguished for quite a long time.

This indicates that whether it was the number of fire engines or their capacity, it was not sufficient. Or the plane was carrying more than the required amount of fuel.

- THY was late to establish the Family Assistance Unit in Diyarbakır.

- The official press release was issued after the meeting with insurance companies (a day later than the accident).

- On the first day, the press used varied titles and even the number of deceased was different. The press clippings show that THY authorities in almost every level talked to the press but not all of them talked to selective papers.¹¹³ Referring to the supplemental theory, if only the general director talked to all of the press and gave the details as much as they have, there would not have been this kind of confusion amongst the press.

¹¹² See Appendix a Crisis management in supplement Airlines' response gets high marks: Crisis-related experts applaud CEO's involvement by Stella M. Hopkins and Ellison Clary January 9, 2003 issue of Charlotte.com

¹¹³ Document 9

E. Conclusion.

Questions like what prompted that accident and why the fire could not be extinguished for a long time is still unanswered as of today. Lack of ILS in the airport is the most blamed factor. But the decision of THY Administration about setting the flight to an airport which did not have ILS was not under scrutiny. Extra fuelling was not taken into account. These were the questions about the cause of the accident.

In the field of public relations, it is hard to say that the crisis of the Diyarbakır Plane crash was handled properly due to the attitude of the administration. They were late, they were careless, they did not want to take any responsibility. This was a typical public sector reaction. THY which was the only airline corporation at that time, without any concern of rivalry, managed to come out of danger of closing doors.

It is also hard to say that the administration did not work. They worked hard but did not achieve any proper results.

The reasons for this failure, belongs to the system of the public sector.

The Executive Board of THY ratified the Regulatory Statute of Working Procedures of Emergency Control Center, after THY's admission to the alliance with American Airlines. That was a sort of forced ratification. Even though they accepted the regulatory statue they did not initiate any vocational training. They were not ready to meet the needs of this kind of disaster.

At the night of the accident one should have given at least the number of victims to the entire press. Instead of doing that they chose only to inform some selective media. The establishment of a Family Assistance Unit and sending them to the families of the victims in Diyarbakır took almost two days.

4.6.2.2. CASE TWO: SEVERE ACUTE RESPIRATORY SYNDROME (SARS) CRISIS¹¹⁴

The world turned into a global village first of all with the development of air transportation. Global village meant shortening the distances between settlements. This, of course, made human life much easier but it also had some negative consequences especially when contagious diseases are concerned. Moving big numbers of people from one place to another with vehicles such as ships and planes led to quick and easy spread of diseases and epidemics turned into a nightmare of mass transportation. All airlines companies of the world took serious measures when an epidemic was seen in one of its destinations.

In February 2003, Severe Acute Respiratory Syndrome (SARS) was seen in South East Asia, a destination where THY flies. THY had to deal with this case which turned into a crisis while also turning into a test for its PR performance.

A. What is SARS?

SARS is a mostly fatal epidemic, starting with high fever, cold perspiration headache, body aches. Then coughing and respiratory problems start.¹¹⁵

B. Epidemic Alert History¹¹⁶

SARS was recognized at the end February 2003 in China when an American businessman traveling from China came down with the pneumonia like symptoms on a flight to Singapore. He died in a hospital at Hanoi.

WHO Coordinated the international investigation with the assistance of the Global Outbreak Alert.

Doctors from General Directorate of Health for Ports and Borders with the THY Administration's help checked the passengers of Istanbul -New York flight on April 15, 2003.¹¹⁷

¹¹⁴ See Appendix ? for the press clippings about SARS crisis.

¹¹⁵ Brochure of Bilkent University Health Center

¹¹⁶ www.who.int

¹¹⁷ Document 10 (Press clippings according to WHO's demand)

Meltem Şimsek, wife of Administrative Attaché in Hong Kong spoke to the press and blamed THY of not doing anything to check the passengers whether they have SARS or not.¹¹⁸

THY issued a press release on the matter April 17, 2003.¹¹⁹

Some excerpts of the press release:

- “The news in press that THY is not taking precaution measures for SARS are not reflecting the reality. “

“Precautions in the flights from risked countries to Turkey:

Before the flight:

In Honk Kong, Bangkok, Singapore, Shanghai, Beijing stations,

- During the check-in control, the passengers are carefully watched by the THY and handling personnel to check SARS symptoms.

- If information indicates SARS the passenger is sent to the doctor in the airport. That passenger will not embark to the plane without a medical report.

During the flight,

- If Cabin crew in flights from Hong Kong Bangkok Singapore Beijing Shanghai to Istanbul, get suspicious about any passenger that he has SARS, they announce the situation to the all passengers.

- If any passenger has the symptoms of SARS, the crew makes them fill the forms.

- After the announce, the crew gives masks and gloves to the passengers. Sick passenger has to use the mask, the other passengers do not have to do that.

- If there is room, the sick person is taken into a sort of isolation.”

THY’s flights to Beijing and Honk Kong were interrupted. April 29, 2003¹²⁰

THY declared that new measures have been taken on the case of SARS May 18, 2003¹²¹

¹¹⁸ Document 11 (Press clippings, April 16, .2003)

¹¹⁹ Document 12

¹²⁰ Document 13 (Pres clippings)

¹²¹ Document 14

C. Conclusion

The epidemic started in southeast of Asia, the end of February 2003. The date is almost the same date that the administration in THY was changed. The new administration did not do anything about it for two months.

Observed reasons for that tardiness are:

- The administration was so new they did not know what to do.
- The new administration was trying to change the key personnel. That's why related personnel did not bring the matter into attention.
- Even if they brought the matter into attention of the new administration, the administration did not take it seriously because they did not get any signal from the upper levels of bureaucracy.
- Dealing with the crisis related with common health requires coordination with the other authorities like the Health Ministry and Airport administrations. The new Administration did not establish the contacts.

Due to World Health Organization's (WHO) warning, THY with the Airport Health Authority made the first check April 15 2003. That action triggered the attention of the press. When Meltem Şimşek told the press about SARS and blamed THY for not taking measures, the new administration had to issue a press release. In that release, the administration of THY denied the claims of Şimşek as a typical public sector reaction. Then they tried to explain the measures they had taken to prevent the spread of the epidemic.

- a. The wording of the release can not be considered a professionally typed statement.
- b. The measures themselves can not be taken seriously.

For example: It says that THY personnel "observe" the passengers to figure out whether they have SARS or not. This can only be done by special tools, checking the passengers' pulse and fever not by "observation".

At that point I must say that, even if the administration of THY wanted to buy the kind of merchandise needed to check the passengers' fever, they could not to do it

because of the regulations. They had to initiate a tender which takes at least two months.

4.6.2.3 CASE THREE: STARTING FLIGHTS TO NEW DELHI ¹²²

The first two studies were done to explain the mentality of the public sector in the field of public relations. Within the transition period, the administration was forced to and tried to change its approach related with PR activities due to the reasons which were explained before.

This case study is aimed to explain the relative success of the administration in the field of PR in their trial to act like businessmen.

A. The event

When the diplomatic preparations of the visit of Indian Prime Minister Vajpayee to Turkey finalized, It was understood that he wanted THY to fly to New Delhi. The Foreign Ministry informed THY authorities about the demand and asked them to execute it.

Even though that happened only two or three weeks before Vajpayee's visit, Thy used the time effectively. The administration sent some people to New Delhi for the necessary preparations. The personnel appointed to New Delhi tentatively found a good agency there to arrange reservations and other activities in the airport. At the same time just to promote the new flight route (Istanbul-New Delhi-Istanbul) they instructed the people of the PR Department to do the best. Advertisements were ordered to the Creative Agency.

They prepared a list of press members to invite to the maiden flight.

They invited deputies from The National Assembly.

The lists of the catering (meals) were selected.

During Indian Prime Minister Vajpayee's visit to Turkey, THY made the maiden flight to New Delhi with 30 journalists and 10 deputies inside (September 8, 2003)

¹²² See Appendix ? for the press clippings about the New Delhi flight.

The press and deputies stayed in New Delhi and visited Agra in three days. The Turkish deputies met the Indian Minister of Aviation Rajiv Pradax Rudy. They attended to special Turkish Nights in New Delhi. All tours and meetings were arranged by the THY personnel. The agency in India made quite a bit of publicity before the flights started in their country.

B. Conclusion:

The Turkish press published features about the destination India. There were many news items about the maiden flight and meetings and entertainment.¹²³ The agency hired in India worked hard and the seeds of the efforts bloomed in almost a moth. The route was appreciated by the customers.

The experts of the airline industry mostly take the load factor in fights to measure the success. According to the tables of THY , the load factor in the New Delhi route was almost 60 percent in the first four months That figure was regarded as an indicator of success . Approximately ten thousand people preferred to fly with THY in the route.

	Data										
Month	Flight	CSS	YSS	TSS	CCAP	YCAP	TOTCAP	Y L/F	C L/F	L/F	L/F (ML)
9	5	5	112	117	72	978	1.050	11%	7%	11%	11%
10	26	136	2.445	2.581	460	4.992	5.452	49%	30%	47%	47%
11	26	157	3.911	4.068	446	4.800	5.246	81%	35%	78%	78%
12	26	130	3.058	3.188	450	4.800	5.250	65%	30%	62%	61%
Grand Total	83	428	9.526	9.954	1.428	15.570	16.998	62%	30%	59%	59%

CSS: Business Class Seat Sold ,YSS : Economy Seat Sold ,TSS : Total Seat Sold
 CCAP: Business Class Capacity , YCAP : Economy Class Capacity, TOTCAP :
 Total Capacity, Y L/F : Economy Class Load Factor , C L/F ; Business Class Load
 Factor, L/F : Load Factor , L/F (ML) : Load Factor Multi-leg

¹²³ document 15

5. CONCLUSION

In this research, I tried to evaluate the public relations efforts of THY as a case study for the public sector in the year 2003. That year was very significant for THY. As I explained in the preface and in the chapters, the circumstances of 2003 forced the THY's new administration to modify its approach towards public relations.

It was an attempt to change the mentality and approach which can be called "from spin to business PR."

Traditional and typical public sector type public relations including spin was the ruling strategy in the minds of the administration. First two of the three case studies which I presented in the last chapter proved the existence of the traditional public sector mentality in the administration of THY. Due to the circumstances they were forced to change the strategy of public relations they were using. It was easy to manage the PR activities when THY was the only airline corporation in Turkey. But in competitive conditions it was not easy to keep the image alive. The actual value of an airline ticket costs less than 5 cents to any corporation. What makes it a thousand dollar worth ticket is its image. To a certain extent, the amount of investment can be disregarded, if any airline corporation does not have a good impression or good image in the public eye. Realization of this fact, along with the other reasons which were explained in the chapters forced the new administration to take the necessary steps for business type public relations.

As I had mentioned previously, THY was forced by the government to sell some of its shares to the public. The previous administration made a profit in the year 2002 and the new one should do the same for its reputation.

2003 was the year of transition. The problem that the administration faced first was how to do, and what to do in the field of public relations to promote the corporation. There was another concern in the mind of the administration. What kind of measures could also satisfy the government? The changes implemented should not have bothered the upper level. Therefore in almost every step the administration got in touch with some party officials to ensure the acceptability of the activity.

When the New Delhi destination started and the planned public relations activities were successful, the government was highly satisfied and the administration possessed self confidence.

As I explained before, this study is not aimed to evaluate whether the THY administration's mentality and strategy of public relations has changed or not. However after two years of hard work as a press counselor in the uncertain atmosphere of transition I feel as though I have the right to make suggestion on these matters.

It is obvious that the "public" in a world of competition should be re-defined for THY once again. The customers of THY are not the same anymore. They used to represent the elite of the society, now anyone can fly with THY.

In the organizational matters, there are many subjects to focus on. As it is explained in this study, it is obvious that the organization of THY's PR Department seems to be unsuitable for efficient work in the field. The functions of the department also seem less effective than what is required. The PR Department can be very effective and strong if it includes some of the units in the other departments like "the call center" and "the web site unit". Its budget should be sufficient for rivalry. The lack of strategy and principles for the PR activities is another problem to be solved.

Media relations and Public Relations should coexist under one roof. If advertisements and sponsorship is in one departments control and media relations under another, whoever deals with the media is bound to be unsuccessful.

One of the most crucial problems facing THY's PR strategy even today is the administration's approach and mentality regarding the public relations activities as a sort of third class function. Public Relations is unfortunately still not a priority in the administration's agenda. The administration claims that the privatization campaign is over in THY and the corporation is private. However if we take a look at the media and the statements of the administration of THY, the mentality of "spin" and "denial" still exists.

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www.who.int

APPENDICES

APPENDIX A

CIRCULAR

Sayı: B.02.2.THY.O.61.OO.OO,f 796
KONU: Yurtdışında çıkan haberler Hakkında

01.06.2001

Genelge

DZ-2001/ 005-5

Zaman zaman yurtdışındaki bazı medya ve yayınlarda Ortaklığımızın, ismini ve ticari itibarını zedeleyen gerçek dışı haberler çıkmaktadır. Bu konuda mücadele etmek, caydırıcı önlemler almak ve mümkün olan hukuki yollara başvurabilmek için bu tür yayınların çok çabuk öğrenilmesi gerekmektedir. Ülkeden ülkeye değişmekle beraber, hukuki mücadele imkanları mahalli konular gereğince yayın tarihinden başlamak üzere 6 ay–1 sene gibi sürelerde ortadan kalkabilmektedir.

Bu sebeple; görev yaptığınız ülkelerdeki yazılı ve görsel medyanın, internet sitelerinin vb. yakından takip edilmesi ve Ortaklığımızın isim ve ticari itibarını zedeleyen gerçek dışı bilgi ve iddiaların tespit edilmesi halinde acilen gereği için Genel Müdür Ticari Yardımcılığına, bilgi için Tanıtma ve Halkla İlişkiler Başkanlığı ve Hukuk Müşavirliğine iletilmesi önem taşımaktadır.

Gereğinin hassasiyetle takibini rica ederim.

TURK HAVA YOLLARI A.O.

Yusuf BOLAYIRLI Genel Müdür

DAGITIM

Satış Başkanlığı
Yurtdışı Müdürlükleri
Hukuk Müşavirliği
Tanıtma ve Halkla İlişkiler Başkanlığı

KOORDINASYON

.././2001 : Faik AKIN Tan.ve Halkla İlişkiler Bşk

APPENDIX B
CIRCULAR

SAYI: B.02.2.THY.063.O0.00/914 KONU: Süratli Bilgi Akışı Temini

İSTANBUL

12/06/2001

GENELGE

DZ-2001 i 006-S

Ortaklığımızın hizmet ve faaliyetlerinin yürütülmesi sırasında zaman zaman ortaya çıkan aksaklıklarda, yolcu mağduriyetinin en kısa sürede giderilerek, memnuniyetinin sağlanmasının Ortaklığımız imajı açısından taşıdığı önem açıktır.

Bilindiği üzere, yolcu şikayetleri Tanıtma ve Halkla İlişkiler Başkanlığı'na bağlı Protokol ve Müşteri İlişkileri Müdürlüğü'ne yönlendirilmekte ve sözkonusu Müdürlük gerekli ilgili ünitelerden elde ettiği bilgi, belge ve görüşler çerçevesinde şikayet sahibine cevap vermekle yükümlü bulunmaktadır.

Ancak zaman zaman uygulamada, Protokol ve Müşteri İlişkileri Müdürlüğü tarafından talep edilen bilgi, belge ve ünite görüşlerinin sözkonusu üniteye intikal etmemesi veya çok geç intikal etmesi nedenleri ile yolcu şikayetlerini süratle ve sıhhatli bir şekilde cevaplandırmak ve dolayısıyla müşteri memnuniyetini sağlamak mümkün olamamaktadır.

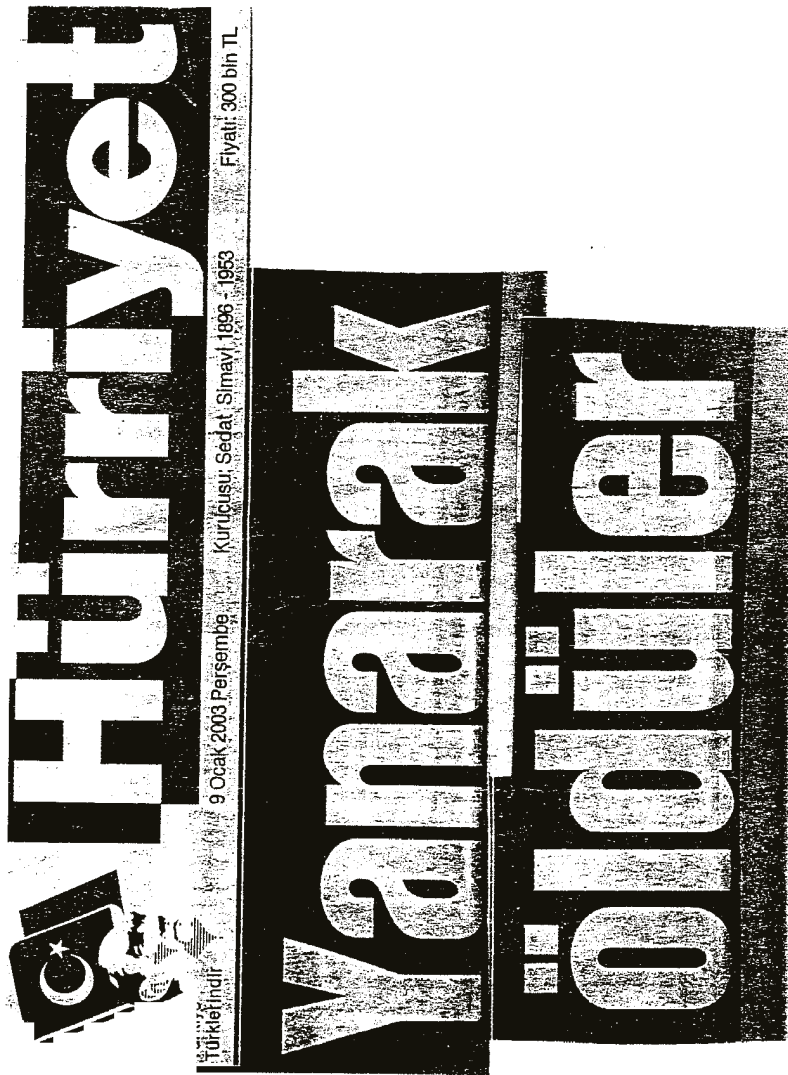
Bu nedenle Tanıtma ve Halkla İlişkiler Başkanlığı, Protokol ve Müşteri İlişkileri Müdürlüğü tarafından talep edilen ve yolcu şikayetine yol açan sorunların çözümlenmesi için gereken tüm bilgi, belge ve ünite görüşlerinin süratle ve eksiksiz olarak sözkonusu birime iletilmesi hususunda, gereğini bilgilerinize rica ederim.

TURK HAVA YOLLARI A. O.

Yusuf BOLAYIRLI Genel Müdür

DAGITIM: İ Planı

APPENDIX C
CASE ONE: PRESS CLIPPINGS FOR DIYARBAKIR PLANE CRASH



75 ölü, 5 yaralı



Mürettebattan kurtulan olmadı

Kabin Amiri Devlet Haliloğulları



Kaptan Pilot
Alaattin
Yunak



İkinci Pilot
Altuğ
Ulus



Steward
Deniz
Karasu



Steward
Şenol
Yavuz

Kötü haber akşam saatlerinde geldi

Türk Hava Yolları'nın İstanbul'dan Ankara bağlantılı seferini yapan, TK 634 sefer sayılı uçak, Diyarbakır Havalimanı'na inişe geçtiği sırada, saat 20.13'te düştü. Uçakta 3'ü bebek 75 yolcu, 2 pilot ve 3 kabin görevlisi bulunuyordu. Yolcuların büyük bölümü yanarak öldü.

