

ADJUSTING THE GLOBAL COMMUNICATIONS STRATEGIES TO THE
LOCAL CONTEXT: A CASE OF A NON-PROFIT INTERNATIONAL
ORGANIZATION IN TURKEY

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ABSTRACT

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Market society has been dominating the social and economic way of life in neo-liberal societies. Not only for-profit entities but also non-profit organizations manage to survive in the marketplace by adopting an entrepreneurial governance structure emphasizing marketing, external relations, corporate reputation. The purpose of this research is to understand how an international non-profit organization utilizes marketing principles to sustain its operationalization in a surrounding of global and local stakeholders following their self-interests in political, social and economic terrains. Critical Discourse Analysis is applied to a selected newspaper articles and an international NPO's integrated marketing communications materials in a comparative way to observe the adjustments of the global strategies to the local context. The findings highlight the motivation behind these adjustments and their reflection on other integrated marketing materials.

Keywords: Non-Profit Organizations, Stakeholders, Integrated Marketing Communications, Critical Discourse Analysis

ÖZ

KÜRESEL İLETİŞİM STRATEJİLERİNİN YEREL BAĞLAMA ADAPTASYONU: TÜRKİYEDE FAALİYET GÖSTEREN KÂR AMACI GÜTMİYEN ULUSLARARASI BİR KURULUŞ VAKASI

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Piyasa toplumu, neo-liberal toplumlarda sosyal ve ekonomik yaşam biçimine yön vermektedir. Sadece kâr amacı güden işletmeler değil aynı zamanda kâr amacı gütmeyen kuruluşlar da pazarlama, dış ilişkiler ve kurumsal itibarı vurgulayan girişimci bir yönetim yapısını benimseyerek pazarda hayatta kalmayı başarırlar. Bu araştırmanın amacı, kâr amacı gütmeyen uluslararası bir kuruluşun pazarlama ilkelerini, politik, sosyal ve ekonomik alanlarda kendi menfaatlerini gözetken küresel ve yerel paydaşlardan oluşan bir çevrede operasyonel faaliyetlerini sürdürmek için nasıl kullandığını anlamaktır. Eleştirel Söylem Analizi, küresel stratejilerin yerel bağlama uyarlanmasını gözlemlemek için seçilen bir gazetenin makalelerine ve kâr amacı gütmeyen uluslararası bir kuruluşun entegre pazarlama iletişim materyaline karşılaştırmalı bir şekilde uygulanmıştır. Bulgular, bu uyarlamaların arkasındaki motivasyonu ve bu motivasyonun diğer entegre pazarlama materyalleri üzerindeki yansımalarını vurgulamaktadır.

Anahtar Kelimeler: Kâr Amacı Gütmeyen Kuruluşlar, Paydaşlar, Entegre Pazarlama İletişimi, Eleştirel Söylem Analizi

To my parents...

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LIST OF ABBREVIATIONS

CDA	Critical Discourse Analysis
DGMM	Directorate General of Migration Management
DSN	Daily Sabah News
EU	European Union
FB	Facebook
GoT	Government of Turkey
HQ	Headquarters
IMC	Integrated Marketing Communications
IOM	International Organization for Migration
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
PR	Press Release
UK	United Kingdom
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
US	United States

CHAPTER 1

INTRODUCTION

In the contemporary market society, not only profit oriented corporations but also international, intergovernmental and non-profit organizations sustain themselves by adopting a managerial paradigm emphasizing efficiency, productivity, corporate reputation and consumer centricity. In this study, my focus is to understand how an international organization actively operating across the globe utilizes marketing principles to sustain itself amidst an environment of multiple global and local stakeholders steering their self-interests at political and economic fields. Specifically, I am examining International Organization for Migration (IOM) – The UN Migration Agency.

International Organization for Migration – The UN Migration Agency has been under-researched until very recently due to its nature which is difficult to understand. While it partners with other UN agencies and regarded as a part of the UN system, it has just become a ‘related organization’ in September 2016. Although it is an intergovernmental organization, it operates as a private company competing with civil society groups and other NGOs.

IOM differs from other UN agencies in terms its budget organization which is known as projectisation. Bradley (2017) calls this budgetary system ‘entrepreneurialism’ that IOM promotes as a competitive force due to its cost-efficient service provision. This market logic is based on the business model that each project is dependent on a specific funding. Accordingly, the organization should constantly seek new fundings. However, as an opportunity cost of this project-based nature, it provides organization with a high degree of

decentralization. Each mission is responsible for their own fundings and quite independent from its headquarters in Geneva. To illustrate, if there are opportunities in a country, new offices will be opened while others might be shut down if they cannot sustain their fundings.

This independency puts responsibility on IOM Missions' shoulders to manage their relations with the host countries and donors while its project-based nature leads the organization to be more market-oriented, taking a proactive role and identifying the states' needs to better respond to the situation and sell its services. Unlike other international organizations with a normative mandate, IOM can only do what the host countries demand and fund. Accordingly IOM Missions never criticize the states avoiding any conflict. In the thesis, I will be discussing how IOM in Turkey which has been expanding especially after the influx of 3,5 million Syrians into Turkey, adjusts its global communications strategies to the local context to manage the relations with its stakeholders including the host country and the donors.

Under Chapter 2, I will be reviewing the literature on the market society and how IOM, as a related organization to the UN, is affected by this market society. Under Chapter 3, we will see how IMC strategies can be applied to the organizations especially to the non-profit organizations as a substitute of marketing practices. Under Chapter 4, I will introduce the methodology and how it is applied to the data set that I collected. In the findings part, the findings will represent how IOM adjusts its IMC strategies to manage its relations with the host country and donors, and we will see that sometimes, this adjustment goes beyond the communication between the organization and the beneficiaries reaching out to tailoring every single detail in line with the stakeholders' sensitivities.

CHAPTER 2

BACKGROUND TO THE STUDY

Market society has a dominant effect in neo-liberal society. IOM has already adopted market models due to its budgeting system which makes its structure working as a private entity heavily dependent on its stakeholders. I will start with the market society shaping the social and economic way of life. In order to elaborate on IOM's adoption of market models, I will briefly mention its history and continue with its budgeting system that makes the organization work as a private enterprise. It will be followed by IOM's expansion in Turkey, majorly after the influx of 3.5 million Syrians in Turkey. Last but not least, I will summarize Syrians' current situation in Turkey and the global perception of migration.

2.1 Market Society

Market models have a crucial impact on neo-liberal societies and dominate the way of economic structures. They have been shaping the rhetoric of social and economic governance in our global world spreading from developed countries to post-communist societies and developing regions (Slater and Tonkiss, 2008). The market logic provides a tool to better understand the social institutions and individuals in terms of competition, enterprise, utility and choice that affects a broad set of fields including people's working lives, access to public services, and even private interest. Slater and Tonkiss (2008) exemplify the scope of terrains affected by the market models with a health manager applying a market model to relations between hospital departments and to the

formal calculations of econometrics. More examples can be given as private universities with sponsored and private students, income generation strategies, the pricing of services, and the tuition fees; public universities marketing themselves through consumer experience to make the best students enrol in their programmes, governmental institutions where civil servant are evaluated based on the outcomes they produce whether it be the number of fines written by a police officer or the number of cases registered by a social worker.

Sometimes, it seems hard to link different markets to each other; however, this shows that market idea exceeds the boundaries of economic coordination of models reaching broader principles of social regulation and action.

Markets and market relations facilitate the understanding of social order for which market exchange can provide an organizing regulation. The modern world can be regarded as a whole society packaged with it its own economic mechanism which is market society (Polanyi, 1977). There are two views concerned with the markets; positive and negative. Some thinkers argue that market relations encourage competitive clash between modern individuals while some defend the idea that they regulate the social harmony between various individual interests. These two different ideas can be amalgamated as the theory of markets implies a broader theory of social integration and governance. As concluded by Thompson et al. (1991), "Market theory in this sense offers a broad set of responses to the problem of whether and how social processes can be co-ordinated."

Slater and Tonkiss (2008) argue that the buyers and sellers are the components of a market consisting of three core elements; supply, demand and price. The exchange system within the market attribute values such as efficiency, productivity, profit making, competition, freedom and self-interest.

The actors operating within the market follow their self-interests transacting with each other as strangers and this transaction provides continuance to the exchange relation. Smith (1991), approaches to self-interest in modern market society through an economic lens saying that the owner of the capital and the owner of the labour power have a mutual interest for their livelihoods. He also notes that a producer should seek a better productivity and efficiency in order

to increase its competitiveness in the market.

As another value attributed to market exchange, Weber raises the concept of rationality through the cost-benefit analysis based on the individual self-interest. According to him, rationality has dual meaning; the first one is reasoning one's actions logically and consistently from a specific perspective while the other meaning is associated with a single set of values that are concerned with choosing the best paths to a certain end including efficiency, calculability, quantification, control and prediction.