3 patlama oldu, alev topuna döndü

İddiaya göre pist başına geldiğinde yüksek kaldığını fark eden pilot, bir dalgıç ile burnu aşağı verdi. Ancak yoğun bir sis kitlesine giren pilotun panik yapması sonucu uçak hızla yakındaki dere yatağının kenarına vurdu. 3 büyük patlama oldu ve üçe bölünen uçak alevler içinde kaldı.

ILS cihazı olsaydı bu acı yaşanmazdı

İniş sırasında yoğun sis sebebiyle görüş mesafesinin çok düşük olduğu bildirildi. Düşen uçağın 1 haftadır uçuşa kapalı Diyarbakır Havaalanı'na sefer yapan ilk uçak olduğu öğrenildi. Alanda maliyeti 1 milyon dolar olan ve ILS diye adlandırılan aletli yaklaşma sistemi olsaydı, bu kaza yaşanmayacaktı. ■ 5- 6 VE 7. SAYFALARDA



HATALARININ 74 ölü

venli inişi sağlayan
yoktu... VOR bozuktu...
yüzünden görüş
ıftı... Pilot pas geçip
mek yerine inmeyi
nedi ve facia geldi...

Mucize eseri 6 kişi KURTULDU

İstanbul'dan kalkan THY'nin RJ 100
tipi yolcu uçağı, 20.15'te Diyarbakır'a
inerken piste 5 kilometre kala çakıldı

PARÇALANAN uçağın
yakıt deposu patladı. RJ
100 içindeki 80 yolcu ve
mürettebatıyla alev to-
puna döndü.

Korkunç kazadan
kurtulanlar anlatıyor

VATAN

2003 PERŞEMBE 200 BİN LIRA

74 kişi

vanarak öldü

CUMHURİYET S:117
09.04.2003

Lojmanların yakınına düştü THY'ye ait RJ-100 tipi yolcu uçağı iniş sırasında yere çakıldı. 2. Taktik Hava

Kuvvet Komutanlığı'nın da bulunduğu bölüne diyen "Konya" adlı uçak yere

çakıldıktan sonra 3 parçaya ayrılarak yandı. Kazada 74 kişi yaşamını yitirdi. 2 bin askeri personelin barındığı askeri lojmanlar kaza sırasında tehlike atlattıktan yangının minimumat depolarına sığınanları nedeniyle daha büyük facianın eşiğinden dönmüdü.

sabotaj kışkusu Faciyanın yoğun sisin neden olduğunu belirtilmesine karşın askeri kaynaklar kaza sırasında göbüş mesafesinin 3,5 kilometre olduğuna ve bunun inişe engel olmayacağına dikkat

çektiler. Pilotaj hatasının yanı sıra bazı kaynaklar sabotaj olasılığını dile getirdiler. Yelkâniler, Diyarbakır Havaalanı'nın askeri amaçlı olarak da kullanılması nedeniyle uçakların radar kontrolüyle indirilmesini sağlayan donanım bulunduğunu vurguladılar.

Soyadları incelemede Uçağın yolcuları arasında Urük ve Dalar soyadlı iki kişinin bulunması da sabotaj

kuşkusunu güçlendirdi. Abdurrahman Dalar ve Abdullah Urük'in

soyadlarını Hizbullah'ın Menzil kanadı önderlerinden Ubeydullah Dalar ve diğerlerin Türkiye konsolosluklarına getirilen Süllhatin Utuk bezereliği de dikkat çekti. Ayrıca uçaktaki İran ve Amerikalı yolcuların kimlikleri de araştırılıyor. ■ 7. Sayfa



Radikal

3 OCAK 2013 PERŞEMBE - YIL: 7 - SAYI: 2209 - 30 KURUŞ TL
<http://www.radikal.com.tr>

**Faciadan
sadece beş
kişi kurtuldu**

Yolcu uçağı Diyarbakır'da düştü

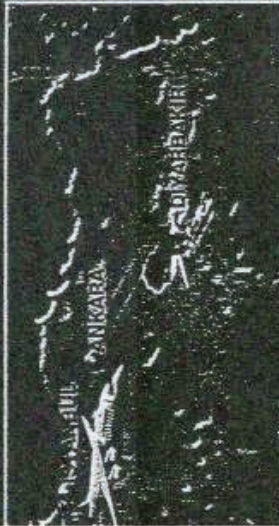
75 can kaybı var

100 tipi Konya isimli yolcu uçağı İstanbul'dan Diyarbakır'a gidiyordu

THY uçağı düştü

Yanarak hurda yığınınna dönen
enkazdan 5 kişi yaralı olarak kurtuldu

İÇERİSİNDE 75 yolcu ile 5 mürettebat bulunan THY'ye ait RJ 100 tipi Konya isimli yolcu uçağı, Diyarbakır Havalimanı yakınlarında düştü. Uçağın iniş yaptığı sırada yoğun sis olduğu ve bu nedenle düşmüş olabileceği ihtimali üzerinde duruluyor. Ulaştırma Bakanı Yıldırım, bakanlıkta kaza krım ekibinin oluşturulduğunu, 3 pilot, 2 mühendis, Türk Hava Yolları'ndan bir uzmanın, Sivil Havacılık Genel Müdürlüğü Serdar Cebeci'nin başkanlığında araştırma yapmak üzere bugün olay yerine gideceklerini bildirdi.



TRT
S: 1/11
09.04.2003

75 yolcu ve 5 mürettebat bulunan THY'ye ait RJ 100 tipi Konya isimli uçak inişe geçtiği sırada düşerek parçalandı. 75 kişi hayatını kaybederken 5 kişi yaralı olarak kurtuldu.

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APPENDIX D
CASE ONE: THY'S EMERGENCY CONTROL PROCEDURES

12-005

Sh:1

TURK HAVA YOLLARI A.O.
ACIL DURUM YÖNETİM MERKEZİ ÇALIŞMA
YÖNETMELİĞİ

01 AMAÇ:

Bu yönetmeliğin amacı, Acil Durumda faaliyet gösterecek olan Acil Durum Yönetim Merkezinin; teşkilatlanmasını, tertiplenmesini, çalışma usullerini, Ortaklığımızın, Acil Duruma sebep olan olay nedeniyle sivil havacılık otoritelerine, yolcuya, personeline, uçağın malikine veya kiralayanına ve Acil Durumdan etkilenen tüm 3. kişilere karşı haklarının ve sorumluluklarının tespiti, yapılması gereken işlemlerin ve takip edilecek prosedürün belirlenmesi ayrıca kazada yaralanan velveya hayatini kaybedenlerin yakınlarına verilecek aile desteği konularında görev ve sorumluluklarını tespit etmektir.

02 KAPSAM:

Bu yönetmelik, Acil Durumda yapılması gereken tüm hizmetler ile bu hizmetlerin yerine getirilmesinde görevli Ortaklık teşkilatındaki bütün üniteleri ve personeli kapsar.

Bu yönetmelik, Acil Durumda yürürlükteki diğer tüm yönetmelik, Yönetim Kurulu Kararları, yönerge, Genel Müdür Onayları, genelgelerin önüne geçer ve diğer yönetmelik, Yönetim Kurulu Kararı, yönerge, Genel Müdür Onay ve Genelgelerdeki hükümlere bakılmaksızın münhasıran bu yönetmelik hükümleri uygulanır. Bu yönetmelikte hüküm bulunmayan hallerde tam yetki Acil Durum Yönetim Merkezi Başkanındadır.

03 TANIMLAR:

ACIL DURUM: Aşağıda tanımlanan hallerden herhangi birinin vuku bulması halinde meydana gelen durumdur.

KAZA-KIRIM: THY A.O.'nun sorumluluğundaki bir hava aracının yurt içi/yurt dışında ölüm ve/veya bedenen yaralanma ile sonuçlanan bir Kaza-Kırım uğraması veya sebebiyet vermesiyle ortaya çıkan Acil Durumdur.

UÇAK KAÇIRMA: THY A.O.'nun sorumluluğundaki bir hava aracının yurt içi/yurt dışında kaçırılması veya rehin alınması ile ortaya çıkan Acil Durumdur.

Kaza-Kırım ve Uçak Kaçırma olayları ile ilgili uygulama esasları (yönetmelik EK'inde yer almayan) Acil Durum Yönetim Planında belirlenmiştir.

DİĞER NEDENLER İLE MEYDANA GELEN ACIL DURUM : THY A.O.'nun sorumluluk sahasında gerçekleştirdiği uçuş ve yer hareketinin; tarife programının

bütünlüğünü bozacak şekilde, önceden öngörülemeyen herhangi bir sebeple; durması, aksaması ya ATATURK (İST) veya ESENBGA (ESB) meydanlarının trafiğe kapanması halinde meydana gelecek Acil Durumdur.

ÇAĞRI MERKEZİ: İstanbul Genel Yönetim Binasında bulunan Ortaklık Genel çağrı (Santral-0212 663 63 00) Merkezidir.

ACİL DURUM YÖNETİM MERKEZİ (ADYM): Bu yönetmelikte belirtilen hükümler çerçevesinde Acil Durumun neden olduğu aksaklıkları çözümlmek ya Acil Durumu sona erdirmek amacıyla, Ortaklığın takip edeceği usul ve esasları belirleyen ya Acil Durum Yönetim Merkezi Başkanı tarafından verilen talimatların yerine getirilip getirilmediğini takip eden aşağıda sayılan personelin katılımıyla oluşan bir merkezdir.

- Genel Müdür (Uçuş İşletme) Yardımcısı veya Vekili (Başkan)
- Genel Müdür (Ticari) Yardımcısı veya Vekili
- Genel Müdür (Mali) Yardımcısı veya Vekili
- Genel Müdür (İnsan Kaynakları) Yardımcısı veya Vekili
- Genel Müdür (Teknik) Yardımcısı veya Vekili
- Hukuk Müşaviri veya Vekili
- Uçuş Emniyet ve Kalite Güvence Başkanı veya Vekili
- Tanıtma ya Halkla İlişkiler Başkanı veya Vekili
- Savunma Sekreteri veya Vekili
- Sigorta Müdürü veya Vekili

ADYM Başkanı, ihtiyaç duyulan durumlarda yukarıda sayılan personel dışında gerekli gördüğü Ortaklık personeli de ADYM’de görevlendirebilir.

ACİL DURUM YÖNETİM MERKEZİ BAŞKANI: ADYM Başkanı, Yönetim Kurulu Başkanı veya Genel Müdür aksine bildirimde bulunmadıkça Genel Müdür (Uçuş İşletme) Yardımcısıdır. (üçlü vardiya düzeni içinde Uçuş İşletme Başkanı ve Başkan Yardımcıları ile birlikte görev alır)

ADYM Başkanı, bu yönetmelikte aksi belirtilmedikçe Acil Durum ile ilgili işlemin yürütülmesinde tek yetkilidir. Onun onayı olmaksızın hiç bir işlem yapılamaz ve/veya karar uygulanamaz.

ACİL DURUM YÖNETİM MERKEZİNİN YERİ: Acil Duruma neden olan olayın niteliğine göre ADYM’nin yeri; Kaza-Kırım ile Uçak Kaçırma olaylarında THY A.O. Genel Yönetim Binası Genel Müdürlük Toplantı Salonu, Diğer Nedenler İle Meydana Gelen Acil Durum hallerinde ise THY A.O. İstanbul Uçuş İşletme Kontrol Merkezinin yanındaki odadır.

VARDİYA EKİBİ: Genel Müdür Yardımcıları ile Genel Müdüre doğrudan bağlı Başkanlarca belirlenecek personelden oluşan ve ADYM’de 8 saatlik 3’lü vardiya düzeninde 24 saat çalışacak ekiptir.

KAZA İNCELEME TİMİ: Acil Durumda ADYM tarafından oluşturulan ve her an harekate hazır bulundurulan; kaza inceleme ile ilgili yasal sorumluluklar, inceleme yöntemleri, kaza sahasında kullanılacak özel teçhizat ve kullanımı, kaza sahası güvenliği, kanla bulaşan hastalıklar ve korunma yöntemleri, basınla ilişkiler, fotoğraf tekniği gibi konularda Özel eğitilmiş ve hatta bazı durumlarda bulaşıcı

hastalıklara karşı aşıları yapılmış kişilerden oluşur.

AİLE DESTEK PLANI: Uçak kazasında yaralanan/hayatini kaybeden yolcu ve rnürettebat yakınlarına, kazayı müteakip Ortaklığımızca yapılabilecek yardımlar (cenaze, hastane, kayıp eşya bulunması, ulaşım, psikolojik yardım vb.) ile ilgili uygulama esaslarını belirleyen ye Genel Müdür (İnsan Kaynakları) Yardımcılığınca diğer Ünitelerle koordine edilerek hazırlanan plandır. (Ek:2)

AİLE DESTEK TİMİ: Ortaklık Aile Destek Planında yer alan esaslar çerçevesinde yolcu ye rnürettebat yakınlarının her türlü taleplerini karşılayacak olan Aile Destek Timinin Başkanı, Genel Müdür (İnsan Kaynakları) Yardımcılığı sorumluluğunda Eğitim Başkanı olup, Aile Destek Timinin her zaman göreve hazır bulundurulmasından da sorumludur. Söz konusu timin bu çalışmalar sırasındaki her türlü ihtiyaçlarının (iaşe, ulaşım vs.) karşılanmasından ise Sosyal ye İdari İşler Başkanı sorumludur.

AİLE DESTEK MASASI: Bu yönetmelikte belirtilen hükümler ADYM'nin çalışmaya başlamasını müteakip kurulan ve ADYM kapatıldıktan sonrada ne kadar süreyle devam edeceği ADYM Başkanınca belirlenecek olan, Genel Müdür (İnsan Kaynakları) Yardımcılığı koordinesinde Genel Müdür (Ticari) Yardımcılığı, Genel Müdür (Mali) Yardımcılığı ye Hukuk Müşavirliği Temsilcilerinden ADYM Başkanınca; oluşturulan ye kaza sonrası aile desteği kapsamında tazminat, sigorta v.b. faaliyetlerini yürütecek olan masadır.

ACİL DURUM ÜNİTE UYGULAMA PLANI: ADYM'de temsilcisi bulunan Ünitelerin görev ye sorumluluklarının yer aldığı plandır. Üniteler hazırladıkları Planlarının güncel tutulmasını sağlarlar ye güncelleştirilmiş planlarının 1 nüshasını, Genel Müdür (Uçuş İşletme) Yardımcılığına gönderirler.

ACİL DURUM YÖNETİM PLANI : Acil Durumda kullanılacak tüm bilgi belge, doküman ve teçhizatı ihtiva eden ve Genel Müdür (Uçuş İşletme) Yardımcılığınca hazırlanan genel bir plandır. Bu planın güncel olarak hazır bulundurulmasından Genel Müdür (Uçuş İşletme) Yardımcılığı sorumludur. (Ek-3)

ACİL DURUM ÇALIŞMA GRUBU: Acil Durum oluşmadan önce bu yönetmelik hükümlerinin, Acil Durum Yönetim Planında yer alan tüm bilgi belge, doküman ve teçhizat ile Acil Durum Ünite Uygulama Planlarının kontrol ve takibinden sorumlu Genel Müdür (Uçuş İşletme) Yardımcılığınca oluşturulacak çalışma grubudur.

ADYM SEKRETERYASI: ADYM'deki Günlük Takip Formunun muntazam olarak tutulması ve ADYM'deki büro hizmetlerinin etkin olarak yürütülebilmesi için, THY A.O. Genel Yönetim Binası Genel Müdürlük Toplantı salonunda Genel Sekreterlik tarafından, Uçuş İşletme Kontrol Merkezinde ise Genel Müdür (Uçuş İşletme)Yardımcılığı tarafından oluşturulacak yeterli sayıda personeldir.

OLAY YERİ ACİL DURUM MASASI : Acil durumun meydana geldiği mahalde (olay yerinde) ADYM Başkanının talimatlarına göre yapılacak işlemlerin yürütülmesini teminen ADYM'nin belirleyeceği kişilerden oluşturulacak masadır.

AİLE DESTEK PLANI: Uçak kazasında yaralanan/hayatini kaybeden yolcu ye rnürettebat yakınlarına, kazayı müteakip Ortaklığımızca yapılabilecek yardımlar (cenaze, hastane, kayıp eşya bulunması, ulaşım, psikolojik yardım vb.) ile ilgili uygulama esaslarını belirleyen ye Genel Müdür (İnsan Kaynakları) Yardımcılığınca diğer Ünitelerle koordine edilerek hazırlanan plandır. (Ek:2)

AİLE DESTEK TİMİ: Ortaklık Aile Destek Planında yer alan esaslar çerçevesinde yolcu ye rnürettebat yakınlarının her türlü taleplerini karşılayacak olan Aile Destek Timinin Başkanı, Genel Müdür (İnsan Kaynakları) Yardımcılığı sorumluluğunda Eğitim Başkanı olup, Aile Destek Timinin her zaman göreve hazır

bulundurulmasından da sorumludur. Söz konusu timin bu çalışmalar sırasındaki her türlü ihtiyaçlarının (iaşe, ulaşım vs.) karşılanmasından ise Sosyal ve İdari İşler Başkanı sorumludur.

AİLE DESTEK MASASI: Bu yönetmelikte belirtilen hükümler ADYM'nin çalışmaya başlamasını müteakip kurulan ve ADYM kapatıldıktan sonrada ne kadar süreyle devam edeceği ADYM Başkanınca belirlenecek olan, Genel Müdür (İnsan Kaynakları) Yardımcılığı koordinesinde Genel Müdür (Ticari) Yardımcılığı, Genel Müdür (Mali) Yardımcılığı ve Hukuk Müşavirliği Temsilcilerinden ADYM Başkanınca; oluşturulan ve kaza sonrası aile desteği kapsamında tazminat, sigorta v.b. faaliyetlerini yürütecek olan masadır.

ACİL DURUM ÜNİTE UYGULAMA PLANI: ADYM'de temsilcisi bulunan Ünitelerin görev ve sorumluluklarının yer aldığı plandır. Üniteler hazırladıkları Planlarının güncel tutulmasını sağlarlar ve güncelleştirilmiş planlarının 1 nüshasını, Genel Müdür (Uçuş İşletme) Yardımcılığına gönderirler.

ACİL DURUM YÖNETİM PLANI : Acil Durumda kullanılacak tüm bilgi belge, doküman ve teçhizatı ihtiva eden ve Genel Müdür (Uçuş İşletme) Yardımcılığına hazırlanan genel bir plandır. Bu planın güncel olarak hazır bulundurulmasından Genel Müdür (Uçuş İşletme) Yardımcılığı sorumludur. (Ek-3)

ACİL DURUM ÇALIŞMA GRUBU: Acil Durum oluşmadan önce bu yönetmelik hükümlerinin, Acil Durum Yönetim Planında yer alan tüm bilgi belge, doküman ve teçhizat ile Acil Durum Ünite Uygulama Planlarının kontrol ve takibinden sorumlu Genel Müdür (Uçuş İşletme) Yardımcılığına oluşturulacak çalışma grubudur.