Slater and Tonkiss (2008) discuss the calculability of the market behaviour through the measures of the price. In the market contexts, the rationality is built upon the price which provides essential source of information affecting actors' market decisions.

Neoliberalism advocates the idea that market exchange is the ethic itself that can subrogate the previously held ethical beliefs. Therefore, it recognizes the vital importance of contractual relations in the marketplace (Harvey, 2005). Among these relations, the exchange between a seller and a buyer is paramount for the market exchange and is the basis for marketing practices.

American Marketing Association defines marketing as 'the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large'. Marketing principles are the core elements working as a catalyst for the continuation of market exchange.

Although the term marketing is usually associated with the for-profit organizations, non-profit institutions including international organizations, non-governmental organizations and intergovernmental organizations are also actors operating in the marketplace affected by the market model adoption in terms of their competition among themselves as well as governmental organizations in terms of service provision restricted with cost and time.

The rationality of marketing in non-profit sector is managed by communications practices which provides calculability through the

implementation of strategic communications plan for fund raising, sustaining the relations with the stakeholders and informing public. IOM, an international non-profit organization operating in Turkey has also adopted the market model to survive in the humanitarian sector. In the next section, I will explain its tendency towards market coming from its historical institutionalization.

2.2 IOM – the UN Migration Agency History

IOM was established in 1951 as Provisional Intergovernmental Committee for the Movements of Migrants from Europe was created. A few months later, its name was changed as Intergovernmental Committee for European Migration. The name was transformed into Intergovernmental Committee for Migration in 1980 and International Organization for Migration in 1989. The inconsistency regarding its names might indicate a troubled and hesitant history both for the organization and the migration phenomenon. The history shows that the migration has been on international organization's agenda but never synergized a consolidated international regime for the politics.

After the displacement of millions of people due to Second World War, the distribution of the population across the Europe was imbalanced which was regarded as a threat and challenge to Europe's recovery in regards to socio economy and politics. The given task of IOM was to facilitate the out flow of those Europeans to other world regions which were underpopulated such as Latin America. However, the founding states were not willing to fund establishment of another organization, and handover their sovereign right to control migration. Accordingly, IOM's duty was strictly surrounded by the logistical work to disseminate concentrated population. This duty has been stuck to IOM's reputation as travel agency.

Once Europe's overpopulation problem was solved, IOM was forced to reposition itself in a dynamically changing political environment. Throughout its history, there have been several remarks and milestones that IOM was able to prove

its usefulness including 1956 Hungarian refugee crisis. In 1989, IOM was finally transformed into a permanent organization followed by 1991 Gulf war when IOM was responsible for the mobility of migrant workers fleeing Kuwait after Iraqi invasion. According to Pecoud (2017, p. 5), the history highlights IOM's three chronic characteristics:

"(1) The technical nature of IOM's work contrasts with its embeddedness in a political environment, marked by a specific understanding of how migration (and societies at large) should be governed. (2) The emphasis on operational work (rather than on political/ normative guidance) has long come along with IOM's reputation as an efficient, results oriented, cost-effective and flexible organisation, in a way that recalls the functioning of an enterprise rather than a UN agency. (3) IOM's voluntarily broad mandate, based on an extensive definition of 'migrants', enables the organisation to encompass a wide range of situations, well beyond the more narrow categories that characterise other IOs (refugees for the UNHCR, migrant workers for the ILO)."

2.3 IOM and Its Budgeting System

Established in 1951, IOM has been working in the field of migration as the leading inter-governmental organization which refers to an entity created by treaty, involving two or more nations, to work in good faith, on issues of common interest ("Intergovernmental Organizations," 2017). IOM presents an intergovernmental nature while its governance structure functions in a way akin to a private enterprise (Pecoud, 2017). IOM's reputation has been built upon its cost-efficiency and capacity to provide competitive services to states. IOM differs from other UN Agencies mainly due to its unique way of budgeting which is known as 'projectisation'. While other UN Agencies take some core fundings granted to use for various projects/programmes which allow agencies to allocate their budgets in advance, IOM's fundings are heavily dependent on their donors' fundings directly tied to specific projects. As a consequence of

the projectisation system, IOM must take a proactive role and identify the states' needs to better respond to the situation and sell its services. Besides the project proposals directly offered to the prospective donor, IOM launches appeals for specific problems where they invite donors to fund.



Figure 2.1: IOM's poster for Syria Appeal

This projectisation comes with a high degree of decentralization which means that each mission is responsible to grant its funding to survive in the host country. The field offices are highly independent from headquarters in Geneva. This independency puts responsibility on IOM Missions' shoulders to manage their relations with the host countries, donors and other stakeholders. As Pecoud (2017) declares, unlike other international organizations with a normative mandate, IOM can only do what the host countries demand and

fund. Accordingly IOM Missions never criticize the states avoiding any conflict.

Regarding IOM's business model, Lavenex (2016) proposed categories defining IOM's functioning; 1) IOM can function as a 'subcontractor' which implement migration-related policies on behalf of the states, 2) as a 'transmitter' disseminating norms from one country to another, but never as a 'counterweight' criticizing, correcting, balancing or being involved in states' political decision making mechanism. While some conclude IOM's functioning as a negative feature, Wunderlich (2012) claims that IOM's broader and more flexible mandate should be considered as a competitive advantage and give organization a high degree of manoeuvrability while its superior administrative capacities make it more successful than UNHCR. Gammeltoft-Hansen and Sorensen (2013) argue that one should consider the 'migration industry' and the interest of the actors benefitting from the commercialization of migration in order to better understand the migration politics.

One of IOM's key slogans 'management' of migration is concluded by Geiger and Pecoud (2010) as an indicator of IOM's managerial and cost-benefit approach to migration. The claim 'well managed migration benefits of all' relies on a supply-demand circle to match the labour demand for migrant workers with supply in a safe, humane and orderly way. (IOM 2008, 11). These entrepreneurial phenomena are documented by Barber and Bryan (2017) through analysing the relationship between IOM and labour migration when IOM was acting as de facto labour migration broker helping migrant worker to move from Philippines to Canada to meet the need for flexible and just-in-time labour.

Another criticism against IOM's understanding of migration is about IOM's assumption that the globe's macroeconomic context cannot be transformed, accordingly the individuals must adapt themselves. Nieuwenhuys and Pecoud (2007) gives information campaigns as an example that they target the individual decisions to migrate rather than curing the underlying reasons behind migration. IOM's strategy in combatting human trafficking is exemplified by Schatral (2010) as IOM deals with the victims individually

without addressing the underlying factors.

As Brachet (2016) discussed, IOM is a centre for discussions and policy debates on migration. IOM mainly deals with three political agendas; 1) Helping states for a better border management in terms of security, 2) Labour migration and 3) Protecting migrants through humanitarian interventions.

These agendas may not be equally weighted depending on the host country's need. Although it is not easy to list the top three political agendas of a country, one should understand how an IOM mission positions itself in the host country. IOM acts as a private entity taking proactive role to identify the states' needs and responding accordingly. These needs can vary depending on the host country's context whether the underlying reasons behind migration is linked to economy, safety or another fact. Depending on these needs, IOM can adjust its project portfolio and itself in order to fit into host country's context.

In order to better understand how this projectisation system increasing IOM's dependency on the relations with the host country and the donors is projected onto IOM's communications strategies, one should understand the local context.

2.4 IOM in Turkey

As it was discussed in the previous section, IOM emerges in a country in response to the needs. The extension of its offices into Turkey happened in 1991, after the first Gulf War to help with the resettlement of Iraqi refugees. Throughout its 25 years of existence in Turkey, IOM was able to prove its usefulness several times including the earthquake in Van in 2011, Syrian Crisis in 2012 and Mediterranean Crisis in 2015.

The mission's operations were expanded to migration management programmes and emergency response programmes. IOM's partnership with the Republic of Turkey was formalized in November 2004 when Turkey was granted member status to IOM. The partnership between IOM and Turkey continued since then, including support drafting the Law of Foreigners and International Protection, as

well as establishing the Ministry of Interior's Directorate General for Migration Management in 2013. ("Migration in Turkey," 2017) The mission is now one of the largest globally with over 500 staff in 15 different locations across the country, with the main office in Ankara, and sub-offices in Istanbul and Gaziantep helping Turkish Government in managing migration.

Funded by its donors including European Union, United Kingdom, U.S. Bureau of Population, Refugees, and Migration, IOM Turkey has established its Public Information and Communications managed by the spokesperson.

Besides ensuring the visibility of the donors, Public Information and Communications department has the role of influencing prospective funding decisions often made at the country level. Independent media reporting on certain needs and projects undertaken by IOM therefore influence donor government representatives.

Public Information and Communications department is also tasked with informing public, stakeholders and other UN Agencies about mission's activities, general migration trends and statistics to change public perception on migrants. Educating the public and generating discussions around particular aspects and projects of IOM establishes the organization's status as a reliable, accurate source of information and generates further support, contracts and donations.

For the duties listed above, IOM Public Information and Communications department uses integrated marketing communications as a tool to convey its core messaging which has been recently transformed from reporting what IOM was doing to providing a source of information and advocacy on migration in Turkey which is a hot topic especially after the influx of 3.5 million Syrians into Turkey. The next section will summarize the migration in Turkey, Syrians in Turkey, their legal status in Turkey and the perception of migration.

2.5 Migration in Turkey

2.5.1 The Definition of the Terms Migrant, Refugee, Asylum Seeker

Migration is history's oldest and most effective anti-poverty measure, a natural human response to challenges and a facilitator of greater opportunities. As it has been even easier with today's modern transportation means, new challenges for migrants to flee their home country emerged including conflicts, poverty, and unequal distribution of wages (United Nations Department of Economic and Social Affairs Population Division, 2016). As the migration has become a hot topic at the global level, the term migrant has been defined by different authorities from different perspective. According to the UN Migration Agency (IOM), a migrant is any person:

“who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person's legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is.”

However, the UN Refugee Agency (UNHCR) rejects the argument that a uniform legal definition of the term ‘migrant’ can exist at the international level. According to UNCHR the word ‘migrant’ is used to cover migrants, refugees, asylum-seekers and other refugee movements. Migration often gives an impression of people willing to flee their countries for the sake of a better life. However, a refugee cannot return home because of safety issues which requires international protection in the third safe country.

While the difference between the terms migrant and refugee is hard to understand, an asylum seeker is someone whose request for international protection has not been approved by the host country. Being a universal human right, seeking asylum is not illegal. Although IOM's definition of ‘a migrant’ is more inclusive due to IOM's own mandate, I tried not to put an adjective in front of ‘Syrians’ since their statuses in Turkey and outside of

Turkey contradict which will be explained in the next section.

2.5.2 The Syrian Conflict and the Migration Management in Turkey

71st session of the United Nations General Assembly in January 2017 with the first-ever Summit on Large Movements of Migrants and Refugees gathered heads of states around the world to address the crisis that is marked by the 65 million people who are currently displaced around the world — the most since World War II. Syria has already been a country of asylum hosting hundreds of thousands of Iraqis and Palestinians at a time. As the anti-regime protests raised in Syria, the increasing tension, continued conflict and violence have all turned into a civil war as of March 2011.

The majority of Syrians were hosted by neighbouring countries including Turkey, Lebanon, Jordan and Iraq. Turkey has been hosting over 3,2 million Syrians as of November 2017. Turkey is the main country that has been directly affected by Syria crisis hosting the largest number of refugees. Although Turkey has been a traditional country of asylum throughout history, the “open door policy” has catalysed arrival of massive influx into its territories.

As a result of the gradually enhancing impact of Syrian Crisis on Turkey, there is no doubt that this prolonged and unpredicted nature of the impacts of crisis has caused several complexities in Turkish context be it registration, accommodation, provision of services, protection and the first and foremost has been the provision of legal status which would then allow the rest of the complexities to be solved.

It is worth mentioning all these happenings came at a time that Turkey was having a historical migration reform process with the establishment of Directorate General of Migration Management (DGMM) taking over the responsibilities of migration management from police and the enactment of the Law on Foreigners and International Protection bringing a new legal status for Syrians living in Turkey.

2.5.3 Legal status of the Syrians in Turkey

Syrians living in Turkey are not counted as migrants nor refugees leading to confusions about the usage of the concept of the terms.

The 1951 Geneva Refugee Convention was ratified by 145 states to recognize people affected by the Second World War as “refugee” whose definition focused on saving people from oppression. But there were temporal and geographical limitations in the convention. Geographical limitations included the people who had to leave their countries after the events came about in Europe. However, the temporal limitations includes the events which occurred before 1 January 1951. However, it is seen that the events forcing people to refuge were not limited to a single event and were in continuation.

Protocol Relating to the Status of Refugees was passed in 1967 due to the fact that it would broaden the boundaries of convention and remove the limitations which narrowed the refugee status. However, Turkey accepted the Protocol on the condition of the temporal limitation, while maintaining previously declared geographical restriction to Europeans. Accordingly, a non-European refugee cannot be considered as refugee in Turkey (UNHCR, 1979).

There was a conceptual confusion regarding the legal status of the Syrians and the asylum system of Turkey while the volume of the Syrians influx was expanding dramatically. In 2014, the “Temporary Protection Regulation” was proclaimed by the Council of Ministers of the Republic of Turkey recognizing Syrians under temporary protection.

As Turkey has exceptional condition regarding Syrians’ legal statues, there is no common usage in the media or the public. In order to avoid any confusion, I tried not to use their legal status as an adjective. However, it is important to analyse the adjective in front of ‘Syrians’ since the discourses produced for the representation of them matter for my thesis whether it is xenophobic or migrant friendly. In the next section, I will briefly explain what xenophobia is, how it differs from racism and its current position on global agenda.

2.6 Xenophobia as a Rising Trend

The world we live in starts to increasingly urbanize. Migration effects the rise of urbanization greatly. And accordingly the cities become more different areas than before. Migration brings along the ethnic and racial diversity of societies. In other words, the states are becoming more multi-ethnic and facing with the challenges of hosting people of different cultures, races, religions and language with different backgrounds and needs. As an opportunity cost of this diversity, xenophobia and racism have been on the forefront in some communities hosting remarkable number of migrants. In the last decade, ethnic exclusion has been targeting migrants through internal disputes of the countries.

Although there is not any definition at the international level since they are still evolving phenomena, ‘International Migration, Racism, Discrimination and Xenophobia’ report (Inter-Agency, 2001) describes racism and xenophobia as:

*“**Racism** is an ideological construct that assigns a certain race and/ or ethnic group to a position of power over others on the basis of physical and cultural attributes, as well as economic wealth, involving hierarchical relations where the superior race exercises domination and control over others.”*

*“**Xenophobia** describes attitudes, prejudices and behaviour that reject, exclude and often vilify persons, based on the perception that they are outsiders or foreigners to the community, society or national identity.”*

In many cases, it is difficult to differentiate racism and xenophobia as motivations for behaviour. However, xenophobia goes beyond the aversion to a person reaching to fear or dislike of other cultures and beliefs while racism is merely focused on race. To illustrate, homosexual people belonging to the same race might be target for xenophobia but not racism. Therefore, xenophobia is composed of multiple components, while racism is merely focused on one aspect.

As Greven (2016) discusses, it is the first time since World War II that far-right,

extremist and xenophobic political parties such as the National Front in France, the United Kingdom Independence Party, the Freedom Party in the Netherlands, Alternative Party of Germany, People's Party of Denmark, Freedom Party of Austria and Golden Dawn in Greece swept onto the scene in municipal, national and European parliament elections (Greven, 2016).

2.7 Motivation for Study

While I was studying in MBA programme at Middle East Technical University, I started working in the United Nations Migration Agency (IOM) as Communications Assistant under Public Information and Communications Department in May 2016. The department was established in 2015, and IOM joined to the UN system in 2016 bringing institutionalization into every aspect of the organization including communications. Observing these changes at first hand intersecting with IOM's market-based structure triggered the idea of writing my thesis in the subject of IOM's integrated marketing communications adjusted to the local context to manage its relations with the host country as well as its donors.

CHAPTER 3

INTEGRATED MARKETING COMMUNICATIONS

Entities are adopting market models to sustain their presence in the market society. In order to ensure the continuity, marketing is the paramount for this market exchange. However, in the non-profit sectors, marketing practices are replaced with the integrated marketing communications as in the case of IOM. In this chapter, I will review the literature on IMC, its importance for the non-profit organizations, how entities use IMC for corporate branding.

3.1 What is IMC

Kotler and Keller (2016) define IMC as a concept how an entity integrates and implements its various communications channels to deliver a clear and consistent message about the benefit the entity offers whether it be a product or service. It is a strategic tool to persuasively communicate customer value and build brand identity and customer relationships via entity's compacted brand image and message. Integrated marketing communications work as a reliable communications tool to generate short-term financial returns and build long-term brand value. Integrated marketing communications has emerged in the recent past with an assigned role of blending modern and conventional marketing strategies. It provides an effective communications so that the messages are conveyed without any disruption and clearly received by the audience through the communication process. The manner of integrated marketing communications allows companies to build, develop and maintain a good relationship with the target audience. In developing an integrated

marketing communications strategy, it is important to approach target audience as the potential customers. Accordingly, it is necessary to specify the target audience's characteristics including demographic data.

Duncan (2002) links IMC to brand value describing as a 'process for managing relationships that drive brand value'. Communication is the core concept for IMC while building brand relationships.

Delivering a consistent message starts with planning and is followed by identifying appropriate target audiences, setting specific communications objectives for these target audiences and developing marketing communication.