ADYM SEKRETERYASI: ADYM'deki Günlük Takip Formunun muntazam olarak tutulması ve ADYM'deki büro hizmetlerinin etkin olarak yürütülebilmesi için, THY A.O. Genel Yönetim Binası Genel Müdürlük Toplantı salonunda Genel Sekreterlik tarafından, Uçuş İşletme Kontrol Merkezinde ise Genel Müdür (Uçuş İşletme) Yardımcılığı tarafından oluşturulacak yeterli sayıda personeldir.

OLAY YERİ ACİL DURUM MASASI : Acil durumun meydana geldiği mahalde (olay yerinde) ADYM Başkanının talimatlarına göre yapılacak işlemlerin yürütülmesini teminen ADYM'nin belirleyeceği kişilerden oluşturulacak masadır.

G. THY A.O. Genel Yönetim Binası Genel Müdürlük Toplantı Salonunun hazırlanması ve düzeninden Genel Müdür (İnsan Kaynakları) Yardımcılığı, İstanbul Uçuş İşletme Kontrol Merkezindeki toplantı salonu hazırlanması ve düzeninden ise Genel Müdür (Uçuş İşletme) Yardımcılığı sorumludur.

ADYM'nin Genel Yönetim Binasında faaliyetine başlamasıyla birlikte bilgi, belge, doküman ve teçhizat Genel Müdür (Uçuş İşletme) Yardımcılığı tarafından Uçuş İşletme Kontrol Merkezinin yanındaki odadan teslim alınarak Genel Yönetim Binası Genel Müdürlük Toplantı Salonuna getirilir.

FT. Acil Durumda;

1. ADYM'nin toplandığına dair teleks yayınlanana kadar geçecek süre zarfında, olay mahalline en yakın yerde görevli THY A.O. personeli sırasıyla İstasyon Baz Müdürü/İstasyon Müdürü/Satış Müdürü/İstasyon veya Satış Şefi; bu yönetmelikte belirlenen usul ve esaslar dahilinde yapılması gereken işlem ve harcamaları büro gelirlerinden yapar ve yapılan harcamalara ilişkin tüm bilgi ve belgeleri bilahare ADYM'ye gönderir.

2. ADYM toplandıktan sonra ise; 1'nci bentte sayılan görevliler ADYM'nin talimatları doğrultusunda hareket ederler.

06 ACİL DURUM YÖNETİM MERKEZİNİN GÖREVLERİ:

A. KAZA - KIRIM OLAYLARINDA:

ADYM;

1. Yaralı mürettebat ve yolcuların gecikmeksizin hizmet kapasitesi yeterli sağlık merkezlerine sevk edilmeleri, ölümlerin defnedilmesi veya ailelerinin istediği yerlere sevk edilmesi için takip edilecek yöntem ve esasları belirler.
2. Kazaya uğrayan uçaktaki yolcu ve mürettebat listesi temin edildikten sonra bu listenin, 3. kişilerin eline geçmesini önlemek amacıyla yurt içi/yurt dışı check-in ve rezervasyon sistemlerinde görüntülenmemesi sağlar ve kontrol eder. Temin edilen yolcu listesinin ne zaman ve ne şekilde duyurulacağına karar verir.
3. Kaza-Kırım olayına ilişkin özet bilgileri kapsayan Acil Durum Özet Raporu (EK:i) tanzim eder ve bir örneğinin en kısa süre içinde yurt içi ve yurt dışındaki sigortacılara ulaştırılmasını sağlar.
4. 05/C. maddesinde belirtilen, yurt içi ve yurt dışı sigortacılarla mutabık kalınan Duyuru Metni ile basın-yayın kuruluşlarına ve kamuya bir açıklama yapılmasını sağlar, daha sonra yapılacak basın açıklamaları için de sigortacılar ile koordine sağlar.
5. Kazaya uğrayan yolcu ve mürettebat yakınlarına gerekli bilgilerin ulaştırılması ve Aile Destek Planında yer alan esasların uygulanması için takip edilecek yöntem ve esaslar ile yolcu ve mürettebat yakınlarının ulaşım, konaklama ve iadesi için gerekli esasları belirler.
6. Görevlilerin kaza mahalline ulaştırılması, konaklaması ve iadesi için gerekli organizasyonu yapar.
7. Kazaya uğrayan uçakta bulunması önem arz eden muhtemel kargo (Örneğin Tehlikeli Madde-Dangerous Goods veya değerli eşya vb.) ile ilgili bilgilerin oluşturulmasını sağlar.
8. Mahallindeki meydan otoritesine, mahalli yetkililere, yabancı yolcularla ilgili olarak emniyet ünitelerine, yabancı ülke temsilciliklerine ve gerekiyorsa askeri yetkililere ulaşarak bilgi verilmesini sağlar.
9. Kaza-Kırımı uğrayan uçakta bulunan tüm bagaj ve kargo ile ilgili her türlü bilginin toplanarak gerektiğinde ilgili yerlere dağıtılmak üzere hazır bulundurulmasını, ayrıca kaza incelemesinin tamamlanmasını müteakip, bu bagaj ve kargonun görevlilerce derhal toplanarak depoya konulmasını ve emniyete alınmasını teminen gerekli talimatları verir.
10. Ortaklığımızın, Sivil Havacılık Kanunu, Varşova Konvansiyonu, Lahey Protokolü, IATA Inter-carrier Agreement (IIA) ve Agreement on Measures to Implement the IATA Inter-carrier (MIA), Uçak Kira, Code-Share ve Finansman Anlaşmaları gibi ilgili ulusal ve uluslararası mevzuat ve taahhütleri, tahtında sorumluluklarını yerine getirmek amacıyla sivil havacılık otoritelerine, kiralayana, finansörlere ve ilgili tüm kişi ve kuruluşlara gerekli bildirimlerin yapılmasını sağlar ve kontrol eder.
11. Ortaklığımızın IIA, MIA, Varşova ve Montreal Konvansiyonu vb. gibi kaza tarihi itibarıyla tabi olduğu sorumluluk rejimi tahtında, yolcu başına, yolcunun kanuni mirasçılarının acil ekonomik ihtiyaçlarını karşılamak ve ileride ödenecek tazminat bedelinden mahsup edilmek üzere yapılması gereken ve işbu yönetmeliğin yürürlükte olduğu tarihte geçerli olacak acil ön ödeme de dahil olmak üzere tüm ödemelerin Türkiye için, nüfus dairesinden alınacak kanuni mirasçılık durumunu gösteren meşruhatlı nüfus kaydı veya mahkemeden alınacak veraset ilamı ile Türkiye dışında ise, o ülke mevzuatına göre geçerli olacak belge ile ispat edilmesini müteakip, kanuni süreler içinde yapılmasını ve uygulamasını izler.
12. Kaza-Kırım halinde, Ortaklığımızın başka hava yolları ile akdettiği Code-Share Anlaşmalarında sefer yapan hava yolunun taşıyıcı veya biletleyen hava yolu sıfatı ile tabi olduğu sorumluluk rejiminin ve Acil Durumda izlenecek "Claim Handling" prosedürünün anlaşmaları gereği taraflarca nasıl üstlenileceğini ve

uygulamanın ne şekilde yürütüleceğini tespit etmek amacıyla derhal Code-Share Anlaşmasının diğer tarafı ile temasa geçer ve her iki tarafında kendi yolcusunun tazmin sorumluluğunu üstlendiği durumlarda, Code-Share Anlaşmasına taraf olan diğer taşıyıcının uygulamasına paralel hareket edilmesini gözetmek amacıyla koordinasyonu sağlar.

13. Acil Durumda Kaza-Kırına uğrayan uçağın uçuş mürettebatına ilişkin her türlü lisans ve sertifikaların toplanmasını, bir kopyalarının çıkarılmasını ve 3. kişilerin eline geçmeyecek şekilde muhafaza edilmesini sağlar.

14. Aile Destek Masasının oluşturulmasını sağlar.

15. Olay Yeri Acil Durum Masasının oluşturulmasını sağlar.

16. Yurt Dışı Satış Müdürlükleri, Acil Durumun meydana gelmesi halinde uygulanacak olan, kendi uygulama planlarını bulundukları ülkenin yerel koşullarına göre, bu yönetmeliğe ve yönetim planına uygun hazırlarlar ve Genel Müdür (Ticari) Yardımcılığı Uygulama Planında yer alması için gönderirler.

17. Acil Durum Yönetim Merkezi verdiği talimatların yerine getirilip getirilmediğinin kontrolünden sorumludur.

B. UÇAK KAÇIRMA OLAYLARINDA:

ADYM;

1. Uçak kaçırma olayına ilişkin özet bilgileri kapsayan Acil Durum Özet Raporu (EK:1) tanzim eder ve bir örneğinin en kısa süre içinde yurt içi ye yurt dışındaki sigortacılara ulaştırılmasını sağlar.

2. Kaçırılan uçaktaki yolcu ve mürettebat listesi temin edildikten sonra bu listenin, 3. kişilerin eline geçmesini önlemek amacıyla yurt içi/yurt dışı check-in ve rezervasyon sistemlerinde görüntülenmesini sağlar ve kontrol eder. Temin edilen yolcu listesinin ne zaman ve ne şekilde duyurulacağına karar verir.

3. 05/C. maddesinde belirtilen, yurt içi ye yurt dışı sigortacılarla mutabık kalınan Duyuru Metni ile basın-yayın kuruluşlarına ve kamuya bir açıklama yapılmasını sağlar, daha sonra yapılacak basın açıklamaları için de sigortacılar ile koordineli olunmasını sağlar.

4. Kaçırılan uçakta bulunan yolcu ve mürettebat yakınlarına gerekli bilgilerin ulaştırılması ve Aile Destek Planında belirlenmiş esasların uygulanması için takip edilecek yöntem ve esasları belirler.

5. Kaçırılan uçakta bulunması önem arz eden muhtemel kargo (Örneğin Tehlikeli Madde-Dangerous Goods veya değerli eşya) ile ilgili bilginin oluşturulmasını sağlar.

6. Meydan otoritesine, mahalli yetkililere, yabancı yolcularla ilgili olarak emniyet ünitelerine ve gerekiyorsa askeri yetkililere ulaşılarak bilgi verilmesini sağlar.

7. Kaçırılan uçakta bulunan tüm bagaj ye kargo hakkında her türlü bilginin toplanarak gerektiğinde ilgili yerlere dağıtılmak üzere hazır bulundurulmasını sağlar.

8. Yolcu ve mürettebat yakınlarının ulaşım, konaklama ve iâşesi için gerekli esasları belirler.

9. Kaçırılan uçak ile ilgili olarak, Ortaklığımızın, Sivil Havacılık Kanunu, Varşova Konvansiyonu, IIA, MIA, Uçak Kira, Code-Share ve Finansman Anlaşmaları gibi ilgili ulusal ve uluslararası mevzuat ve taahhütleri tahtında sorumluluklarını yerine getirmek amacıyla sivil havacılık otoritelerine, kiralayana, finansörlere, gerekli bildirimlerin yapıldığını kontrol eder.

10. Ortaklığımızın başka hava yolları ile akdettiği Code-Share

Anlaşmalarında sefer yapan hava yolunun taşıyıcı veya biletleyen hava yolu sıfatı ile tabi olduğu sorumluluk rejiminin ye Acil Durumda izlenecek “Claim Handling” prosedürünün anlaşmaları gereği taraflarca nasıl üstlenileceğini ve uygulamanın ne şekilde yürütüleceğini tespit etmek amacıyla derhal Code-Share Anlaşmasının diğer tarafı ile temasa geçer ye her iki tarafında kendi yolcusunun tazmin sorumluluğunu üstlendiği durumlarda, Code-Share Anlaşmasına taraf olan diğer taşıyıcının uygulamasına paralel hareket edilmesini gözetmek amacıyla koordinasyonu sağlar.

11. Acil Durum Yönetim Merkezi, verdiği talimatların yerine getirilip getirilmediğinin kontrolünden sorumludur.

C. DİĞER NEDENLER İLE MEYDANA GELEN ACİL DURUMLARDA:

Acil Duruma, sebep olan olayın özelliğine Gore, işbu yönetmelikte belirlenen görevler çerçevesinde takip edilecek yöntem ve esasları belirler.

07 ACİL DURUM YÖNETİM MERKEZİNİN ÇALIŞMALARININ SONA ERMESİ:

Acil Durum, ADYM’nin bu yönetmelikte düzenlenen görevlerini yerine getirdiğine ilişkin nihai raporunu hazırlaması ve Genel Müdüre sunmasını müteakip, tüm Ortaklık ünitelerine çekeceği, olağan çalışma düzenine dönülmesine ilişkin teleksin yayınlanması ile sona erer.

08 YÖNETMELİK EKLERİ REVİZESİ

Bu Yönetmeliğin ekleri olan; Aile Destek Planı (Ek-2) ile Acil Durum Yönetim Planı’nın (Ek-3) her zaman güncel halde tutulmasını teminen, bu planlar üzerinde yapılacak her türlü değişiklik ve revize Genel Müdürlük Onayıyla yürürlüğe girecektir.

09 YÜRÜRLÜK:

Yönetim Kurulunun 08.03. 2002 tarih ye 29 sayılı kararıyla yürürlüğe girmiştir.

Yönetim Kurulunun 20.03.2004 tarih ye 49 sayılı kararıyla; 01 AMAÇ Bölümünde düzenleme, 03 TANIMLAR Bölümünde düzenleme ve ilave, 04 SORUMLULUK Bölümünde düzenleme, 05 GENEL ESASLAR Bölümü E., F., G., Maddelerinde düzenleme, 06 ACİL DURUM YÖNETİM MERKEZİNİN GÖREVLERİ Bölümünde A/14., A/15., A/16., A/17. Maddelerde ilave ye düzenleme, 08 YÖNETMELİK EKLERİ REVİZESİ Bölümünde düzenleme yapılmış olup, İtranet ortamında yayınlanarak aynı tarihte yürürlüğe girmiştir.

APPENDIX E
CASE ONE: EMERGENCY CONTROL / MINUTES OF MEETING

MINUTES OF MEETING

SUBJECT OF THE MEETING: The determination of the principles of moral and material compensation including advance payment which will be paid by on behalf of THY to the injured passengers, crew and dependants of the deceased passengers.

PLACE OF THE MEETING: Legal Department of THY between 10-11-12-13-14 January 2003.

PERSONS ATTENDING:

For THY:

Chief Legal Counsel Berrak AŞCI
Il. Chief Legal Counsel Arzu Sadıkoğlu
Legal Counsels: Özge Seren, Şafak Veziroğlu, Selçuk Gerdan,
Finance Director: Rengin Akıllıoğlu
Deputy Insurance Manager: Nalan.....
Specialist: Lale Kaplan

For Insurance Broker:

For Ray Sigorta: Halim İmil

For Insurance Brokers: Michael
Turkish Attorney for Insurers: Dr. Kerim Atamer

THE POINTS MUTUALLY AGREED ON: The principles that were applied for the previous accident were reviewed and the following has been agreed on. Furthermore, the principles in relation to the advance payment which will be paid by THY for the first time are agreed.

- 1- THY will create a file for each injured and deceased passenger and crew as attached (att:)
- 2- In principle, THY will directly liaise with the injured passengers and the dependants of the deceased passengers, and these people will not directly contact the insurers.
- 3- The documentation related to the Turkish passengers (power of attorney, release, offer letter, questionnaire, etc.) will be prepared by THY, the documents related to the foreign passengers will be prepared by insurers.
- 4- THY's answers to the list of 39 questions requested by the insurers in their fax

dated 9.1.2003, are provided to them in 2 folders.

5- The public announcements (att:) related to the accident which are agreed on by the parties both in English and Turkish are released to the press.

aa) Within the frame of Family Support Services, to give the information about the compensation amount (Att: 9) which was stated in the standard advance payment form (Att:8) to the Turkish and foreign dependants of deceased passengers face-to-face or on the phone,

bb) To send the agreed instruction letter (Att:) to the Turkish Airlines Sales Offices in Turkey and abroad,

cc) For foreign passengers, to send the attached letters to the consulates of the countries, which they are a citizen of or in case of stateless passengers, the country in which they are resident,

dd) To demand the documents in the attached list (Att:) from the dependants of the passengers who are citizens of United Kingdom,

ee) Regarding the dependants who are citizens of a country other than United Kingdom, as there are no registration logs in those countries stating the legal inheritors as in Turkey, to determine the documents of entitlement according to local law of each country, proposing of legal attorneys for this task by the insurers and approval of such attorneys by Turkish Airlines, but in any case, for Turkish Airlines, to be the addressee for the foreign dependants of deceased passengers and have the reinsurers' previous approval and perform in accordance with such approval,

ff) To review the documents of the Turkish deceased passengers' dependants which were mentioned in (aa) above, in accordance with the attached letter (Att:),

gg) In case personal delivery of the documents to Turkish Airlines by the deceased passenger's dependants to the unit which is established in Turkish Airlines' General Directorate and where the commissioned personnel specified in attachment 12 will be performing, approving of such documents by the insurers subject to the information of the Turkish attorneys afterwards and in case of sending of such documents via our sales offices or the fax numbered.....in the Legal Department, faxing of the documents which are approved by Turkish Airlines to the insurer's Turkish attorney prior to the approval for payment by Turkish Airlines and giving consent to Turkish Airlines in 15 minutes,

hh) Approving of and notifying by the reinsurers Turkish Airlines of the documents stating the entitlement of the foreign deceased passengers dependants,

ii) Upon submittal of the required documents by the Turkish and foreign dependants of the deceased passengers and approval of such documents by the parties, payment of 21,000 USD which will be subject to deduction from the final compensation amount against the release forms issued by Turkish passengers' dependants (Att:.....) and foreign passenger's dependants (standard form to be suggested by the reinsurers)

b) Regarding the final compensation;

To demand from the Turkish dependants

aa) Judgment of the court stating the legal inheritors and their entitlement as percentage of the assets to be inherited,

bb) For determination of the deceased passenger's income,

6-It is agreed that all the documents submitted by the related persons in relation to the advance payment will be retained by THY and all such documents in relation to the final compensation will be retained by the insurers.

7-The compensation procedure in relation to the injured passengers:

a) In relation to the advance payment:

It is agreed that;

aa) To make an advance payment in the amount of 21,000 USD to the injured passengers (to themselves) to meet their immediate economical needs and to be deducted from the final compensation against the signed release in the attached form (att:).

bb) To send the letters in the attached form (att:) to the hospitals which state that the hospital costs and expenses of the injured passengers will be paid by THY.

b) In relation to the final compensation:

It is agreed that;

aa) To send the letters in the attached form to the hospitals (att:) which state that the hospital should inform THY whenever the treatment of the passengers are completed or the passengers are transferred to another hospital.

bb)To send the questionnaire as attached (att:) to the injured passenger,

cc) Upon receipt of the final response from the hospital with respect to the injured passenger's health condition and the above-mentioned questionnaire, to send the files to the actuary who is appointed by mutual agreement of THY and the insurers for the actuary calculation,

dd) To obtain the final signed report prepared by the actuary after making discussions on the draft report,

ee) To send the offer letter in the attached form (att:) which will be prepared in accordance with such actuary report to the injured passenger,

ff) To calculate the final offer to include also compensation for baggage,

gg) Since the moral compensation will be evaluated separately for each injured

passenger and for each injury, to give authorization to the negotiation group to make a payment between.....TL and.....TL,

hh) To pay the final compensation upon receipt of the injured passengers' written acceptance and against the signed release.

8. Compensation procedure relating to deceased passengers:

a) Regarding the advance payment:

- i) Payrolls of the last year,
- ii) If the passenger has other income apart from his salary, a copy of the tax declaration form for.....certified from the tax authorities, accrual forms and collection receipts,
- iii) state of insurance (social security institutions),
- iv) Private insurance (health, life, travel), the name of the insurer and policy number,

cc) Documents stating the payment made by the dependants which are not covered by the social insurance institutions or private insurance companies (expenses for diagnosis, transportation, burial and all other expenses)

dd) To send the forms prepared and agreed for demanding such documents to the addresses of deceased passenger's dependants by Turkish Airlines,

ee) To classify the documents sent by the deceased passengers' dependants in separate files for each passenger in Turkish Airlines Legal Department, completion of the missing documents by Turkish Airlines, to send the completed files to the actuary appointed according to the procedure mentioned above for determination of the pecuniary compensation,

ff) In case of objection to the amount which is determined by the actuary appointed by Turkish Airlines' and the insurer's consent, re-calculation of the amount by two actuaries to be appointed by Turkish Airlines' and the reinsurers' consent,

gg) To notify the entitled dependants of the compensation amount for the actual damages which will be determined in accordance with the final signed actuary report agreed by the parties, with the attached offer letter (Att:),

hh) Upon acceptance of the compensation amount stated in the offer letter by the entitled dependant, to pay such amount by Turkish Airlines against final release form (Att:) signed by the entitled dependant.

8-The insurers will pay 150 USD per each file created for each passenger for the Legal Department to the THY's account,

9- The gross fee to be paid to the actuary for each file is.....TL.

10- All final moral and material compensation (inc. baggage claims) shall be paid in Turkish currency and the advanced payment shall be converted into Turkish Liras at the exchange rate on the crashed date and deducted from the final compensation amount.

11- All legal expenses and travel allowances and other expenses related to the suit which may be filed by the claimants in case of objection to the amount calculated by the actuary, shall be paid by the insurer, and the suits shall be handled by THY'S lawyers.

12-In case the claimants do not accept the final offer based on the report of the actuary and file a suit and if THY's legal counsels represent THY in such a suit, all costs and expenses incurred by THY including but not limited to travel allowance and the fees and costs of local attorney which may be hired by THY if THY deems necessary, will be reimbursed by the insurers.

13- The insurers shall pay all the documented costs and expenses incurred by THY.

14- The insurer shall reimburse promptly every five advance payment made by THY to the THY's account.

15- The insurer will request approval from the underwriters to pay the deposit for the compensation payments to THY's account.

16- The insurer will pay the necessary legal compensation if there are any claims for cargo or post carried on the crashed aircraft.

17- This minutes consists of 17 articles and read and signed by the parties.

CASE ONE: SUSAN MARTIN'S REPORT

Grief shrouds Kurdish city after plane crash in Turkey

By SUSAN TAYLOR MARTIN, Times Senior Correspondent

© St. Petersburg Times
published January 9, 2003

DIYARBAKIR, Turkey -- All week, talk in this eastern Turkish city has been of the unusually mild weather and the thick, ghostly fog.

Wednesday night, the fog apparently caused a Turkish Airlines flight to crash just two minutes before it was due to land at the city's airport. Authorities say the pilot was unable to see the runway, and the jet barrelled into a nearby field.

Of the 80 people aboard, 75 died. One survivor, a woman, reportedly was saved because she came to rest in a haystack.

Within a short time of the crash, the fog seemed to lift slightly. There were stars overhead and a crescent moon.

But the fog soon thickened again, shrouding the city as hundreds of friends and relatives went in search of their loved ones, first to a hospital where survivors were taken, then to the university gymnasium that would serve as a morgue.

"What has happened to us?" a man wailed as ambulance after ambulance passed slowly by, bearing the bodies. Little groups of Kurdish women, clad in traditional head scarves and long patterned robes, followed slowly behind, moaning loudly and cupping their hands skyward.

But most of the others were silent, all hope gone from their faces. The only sound was the occasional ring of a mobile phone or the faint shuffle of feet as police urged the crowd to stand back and let the ambulances pass.

Flight 634 was nonstop from Istanbul to Diyarbakir, a bleak city 150 miles or so northwest of Turkey's border with Iraq. The population ballooned to 2-million over the past two decades as hundreds of thousands of Kurdish refugees poured into the city -- fleeing northern Iraq after the 1991 Persian Gulf War or trying to escape vicious fighting between Turkish forces and Kurdish guerrillas bent on forming a separate state.

The airport here is used for both military and civilian purposes, and Diyarbakir is among the Turkish cities often mentioned as a possible headquarters for U.S. forces in event of a war with Iraq. Turkey's military dismissed sabotage as a cause for Wednesday's crash.

Since the start of the new year, the weather has varied wildly. It snowed last week, followed by four days of rain; then unseasonably warm weather with temperatures in the 50s turned the streets to mud and caused dense fog from sundown to late morning.

On Monday, the flight that St. Petersburg Times photographer Jamie Francis planned to take from Istanbul to Diyarbakir was canceled because of fog. On Tuesday, the same flight was delayed four hours before finally taking off. But as the plane approached the Diyarbakir airport after the hour and 50 minute flight, the fog was still so bad the pilot aborted his landing a few feet off the runway and went around again before landing.

Francis said he couldn't see the ground until the plane touched down.

Tuesday evening was clear when I took Flight 634 -- the same flight that crashed Wednesday

-- from Istanbul to Diyarbakir. But fog descended later that night and didn't lift until almost noon Wednesday. It had descended again by the time the plane was due in at 8:35 p.m. local time, 1:35 p.m. in Florida.

The plane used on the fatal run was an RJ 100, a British Aerospace four-engine jet that can carry 99 passengers. Authorities said it split into three main pieces on impact, and the small fire that followed was quickly put out.

Among the survivors were two men and a woman who escaped with shredded clothes but relatively minor injuries.

'They were conscious and talking, but they were in shock,' said a nurse at the government-run hospital here.

A toddler also survived the impact but was reported to be on life support. The dead were thought to include an American and two Britons.

Within a half hour after Flight 634 went down, it seemed all of Diyarbakir knew what had happened. Relatives not already waiting at the airport hurried to the terminal on foggy roads, only to find dozens of police and soldiers in camouflage blocking the entrance.

One man waited for word of his brother, another for news of a cousin.

"There is no explanation, nobody says anything to us," a third man angrily exclaimed.

A few people got welcome news at the hospital. Most others were turned away with a dreaded announcement: You can claim the bodies at the sports stadium of Tigris University.

Their blue lights barely visible a half block away, the ambulances bearing the dead were followed by flatbed trucks carrying chairs and tables for the makeshift morgue

-- to accommodate relatives who had to identify the victims.

By midnight, so many people lined the road to the stadium that police finally ordered them onto a nearby playing field. They moved en masse, dark, anonymous shapes silhouetted against soft eerie light in the fog.

But they would wait as long as they had to. According to Muslim custom, the dead are supposed to be buried quickly.

Most of passengers of Flight 634 will be laid to rest less than 24 hours after they boarded their flight.

APPENDIX G

CASE ONE: FRANK TAYLOR'S ARTICLE

Crisis Management for Airports and Airlines

Crisis Management for Airports and Airlines
by Frank Taylor

Abstract

While Airport Managers have only to consider accidents on or close to their own airport, Airline Managers are not so lucky, about half of their incidents and accidents will occur away from their home airport. However should an airline have an away accident at an airport where few of its own staff are stationed airport and other local staff may be required to take on extra responsibilities until such time as the airline staff arrive.

The need to avoid accidents and yet to plan thoroughly for them may be confirmed by means of the detailed simulation of an accident with senior management staff forming the Crisis Management Team and having to respond to the wide range of problems cropping up following the 'accident'. A Crisis Management simulation of an away accident is described.

Introduction

Airport and Airline Safety Managers are well aware of the fine line that may exist between having an incident and having a major accident. They are also usually aware of the advantages of having well prepared Emergency Procedures to minimize the effects, both social and financial, of an accident should one ever occur. Other senior managers despite recent requirements emanating from the USA, may be less likely to appreciate the wide variety of problems that they may have to face in the aftermath of a major accident and may thus be reluctant to give safety the backing necessary if we are to maintain, let alone improve, the air transport industry's existing excellent safety record during the coming decade.

Fortunately accidents are very rare occurrences but this leads to the unfortunate fact that very few managers have had the opportunity of acquiring the knowledge necessary to deal with the kind of crisis likely to develop in the wake of an accident it is not sufficient to know that there is a chapter somewhere in a manual somewhere on the shelves, somewhere in an office, on what to do immediately and what to do over the next few hours and days following an accident. There is a clear need for several key people to be familiar with everything concerned with what it is fervently hoped will never happen. This can only come about by means of the comprehensive training of all who are designated to be involved and when an accident or other such event does occur. Without such familiarity and training a crisis can very easily become a catastrophe!

There are many areas of major importance, including: establishing good communications, finding out what has occurred and where; checking that those on board, whether fatalities, casualties or uninjured survivors, are being or soon will be looked after appropriately; similarly that next-of-kin and other 'meeters and greeters' will be looked after and kept informed' establishing good relations with the media, it being vitally important that the airline is seen by the media to be doing all that it can to help those involved.

While airport staff will also be concerned with all these topics they may be more directly involved in matters of direct concern to the airport, including establishing the state of the airport, will it be closed to other traffic and if so for how long? fire cover status, organizing accommodation for next-of-kin, etc, the media,...

The airport and the airline must be seen to be working together, since although the airport is unlikely to go out of business as may the airline, its profits could be cut permanently if airlines and passengers perceive it to be in any way responsible.

There is a story going around of a senior airline official who, following a bad accident to one of its aircraft on approach to an airport, announced that the airline was not at fault as it was well known that certain key approach aids had been deficient for several months. This statement not surprisingly backfired when he was asked why it was then that the airline had continued to operate into such a deficient airport.

Many different problems may arise after the loss of an aircraft, concerning the emergency response,

The key point is that around a half of an international airline's accidents are likely to be abroad, at an 'away' location. Thus a table-top simulation may be the only way to become involved in and appreciate the additional problems surrounding 50% of its accidents, those in a foreign country, somewhere that the airline has only a handful of staff or perhaps where it does not operate and thus has no staff at all.

Aircraft accidents

The effects of a major accident may be divided into several distinct yet overlapping stages.

(i) If potentially hazardous problems develop prior to landing, the Emergency Services at the intended destination and the airline itself can be alerted and emergency procedures brought into readiness before the accident, if any, occurs. If there is no such warning then inevitably action starts only after the accident has occurred, in which case the location of the accident site may or may not be known immediately. Thus there may still be a period of uncertainty before any real action takes place.

(ii) As soon as the accident site is known the Emergency Services take control, the preservation of life taking absolute priority. The Fire and Rescue Services will

usually be in control of the wreckage and the Police of everything else, enabling triage and movement to hospitals and elsewhere to take place smoothly. At the same time the airline will be seeking information both for its own use and to be passed on to others and will be working to provide accommodation for the uninjured, the 'meeters and greeters', that is the friends and relatives who may have been waiting at the airport or who may soon arrive, and for the media.

(iii) Once the accident site is cleared of people and the wreckage is secure the Emergency Services soon stand down and the accidents investigators take control of the site. Although the investigation on site may only take a few days, allowing the wreckage to be moved and the site tidied up, the whole investigation may take months of even a year or more to complete and will study events that led up to the accident, the impact itself and any fire that followed, and the actions of the airline and Emergency Services since these may have affected the continued survival of those on board.

(iv) The airport's and the airline's involvement may start before the emergency is declared and continue long after the investigation report is published. It may start with the very first problem to an aircraft with the crew notifying Air Traffic Control who will alert airport and airline ground staff continue in parallel to the work of the Emergency Services through the early stages after the accident and continue both with the supply of information concerning passengers and crew and with that concerning the aircraft, its maintenance, its cargo and everything else required by the accidents investigators. However as the principal link between those on the aircraft and their next-of-kin the involvement may continue for several years, as may counselling of staff. As an example British Airways and Manchester Airport staff assisted in the organization of the tenth anniversary service for the victims of the August 1985 Boeing 737 accident.

The crisis management simulation described later is primarily intended to cover the first two or three days after an accident but it also points to issues that are likely to arise at some considerable time in the future.

Emergency Procedures

While it is obvious that the airline's emergency procedures may be crucial, in some cases the efficiency of an airport's emergency procedures may also significantly affect the outcome, for better or for worse. In its report on an accident in 1997 the UK's Air Accidents Investigation Branch (AAIB) made the following comment:

Study of the 'Airport Emergency Procedures' published to co-ordinate the responses of both the airport and Island emergency services, showed that they were drawn-up in November 1983 and amended in January 1985. Since then they had fallen into disuse and as such no current definitive Airport Disaster Plan existed.

and made this safety recommendation some two weeks after the accident:

affect the finances of the airport and/or the airline.

It is important that it is recognized that other parties will have different priorities yet the airline may be the main or perhaps the only source of information vital to other parties. An example is the cargo and baggage, perhaps perceived as being of much less importance than the passengers, but to the fire and rescue crew a matter of life or death! Thus producing the cargo list must rank equal to producing the passenger list. Neither are necessarily straightforward, last minute changes may not yet be recorded everywhere and with cargo many items, all 'non-hazardous' under normal transit conditions, may be combined into a 'consolidated load' which could take some time to sort out and which when subjected to impact and fire may become distinctly less harmless.

One problem obvious to the airline will be that it must not only maintain its schedules while being one aircraft short but may also have to transport a large number of people to the accident site - or as close as is possible to it since the accident may have occurred far from an airport or, if on it, the airport may still be closed. Also if they can be got there - where will they stay?

Similarly the airport may have to deal with more passengers and other members of the public than usual because of flight delays but may have to do so with less space and fewer staff since some large rooms or areas may have to have been allocated to the various groups associated with the accident.

The airline will wish to continue its operations with the minimum of disruption, if necessary by diverting flights and passengers to alternative airports. The airport does not have this option but will also wish to resume normal operations as soon as possible.

Holiday locations, particularly islands tend to be full at peak times of year. If an aircraft lands with a fresh load of holidaymakers and then crashes on or shortly after take-off, closing the airport, pressure upon accommodation may be stretched beyond its limit. If the accident occurs on US territory or if US citizens are involved then the requirements of the National Transportation Safety Board's, (NTSB's) Federal Family Assistance Plan will need to be met, putting an even greater strain on resources. Furthermore if it is deemed by the media to be a significant accident (and this may be affected by what other major news stories are about at the time) then the media will be there in force and the media is renowned for fixing its accommodation needs very efficiently.

Legal action may be started against the airline airport or both even before the dust has settled at the accident site and even if this does not occur there is still the need to copy any documents that might become pertinent to the accident before the originals are seized by investigation or judicial authorities

Such matters and many more are all part of crisis management and therefore a part of Air Transport Management that may affect the whole industry and its future.

Major emergencies

A major emergency may come in a variety of forms, not only an aircraft accident but perhaps an aircraft hijack, an aircraft trapped in a war zone, the contamination of aircraft catering, a bomb explosion in the airport or in an airline sales office or any other major event associated with the airline or airport. Unfortunately not all airlines can cope properly, some will muddle through, others may go out of business. Others again may face the world and be seen to be giving every possible assistance to the survivors (if any), to the next-of-kin and to the investigators; such airlines may come through relatively unscathed.

Planning and training

Sitting back and listening to lectures or conference papers has its place and some useful information may be absorbed but there is no truly effective substitute for actually being involved. Since actual accidents are rare it is necessary for airport and airline staff to participate in regular (and if possible frequent) full scale disaster exercises, working with all the emergency services. Airports have to run such exercises to maintain their licenses but all parties can learn a great deal if they are properly run.

Such exercises are extremely valuable but they are almost inevitably limited to a 'home' airport and, however essential, are an expensive way to learn the basic lessons, many of which may be learned initially just as effectively from small scale and relatively inexpensive 'table-top' simulations.

The Airport Director should produce, issue and be responsible for the maintenance of an Airport Disaster Plan that defines the policy, procedures and areas of responsibility of those airport and Is/and services identified as being required to react in the event of an airport disaster.

There must have been many occasions throughout the world when similar comments could have been levelled at the airline concerned! Although there is no magic formula for success there can be no doubt that careful planning, training and practice can minimize the adverse effects of a major accident, yet this cannot be done in isolation. The key to this is in the management structure, all senior staff must be aware of what actions are required after an emergency alert, It follows that all parties must have an Emergency Procedures Manual that is kept up to date, frequently reviewed and practiced. It is of no use knowing that somewhere there is a manual setting out what should be done, manuals must be available 24 hours a day and not in a locked office nor in a locked cupboard. Furthermore key personnel (and those who cover for them in their absence) must be familiar with the main contents and at the very least know what immediate actions are down to them, including who else they need to alert without delay.

The Crisis Management Team and Centre

Although names and acronyms may vary the concept of having a Crisis

Management Team, members of which will all be notified at the first sign of an emergency, is common to many organizations, however it is essential to have designated alternative members for when any are away or otherwise unavailable. Ideally the team should have a suitably equipped room at its disposal, the Crisis Management Centre (CMC). This may be a dedicated room but more often it might be an existing board room but with the provision of a photocopier, additional phone, fax and other communication lines, clocks, maps, boards for writing out and/or pinning up information for all members of the team to see, manuals, and indeed everything that might be needed at any time of the day or night. Note that rapid communication is essential which is why the names (primary and alternatives) and numbers published in Emergency Procedures Manuals must be kept right up to date.

It also has to be remembered that since a crisis may last for several days a single team may not be sufficient handing over to others must be planned for but to whom? The crisis will mean much extra work for essentially the same number of staff, deputies will already be deputizing for those in the CMT and thus cannot leave this job to start another! All will need to work extra hours each day the CMT is required, these hours will need to be carefully arranged in advance, to be set in motion immediately the emergency is recognized. Because there may be a large time difference between the CMC and the accident site it is possible that all 24 hours will need to be fully covered for several days.

It is the task of the CMT to keep itself informed about all that is happening, to be and to be seen to be the centre of all operations relevant to the accident, to make the major decisions necessary for the handling and containment of the emergency and thus to control the whole situation with the aim of ensuring the survival of the airline. As such it will be in contact with the normal departments of the airline and with other specific groups such as that dealing with passenger information.

The Telephone Enquiry Centre

Whether an airline has its own Telephone Enquiry Centre (TEC - previously known as the Passenger Information Centre or PIC) or whether it uses equivalent services such as that run by British Airways and the Police at Heathrow Airport, the collection of detailed information on passengers (and on those who might have been passengers) is an essential part of the post-accident activity. Not all passengers are who they have said they are, there may be last minute changes that would have been put onto paper or into the computer the next morning, thus it can take some time to establish exactly who was on board and who was not. Even then it may take weeks or months to identify all the fatalities. These matters will not be the prime responsibility of the CMT but the CMT will usually wish to be regularly briefed with the latest news from the TEC, not least because of the need to prepare information for the media.

When simulating an accident for one major international airline it was decided to extend the simulation to exercise the airline's own TEC. The call-out following the first news of the accident was all 'in real time' with all staff being called on their listed numbers. We then passed relevant information directly to TEC staff and left it to them to pass what they thought fit on to the CMT and to answer the CMT's

questions.