An effective IMC means a strong coordination coming from an entity as brand's voice. The horizontal (bureaucratic) entities which means that the organization is built upon hierarchies adopting many level of management with command and control approach can enjoy the ease in coordination. On the contrary, this may cause difficulty in vertical (flat) organizations which has only a few levels of managers with a decentralized approach to management. (Mejia, L., Balkin, D. & Cardy, R., 2012). Organizational structure also affects the organization's character in terms of disseminating the appropriate message among staff. The organizations are responsible for identifying their own IMC opportunities since a strategic planning is vital for the provision of a consistent message. IMC plays an important role in non-profit organizations where the marketing practices are merely possible through IMC. The following section will elaborate on the importance of IMC for non-profit organizations.

3.2 IMC for Non-Profit Organizations

Non-profit organizations are the charity organizations that serve public interests (Hansmann, 1980). They play an important role especially in the 21st century. Their dominancy is because of the massive changes in the cultural structure of the society. In the early days, it is seen that the conventional marketing models are not applicable to NPOs as the cultural structure changes in the society (Kotler & Levy, 1969). Schultz (1993) suggested the idea of integrating all the

communications tools to be integrated in order to provide consumers with a consistent message and the image of the organization.

In the business model of the NPOs, donors, beneficiaries and voluntary workers are consumers and clients. Considering the needs of consumers, an NPO should adjust its business marketing models in a stakeholder-oriented approach since they face with stakeholder pressures on a routine basis (Tschirhart, 1996). Gallagher and Weinberg (1991) discuss that stakeholders closely play an important role in NPOs achieving its organization goals and marketing strategy development. Therefore, marketing objectives in NPOs differ from their commercial counterparts where stakeholders have less importance. According to Shapiro (1973), NPOs use marketing for social change and receive more public attention, whether it be positive or negative, than the average business. For this reason, NPOs' marketing strategies are more dependent on a diverse range of stakeholders starting with the prioritization of their brand saliency (Gallagher and Weinberg, 1991).

While in the for-profit organizations, the core messaging should stimulate purchase behaviour (e.g., Schultz, 1993; Shimp, 1997), NPOs should extend this marketing concept and find new ways to promote their services to targeted audience. NPOs generate the capital necessary to operate from various donors including private sector, government and other entities. As Duncan and Moriarty (1998) suggest, an increased level of visibility through the participation in public events, the NPOs will be able to leverage their brand image as well as their brand equity strengthening their relationships with the stakeholders.

Brand image is one of the elements enhancing customer loyalty (Dobni & Zinkhan, 1990). IMC is the tool integrating different marketing strategies to leverage the brand image. It provides NPOs a clear path to deliver their message outside-in and create synergetic position of themes. (Naik & Raman, 2003). Integrated marketing communications planning model can also provide NPOs with external communications mix as the strategic role (Kotler, 1994). Therefore, it is supportive for NPOs to draw a sustainable path for

development.

3.3 Brands through IMC

The meaning of a brand comes from the consumers' experiences. This experience is shaped by position and the presentation to the consumers through IMC. Every contact between the brand and the market falls under marketing communication including the package of the product, a lorry carrying these products, business cards, logos, newsletters. According to Elliott and Percy (2007), the meaning of brands can be used to create social meaning, going well beyond the conventional ideas of providing information and understanding. IMC's role is to shape brands as socially inclusive, exclusive or communities. People have tendency to think about brands in match with human characteristics. This may directly result how people see the users of the brand, or perhaps through a celebrity endorser appearing as 'Goodwill Ambassadors' in non-profit organization.

The idea of social integration and brands, on the other hand, reflects the notion that in the everyday use of brands their meaning can help create and maintain social relationships (Douglas and Isherwood, 1979). Muniz and O'guinn (2001) define brand communities as the result of shared meaning of a brand without geography limitation. For the non-profit organization, the services they provide as the replacement of the products directly affect the fractions, communities that people show special interest contributing to these brands' lifespan.

There are two pillars of marketing communication that drives social meaning for a brand: positioning and brand attitude. Positioning starts with the accurate definition of the link between the brand and the category need in order to effectively build awareness for the brand, selecting the correct benefit for increasing positive brand attitude. Brand attitude is the second pillar in building strong brand equity. It is basically shaping users' knowledge and believes about the brands.

3.4 Corporate Branding through IMC

Under this section, I will be looking at the company itself as a brand rather than a name of a product as I am concerned with the role of IMC in building and sustaining product brands. Companies are based on a vision and they work to establish positive attitudes toward the company among their various publics and stakeholders in order to build a strong corporate brand equity.

Corporate identity is usually thought to be different from the organizational identity, although there is some overlap. (Hatch and Schultz, 2000). The reason behind the segregation of the views is the internal versus external perspective. Organizational identity is dependent on the company, and employees while corporate identity is concerned with the external audiences. According to Percy (2008), IMC should play a major role in the corporate identity rather than organizational identity.

Corporate communication in all of its forms (press releases, annual reports, sponsorships, etc.) must be consistent with its general marketing communication. According to Van Riel (2000), such consistency creates a recognizable picture of a company, regardless of the channel of communication.

The terms corporate identity, corporate image, and corporate reputation are often used interchangeably, but there are important differences between them. Dowling (2001) describes corporate identity as: ‘the symbols and nomenclature an organization uses to identify itself to people (such as the corporate name, logo, advertising, slogan, livery, etc.)’. Corporate image is regarded as ‘the global evaluation (comprised of a set of beliefs and feelings) a person has about an organization’. But as Dowling (2001) points out, not everyone is likely to hold the same beliefs and feelings about a company. This means it is unlikely that any company has a single image. The job of IMC is to build and nurture as consistent an image as possible among the largest number of a company’s various audiences. Dowling (2001) defines corporate reputation as: ‘the attributed values (such as authenticity, honesty, responsibility, and integrity) evoked from the person’s corporate image.’ What is important to one person

or group may not be to another; and certain values may carry different weight among different people and groups. This potential problem increases for multinational companies because of the ways in values can be culturally driven.

3.5 Components of IMC

The main objective of the marketing communication is to foster purchasing behaviour of the customer which is generally through promotion. People tend to associate promotion and advertising with mass media; however, there are many other ways of delivering a message such as ‘new media’ including sponsorship, product placement, and social media. While for profit organizations enjoy the traditional advertising and promotion strategies to build wealth or revenue for the benefit of the owner, directors or shareholders, non-profit organizations may rely on the new media and other IMC options with their limited communications budget (Yeshin, 1998).

Non-profits use marketing strategies for their growth, funding and prosperity. A non-profit organization raises funds to perform deeds for a specific cause. Accordingly, their marketing strategies differ from the for-profit ones. A non-profit organization markets the work it does or the cause it supports, instead of a product or service. The purpose of marketing is to build awareness of an issue and to gain financial support from the communities for its cause. The customer donates money to the organization in exchange for the opportunity to contribute towards its philanthropic work.

The major difference between the marketing of the two types of organizations is the fulfilment of the customers’ need. The for-profit marketing customer has a need of his own that he fulfils by the purchase of the goods or services; the non-profit “customer” recognizes the need of others and his ability to help fulfil it through donation of his time, money or service. For this reason, retail sales of the primary product or service do not apply to the non-profit corporation. Many non-profits do conduct retail sales of promotional items to help raise funds, but this is not their primary product or service.

3.6 IMC Messages

It is important to understand how the message itself is processed and techniques needed to ensure that it happens. Without a successful process, the message is just a bunch of words and pictures lacking of the meaning for a brand. Media's job is to carry the message to make it available to the target audience. Once exposed it is up to the execution itself to attract and hold attention and encourage learning the brand name and key benefit (at minimum); and for high involvement decisions to accept the message as well.

Processing is the general term used for the short-term attention paid to marketing communication and what follows. It occurs with each exposure to a message execution. It reflects how the target audience deals with the message being delivered in an integrated marketing communication campaign. In IMC, information processing model is outlined with four steps called communication response sequence: Exposure, Processing, Communication Effect and Target Audience Action.

The communication response sequence is triggered by exposure to any part of an IMC campaign, as well as to the brand itself during the usage. As Rossiter and Bellman (2005) argue that, even being exposed to competitor brand's marketing communication influences processing for a brand. The consumer may start thinking about the competitor's claim and remember the one s/he is using. As it is seen, processing of information might be initiated by exposure to a wide variety of sources.

3.7 Creative Execution

Creative tactics are used to optimize the likelihood that a message will be processed. The ways in which the word and pictures used in an execution can maximize attention and learning through integrated marketing communications. These creative tactics are also needed to address brand awareness and brand attitude objectives and to obtain consistent messaging

across different executions.

3.7.1 Gaining Attention

How much attention someone is likely to pay to marketing communication is a function of the way in which the words and visuals are used in an execution. One of the easiest way to attract attention in print is to use letters in unexpected ways or by altering the spelling of word (Myers, 1994).

Another way of attracting attention in print media is about colours. While some practitioners advocates the idea that full colour, some argue that black and white adverts stand out from the mainstream attracting more attention. According to Rossiter and Bellman (2005), full colour adverts draw about 50% more attention in business to business marketing.