Despite extensive training of its volunteer staff several cultural and translation problems arose that had not been foreseen and which a less realistic simulation might not have revealed. One of particular significance to airlines with staff coming from a variety of cultures and with several languages came about because all TEC staff training had been done in English, it being assumed that local staff would be able to cope even better in their own native language. Several callers acting as next-of-kin were instructed to pretend that they only spoke their native tongue throughout the simulation: they were correctly put through to appropriate members of staff with a similar background but their matters fell apart. Well trained and experienced staff suddenly found that they could not respond to the caller, nor ask essential questions in a sensitive manner, in their own language! Training has now been modified to encompass the lessons learned and to correct this unexpected failure.

A Casualty Bureau may also be established by the local Police, the division of responsibility between this and the airline's TEC will vary according to conditions. A point common to many countries in these circumstances is that only the police are authorized to inform a person that their close relative is dead. This can cause great suffering to waiting relatives even if handled with care. If everyone else nearby is being united with or given details of their relative then it is difficult not to imagine the worst if airline staff say that they have no information for you, worse still if they say that they cannot give you any information.

If the accident occurs upon US territory then the NTSB's Family Assistance Plan calls for the formation of a Joint Family Support Operations Centre (JFSOC). This will normally be close to the accident site and in a hotel or similar building offering office accommodation and good communication facilities. A hotel's Business Centre and conference facilities might be ideal but there is of course no guarantee that anything like this will be available should the need arise.

Other matters

Cultural differences must also be taken into account by those monitoring media information following a fatal accident. There are vast differences around the world and especially when it comes to reporting deaths. In some countries informed estimates are likely to be reported which may eventually turn out to be either over- or under-estimates of the final total but which are usually of the correct order of magnitude. In others it is traditional to issue exact numbers even if it is quite certain that the final number will be very much higher even before the report is transmitted. Thus the 'exact' number can go up and up as time passes but give little idea of what the final number is likely to be. In the early stages of an emergency such cultural differences must be accepted and must be respected.

Areas, often within the airport or in nearby buildings and preferably at some distance from each other, will have been set aside for the accommodation of next-of-kin, the uninjured and the media. The CMT, TEC staff and the police will keep in close touch with staff looking after these groups and should ensure that the media

are contained in a suitable area and kept well informed Otherwise the chances of journalists and TV crews getting to the others will be even higher.

Simulations

As suggested earlier it believed that the best way of learning about and appreciating the wide range of problems that may occur following an overseas or 'away' accident is by means of a detailed simulation

Since some people seem to have an in-built resistance to simulations to get the most out of one the ground needs to be well prepared in advance by means of a relaxed but thorough briefing session. Then the simulation must involve people from the start and appear 'real'. Furthermore the simulation itself must be followed by a thorough debriefing that not only allows time for discussion of the lessons learned but also encourages the participants' feelings to be expressed and to be shared. With this preparation they should become better able to deal with the similar feelings of anger, frustration, helplessness etc that are likely to occur during the management of a real crisis.

Finally we hope that the discussions started both during and immediately after the simulation will be continued and acted upon when delegates return to their regular places of work. Seeing and being involved with the major and protracted problems that follow an accident may not only insure that the airline will be better prepared should a real accident ever occur but, even more important, delegates whose airline positions do not directly involve safety may be more receptive and understanding when colleagues bring safety issues to their attention. The hope that this will lead to improved safety levels and fewer accidents is the prime reason for running such simulations!

So far The Cranfield Aviation Safety Centre in conjunction with Avinta Ltd has run eight of these moved? We try to put each of them into a post closely related to their previous one a post in which they should feel reasonably comfortable. In addition they all have an evening at the bar together to get to know each other before the real work starts.

The accident site

Since one important objective is to make delegates aware of the problems associated with an accident outside their immediate control, one where they must rely heavily on personnel they do not know and in a foreign country that they have never visited, we have always used accident site well away from the home base of the airline. Thus for non-European airlines (real or invented) we may have an accident in the aforementioned Kronenbourg. For a European airline, or one from almost anywhere else for that matter, we have our accidents in the Caribbean, on the island of Sainte-Angelique which is the largest of a group of ex-French islands called Les Isles Saintes. In fact Ste-Angelique can be renamed and put down in a variety of places throughout the world where the French once had (or might well have had) colonies. At present we have a group of identical islands, the largest of which is Ste-Emeulue, positioned off the west coast of Sumatra so as to be close to

many routes to and from Singapore. We are also considering possible sites in the Pacific, or indeed anywhere of a customer's choosing!

Recently and in order to introduce the requirements of the NTSB's Family Assistance Plan it came about that a few years ago the US took over Les Isles and called them the US Windward Islands. It is here that the accident occurs during our open courses.

Fiction must go no further than is strictly necessary, so although the place where the accident occurs must be under the total control of the Directing Staff, which it could not be if we used a real country, it must be geographically in a real place. Therefore both Kronenbourg and Ste-Angelique appear on the maps provided and can, without any ambiguity, be related in terms of distances and times to other airports.

The events

As with the places involved so all events are derived from those that have occurred following real accidents. This is important and is explained during the briefing, we don't need to invent surprising or unlikely events, they have already happened! Accidents are extremely rare events in themselves so it should be no surprise to find that they are often caused by and associated with very rare and unlikely events. In addition the timings are based on real accidents, for example the time taken to remove people from the aircraft, alive but trapped by wreckage, is based mainly on the accident near East Midlands Airport in January 1989.

Planning the simulation

While certain events are based closely on past accidents other timings depend on the terrain and the distances over which vehicles and, occasionally, people have to travel. It is therefore necessary to have detailed maps of the area and use, as far as possible exactly what is there. With Ste-Angelique we had a list of existing hotels and hospitals and all we needed to add were details of a few apartments that were probably there anyway, very little having changed since the US take-over.

Having also decided upon the number of ambulances and other vehicles available and where they are based, the exact times that passengers and crew, alive and dead, are taken from the accident site and subsequently arrive elsewhere are determined by progressively building up a chart in an 'Excel' file. Something over six hours are covered one minute at a time down the page and the starting point, the crash site and all eventual destinations are listed in columns across the page. Thus at any given time information is available showing how many passengers and crew are at each location or are en route.

The names and addresses of everybody who was on the aircraft, together with those who had intended to fly but didn't, and of all their next-of-kin, are contained in the columns of a 'Works' file. This is based on having a row for each aircraft seat, numbered in the way used by the airline but with additional lines for cockpit and cabin crew. The columns include a triage category (Cat 0 = dead to 3 = uninjured) and other notes that cross refer to other data, events, etc. On the KronAir flight

passengers may be anywhere from 01A to 47K with cockpit crew in 000a and 000b and cabin crew in rows 00, 08, 30 and 48. It is also possible to add 'rows' with the details of anybody on the ground who happened to be injured as a result of simulations, three for two major international airlines, one for a cargo carrier plus four 'open' simulations in which delegates from some five or six different airlines or airports have participated together. From these it is clear that participants have been totally involved, treating the simulation as if it were a real event and have been made aware of many important, previously un-thought-of problems. In addition the impression we have gathered is that participants have gone back to their airports and airlines and discussed crisis management at a variety of management levels right to the top.

The simulation

For our open simulations we provide a set of draft Emergency Procedures but activate the call out ourselves since we already have the airline Crisis Management Team (CMT) together. When working with a real airline we decide how to accomplish the call out in conjunction with non-participating airline personnel and on one occasion this led to the call going out when most members of the CMT were travelling to work, not all with mobile phones.

Our simulations vary but that to be described, without it is hoped giving away too many secrets to potential delegates, is essentially the open simulation offered at Cranfield in May of each year.

The timetable

During one real day our Crisis Management simulation attempts to cover the problems that may face the airline's CMT during the first two or three days following an accident to one of the airline's aircraft. We therefore compress this period into the one day by having occasional time jumps and with a relief team supposedly operating over each night.

Each delegate has, for the purposes of the simulation, just joined KronAir, the flag carrier of the Grand Duchy of Kronembourg, a small European country adjoining Germany and France. Each receives a welcoming letter from the MD of KronAir and a folder of information concerning Kronembourg and KronAir, the latter including draft Emergency Procedures. Each is informed that he/she will be a member of the CMT should an emergency arise, one being designated as its Head. The delegates arrive for dinner and for an evening briefing after having viewed their reasonably well equipped CMC.

The following morning they are scheduled to attend a meeting in the CMC to go over the draft emergency procedures but, surprise, surprise, an accident occurs before they can get properly down to business and information and requests start coming in thus they are set to work with no prior warning. So the day (encompassing over two days) passes until the evening when we break for the course dinner!

The next and final morning is devoted to the thorough debriefing sessions with delegates departing after lunch.

The roles

During the simulation (and during the first part of the debriefing) the 10 or so delegates, being mainly KronAir staff but perhaps with one or two Kronenbourg International Airport staff, form the CMT; we, the 6 or 7 members of the Directing Staff, are everybody else! For example we take the parts of top airport and airline management, members of the press, contacts in the police, in ATC and at airline offices closer to the accident site, KronAir opens its TEC with a member of our Directing Staff acting as the TEC Manager. We prepare complete passenger and crew lists and pass on appropriate information as it becomes available either on a routine basis or as called for by the CMT. Thus while most information arrives in the CMC by fax or memo there is also voice and direct contact to provide additional realism. A point occasionally missed is that in this case they have to make their own record of what was said and/or agreed. We stress that no decision made by the CMT is effective until it has been communicated correctly to the outside world via the Directing Staff.

When an accident occurs, real or simulated, to a real airline at or close to a real airport, the delegates may well know each other but may not previously have worked together closely. They are of course familiar with their roles since they are working as themselves. The accident will occur to one of the airline's aircraft, though not necessarily in a location with which they are familiar. These conditions are not possible during an 'open' simulation since delegates come from different airports and airlines and from different parts of the world. Thus each delegate is still himself or herself but is now working for KronAir or Kronenbourg international Airport with new colleagues; usually all will have been promoted, or why would they have.

This file also has data derived from the Excel file so that each person's time to leave the site, en route and arrival at hospital, hotel, temporary mortuary or elsewhere is recorded. Having certain information in two independent files helps track down errors before the names of people arriving at, for example, hospitals or hotels, are recorded and passed to the JFSOC by fax.

While we, the Directing Staff, have determined where everyone is, no person within the simulation, including the roles taken by the Directing Staff, will have all of this information available to them. These files thus show basic information not necessarily known by anyone, although most of the information could be ascertained if all the relevant questions were asked of all the right people. However it must also be understood that some answers to perfectly valid questions will be wrong and that it will take some considerable time to recognize this and to correct the errors.

Running the simulation

Since by the very nature of the occasion delegates will be expecting an 'accident' to

one of their aircraft, the only surprise open to us is to have it occur slightly earlier than most will expect it. Information arriving at the Safety Department is relayed to all delegates with follow-up instructions from the MD for them to get on and manage the emergency. Thus perhaps the most important section in their Emergency Procedures, the call out of the CMT, goes smoothly. Thereafter they need to deal with information, requests and instructions coming in by SITA, fax, memorandum letter, telephone and, occasionally directly from another person.

As the accident is in the Caribbean where the airline has only a small handful of staff much of their Emergency Procedures Manual is of little or no use (since it, like many real ones, does not adequately address this situation), they therefore need to consider carefully how to deal with the crisis as the situation reveals itself. Usually their initial ideas of working within their job specifications are soon overtaken by the realization that they need to spread the workload more equally.

Passenger lists

Although establishing the passenger and crew lists is the task of the TEC we anticipate that the CMT will want to know these as soon as possible, we therefore supply progressively more complete and more accurate information throughout the day, based upon the time taken following real events. However when information comes it doesn't always arrive in the TEC it may go to the CMC when it is essential that it is forwarded to the TEC. We have observed that very often people will assume that anything that comes to them must also have gone to other appropriate parties. In fact very often this is not the case and we supply several pieces of information that should be immediately passed to the TEC, others to the accident site or to some other person or group. Similarly when we have had a TEC operating we have given them information that is not their concern but that should be passed on to the CMT, very often it has not been passed on because they assumed...

If the accident occurs within or close to an airport we can expect the fire and rescue crews to be on site very quickly and for triage to start soon after. However locating, counting and recording details of a plane load of passengers and crew is no easy task and mistakes and omissions will occur. Some may run or walk away from the site, missing the triage stage, these may subsequently be difficult to trace. We build in a few such problems but also, eventually, fill in most of the gaps.

With a flight departing late in the evening, particularly if it has been delayed, airline staff may depart for home and their beds as soon as the aircraft has taken off, leaving the paperwork until the morning! Should the aircraft return and crash there may be long delays before all relevant information concerning passengers, baggage and cargo can be found. Such a scenario frequently fits in with our desired crash time at Cranfield.

While the TEC will be seen to be coping with the 'routine' problems we introduce a few, all based upon real past events that require decision making at CMT level. Some of these have built in pitfalls that they need to take care to avoid.

The JPSOC

US requirements state that, somewhere not too far away from the accident site, the airline must set up a Joint Family Support Operations Centre. It will be obvious that under the circumstances or our remote accident the responsibility for doing this must be passed to a local organization. We pre-empt this by having the local airline, Aér Angelique, do this as part of their own local procedures and for them to then ask KronAir to send staff to help operate it. Thus the JFSOC very soon starts collecting passenger information from the site and later from the hospitals, hotels and temporary mortuary. This has obvious short term benefits for KronAir but also some less obvious longer term disbenefits that the CMT must try to minimize.

The cargo

While it is hoped that the CMT will very soon start making enquiries or issuing instructions about the cargo manifest (which will eventually be supplied), enquiries will arrive from the sources and/or destinations of certain items thought to be on board. The contents of the cargo hold will also be of prime concern to those at the accident site. Although the Fire and Rescue Services will initially have gone ahead with their duties without knowledge of the possible hazards, once the fire is out and the survivors have been removed from the area detailed information is requested prior to shifting the cargo and baggage to a safe place.

Despite the usual assurances that there were no dangerous goods on board shippers admit that certain items might be potentially dangerous if subjected to impact and fire and those on site find some pretty nasty looking substances oozing from damaged packages. The CMT finds itself at the centre and must pass on information and obtain answers as a matter of priority.

The media

While the TEC is attempting to put together the passenger list some surviving passengers may talk to reporters, or may contact their relatives by telephone who, in turn, may talk to reporters. Consequently dealing with the media works both ways: it is necessary that the CMT keep the media informed and are deemed by the media to be sympathetic and to be doing everything possible, but equally all news items should be checked in case the media have obtained information not yet gathered through official channels. To make this point we, in the guise of the airline's PR department, supply transcripts of radio and TV reports, copies of newspaper articles and CNN internet reports. Some include vital information perhaps tucked away at the bottom of the page and/or close to a distracting photograph, such information can easily be missed!

The accident investigation

This will start immediately although little will occur on site until all survivors have

been removed. Nevertheless the CMT may be the focal point for requests for information from the investigators, in this case from the NTSB, before more official channels have been established. In this context and to avoid too long a quiet period our Investigator-in-Charge on site offers some useful details from the site while requesting information that he needs from the CMT.

As the State of the Operator the Kronenbourg Directorate of Aviation will be participating in the investigation and the Accredited Representative will almost certainly wish to take a senior KronAir pilot and an experienced engineer with them as Advisors. As we don't supply the CMT with a complete staff list we make them aware of the request but have the MD actually make the choice and inform the CMT of the names. It is however up to the CMT to try to sort out their means of transport and their accommodation for when they arrive.

Legal aspects

In reality many legal problems may occur but for our comparatively brief simulation we have two main inputs. The airline's firm of solicitors fax the CMT offering extensive advice and another firm announce that legal action will be taken on the basis that, in effect, the airline had not been pro-active in providing more protection from fire for its passengers. Much of the advice should be passed on to various departments and the threat of legal action needs to be discussed, the CMT must decide how to proceed.

General

In all the CMT receives some 120 sheets sent directly into the CMC, including memoranda, letters, faxes, maps, transcripts of radio broadcasts and photocopies of newspaper articles. In addition the TEC receives some 50 sheets, mostly faxes from hospitals and hotels forwarded by the JFSOC, which are copied to the CMC for information.

APPENDIX H

Yeni Şafak
TARİH : 16/04/2002
SAYFA NO : 41

SARS eski bir virüs

Türk Enfeksiyon Vakfı Başkanı Prof. Dr. Nevzat Güler, "SARS'ın etkeni eskiden beri bilinen bir virüs. Ancak yapısında bir değişiklik meydana geldi, bunun nedeni bilinmiyor" dedi

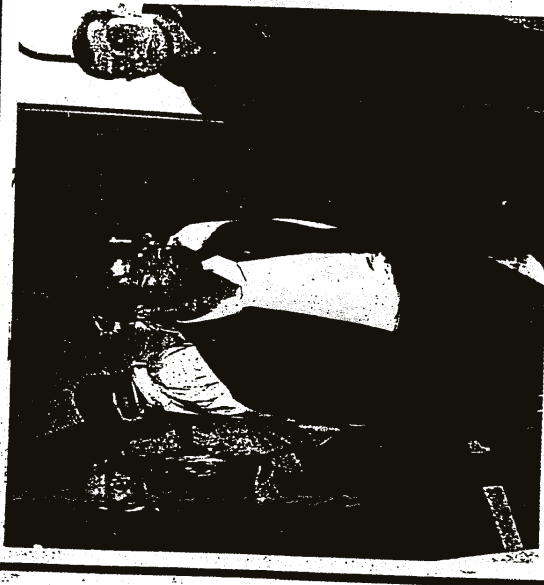
Türk Enfeksiyon Vakfı Başkanı Prof. Dr. Nevzat Güler, "SARS'ın etkeni olan "Coronavirüs"ün eskiden beri bilinen bir virüs olduğunu belirterek, "Ancak yapısında bir değişiklik meydana geldi, bunun nedeni bilinmiyor" dedi. Prof. Dr. Güler, vakif binasında SARS konusunda düzenlediği basın toplantısında, "SARS'ın günlük yayılma eğilimi gösterdiğini söyledi. "SARS'ın etkeni olan Coronavirüs"ün, eskiden beri bilinen bir virüs olduğunu ve genel- de kış ve bahar aylarında görülen üst solunum yolu enfeksiyonlarının yüzde 10'una yol açtığını bildiren Güler, "Ancak, o bölgelerde virüsün yayılmasında bir değişiklik meydana geldi, bunun nedeni bilinmiyor" diye konuştu. Prof. Dr. Güler, genel olarak enfeksiyon hastalıklarından korunmada el temizliğinin çok önemli olduğunu vurguladı.

3 bin 139 vaka, 213 ölüm

Uzm. Dr. Atahan Çağatay da, bugüne kadar 3 bin 139 SARS vakası açıklandığını ve bunların 213'ünün, "Yeni" olduğunu söyledi. Vakaların 144'ünün ölümle sonuçlandığını anlatan Uzm. Dr. Çağatay, hastalığın tüm yaş gruplarını etkilediğini ifade etti. Bilinen özgün bir tedavisi olmadığı için yayılmasını önlemek amacıyla karantinanın doğru bir yaklaşım olduğunu işaret eden Uzm. Dr. Çağatay, "Riskli bölgelerden gelen ve SARS olduğundan şüphelenilen ya da benzer belirtiler gösteren kişiler, 10 gün müdahale altına alınmalı" dedi.