According to Rossiter (1988), in print advertising, visuals draw most of the attention of a reader spending about 70% of the total time on the picture or the illustration. However, there is a key point to bear in mind that there should be a single dominant focal point (Franke et al., 2004). In other words, one shall use a single visual rather than several to have the reader focus on the central image. The print placement does also affect the level of attention. In business to business publications, the cover position has high-attention value (Rossiter and Bellman, 2005).

The television commercials are also used for reaching the audience. The key elements in television commercials are the pattern and the structure. Communication for informing the audience should use two-peaked pattern where the category need is presented first, the brand identified in between, and the benefit provided in the second peak. Accordingly the audience will be able to understand the need, the brand in between and the impact provided by the brand.

3.7.2 Facilitating Learning

Paying attention to marketing communication is not enough alone. The audience should learn what the brand is trying to say. This practice leads to learning the brand and its primary benefit. There are different ways of facilitating this process through playing with the way of wording and visualizing. As the sentences become more complex, the audience is more likely to have difficulty in understanding the message (Paivio, 1971). One should avoid puns, passive sentences, long and complicated sentences. Percy (2008) suggests that it is a good idea to avoid negative sentences based on the researchers' findings on the difficulty in processing negatives used in a phrase or sentence. Because, the process includes two steps; first you process the negative word then the reverse meaning.

Using short headlines is also important as it streamlines the process. Wearing (1973) suggests using six or seven words. Accordingly the audience's eye will fall on the headline and process and communicate. The short headlines suggestion is also applicable for the posters as well as the packages.

The order of the visuals and words in marketing communications also affects the learning process. According to a study conducted by Brainerd et al. (1987), when people find a picture word sequence, rather than a word-picture sequence, the learning increases. The reason is explained as the fact that visuals have superiority over words in learning (Eysenck, 1977; Bryce and Yalch, 1993). However, this should not be understood as the visuals must be placed at the top of the texts. What it means is that the eye should fall on the visuals first, then the headline or the text itself.

3.7.3 Consistency in IMC Executions

An important part of a brand's identity is the fact that the target audience should be able to identify any execution within a campaign. This is possible through ensuring consistency in each execution within and across the different types of marketing communication a brand is using. In other words, each IMC

campaign should have a similar look and feel so that the audience can associate the look of the marketing communication with the brand itself. The key to consistency is the visual feel since the visual memory for the imagery associated with the brand actually elicits faster brand identification than the brand name itself.

3.7.4 Specific Creative Tactics for Brand Awareness

With recognition brand awareness, the visuals related to the brand such as a symbol or logo must be clearly presented in the execution in order to ensure visual iconic learning (Kosslyn and Thompson, 2003). The visuals of the brand should be stored in memory and linked to the appropriate need. If the visuals are not exposed enough, marketing communication will not be associated with the brand or even mistakenly linked to another brand. According to Percy (2008), the visuals should be attended at least for two seconds to be learned and recognized later, whether it is on TV, or the new media including internet. According to a study conducted by Henderson and Cote (1998), there are four elements for an effective recognition brand awareness. Some sense of curvature, symmetry at a certain level, some degree of repetition and the representation of some recognizable object.

With recall brand awareness, the first criterion is the occurrence of the needs and then the recall from the memory. The main purpose is to establish the link between the need and the brand such that when the need emerges, the brand name will come to mind as meeting that need. (Nelson et al., 2003). A research conducted by Holman and Hecker (1983) shows that a celebrity can be used to transfer the visibility to the brand.

3.7.5 Specific Creative Tactics for Brand Attitude

Rossiter-Percy Grid explains brand attitude strategy for marketing communications by looking at the level of involvement in a purchase decision and the underlying motivation. Four quadrants are defined in terms of low

versus high involvement and negative (informational) versus positive (transformational) motives.

Low involvement informational: This quadrant is the intersection area of low-involvement and negative motives. The benefit should only be simple, single and present in the extreme since the target audience does not really need to believe the claim. The aim is to make the audience try the product with low risk. The benefit focus is directly upon the key benefit claim, which is expressed in terms of the subjective characteristic of the brand. The credibility is managed through an expert whether it is technical or not. Even a neighbour advising a certain bleach brand can be an expert.

Low involvement transformational: In this quadrant, the underlying motivation driving behaviour in the category is positive. The benefit should be represented in an emotionally authentic way. The elements must look real. The aim is to make the consumer re-experience that same positive feeling for the brand since it is a low involvement decision. The benefit is the relevant emotion or feeling. The source should be based on attractiveness.

High involvement informational: It is necessary to make the target audience pay attention and learn something from the message and accept it. It is important to ensure that the message is consistent with the target audience's current attitudes toward the product and the brand. The audience should be convinced that the benefit claim is true since the risk is high. According to Sherif and Hovland (1961), the claim must fall within a person's latitude of acceptance. After the break-even point, they would reject the claim. The benefit focus should be concentrated on the subjective characteristic of the brand or the benefit claim as the solution to audience's problem. Credibility is the key source through experts.

High involvement transformational: Similar to the low involvement transformational one, the execution must be seen as emotionally authentic. The benefit claim should be represented in the extreme through personal feelings making the audience say 'That is what I want'. The benefit is focused on the emotions while the key source characteristic should be likeable.

In the informational strategies including both low and high involvement, introduced by Rossiter and Percy (1987), the negative motivation method is used where the negative feeling is transformed into positive feeling such as relief. On the other hand, the transformational strategies are based on positive motivation where neutral or dull states is transformed into positive feeling such as joy.

3.7.6 Integrated Marketing Communications in Non-Profit Organizations through Social Media

Two-thirds of the world's internet population have visited a social media or blogging platform and the time spent on these sites accelerate at a rate three times greater than the internet growth. Global Faces and Networked Places (n.d.) shows the interactive feature of these platforms as the reason of this rate. The interactivity provides a tool for public relations practitioners to communicate with their audiences, such as Facebook with more than 700,000 businesses have active pages (Hird, 2010). As discussed by Taylor, Kent and White (2001), non-profit organizations were not able to use websites as a tool to communicate with its stakeholders. Lovejoy and Saxton (2012) argue that the reason might be the lack of an interactive interface for the purpose of proper communications. The emergence of social networking platforms like Facebook which are dramatically different from organizationally supported websites helped organizations overcome the barrier between its audiences.

3.7.7 Research Question

Expanding after the influx of 3,5 million Syrians into Turkey, how IOM Turkey adjusts its global communications strategies to the local context to manage the relations with its stakeholders including the host country and the donors.

CHAPTER 4

METHODOLOGY AND DATA COLLECTION

In order to be able to respond the above question, a two part research design conducted. First part aims to understand the perspective of the host country as a strong stakeholder which IOM Turkey continuously needs to manage its communication. In this part, how host country communicates itself to the foreign stakeholders is delineated. The second part of the research focuses on IOM's communication practices and the discourses utilized by IOM in its communication. A comparison of the findings of the first and second parts reveals not only the differences between host country's and IOM's discourses but IOM's communication strategies or tactics in order to manage the relations between the host country and the foreign donors. After introducing the data sources used in the two parts of the research and the choice of sample, Critical Discourse Analysis is presented as the data analysis technique. Chapter 4 concludes with the limitations of the research.

4.1 Data Sources

Daily Sabah Newspaper which is a Turkey-based daily published news in foreign languages and IOM's IMC materials are utilized as the data source for the first and second parts of the study respectively.

4.1.1 Daily Sabah Newspaper Articles

For the first data set, Daily Sabah News is chosen as the print media to provide a better understanding of the current migration perception of Turkey. Founded in 2014, Daily Sabah is Turkey-based daily published news in three languages; English, German and Arabic and owned by Turkuaz Media Group. Its executive director declares the characteristics of the team they chose from dynamic, up-to-date, fresh people who were doing journalism in English language, writing blogs and even Twitter users to better respond to the dynamic nature of today's journalism through internet since the latest shift in media is from print to digital.

Daily Sabah aims to reach three different audience types; 1) Expats living in Turkey. Daily Sabah will give a better understanding of the dynamics about Turkey. 2) Foreigners willing to understand how the events are perceived in Turkey, 3) Foreigners willing to learn more about Turkey. And its daily circulation is the highest among other Turkey-based foreign language news.

4.1.1.1 Sample

In order to be able to compare the discourses with IOM which adopted English as the primary language and to prevent loss in meaning due to translation, Turkey-based English language newspapers were identified. Among these few newspapers, Daily Sabah has the highest circulation and positioned itself as pro-government which allowed me to better understand the Government of Turkey's perception on Syrians which affects IOM's relations with the host country and donors.

The target audience of Daily Sabah is parallel with International Organization for Migration's which also increase the comparability of two.

The timeframe is chosen the first six months of 2017 when many events occurred at the global and local level affecting migration trends including Trump's executive travel ban, the host country agreement signed between IOM and Turkish Government which officially recognizes IOM, the launch of IOM's

institutionalization as 2017 resolution after joining to the UN system in September 2016, first anniversary of EU-TR readmission agreement when the outcomes became visible to monitor.

Regarding the keywords searched among the news published in six-month period, **‘Syrians’** and **‘Syrian’** are used since there is an ongoing confusion between the terms refugee, migrant, asylum seeker regarding their legal status in Turkey. Among the results, the news that are related with the Syrians who are living in Turkey or going to a third country from Turkey are selected to be in line with IOM’s texts. 174 news were included in the analysis.

4.1.2 IOM’s IMC Materials

In order to see the strategic communication of IOM amidst multiplicity of actors, IOM’s IMC materials are utilized. To be able to compare the discourses with Daily Sabah, IOM’s press releases and social media posts are included in the analysis. Additionally, newsletters, info sheets, social media, videos, visibility items including banners, distributed items, flags, signboards, and roll-ups, public relations activities and campaigns, greeting cards and media-related seminars are the channels IOM uses for IMC purposes and utilized in the analysis.

Two newsletters and one info sheet are received from IOM Turkey Website. Five photos, each demonstrating one of the visibility items, one screenshot of a social media post, two invitation cards prepared for the film festival event, all of the greeting cards published throughout the last two years, one poster designed for the short film competition are downloaded from IOM Turkey’s Facebook page. One poster of IOM’s global campaign is downloaded from the campaign’s website. The information regarding the media-related seminar is based on my personal observations since I have participated on behalf of IOM.

4.1.2.1 Sample

IOM’s text-based communication materials are selected from press releases and social media posts published in the same time period with Daily Sabah News

to be able to compare the discourses produced by two parties about the same events occurred in the first six months in 2017. While all of the press releases are included in the analysis, the selection process of the social media posts excluded only the ‘reposted’ ones since they are not written by IOM Turkey.

The press releases are written merely in English language, the social media posts are written in two to three languages including English, Turkish and Arabic. For the comparability, only English parts of the social media posts are used. Other text-based communications materials such as Newsletters and info sheets are excluded in the comparison of the discourses due to their target audience. In order to maintain the comparability with Daily Sabah News whose target audience is the public, the text-based materials of IOM is selected from the ones whose target audience is also public including social media posts which aims to reach communities whether it be migrant or host community, and press releases which are disseminated through the press members to inform public about major events. Regarding the time period of other communications materials, the oldest materials are dating back to 2015, the establishment of Public Information and Communications Materials. In order to use publicly available documents, the visibility items, videos, PR activities, greeting cards and seminars are taken from the social media accounts while the campaigns, newsletters, info sheets are taken from IOM Turkey Website.

I have selected the oldest Newsletter published in autumn 2015 and the newest one in autumn 2017 to be able to how the evolution of IMC strategies throughout two-year period. The only one-pager info sheet that was available on IOM Turkey Website is included. Although it constraint me from displaying the changes over time, it allowed me to show the compact messaging of a programme in a single one-pager. In order to demonstrate the usage of five different visibility items, five photos are taken from IOM Turkey Facebook page in order to avoid repetition. Each photo represents one of the visibility items; banners, distributed items, flags, signboards, and roll-ups. The selection of these photos is based on the visual clearance where the visibility items are explicitly seen. The social media of which I included the screenshot is selected due to several reasons; the context is prepared in three languages, it is accompanied by a photo, the donor

is tagged. Regarding the invitation cards, there were three different invitation cards and each was produced in three different languages separately; English, Arabic and Turkish. Considering the dominant language of the analysis, there were three invitation cards available in English; two of them comprised of IOM, donor and governmental partners' logos, while the other was without a donor. To be able to compare two different situations, I picked one for each case. All of the greeting cards that were available on IOM Turkey Facebook page were included to denote the chronic tendency in using the discourse of 'children'. The only poster prepared for the single contest so far is added. The poster of the mere campaign which is hold at the HQ level is taken from global IOM Website.

4.2 Data Analysis

Critical Discourse Analysis is applied as the main analysis technique in order to understand the discursive regimes utilized by the host country and IOM. After introducing CDA as a methodological tool, my data analysis practice is given.

4.2.1 CDA

Critical Discourse Analysis (CDA) is a widely used methodology in social sciences in order to analyse and understand power relations and structural matters in the utilization of language. CDA focuses on the links between the use of language and the existing social, political, and cultural systems that defines different issues such as gender, ethnicity, ideology, and identity. CDA emerged in 1970s from discussions by critical linguists. According to the critical linguists, language has different functions: ideational, interpersonal, and textual (Fowler, 1979). While the first one refers to the experience of using a language, second one is more related with relations between the language and the attitude of the individual. The third one enables individual to create understandable texts.

While there are different approaches to CDA, three main theories will be discussed in this part with an emphasis on Fairclough who played a huge role

in the evolution of critical linguistics to CDA.

One of the most popular approaches to CDA is Van Dijk's critical study. Van Dijk's analysis not only focus on the structures of the texts but also production and reception of them. He refers to journalistic and institutional practices of news making in relations with social and economic structures. According to him, news is the production of complex social structures and there are two important questions that are relevant to CDA: 'How do (more) powerful groups control public discourse?' and 'How does such discourse control the mind and action of (less) powerful groups, and what are the social consequences of such control, such as social inequality?' (Van Dijk, 2001: 355)

'CDA, as described above, is a special approach in discourse analysis which focuses on the discursive conditions, components and consequences of power abuse by dominant (elite) groups and institutions. It examines patterns of access and control over contexts, genres, text and talk, their properties, as well as the discursive strategies and mind control.' (Van Dijk, 1995:24)

While mentioning the mind control, he moves CDA to a cognitive model which can be called as socio-cognition. This term is divided into two aspects: social cognition and personal cognition and this distinction underlines group ideologies so the cognition of the issues. According to him, in order to have a transparent analysis, one should follow a path as following (1998:61):

- Examining the context of the discourse: historical, political or social background of a conflict and its main participants.
- Analysing groups, power relations and conflicts involves
- Identifying positive and negative opinions about US vs. THEM
- Making explicit the presupposed and the implied
- Examining all formal structure: lexical choice and syntactic structure, in a way that helps to (de)emphasise polarized group opinions.

Another important approach to CDA is Wodak's and her colleagues' which is

also similar to Van Dijk's approach in terms of first point mentioned above. Wodak conducted several researches on different social issues and her work on anti-Semitism in 1990 led a new term called discourse historical method. They mention that language 'manifests social processes and interaction' (Wodak & Ludwig, 1999). According to them, a discourse has always three dimensions. First of all, all discourses have ideological part that involves power relations. Second, a discourse always has a historical background that is related with other incidents and events happened somehow. Finally, they see that there is interpretation in all discourses as it depends on audience's views, positions, and backgrounds. This also means that a discourse cannot be separated from its context and in this context, there is no correct or true interpretation.

The last and the most central theory of CDA is developed by Fairclough who brings critical linguistic knowledge into social sciences. According to him, there are three different focuses in analysing any interaction: text, discourse practice, and sociocultural practice. (Fairclough, 1995:57)

First one is the text and it includes linguistic analysis in terms of vocabulary, grammar, and semantics, the sound system, and cohesion-organization above the sentence level. (1995:57) According to him, any part of a text can be analysed at three different levels: representations, relations, and identities. (1995:58)

Fairclough sees discourse practices with two dimensions: institutional process and discourse process. In addition to linguistic analysis at text level, he provides the same analysis for practice level which is called as 'intertextual analysis'. (1995) He mentions that intertextual analysis focuses on the borderline between text and discourse practice in the analytical framework. Intertextual analysis is looking at text from the perspective of discourse practice, looking at the traces of the discourses practice in the text. (1995:16)

According to him (1995:62), analysis of sociocultural practice has three aspects: economic, political, and cultural. This analysis refers to economy, power, and ideology of the media in addition to values of that. However it does not need to have all levels at the same time; in some cases, analysis of one level can be relevant to understand root causes and deep picture of an incident.