ABD'den gelen uçaklara SARS taraması

Uzakdoğu illerinden gelen uçaklara ardından, ardından itibaren ABD den gelen uçaklarda da, "SARS" virüs taraması başlatıldı. Hırvat ve Sabiller Sağlık Genel Müdürlüğü ekibi tarafından dün yapılan ilk tarama, THY'nin New York-İstanbul uçuşunu yapan TK 002 sefer sayılı "Hakkari" adlı uçağında gerçekleştirildi. Kabin amirinden uçağa SARS belirtileri gösteren yolcu olup olmadığına ilişkin olarak bilgi alan 4 kişilik maskeli sağlık ekibi, hazırlanan sağlık rapor tutanğını imzalatılarak teslim aldı. Dünden itibaren Havalimanında Sağlık Denetleme Birimi'ndeki personel sayısı da arttırdı. ■ SİHİRİ İHYİK, İSTANBUL





YÜZDE 80'E VARAN İNDİRİM

SARS hastalığı, başta Çin ve Hong Kong olmak üzere Uzakdoğu'da sosyal ve ekonomik hayatı etkilemeye devam ediyor. Mağazalarda yüzde 80'e varan indirimler yapıldı.

SARS denetimi yaygınlaştırıldı

UZAKDOĞU kaynaklı öldürücü SARS hastalığına karşı sınır kapılarında alınan önlemler sıkılaştırıldı. Uzakdoğu ülkelerinden gelen uçakların ardından, dününden itibaren ABD ve İngiltere'den Türkiye'ye gelen uçaklarda da öldürücü SARS virüsü taraması başlatıldı. Sağlık Bakanlığı Hüdut ve Sahiller Sağlık Genel Müdürlüğü ekipleri tarafından dün ilk tarama, THY'nin New York-Istanbul seferini yapan uçakta yapıldı. Atatürk Havalimanı Sağlık Denetleme Birimindeki personel sayısı da artırıldı. Kapıkule'de de, Hüdut ve Sahiller Sağlık Genel Müdürlüğü Kapıkule Kara Hüdut Sağlık Denetleme Merkezi Başkanlığı, Kanada, Singapur, Çin, Vietnam, Hong Kong, Malezya'dan giriş yapan yolcuların yakın takibe alındı. ■ **Faik KAPTAN / İSTANBUL**

stat

TARİH: 16/4/2002
SAYFA NO: 4

TARİH: 16/4/2002
SAYFA NO: 6

ABD uçaklarına SARS taraması

İSTANBUL - Uzakdoğu ülkelerinden gelen uçakların ardından, dününden itibaren ABD'den gelen uçaklarda da, öldürücü SARS virüsü taraması başlatıldı. Hüdut ve Sahiller Sağlık Genel Müdürlüğü ekipleri tarafından dün yapılan ilk tarama, THY'nin New York-Istanbul uçuşunu yapan TK 002 sefer sayılı Hakkari adlı uçağında gerçekleştirildi. SARS virüsü taraması kapsamında, ABD'nin ardından, İngiltere'den gelen uçaklar da dahil edildi. > **Hidayet Yüzbaşıoğlu**

Türkiye

TARİH: 16/4/2002
SAYFA NO: 7

23 NİSAN'I SARSTI

Geçen yıl 23 Nisan için 50 ülkeden çocuklar geldi. Bu yıl sayı henüz 17. Uzakdoğu'dan ise gelen yok.



UZAKDOĞU'DA ortaya çıkan ve hızla dünyaya yayılan ölümcül zatürree hastalığı SARS, 144 can aldı. Virüsün hızla yayılması 23 Nisan Ulusal Egemenlik ve Çocuk Bayramı şenliklerini de vurdu. Geçen yıl Türkiye'ye 50 ülkeden çocuklar gelmişti.

Bu yıl sayı henüz 17. Bir iptal olmazsa 9 ülkeden daha çocuklar bekleniyor. Singapur, Japonya ve Çin ise SARS yüzünden gelmiyor. Bu arada THY de önlemlerini artırdı. Artık New York, Chigaco ve Londra'dan gelen uçaklara sağlık taraması yapılıyor...

Türk'e SARS İşleme

ite yine, 'Bize bir şey olmaz' mantığı... SARS'ın merkezi Hong Kong'ta elen 250 yolcu, sağlık kontrolünden geçirilmeden Türkiye'ye giriş yaptı

Hong Kong'ta, her gün 10'a yakın insan "gizemli zatürree" olarak bilinen akut solunum yetmezliği sendromu (SARS) hastalığından ölmesine rağmen, Türk yetkililerin bu hastalığa karşı vurdumduymazlığı, tepki çekiyor.

Türkiye'nin Hong Kong Konsolosluluğu'nda idari atase olarak görev yapan Meltem Şimşek'in eşi Meltem Şimşek, 7 Nisan'da, THY uçağıyla İstanbul Atatürk Havalimanı'na iniş yaptı. Havalimanı'nda "çok geniş sağlık kontrollerinin yapıldığı" haberini alan Şimşek, Bursa'da oturan ailesine "geçirebileceği" haberini verdi. Ancak Atatürk Havalimanı'na ayak basan Şimşek, tam anlamıyla şoke oldu. Dünyayı kasıp kavuran SARS kabusu, kendi ifadesiyle, "Türk yetkililerinin umurunda bile değildi."

HIÇ KONTROL YOK

4,5 aylık hamile olduğu için SARS nedeniyle Türkiye'ye dönmek zorunda kaldığını söyleyen Şimşek, yaşadığı şaşkınlığı şu sözlerle anlatıyor: "Uçakta 250'ye yakın yolcu vardı. Havalimanında çok uzun süre sağlık kontrolü için tutulacağımızı düşünmüyordum. Ancak bize,

sözleri olarak bile 'Hasta mısın' diye sorulmadı. Elimizi kolumuzu sallayarak evimize gitmemize izin verildi. Bu durum beni şoke etti."

Genç kadın, THY uçağında sağlık kontrolü ile ilgili yapılan tek şeyin, hosteslerin doldurduğu "gözlem formu" olduğunu söyledi ve şöyle devam etti:

"Hostesler, yolculuk süresince yolcularla ilgili gözlemlerini formlara aktarıyorlardı. Hostesin gözleminin ne kadar sağlıklı olacağını bilemiyorum."

HERKES EVLERE KAPANDI

Şimşek, hastalığın ortaya çıkmasının ardından 1 ay kaldığı Hong Kong'ta yaşananları "kaos" olarak nitelendirdi ve şunları söyledi: "Herkes eve kapanmış, maskeyle yaşıyor. En yakınları, ni, eşlerini bile öpmekten, elini sıkırmaktan korkuyorlar. Butün evlerde pencereler sürekli açık. Hava çok sıcak olmasına rağmen, klima çalıştırılması kesinlikle yasak. Sürekli alkolle yıkadığımız ellerimiz, kurudu."

Hastalığın ilk ortaya çıktığı dönemlerde sadece kalp, böbrek hastası olan ve bünyesi zayıf kişilerin öldüğünü ifade eden Meltem Şimşek, "Ancak daha sonra gençlerin de ölmeye başlaması, insanların tam anlamıyla kaosa sürüldüğü" dedi.

TAKVİM

TARİH : 14/11/2003
SAYFA NO : 1



TARİH : 17/4/2002
SAYFA NO : 16

THY'ye SARS tepkisi

HER gün 10'a yakın insanın "gizemli zatürree" olarak bilinen akut solunum yetmezliği sendromu (SARS) hastalığından öldüğü Hong Kong'da 1 ay yaşadktan sonra Türkiye'ye dönen konsolosluk idari ataşesinin eşi, İstanbul Atatürk Havaalanı'ndahasta olup olmadıkları "sözlü olarak bile" sorulmadan Türkiye'ye giriş yaptıklarını öne sürdü.

TÜRKİYE'ye dönmenden önce, "havaalanında çok geniş sağlık kontrollerinin yapıldığı" duyurumunu aldıklarını, bu nedenle ailesine Bursa'ya gelmesinin gecikebileceğini haber verdiğini anlatan Türkiye'nin Hong Kong Konsolosluk'u'nda idari ataşe olarak görev yapan Mehmet Şimşek'in eşi Meltem Şimşek,

Hastamısınız

"Uçakta 250'ye yakın yolcu vardı. Havaalanında çok uzun süre sağlık kontrolü için tutulabileceğimizi düşünürken, sözlü olarak (hasta mısınız) diye bile sorulmadan elimizi kolunuzu sallayarak evimize gitmemize izin verildi. Sağlık kontrolü ile ilgili yapılan tek şey hosteslerin doldurduğu gözlem formu... Hostesler, yolculuk süresince yolcularla ilgili gözlemlerini formlara aktarıyorlardı. Hostesin gözleminin ne kadar sağlıklı olacağını bilemiyorduk."

GÜNEŞ

**THY'de SARS'a
aldıran yok!**

UZAKDOĞU'YU sallayan SARS hastalığına karşı THY'nin havaalanlarında yeterli önlem alınmadığı iddia edildi. Hong Kong'tan İstanbul'a THY uçağı ile gelen atape eşi "Havaalanında tek bir sonu bile sormadılar" dedi. 2'de

TARİH : 11/4/2003
SAYFA NO : 1

**Hastalığa
aldıran yok**

THY'ye SARS öfkesi

HER gün 10'a yakın insanın "özensiz zatürree" olarak bilinen akut solunum yetmezliği sendromu (SARS) hastalığından öldüğü Hong Kong'da 1 ay yaşadıkları sonra Türkiye'ye dönen konsolosluk idari ailesinin eşi, İstanbul Atatürk Havaalanı'nda hasta olup olmadıkları "sözü olarak bile" sonulmadan Türkiye'ye giriş yapıldıklarını öne sürdü.

Türkiye'nin Hong Kong Konsolosluğu'nda idari atape olarak görev yapan Mehmet Şimşek'in eşi Mevlam Şimşek, 6 Nisan'da, THY'nin TK 71/06 serisiyle uçağıyla yasal saatle 22.10'da Hong Kong'dan ayrıldıklarını, 7 Nisan Pazartesi günü sabah saat 07.20'de İstanbul Atatürk Havaalanı'na miş yaptıkları

ında çok geniş sağlık kontrollerinin yapıldığı" duyurmasını aldıkları, bu nedenle ailesine Bursa'ya gelmesinin gecikebileceğini haber verdiğini anlatan Şimşek, yaşadığı şaşkınlığı şöyle anlattı:

250 YOLCU VARDI

"Uçakta 250'ye yakın yolcu vardı. Havaalanında çok uzun süre sağlık kontrolü için tutulabileceğimizi düşünürken, sözü olarak 'hasta mısın?' diye bile sorulmadan elimizi kolumuzu sallayarak elimize girmemize izin verildi. THY uçağında sağlık kontrolü ile ilgili yapılan tek şey, hosteslerin doldurduğu gözlem formu... Hostesler, yolculuk süresince yolculara ilgili

minin ne kadar sağlıklı olacağını sormuyordu."

Hastalığın ortaya çıkmasının ardından 1 ay kaldığı Hong Kong'da yaşananları "kaos" olarak nitelendiren Şimşek, ilk olarak Princes of Wales Hastanesi'nde ortaya çıkan hastalığın kısa sürede yayıldığını belirtti. Şimşek, şunları söyledi:

"Hong Kong'da yaşananları kelimelerle anlatılabilmek mümkün değil. Herkes eve kapanmış halde maskeyle yaşıyor. En yakınlarını, eşlerini bile öpmekten, elini sıkıktan korkuyorlar. Evlerin sürekli havalandırması istendiğinden apartmanlarda kapılar, pencereler açık şekilde bir hayal yaşıyor. Hava çok sıcak olmasına karşın klima çalıştırması kesinlikle yasak."

TARİH : 17/4/2002
SAYFA NO : 3

HONG KONG'DAN DÖNEN İDARİ ATAŞENİN EŞİNDEN BÜYÜK İDDİA

THY, SARS'ı ciddiye almıyor

SARS virüsünün etkin olduğu Hong Kong'dan 250'ye yakın yolcuyla birlikte gelen Meltem Şimşek, "Elimizi, kolumuzu sallayarak evimize gitmemize izin verdiler" derken, bir yetkili "Her uçağın kapısına hastane kuramayız" açıklamasını yaptı

Her gün 10'a yakın insanın 'gizemli zatürree' olarak bilinen akut solunum yetmezliği sendromu (SARS) hastalığından öldüğü Hong Kong'da 1 ay yaşaduktan sonra Türkiye'ye dönen konsolosluk idari ataşesinin eşi Meltem Şimşek, THY'nin SARS'a gereken önemi vermediğini öne sürdü. Şimşek, İstanbul Atatürk Havaalanı'nda hasta olup olmadıklarının sorulması olarak bile sorulmadığını, böylece 250 kişinin elini kolunu sallayarak Türkiye'ye giriş yaptığını söyledi.

Form doldurmak yeter

Türkiye'nin Hong Kong Konsolosluk'u'nda idari ataşe olarak görev yapan Mehmet Şimşek'in eşi olan Meltem Şimşek, 6 Nisan'da, THY'nin TK 71/06 sefer sayılı uçağıyla İstanbul Atatürk Havaalanı'na iniş yaptıklarını söyledi. Türkiye'ye dönmeye önce, havaalanında çok geniş sağlık kontrollerinin yapıldığı duyurmuş olduklarını, bu nedenle ailesine

anlatan Şimşek, yaşadığı şaşkınlığı şöyle anlattı: "Uçakta 250'ye yakın yolcu vardı. Havaalanında çok uzun süre sağlık kontrolü için tutulabileceğimizi düşünürken, aozlu olarak 'hasta mısın' diye bile sorulmadan elimizi kolumuzu sallayarak evimize gitmemize izin verildi. THY uçağında sağlık kontrolü ile ilgili yapılan tek şey hosteslerin doldurduğu gözlem formu... Hostesler, yolculuk süresince yolcularla ilgili gözlemlerini formlara aktarıyorlardı. Hostesin gözleminin ne kadar sağlıklı olacağını bilemiyorum. Hong Kong'da yaşanan kaostan, kelimelerle anlatılması da mümkün değil. Herkes eve kapanmış halde maskeyle yaşıyor. En yakınlarını, eşlerini bile öpmekten, elini sıkıktan korkuyorlar."

İhbar yoksa, kontrol yok

Bu iddialar üzerine bir açıklama yapan Sağlık Bakanlığı Hudut ve Sahiller Sağlık Genel Müdürlüğü'nün Atatürk Havalimanı ünitesindeki görevli Dr. Pınar Turan ise ilginç bir yanıt verdi. "Uçağımızda şüpheli bir hasta var" ihbarı gelmedikçe, uçağın içindeki yolcuları tek tek kontrolden geçirmediklerini belirten Turan, "Hong Kong Konsolosluk'u İdari Ataşesi'nin eşi Meltem Hanımın, yaptığı açıklamayla neyi kastettiğini bilmiyorum. Ama şunun bilinmesini isterim ki; biz, burada elimizden geleni yapıyoruz. Biz, her uçağın kapısına hastane kuramayız. Bu hastalığın ne tedavisi, ne de ilacı var. Biz, herhangi bir virüs ihtimali riskini minimuma indirmek ve diğer yolculara bulaşmasını önlemek

Hürriyet

TARİH : 18 Nis 2002
SAYFA NO : 11

THY: SARS'ta Dünya Sağlık Örgütü'ne uyduk

■ TÜRK Hava Yolları'nın, SARS hastalığıyla ilgili olarak, 2 Nisan'dan itibaren Sağlık Bakanlığı'nın Atatürk Havalimanı'ndaki sağlık görevlileriyle koordineli çalıştığı belirtildi. Dün bazı gazetelerde yer alan, THY'nin SARS hastalığına karşı aldığı önlemlerin yetersizliğiyle ilgili haberlerin gerçek dışı olduğu belirtilen açıklamada, "Öncelikle Uzakdoğu'dan gelen uçaklara ve diğer bölgelerden gelen uçaklara, Dünya Sağlık Örgütü'nce bu hastalığa karşı alınması öngörülen tedbirler doğrultusunda ve diğer Uluslararası Hava Yolları Şirketlerinin bu konuda aldığı önlemler göz önünde bulundurularak hareket etmekte" denildi. Açıklamada, THY'nin, hastalığın görüldüğü riskli bölgelerden Türkiye'ye uçarlarda, aldığı tedbirlere de yer verildi. ■ İSTANBUL

YENİASYA

TARİH : 18 Nis 2002
SAYFA NO : 3

THY yeniden uçuyor

İSTANBUL - Türk Hava Yolları (THY), Irak savaşı nedeniyle havaalanları sivil havacılığa kapatılan Gaziantep, Şanlıurfa ve Mardin'e yeniden sefer başlatacak.

THY'den yapılan yazılı açıklamada, Gaziantep, Şanlıurfa ve Mardin havaalanlarının, 21 Mart 2003 tarihinde Devlet Hava Meydanları İşletmesi'nin (DHMİ) yayınladığı notayla sivil hava trafiğine kapatıldığı hatırlatıldı.

Söz konusu havaalanlarının sivil hava trafiğine tekrar açılmasıyla illere yapılan seferlerin yeniden başlatılmasına karar verildiği bildirilen açıklamada, İstanbul-Gaziantep seferlerinin bu gün, İstanbul-Şanlıurfa seferlerinin 22 Nisan Salı, Ankara-Şanlıurfa seferlerinin 25 Nisan Cuma ve Ankara-Mardin seferlerinin de 24 Nisan Perşembe

UÇUŞLAR SARS YÜZÜNDEN ERTELENMİŞTİ

THY, Hong Kong seferlerine başlıyor

SARS nedeniyle yüzde 60 yolcu kaybına uğrayan ve Uzakdoğu seferlerini iptal eden Türk Hava Yolları, Hong Kong uçuşlarına 18 Mayıs'ta yeniden başlama kararı aldı. THY'nin Uzakdoğu'ya uçan 270 kişilik Airbus 340 tipi yolcu uçaklarında, ortalama 60 kişi seyahat etmeye başlayınca, haftada 3 gün direkt, 4 gün ise Bangkok aktarmalı Hong Kong seferleri iptal edildi.

YÜZDE 60 KAYIP VAR

Türk Hava Yolları Genel Müdürü Abdurrahman Gündoğdu, Hong Kong seferlerini tamamen iptal etmediklerini belirterek, "Yolcu olmadıkları için 18 Mayıs'a kadar erteledük. Bu tarihten itibaren yeni bir değerlendirme yapacağız ve rezervasyonların durumuna göre seferlere başlayacağız" dedi.

Irak savaşı ve SARS hastalığı yüzünden Uzakdoğu seferlerindeki yolcu sayısında düşüş meydana gel-



diğini söyleyen Gündoğdu, "adamlarının her yıl Bangkok'ta yapılan fuara bu yıl ilgi göstermediklerini söyledi. Gündoğdu, "Her se ne bu aylarda yolcu potansiyelimiz en üst sırada olurdu. İşadamlarımız, Bangkok'ta yapılan fuara giderlerdi. Ancak bu yıl SARS virüsü nedeniyle Türk işadamları fuarlara ilgi göstermedi. Yolcu kaybımız yüzde 60" diye konuştu.

THY Genel Müdürü, yaşadıkları yolcu kaybına rağmen, Uzakdoğu'ya uçan diğer havayolu şirketlerinden daha az zarar gördüklerini ifade etti.