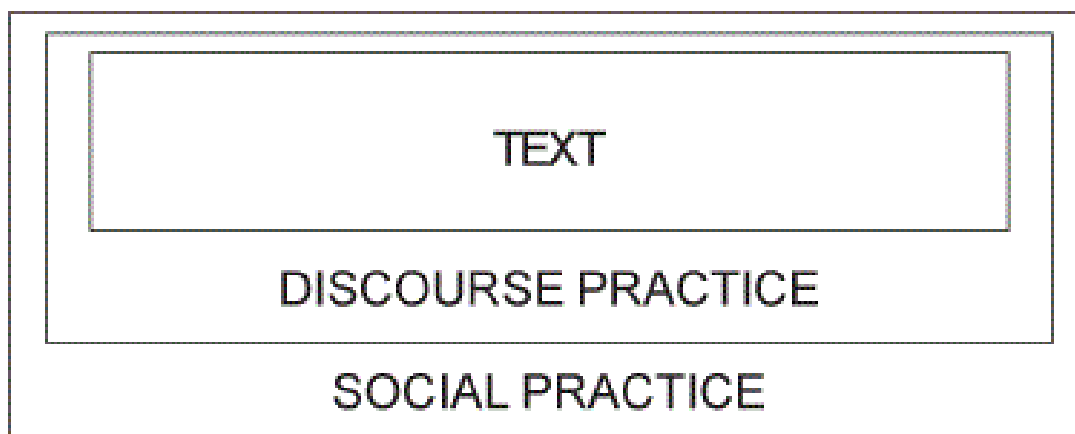


Figure 4.1: A framework for critical discourse analysis of a communicative event (Fairclough, 1995:59)

When it comes to economy of it, mass media institutions are similar to profit organizations; they have to sell their product through advertisements to their audience. Hence they are very dependent on commercial parties which are the source for above mentioned aspect. Moreover, ownership of mass media tools is an economic reality when same company owns many different tools such as newspapers, TV channels, and radio stations. Both aspects affect content and structure of the produced materials because they serve for interest of the capital holder. When the powerful one has such tools, they show a certain ideology which refers to politics of media. The products reflect ideas of powerful, the elite and state. According Fairclough (1995), media discourses ‘contribute to reproducing social relations of domination and exploitation. On the other hand, he underlines that sometimes interest of media are in conflict with the state so they express their contrary opinions freely. However, Chomsky mentions a crucial point. According to him, the capital holders (in this case, media owner) can have conflict with state not because they really are, but as they would like to be seen as representatives of free speech.

Other important aspects that should be considered in media discourse analysis are it production and consumption. Production process is composed of news gathering, writing, editing and selection of the news. As an obvious fact, there are many news going around and the institutions have to select which one to be shown and these media actors set criteria for this process. In that sense,

events become news and they are published. Hence institutional ideologies or personal preferences are effective. When the news are ready, they are also ready to be consumed by the audience. However, there is need to focus on access to media. According to Fairclough (1995), there are many communities and individuals who do not have access to mass media and the ones who have economic, cultural, and political power have more access to produced materials. When it is accessible, its consumption is very subjective. It means that each individual interprets same text in different ways in accordance with their background and stance.

4.2.2 Implementing CDA

Daily Sabah News are compiled into a single document. I critically reviewed the compilation and sought for the representation of Syrians. While looking for the discourses related to Syrians, other discourses were found concentrated on mainly two other contexts; the representation of the Government of Turkey and the West. The power relation and the conflict between these groups, the Government of Turkey and West, is discreetly interpreted. Based on the differentiation between ‘us’ as the Government of Turkey and ‘them’ as the West, the opinions presented and the tone of the language is analysed whether it be negative, positive or neutral. In some parts where the representation of the opinions are not explicitly disclosed, the lexical choice and syntactic structures are unearthed.

Similar to the manner I approach to Daily Sabah News, I applied the same technique to the compilation of IOM’s print media. The priority of my search was focused on the representation of the Syrians. While doing so, other two dominant contexts came to light. The representation of IOM and its donors which is comprised of mainly Western countries. Considering the power relation between two parties, the opinions presented by one party about a negativity caused by the other is carefully analysed. The tailoring of the lexis and syntax is also taken into consideration. Additionally, two different text-based sources are reviewed in terms of their grammar feature, active or passive; rhetoric and

literary figures, allegories, metaphors, similes, idioms; order of discourses and relation between the discourses.

After finding different discourses with their sub-category breakdown, I added quotes explicitly supporting them. That is to say, I obtained two sets of contexts under where the related discourses are listed; one from IOM print media the other from Daily Sabah News.

I created a matrix where the main three contexts represented by IOM and Daily Sabah are listed. The discourses produced to represent them are placed under each context. This matrix allowed me to compare the differences in the discourses of IOM's print media and Daily Sabah News. It is observed that some discourses were parallel to each other, some were different and some did not have a counterpart. The findings part focused on the different discourses as well as the ones which did not have a counterpart.

Regarding the IOM's IMC materials, the reflection of the discourses on the practices are intertextually analysed. Based on the rationalization of the different discourses, I sought for the same motives on the adjustments of the IMC materials. I examined the structure of the items through the power relations between IOM and its stakeholders as it is revealed in the first part of the findings. The phenomena that have cultural background in the groups is analysed through their reflection on different IMC materials. The power relations of the groups are reviewed by the hierarchical order of the components. The changes throughout the time are rationalized by the changes in the power relations of the groups through an economic lens.

4.3 Limitations

While this study focuses on the snapshot of the current discourses produced by two parties, the first half of 2017 is included in the research. The exclusion of a longer time period constraint me from observing the evolution of the discourses on a sensitive ground with high level of dynamics.

Being published in English, Daily Sabah is the only news promoting itself as the voice of government among few others. This monopoly led to a limited spectrum for comparison.

I tried to include every single IMC practices material into analysis; however, using an internal document for a research requires approval from IOM HQ in Geneva which is a long-lasting process. Accordingly, I precluded the internal document usage as well as other internal information which constrained me from analysing IOM's organizational identity.

Comparability of the text-based sources with Daily Sabah News restricted the time limit to six-month period. Similar to Daily Sabah News, inclusion of a longer time period would allow me to observe the evolution of the discourses.

Exclusion of other UN Agencies constraint me to compare the communications strategies of different UN organizations. However, receiving information from other UN agencies might be challenging as in the case of IOM.

CHAPTER 5

FINDINGS

Findings will be presented in two parts in line with the analysis. The first part is the discursive patterns drawn from the comparative discourse analysis of Daily Sabah News and IOM print media through IOM's perspective. We see that while some of the discourses regarding the representation of Syrians are parallel in Daily Sabah News and IOM print media while some are totally different. The reasons behind the difference in the discourses are linked to IOM's communications strategies to manage its relations with its stakeholders while sustaining its global vision. In the second part, we will see the reflection of the discourses on IOM's other IMC practices. In a consistent way with a recognizable picture of the company.

5.1 Findings of Print Media

After a comprehensive discourse analysis comparing Daily Sabah News and IOM's print media, we see that some discourses related to the representation of Syrians show similarities. In both of the print media, Syrians are mentioned as **human beings**, **qualified** and **industrious** people who are making tremendous effort to be **included in the labour market** and people who are **willing to return** their home country once the war is over. On the contrary, some discourses produced by IOM are different than Daily Sabah News. These different discourses are grouped based on their underlying reasons creating a pattern: 1) to sustain IOM's global vision, 2) to sustain and enhance the relations with the host country, 3) to sustain and enhance the relations with

the donors.

5.1.1 To Sustain IOM's Global Vision

As the UN Migration Agency, IOM has a global vision of migrants that it has to preserve for its own mandate. Under this section, I will exemplify how IOM's discourses differ from the ones produced by the Daily Sabah News in order to keep its global vision.

5.1.1.1 Syrians' Past Experiences

In Daily Sabah News, Syrians living in Turkey are represented as the **victims** of the conflict who **fled** from Syria. What they have been going through as a **displaced** person is **tragedy**. In this context, they are **innocent and desperate** people who are suffering from the result of the crisis. **Bloody, shock, attack, destroyed, trouble** are some of the words used to describe. This practice might provide an answer to Van Dijk (2001:355)'s question about 'How do powerful groups control public discourse?'. Beyond the fact that a pro-government newspaper imitates the discourses produced by the government to reach out to a wider public, the discourses related to agitation is used to activate emotional feeling as a barrier to xenophobia. Below represents an example for such an agitation:

"Aylan was just a baby. He did not start the war. He had no involvement in it. Even though I cannot help stop the wars, I may be able to tell how devastating and atrocious the war is." (DS, Jan 03, 2017)

"... to accept desperate migrants fleeing a war with no end in sight." (DS, Jan 26, 2017)

"Across Turkey, "Al Farah" (My Happiness) Child and Family Support Centers are offering psychological and social support to children and families who are victims of war and violence." (DS, Feb 22, 2017)

On the other hand, as an outcome of its name, International Organization for

Migration (IOM) generalizes beneficiaries as ‘migrants’ including Syrians. Although it is not easy to observe a generic adjective used to define those people who have fled from the conflict and come to Turkey, the most common adjective is ‘**vulnerable**’, reducing the agitation level in order not to make them even more vulnerable.

“The programme helps vulnerable migrants” (IOM PR, Mar 7, 2017)

“When people are at their most vulnerable they have higher risk of being exploited.” (IOM, FB, Jan 11, 2017)

We see that these people are not represented as victims; however, as a consequence of what they have been gone through, they are **traumatized** suffering from the **distress**. This situation is represented through a factual cause-effect lens since they are in need of relief.