İLGİNÇ PROTESTO

Ote yandan Filipinler'in SARS hastalığı nedeniyle Filipinli işçilerin çalıştırılmasını yasaklayan Libya ile vatandaşlarına seyahat uyarısında bulunduğuna gerekçesiyle Türkiye'yi diplomatik yolla protesto ettiği bildirildi. Gökhan ARTAN- Salim YAVASOĞLU

THY'de SARS korkusu

Yüksel MUTLU

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Hudut ve Sahil Sağlık Genel Müdürü Orhan Gümrükçüoğlu SARS virüsünün Türkiye'ye girişini önlemek amacıyla rapor şartı getirdiklerini açıkladı. Rapor uygulamasının hastalığın merkez olarak gösterilen Uzakdoğu ve "bulaşık ülke" sınırına giren ülkeleri kapsadığını belirten Gümrükçüoğlu, "Binış havaalanından SARS raporu almayan yolcu vizesi olsa da THY uçağına alınmayacak" dedi.

Uçaklarda kaptan pilotların bizzat yolcuları kontrol edeceğini belirten Gümrükçüoğlu, "SARS raporlarının alındığı alan ve tarihleri incelenecek. Geçmiş tarih veya başka bir alandan alınan rapor geçerli sayılmayacak. Bu takdirde yolcu uçağı alınmayacak. Ayrıca her kaptan pilota yaptığı kontrollerle ilgili deklarasyon raporuna ek olarak yolcuların SARS raporlarını eklemeye zorunluluğu getirildi" diye konuştu.

SEFERLER IPTAL

Bu arada bir haftadan beri SARS nedeniyle rezervasyon olmadığı gerekçesiyle Pekin ve Hong-Kong seferlerine 18 Mayıs'a kadar ara verildi. Bu kararın alınmasında, özellikle Pekin ve Hong-Kong'tan gelen uçaklardaki yolcu sayısının 15'e kadar düşmesinin etkili olduğu belirtiliyor.

Önceki gün Atatürk Havalimanı'nda bazı teknik personelin uçaklara SARS virüsü korkusu nedeniyle bakım yapmadıkları iddia edildi. Bu iddiaları yalanlayan THY yetkilileri, Dünya Sağlık örgütü ve Sağlık Bakanlığı'nın SARS'la ilgili önlemleri arasında uçuş personelinin "Gözlem" yöntemiyle her seferden sonra takip edildiğini açıkladı.

Bu arada iddiaların aksine Lonra'dan gelen TK 1992 sefer sayılı uçağı maskesiz girmek isteyen teknik ekibin, doktorun uyarısıyla maske taktıktan sonra uçakta gerekli çalışmaları yaptıkları açıklandı.

Türk Hava Yolları, bugünden itibaren Uzakdoğu'dan gelen yolculardan sağlık raporu isteyecek. Sağlıklı olduğunu belgelemeyen yolcu uçağı alınmayacak

Çelebi ile Malev işbirliğinde ikinci adım

Çelebi Hava Servisi, Malev Macaristan Hava Yolları'nın havaalanları yer hizmetleri faaliyetleri ihalesinin ikinci aşaması için, İspanyol FCC Agua y Entorno Urbano SA firması ile ortak ön teklif verdi. Çelebi Hava Servisi'nce yapılan yazılı açıklamada, şirketin, Macaristan'ın başkenti Budapeşte'nin Ferihegy Havaalanı'nda kendi uçaklarına ve diğer havayollarının uçaklarına havaalanları

yer hizmetleri veren Malev Macaristan Hava Yolları Ltd.'nin (Malev Hungarian Airlines Ltd.), havaalanları yer hizmetleri faaliyetlerini geliştirmek amacıyla stratejik işbirliği yapacağı firmanın seçimi için açtığı üç aşamalı ihalenin ilk aşamasını kazandığı hatırlatıldı. Açıklamada, ön yeterliliği geçen Çelebi Hava Servisi'nin, 2002 yılında stratejik işbirliği ve ortak gelişim anlaşması imzalamış olduğu İspanyol FCC Agua y Entorno Urbano SA firması ile söz konusu ihalenin ikinci aşamasına ortak ön teklif verdiği bildirildi.

AKŞAM TARİH : 30/4/2003
SAYFA NO : 16

THY'den SARS önlemleri

İSTANBUL - THY, SARS hastalığı görülen ülkelere olan uçuşlarında bir dizi önlem aldı. Sağlık Bakanlığı'nda gerekli görülen önlemler şöyle:

- Hong Kong, Bangkok ve bağlantılı seferlerde Singapur, Sanghay ve Pekin'den Türkiye'ye gelen yolcular, check-in sırasında personele izlenecek. Tüm yolculara SARS'la ilgili form dağıtılacak. Formlar Hıudut ve Sahil Güvenlik Sağlık Denetleme görevlisine teslim edilecek.

- 38 derecenin üzerinde ateşi olan yolcular uçağa kabul edilmeyecek. Vücut ısı listesi, inişte havalimanı Sağlık Denetleme Merkezi'ne teslim edilecek.

- Hastalık şüphesi olan yolcular, havalimanındaki yetkili sağlık otoritesine muayene ettirilecek. Muayeneyi kabul etmeyen yolcu uçağa bindirilmeyecek.

- Kabin ekibi ve yolcular maske ve eldiven taktacak.
- Hastalık belirtisi gösteren yolcu en arka sıraya alınacak, önündeki ve yanındaki iki sıra boş tutulacak. Bir tuvalet, SARS şüphesi taşıyanlar için ayrılacak.

- Eğer uçakta SARS şüphesi varsa Atatürk Havalimanı Sağlık Denetleme Merkezi hekimlerinin onayı olmadan uçaktan yolcu indirilmeyecek.

- Riskli bölgelerden gelen uçaklar yeni satın alınan virüs, bakterisid ve fungusid etkili malzemeye dezenfekte edilecek, temizlik personeli bone, gözlük, maske, eldiven ve galoş kullanacak. Yastık, battaniye ve kulaklıklar tamamen dezenfekte edilecek. Gazete, dergi ve gıda maddeleri tıbbi atık deposuna atılacak. (aa)

TARİH : 10/05/2003
SAYFA NO : 4

Milliyet

TARİH : 10/05/2003
SAYFA NO : 4

THY hosteslerine maske ve eldiven

THY, SARS'ın yayılmasını önlemek amacıyla aldığı önlemleri genişleterek uygulamaya koydu. Hong Kong, Singapur, Sanghay ve Pekin istasyonlarında, uçuş öncesi alınan önlemler arasında, check-in yapıp yolcuların SARS hastalığı yönünden izlenmesi geliyor. 38 derecenin üzerinde ateşi olan yolcular uçağa kabul edilmiyor. Riskli bölgelerden yapılan seferlerde, Uçuş sırasında alınan önlemler arasında yolculara maske ve eldivenler dağıtılması ve uçuş süresince kabin ekibinin maske ve eldiven kullanması geliyor. ■ İSTANBUL, Milliyet

Bakanlık: MGK'ya rapor gönderilmedi

SAGLIK Bakanlığı, Türkiye'de SARS vakası bulunmadığını ve Milli Güvenlik Kurulu'na (MGK) SARS'la ilgili rapor sunulmadığını bildirdi. Bakanlıktan yapılan açıklamada, SARS konusunda dünyadaki gelişmelere göre karar almak amacıyla, Enfeksiyon Hastalıkları Danışma Kurulu oluşturulduğu belirtildi. Danışma Kurulu'nun toplantılarının ardından "SARS virüsünün laboratuvar ortamında üretilmesi olarak üretilmiş olduğu kanısına varıldığı ve raporun bir örneğinin MGK'ya gönderildiği" yönündeki haberlerin de gerçeği yansıtmadığı kaydedildi. ■ ANKARA, Milliyet

CASE TWO: WHAT IS SARS



SARS NEDİR ? (Severe Acute Respiratory Syndrome)



SARS (ağır akut solunum yolu yetersizliği sendromu) SARS hastaları ilk defa 2003 Şubat ayı sonlarında Asya, Kuzey Amerika ve Avrupa'dan bildirilmiştir. SARS'ın nedeni henüz bilinmemektedir, atipik bir pnömöni (zatürree) olarak seyretmektedir.

Hastalığın kuluçka dönemi 2 ile 7 gündür, bu dönem 10 güne kadar uzayabilir. Hastalarda belirtilerin başlaması ile (öksürük, ateş, titreme, baş ağrısı vs.) bulaşıcılığın da başladığı kesin olarak bilinmektedir. Ancak SARS hastalarının belirtilerin başlamasından ne kadar zaman önce ya da sonra, hastalığı bulaştırdıkları henüz kesin olarak bilinmemektedir. Sadece hasta kişilerle aynı evi ve eşyaları paylaşan veya hasta kişileri korunmasız olarak muayene eden sağlık personeline hastalığın bulaştığına dair bilgiler gelmektedir.



SARS'ın Belirtileri Nelerdir?

Hastalık genellikle 38 derecenin üzerinde yüksek ateşle başlar. Hastalığa soğuk terleme, baş ağrısı, genel bir rahatsızlık hali, yaygın vücut ağrıları, kuru öksürük, boğaz ağrısı ve solunum zorluğu ilave olur. Bazı vakalarda hastalık çok ağır seyreder. Solunum yetmezliği gelişir. Hastalara hastane bakımı hatta solunum cihazı gerekebilir.

SARS Nasıl Yayılır?



Temel yayılma yolu öksürüktür. SARS'lı hastanın öksürerek ya da hapşırarak havaya damlacıklar saçması ve başka birinin onları soluması yoluyla yayılır. SARS'ın hava yoluyla veya hastalık bulaşmış nesnelerle de bulaşabileceği bildirilmektedir.

TANI: SARS için kesin bir test olmadığından doktorlar, şüpheli hastalar için

aşağıdaki belirtileri kullanmaktadırlar:

- SARS'ın görüldüğü bölgelere (Asya, Avrupa, Vietnam, Canada vs.) seyahat eden veya SARS tanısı konulan kişilerle yakın teması olup;
- 38°C'nin üzerinde ateş, öksürük ve özellikle solunum zorluğu sorunu olan kişiler şüpheli SARS hastası olarak kabul edilir.

SARS'tan Korunma Yolları Nelerdir?

1. CDC'nin, seyahat danışmanının tavsiyesine göre Çin, Hong Kong, Hanoi, Vietnam ya da Singapur'a olan seyahatlerin ertelenmesi .
2. SARS hastalarının aile fertleri, yemek araç-gereçleri kullanımı ve birlikte yatmak gibi yakın temastan kaçınması.
3. SARS hastasının vücut sıvıları ile gerçekleşebilecek her türlü temasta, tek kullanımlık eldivenler tercih edilmesi.
4. SARS hastalarının aile fertlerinin bu 10 günlük süre boyunca, ellerini sık sık yıkaması ve alkol bazlı temizleyicileri kullanması.
5. SARS hastasının öksürmeden ya da hapşırmadan önce ağzını ve burnunu mendille kapaması ve devamlı maske takması.
6. SARS tanısı konulan hastaların ateş ve solunum yolu şikayetleri geçtikten sonra, ev dışındaki etkileşimlerini sınırlamaları, işe, okula ya da başka kamusal alanlara gitmemeleri tavsiye edilmektedir.

SARS'ın Tedavi Şekli Nedir?

SARS'ın nedeni henüz bilinmediği için doktorlar hastalara daha çok belirtilere yönelik, atipik pnömoni'de uygulanan tedaviyi vermektedir. Bu arada SARS için antiviral ilaçlar ve yeni tedavi yöntemleri de denenmektedir.

12.04.2003 tarihine kadar, WHO dünyada 2960 SARS vakası bildirmiştir. Bu vakalardan 1425'i iyileşmiş ancak 119 vakanın öldüğü bildirilmiştir.

Web sayfasının dizaynı Aytuna Devrim Cebul tarafından yapılmıştır

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CASE TWO: THY'S PRESS RELEASE FOR SARS



TÜRK HAVA YOLLARI
TURKISH AIRLINES

17.04.2003

TÜRK HAVA YOLLARI'NDAN AÇIKLAMA

17.04.2003 tarihinde "Türk Hava Yolları'nın SARS hastalığına karşı aldığı önlemlerin yetersizliği ile ilgili çeşitli gazetelerde yer alan haberler gerçeği yansıtmamakta olup, Türk Hava Yolları, 02.04.2003 tarihinden itibaren SARS hastalığı ile ilgili Sağlık Bakanlığının Atatürk Havalimanında sağlık görevlileri tarafından alınan önlemler doğrultusunda koordineli olarak çalışmalarını sürdürmektedir.Öncelikle, Uzakdoğu'dan gelen uçaklara ve diğer bölgelerden gelen uçaklara Dünya Sağlık Örgütü (WHO) tarafından bu hastalığa karşı alınması öngörülen tedbirler doğrultusunda ve diğer Uluslararası Hava Yolları Şirketlerinin bu konuda aldığı önlemleri göz önünde bulundurularak hareket edilmekte olup, Ortaklığımızca SARS hastalığının görüldüğü riskli bölgelerden Türkiye'ye yönelik uçuşlarda uygulanan gerekli tedbirler aşağıda belirtilmektedir:

UÇUŞ ÖNCESİ AŞAMADA

Hong Kong, Bangkok, Singapur, Şangay, Pekin istasyonlarında:

--Check-in yapılırken, yolcular THY ve Handling personeli tarafından dikkatlice SARS hastalığı yönünden izlenmektedir.

--Toplanan bilgiler veya personelin gözlemi sonucunda, bu hastalığa ait belirtilerden bir ya da birkaçını taşıyan yolcuların havalimanındaki yetkili sağlık otoritesine muayene ettirilmesi ve yolcunun SARS şüphesi taşımadığına dair doktordan rapor alınması sağlanır. Eğer yolcu/yolcular doktora muayene olmayı kabul etmezse, yolcu/yolcular uçuşulmuyacaktır.

--Söz konusu bölgelerde THY Satış Müdürlükleri lokal sağlık otoritelerinin SARS'la ilgili almış olduğu kararları aynen uygulayıp ve uyguladığı işlemler hakkında da THY gerekli unitelerini bilgilendirmektedir.

UÇUŞ SIRASINDA

--THY'nin kabin ekibi, Hong Kong, Bangkok, Singapur, Pekin ve Şangay'dan İstanbul'a yapılan uçuşlarda uçağa şüpheli hasta yolcu tespit edildiğinde Türkçe ve İngilizce (Uzakdoğu uçuşlarında Çince) anons yapmaktadır.

--Kabin ekibimizin SARS hastalığı ile ilgili belirtileri taşıyan yolcu/yolcuların olması durumunda form doldurmaktadır.

--Maske ve eldiven: Hasta yolcu saptandığında, yapılan anonsdan sonra Kabin ekibi tüm yolculara maske dağıtarak (hasta yolcunun maske kullanması zorunlu tutulur, diğer yolcuların ise isteğine bırakılır.) Ayrıca hasta yolcuya servis yapan kabin görevlisi mutlaka maske ve disposable eldiven kullanmaktadır. Diğer kabin görevlileri de hasta yolcuya yakın olmalarını gerektiren durumlarda aynı şekilde maske ve eldiven kullanmaktadır.

--İzaleasyon: Uçağın içi uygun olduğu takdirde hastalık belirtisi taşıyan yolcu en arka sıraya alınarak, önündeki 2 sıra ve yanındaki sıra boş bırakılır ve yolcunun kendi koltuğuna kesinlikle başka yolcu oturtulmaz.

--Uçağa şüpheli hasta yolcu (SARS) tespit edildiğinde kabin ekibinin ve diğer yolcuların sağlığını korumak amacıyla tuvaletlerden biri hasta yolcu/yolcular kullanımı için ayrılmaktadır.

TÜRK HAVA YOLLARI A.Ş.

Tanıtma ve Halkla İlişkiler Başkanlığı / Basın İlişkileri Müdürlüğü

THY GENEL MÜDÜRLÜK ATATÜRK HAVALİMANI - YEŞİLKÖY - İSTANBUL Tel: 662 63 00 - 1170

APPENDIX K

CASE TWO: THY'S PRESS RELEASE / NEW MEASURES



HABER BÜLTENİ

TÜRK HAVA YOLLARI
TURKISH AIRLINES

08.05.2003

TÜRK HAVA YOLLARI SARS HASTALIĞINA KARŞIN ALDIĞI ÖNLEMLERİ GENİŞLETTİ.

Türk Hava Yolları'nın SARS adı verilen hastalığın yayılmasını önlemek amacıyla almış olduğu tedbirler, *Dünya Sağlık Örgütü*'nün önerileri ve *T.C. Sağlık Bakanlığı*'nca alınması gerekli görülen önlemler doğrultusunda aşağıda belirtilen şekilde genişletilerek uygulanmaktadır.

A) Bulaşık ve Lokal Yayılımın Görüldüğü Bölgelerden Olan Seferlerde Yapılan Uygulamalar;

UÇUŞ ÖNCESİ AŞAMADA :

HongKong(HKG), Bangkok(BKK) (HongKong ve Singapur bağlantılı seferlerde), Singapur(SIN), Şanghay(PVG), Pekin(PEK) istasyonlarında; (Bu ülkeler Dünya Sağlık Örgütü'nün 7 Mayıs 2003 tarihli duyurusu dikkate alınarak saptanmıştır.)

1)Check-in yapılırken, yolcular THY ve Handling personeli tarafından dikkatlice SARS hastalığı yönünden izlenmektedir. Ayrıca Ortaklığımız tarafından SARS hastalığı ile ilgili olarak form Check-in öncesinde tüm yolculara dağıtılmaktadır, yolcular tarafından doldurulan bu form check-in personeli tarafından toplanmaktadır. Toplanan formlar kabin amirine verilmekte ve kabin amirleri de bu formları Türkiye'deki varış istasyonunda Hudut ve Sahiller Sağlık Denetleme görevlisine teslim etmektedir.

2)Bulaşık veya lokal yayılımın olduğu ülkelere gelen yolcuların uçağa binmeden (Check-in sırasında) derece ile, vücut ısıları ölçülerek kayıt edilmektedir. 38° C ve üzerinde ateşi olan yolcular uçağa kabul edilmez. Hazırlanan vücut ısı listesi inişte Havalimanı Sağlık Denetleme Merkezi personeline teslim edilmektedir. Ölçülen ateş SARS hastalığı ile ilgili olarak Check-in öncesinde dağıtılan formun en alt kısmına check-in personeli tarafından yazılmaktadır.

3)Toplanan bilgiler veya personelin gözlemi sonucunda, bu hastalığa ait belirtilerden bir ya da birkaçını taşıyan yolcuların havalimanındaki yetkili sağlık otoritesine muayene ettirilmekte ve yolcunun SARS şüphesi taşımadığına dair doktordan bir rapor alınması sağlanmaktadır. *Eğer yolcu/yolcular doktora muayene olmayı kabul etmezse, yolcu/yolcular uçurulmayacaktır.*

4)Söz konusu bölgelerdeki Satış Müdürleri lokal sağlık otoritelerinin SARS'ta ilgili almış olduğu kararları aynen uygular ve uyguladığı işlemler hakkında THY'nin gerekli birimleri bilgilendirilmektedir.

5)Bulaşık ve lokal yayılımın görüldüğü bölgelere olan uçuşlarda gidiş-dönüş için kokpit/kabin ekibi ve yolcular için yeterli sayıda maske ve eldiven yüklenmektedir. Ayrıca bu malzemeleri atmak için uçaklara tıbbi atık torbası da yüklenmektedir.

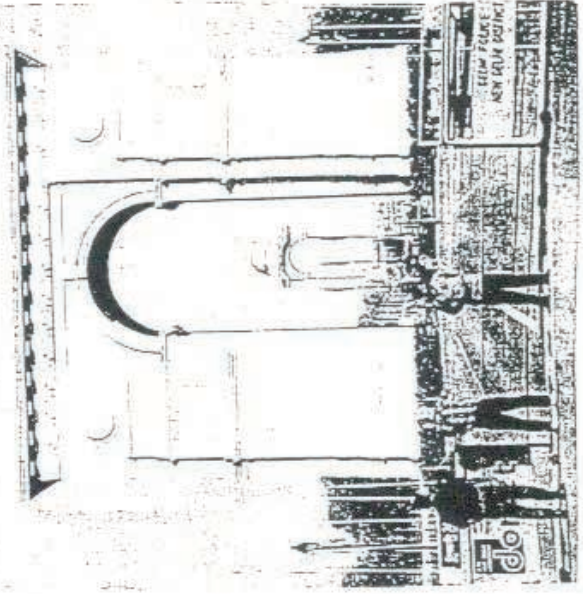
TÜRK HAVA YOLLARI A.Ş.

Tanıtma ve Halkla İlişkiler Başkanlığı / Basın İlişkileri Müdürlüğü

THY GENEL MÜDÜRLÜK ATATÜRK HAVALİMANI - YEĞİRKÖY - İSTANBUL Tel: 653 83 00 - 1170

APPENDIX L
CASE THREE: PRESS CLIPPINGS FOR NEW DELHI FLIGHT

THY yeni ufuklar arıyor



Yeni Delhi'nin sembolü olan Hindistan Kapısı
zemin en güzel manzarasına sahip konsept
seminde bulunuyor. 42 metre yüksekliğindeki
anıt, Birinci Dünya Savaşı'nda İngiliz
Ordusu'nda aralarında Gellibolu'da da hayatını
kaybeden 90 bin Hint askerlerinin anısına
dikildi. Anıt 1921'de İngilizler tarafından
yapıldı. Hindistan Kapısı'nın hemen altında
1971'deki Hindistan-Pakistan Savaşı'nda ölen
askerler için Anıt Jyoti Anıtı bulunuyor.

Hürriyet

TARİH : 21/9/2003
SAYFA NO : 10

Türk Hava Yolları, kendini toparlanmaya başlayan sektörde pazar payını arttırmak üzere yeni ahlamlara hazırlanıyor. Kriz ve Körfez Savaşı ile küçülen, uzun süredir yeni uçuş noktası açmayan şirket, Yeni Delhi ile Hindistan pazarına iddialı giriyor. Önümüzdeki ay içinde açıklanması planlanan yeni filo programı ile Boeing ve Airbus'ın yanı sıra bölgesel uçak imalatçıların da yakın takibinde olan THY, 2004'te başta Amerika ve iç hatlar olmak üzere uçuş ağını genişletmek üzere çalışmalar yapıyor.

Çin ve Uzakdoğu'dan sonra dünyanın en hızlı büyüyen üçüncü pazar olan Hindistan, son yıllarda büyük şirketlerin uçmak istediği noktaların başında geliyor. Ülkenin bir milyarı aşkın nüfusu ve yurtdışında yaşayan çok sayıda Hintli bu pazarı havayolları için cazip hale getiriyor. Ancak Hindistan'a uçuş izni almak oldukça zor. İç pazarda liberal davranan ve güçlü havayollarına sahip Hindistan, dış uçuşlar konusunda kolay izin vermiyor. Bu sorunun Türk ve Hindistan başbakanlarının görüşmeleri sırasında aşılması ile THY uçuş için çalışmalarına geçtiğimiz ay başladı. Hindistan'a Akif Demir ve Levent Selvili'yi gönderen THY, kısa sürede izin işlemlerini tamamladı.

Yapılan araştırmalar, son yıllarda Türkiye ve Hindistan arasında turizm ve ticaretin artmasıyla ciddi yolcu trafiğinin oluştuğunu ortaya koydu. Delhi hattı fizibilitesinde ayrıca dünyanın en çok dışarı göç veren ülkelerinin başında gelen Hindistan'ın transit yolcu pazarında önemli yere sahip olduğu görüldü. THY bu pazardan özellikle Amerika ve İngiltere yönünden çok sayıda Hintli transit yolcu almayı planlıyor.

13 YIL SONRA

Aslında Yeni Delhi, THY için yeni bir nokta değil. THY, 1987'de Singapur seferlerinde Yeni Delhi aktarma noktası olarak kullanılıyordu. Airbus A310'larla yapılan bu uçuşlar Körfez Savaşı nedeniyle 1990 yılında durdurulmuştu. Aradan geçen 13 yıl sonrasında THY Airbus A310 uçakları bu hatta geri döndü. İstanbul'dan pazartesi, çarşamba ve cuma günleri 18.30'da TK1070 sefer sayısı ile kalkan THY uçağı 5 saat 40 dakikalık uçuş sonrasında Indra Gandhi Havalimanı'na iniyor. Yeni Delhi-İstanbul arasında ise uçuşlar TK1071

PROMOSYONLARI KAÇIRMAYIN

Yaz sezonunun sonlarına yaklaşıırken Türk Hava Yolları Amerika hattında bilet promosyonuna başladı. 1-31 Ekim tarihleri arasında geçerli olacak promosyonlarda THY İstanbul, Ankara, İzmir ve Adana'dan New York'a 559, Chicago'dan da 599 dolardan başlayan fiyatlarla uçacak. Türkiye içinde diğer noktalardan New York 659, Chicago ise 699 dolardan başlayacak.

THY, 13 Ekim-31 Aralık tarihleri arasında İstanbul, Ankara ve İzmir çıkışlı Londra'ya 259, Türkiye'den diğer noktalara Lefkoşa'dan ise 359 dolardan başlayan fiyatlarla uçuş yapacak.

Madrid ve Barcelona için 30 Eylül'e kadar İstanbul çıkışlı bilet fiyatı 259 euro. Frankfurt ve Münih için ekim sonuna kadar yine İstanbul çıkışlı fiyatlar 189 dolardan başlıyor.

Dış hat seferlerinde business class'te tercih eden yolcuların eşlerine yapılan yüzde 50 indirimden bundan böyle business class yolcularının seyahatlerinde eşlik eden diğer yolcular da yararlanabilecek.

sefer sayısı ile salı, perşembe ve cumartesi günleri saat 03.45'te gerçekleştiriliyor. THY'nin Airbus A310 uçağı 6 saat 15 dakikalık yolculuk sonrasında İstanbul'a varıyor. Bu uçuşun diğerinden 35 dakika daha uzun olmasının nedeni dönüş yolunda uçağına karşılık rüzgar alması.

THY, İstanbul-Yeni Delhi seferleri için Hindistan Havayolları Air India ile code share olarak adlandırılan ortak uçuş anlaşması imzaladı. Her uçuş için Air India, THY uçaklarında 20 koltuk satın alıyor. Seferlere başlanması nedeniyle THY Yeni Delhi'ye İstanbul'dan 399, Ankara ve İzmir'den 449, Türkiye'deki diğer noktalardan ve Lefkoşa'dan 499 dolardan başlayan fiyatlarla uçuyor.

AMERİKA HAREKETLİ

Amerika hattında geçmişte Miami ile birlikte üç noktaya uçan THY yeterli yolcu sayısına ulaşamaması nedeniyle bu hattı kapamıştı. Halen New York ve Chicago'da vitcek

doluluk oranı yakalayan THY, Amerika hattında yeni noktalar araştırıyor. Washington, Boston ve Los Angeles'i planlayan THY, yaptığı araştırmalarda bu hatta yolcu potansiyeli yakaladı. Diğer taraftan Kanada'da Montreal'de gelecekte uçuş yapılacak noktalar arasına alındı. THY çalışmalarını yeni Amerika-Kanada Müdürü Niyazi Anıl ile sürdürüyor.

THY iç hatta da yeni bir anlayışla seferlerini tekrar düzenleme kararı aldı. Yoğun talebin yaşandığı İzmir-Adana hattında 2 Ekim'den itibaren direkt uçuşlar başlıyor. THY'nin salı ve perşembe günleri 09.30'da İzmir'den kalkacak uçağı saat 11.00'da Adana'ya incek. Aynı uçak 11.50'de havalanacak ve İzmir'e 13.20'de varacak. İstanbul-Sivas seferleri 17 Ekim'de yeniden başlıyor. Pazartesi ve cuma günleri karşılıklı yapılacak uçuşlarda 09.15'te İstanbul'dan kalkacak THY uçağı Sivas'a 10.45'te incek. 11.30'da tekrar havalanacak THY uçağı 13.00'te İstanbul'a varacak.

THY Hindistan'a uçuyor

► 9 Eylül-31 Ekim tarihleri arasında gidiş-dönüş bilet ücreti, İstanbul çıkışlı seferlerde 399 dolar, Ankara ve İzmir'den 449 dolar, diğer Türkiye noktaları ile Ercan Havaalanı'ndan 499 dolar olacak.

HATİCE TUNCER

YENİ DELHİ - Türk Hava Yolları (THY), Hindistan seferlerini yeniden başlaması nedeniyle Yeni Delhi'ye milletvekili, bürokrat, işadamları ve gazetecilerden oluşan bir tanıtım gezisi düzenledi. THY Yönetim Kurulu üyesi Hamdi Topçu, 11 yıl aradan sonra Yeni Delhi

uçuşlarını 29 Eylül'de yeniden başlatacaklarını kaydederek Türkiye ile Hindistan arasındaki ticari ve kültürel ilişkilerin canlanacağını belirtti.

THY'nin Hindistan'a tarım gezisi 22 milletvekili, bürokrat ve gazetecilerin katılımıyla 19 Eylül Cuma günü başladı. Maurya Sheraton Oteli'nde aynı akşam düzenlenen THY gecesinde Türkiye'nin Yeni Delhi Büyükelçisi Hasan Göküş, bir konuşma yaptı. Hindistan Başbakanı Atal Bihari Vajpayee'nin Türkiye'ye yaptığı ziyaret sırasında, iki ülke arasındaki ticari ve turistik ilişkilerin geliştirilmesi yönünde karar alındığını kaydeden Göküş, THY'nin Yeni Delhi seferlerine başlamasının bu iki amaca ulaşma yolunda büyük yarar sağlayacağını vurguladı.

Geziye katılan milletvekili ve THY yöneticilerinden oluşan heyet, gezinin ikinci gününde Hindistan Sivil Havacılık Bakanı Pratap Rudy ile görüştü. Bakan Rudy, İstanbul ve Yeni Delhi arasında gerçekleştirilecek olan doğrudan seferlerin iki ülke arasındaki ilişkilere yeni bir ivme kazandıracağını söyledi. Rudy, Hindistan'dan da her yıl 4 milyon 200 bin kişinin yurtdışına seyahat ettiğini belirtti.

İstanbul-Yeni Delhi seferleri pazartesi, perşembe ve cumartesi günleri saat 18.30'da yapılacaktır. Yeni Delhi-İstanbul seferleri ise salı, cuma ve pazar günleri saat 03.45'te gerçekleştirilecek. 9 Eylül-31 Ekim arasında gidiş-dönüş bilet ücreti, İstanbul çıkışlı seferlerde 399 dolar, Ankara ve İzmir'den 449 dolar, diğer Türkiye noktaları ile Ercan Havaalanı'ndan 499 dolar olacak.



THY, Hindistan'a yatırımın yolunu açtı



Türk Hava Yolları'nın 11 yıl aradan sonra başlattığı İstanbul-Yeni Delhi uçuşları, iki ülke arasındaki yeni yatırımlara ve ticarete ivme kazandıracak. Bangalore ve Haydarabad havanları 3 ay içinde ihaleye çıkıyor. Türk firmaları, Hindistan Sivil Havacılık Federasyonu ile çalışma grupları oluşturuldu. Yoğun talebin olduğu Delhi uçuşları ise ocak ayına kadar da sürüyor.

● **Suzan PEKER**
YENİ DERGİ



Hindistan Sivil Havacılık Bakanı Rajiv Pratap Rudy (gözüle), THY Yönetim Kurulu Üyesi Hamdi Topcu, AK Parti ve CHP milletvekilleri, Hindistan Büyükelçisi Hasan Gökçe ve gazeteciler Sheraton Otel'de kabul edildi.



TARİH : 22/09 2002
SAYFA NO : 41 18

DÜNYA

THY'nin, Yeni Delhi uçuşları başladı

■ Türk Hava Yolları, 12 yıl aradan sonra Yeni Delhi uçuşlarına yeniden başladı. İlk uçuşa gazeteciler, milletvekilleri ve THY yetkililerinden oluşan bir grup katıldı. Heyet bugün yurtda dünüyor. ■ 18'de

● Suzan PEÇER - YENİ DELHİ

Türk Hava Yolları, 12 yıl aradan sonra Yeni Delhi uçuşlarına yeniden başladı. İlk uçuşa gazeteciler, milletvekilleri ve THY yetkililerinden oluşan bir grup Yeni Delhi'ye gitti. 1991 yılında 1. Körfez Savaşı ile başlayan kriz sırasında durdurulan THY-Yeni Delhi uçuşları yeniden başladı. THY yetkilileri, milletvekilleri, Türkiye'nin Hindistan Büyükelçisi ve basın mensuplarının katılımı ile gerçekleştirilen ilk uçuş sonunda Türk heyet Hindistan yetkilileri tarafından çiçeklerle karşılandı.

THY'nin yeniden başlayan Hindistan uçuşlarına İstanbul'dan katarılarak eşlik eden Türkiye'nin Hindistan Büyükelçisi Hısnı Çelebi, bir elbiseyi için kendi ülkesinde bayrağını taşıyan uçakların görev yaptığı ülkeye selamlaşmanın çok onurlandırıcı bir olay olduğunu belirtirken, "2 ülke arasında artırılmaya çalışan ticaret hacmi için, THY'nin uçuşlarının büyük katkı olacağı. Hindistan, Türkiye ve Hindistan ekonomisi mil-

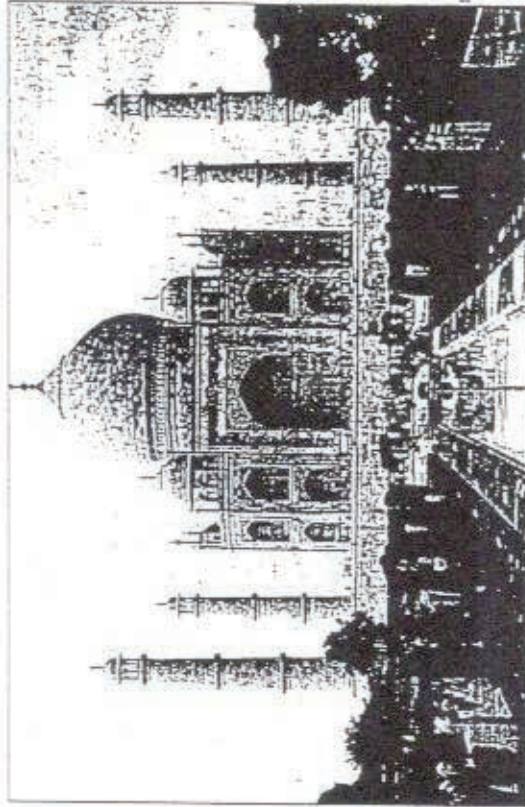
THY, Yeni Delhi'de

letimlerinden önceki sergiledi. Geceye konulan THY Yönetim Kurulu üyesi Hamdi Topçu, "Bölgenin iki önemli ülkesi olan Türkiye ve Hindistan arasında doğrudan uçuşlarımızın başlamasını memnuniyetle karşılıyoruz. THY'nin yurtdışı uçuş noktasının artırılması, bir bu güzergahla bir boyutu dolduracağı gibi, ticaret, turizm ve ikili ilişkilerin artırılmasına katkı olacağı" diye konuştu.

Haftada 3 sefer

Grup, gelecekte 2. gününde, yaklaşık 7 saat süren bir esolite yolculuğu ardından dünyanın 7. halkası olan Tac Mahal'e vardı. Seyrini, aştan bir sembolü olan Tac Mahal, Şah Cihan tarafından, onördüncü yüzyılda doğurulan hayranı kaybeden çok sevdiği eşi Mumtaz için yapıldı.

Hindistan'ın tarihi ve turistik yerlerini de gezerek Türk heyeti, bugün yurtda dünüyor. Haftada 3 gün olarak gerçekleştirilen sefer sayısının talep durumuna göre artırılacağı bildirildi.



THY'nin, Yeni Delhi'ye ilk uçuşuna katılan gazeteciler, milletvekilleri ve ilgililerden oluşan bir grup, Tac Mahal'de gezdi. Yonlarca varandığı yazayan bir nişini ediyoruz" dedi.

Yeni Delhi Havalimanı'nda Hindistan yetkilileri tarafından çi-

çeklerle karşılanan Türk heyeti

onura düzenlenen gece, Türk ve Hindistan dinis grupları ilke

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Hintli Başbakan'a THY'den Yeni Delhi jesti

Hindistan Başbakanı Atal Bihari Vajpayee, uzun yıllardır bu ülkeden Türkiye'ye üst düzey ziyaret yapan ilk yetkili oldu. O gelmeden Hintli iş kadınları yolu açmıştı. Vajpayee ile birlikte 'erkek' patronlar geldi.

Hindistan Sanayi ve Ticaret Odaları Federasyonu (FICCI), Hindistan Sanayiciler Konfederasyonu(CII) ve Hindistan Odalar Kurumu (ASSOCHAM)'ın oluşturduğu kalabalık patronlar grubu, Başbakanlarına eşlik etmiş. Yanında, Türk - Hindistan İş Konseyi'nin üyeleriyle de İstanbul'da buluşuyorlar bugün.

Hint heyetine baktım, yok yok. Tekstilciden, bigisayarcısına kadar herkes burada. Neredeyse, Hindistan'da işadamı kalmamış, herkes Türkiye'ye koşmuş.

Anladım ki, THY, boşuna Yeni Delhi seferleri başlatmaya karar

vermemiş. İki ülke arasında toplam 1 milyar dolara bile ulaşamayan ticaretin yükseltilmesine katkıda bulunmak istemiş.

Evet, THY'nin Yeni Delhi seferleri, biz gazeteçilere yapılacak ilk tanıtım gezisiyle başlıyor. Aslında, THY, 1997'de Yeni Delhi ve Bombay

merkezli uçuşlara başlamıştı. Ama, bir senelik uçuş programının rantaıbl görülmemesi üzerine bu seferler, yavaş yavaş kaldırılmıştı.

THY yetkilileri, yeniden başlayacak seferlerden çok umutlular. 29 Eylül salı gününden itibaren haftanın üç günü

gerçekleştirilecek seferlerde yolcu kapasitesinin dolu olması bekleniyor.

Hintlilerle sıkı - fıkı olmak isteyen iş dünyası da mutlu olmalı. Aktarmalı başka hava yollarının seferlerine gerek kalmıyor artık. Yeni Delhi'ye 29 Eylül - 31 Ekim günleri arasında gideceklere özel indirimler de



Atal Bihari Vajpayee

Your comments are welcomed here

THANK YOU VERY MUCH FOR YOUR CONTRIBUTION