“... emotional and mental threats to individuals caused by displacement, war and migration;...” (IOM, PR, Feb 28, 2017)

“...to de-stigmatize emotional problems related to displacement and war, to help people recover from distress, and to strengthen the capacity of national and local actors in this field.” (IOM, PR, Feb 28, 2017)

“A magic show is a welcome escape for 1,800 students in Antakya...” (IOM FB, Feb 14, 2017)

“Syrian children suffer staggering levels of distress...” (IOM FB, Mar 13, 2017)

“For many refugee youths, a so-called normal childhood is a distant dream...” (IOM FB, Jun9, 2017)

5.1.1.2 Religion

As a catalyst of integration, the cultural similarities of the migrants and the host community are mentioned through the discourse of religion during Ramadan period. The main reason behind this intimate discourse is linked to

the recognition of the fact that Islam is the common major religion of Syria and Turkey. We see that the print media of both Daily Sabah News and IOM approach Syrians through Islam.

“For the Muslims, Ramadan is a time of fasting, praying and sharing. It is also the time for different communities to come together through fast-breaking dinners. The UN Migration Agency (IOM) organized an iftar for 250 people from both Syrian and Turkish communities in Urfa to strengthen their cohesion by highlighting their cultural similarities.” (IOM FB, Jun 17, 2017)

“Along Turkish-Syrian border, local and refugee communities are building stronger ties by breaking Ramadan’s fast together.” (IOM FB, Jun 24, 2017)

“As the Islamic holy month of Ramadan, a month of giving, wraps up, humanitarian aid from Turkey’s Red Crescent reached 3.5 million people in foreign countries.” (DS, June 22, 2017)

“Turkish charity delivers Iftar meals for thousands in Syria.” (DS, May 27, 2017)

However, the difference in this discourse is that Daily Sabah News mention Syrians as **sisters and brothers** which does not have a counterpart in IOM’s print media since IOM reserves its neutrality against religion while recognizing Islam as the common major religion among the people from two countries.

“People in Turkey are aware of why we help our Syrian brothers and sisters....” (DS, Jan 26, 2017)

“I see (women refugees) as my daughters and young men as my sons.” (DS, Mar 09, 2017)

“Erdoğan : “We regard you as our brothers and sisters. You are not far from your homeland, but only from your homes and your land ... Turkey is also your homeland.”” (DS, Apr 19, 2017)

5.1.1.3 Crime

The negative discourses against Syrians do not exist in IOM's print media while there are few news among roughly 180 news in Daily Sabah about Syrians who are traveling **irregularly** from Turkey to Greece. They are represented as **illegal** migrants although the term 'illegal migrant' does not exist in the law since the practice is not recognized as a crime. The reason might simply be the lack of information among the press members. For this purpose, IOM participates in seminars meeting with the press members across the country to inform them about the terminology related to Syrians that is explained under the analysis of IOM's IMC practices.

"Coast guard units captured 33 illegal migrants, including children and a pregnant woman, who were all of Syrian citizenship." (DS, Mar 14, 2017)

In IOM's print media does not contain any discourse related to crime. Those who are trying to reach to Europe are mentioned in an objective way, without criminalization nor encouragement. A fact-based language is used. The words used to describe the incidents are **rescue at sea, try to reach Europe and attempt to cross**.

"Rimen was rescued by the Turkish Coast Guard." (IOM FB, Jun 30.2017) "...almost 600 migrants and refugees rescued at sea since the beginning of this year,..." (IOM FB, Feb 20, 2017)

"So far in March, the number of migrants attempting to cross from Turkey doubled, compared to January and February, according to Turkish authorities." (IOM FB, Mar 27, 2017)

"For a year and a half, Ali waited in Turkey as his parents made their way to Germany, where they were eventually granted refugee status. With IOM's assistance, Ali has now received his visa to travel to Germany to finally reunite with his parents." (IOM FB, Jan 27, 2017)

Again in IOM's print media, the **underlying factors** behind their decision

risking everything are rationalized and linked to unemployment in Turkey, to reunite with their family members, to search for safe shores and their decision itself is described as **desperate, hard, and heart-wrenching**.

“Her parents made the desperate decision to try to reach Europe because they cannot find work.” (IOM FB, Jun 30, 2017)

““My husband is in Germany waiting for his asylum application to be processed. Our family needs to be together. He wants to meet his new daughter. I see no other way for us to be together so I will keep trying.”” (IOM FB, Apr 19, 2017)

“Searching for safe shores, an Iraqi man sings a love song as he waits after his rescue by the Turkish Coast Guard.” (IOM FB, Apr 21, 2017)

“Ali’s family made the heart-wrenching decision to continue their travel for a better life.” (IOM FB, Jan 27, 2017)

5.1.1.4 Displaying the Strengths of IOM

As it was discussed by Geiger and Pecoud (2010) that IOM has a managerial and cost-benefit approach to migration, we can observe the influence on its press releases and social media posts where it promotes its projects as **unique** emphasizing the competitive advantage.

“This unique event promoted social inclusion...” (IOM FB, Feb 7, 2017)

“300 Syrians are starting up small businesses in Turkey with the help of IOM’s unique in-kind grants project.” (IOM PR, Mar 14, 2017)

Besides its uniqueness, IOM puts emphasis on its many **experience and expertise in the field of migration** as another competitive advantage.

“MPM draws on the experience of over a decade of IOM’s Displacement Tracking Matrix (DTM) in tracking vulnerable populations...” (IOM PR, Mar 17, 2017)

“IOM Turkey participated as a guest speaker at the Refugee Entrepreneurship Meet-up organized at Impact Hub Istanbul to share its expertise on the economic dynamics in South East Turkey.” (IOM FB, Jan 20, 2017)

As the private companies put strategic goals and numbers to achieve, IOM shares the number of its beneficiaries in **comparison** with the previous year’s data. The number of beneficiaries resettled by IOM Turkey is highlighted although there are other entities who are helping the resettlement of the beneficiaries in Turkey. In other words, IOM follows its **private interest** in the migration field emphasizing its own success of a total. What IOM has done is on the forefront while the total number of resettlement cases are neglected.

“In 2016 IOM Turkey’s refugee resettlement program moved 21,120 refugees from Turkey to new homes abroad. This was double the previous year’s total and the largest number of refugees ever resettled by IOM Turkey in a single year.” (IOM PR, Jan 17, 2017)

“Women and children accounted for 73% of 21,120 refugees resettled in 2016 through IOM Turkey’s resettlement programme - double the previous year’s total.” (IOM FB, Jan 17, 2017)

5.1.1.5 Supply and Demand

Syrians’ experience in Turkey comes with difficulties described as ‘**challenges**’ or ‘**barriers**’ resulting in ‘**needs**’.

“Displaced people have different backgrounds with diverse needs and challenges to overcome.” (IOM FB, Apr 14, 2017)

“... challenges faced by Syrian refugees in the country.” (IOM PR, Feb 7, 2017)

The challenges, barriers and needs can be **language, geographical distance, shelter, lack of information, access to basic services**. We see that the challenges show similarity with IOM’s assistance that will be addressed later in

this section.

“However, some Syrians continue to face challenges that affect access to services, including the language barrier, geographical distance, and lack of awareness.” (IOM PR, Jun 6, 2017)

“... a social media app to help doctors and patients overcome language barriers; a touch-screen, self-service kiosk providing information about basic services available for Syrians living in Turkey...” (IOM PR, Feb 7, 2017)

“Many Syrians in Turkey have difficulty in accessing essential health care services due to language barriers.” (IOM FB, May 16, 2017)

“Syrian children living in Turkey can live up to 15 kilometers away from school.” (IOM FB, Jan 9 2017)

“In Turkey, 90% of refugees live outside of camps, often kilometers away from the nearest school. The accessibility of the school can be a barrier to a child’s attendance.” (IOM FB, Apr 19, 2017)

“Refugees in rural areas often lack information on how to access basic services.” (IOM FB, May 2, 2017)

“A Syrian family lives in a partially incomplete house in Sanliurfa...” (IOM FB, Jan 5, 2017)

IOM promotes its assistance to migrants and refugees filling the gaps in their lives. In other words, the range of IOM’s help **overlaps with their needs** including **language, geographical distance, shelter, lack of information, access to basic services**. The distinctive point is the fact that, IOM’s help is reflected as a tool to **recover** from what they been gone through and to **empower** migrants and refugees rebuilding their lives, providing sustainable response to their needs through a **supply-demand** chain.

“IOM launched a certificate programme to train humanitarian workers in psychosocial support and conflict transformation for refugees in Turkey.”

(IOM PR, Feb 28, 2017)

“...providing Turkish language and vocational training to over 500 Syrians in Turkey’s Hatay province for the last six months.” (IOM PR, Mar 3, 2017)

“IOM’s Keciören Migrant Services Centre has assisted nearly 2000 migrants to overcome language and cultural barriers and provides trainings, recreational & empowerment activities.” (IOM FB, May 10, 2017)

“Services provided under the project include educational programmes, legal counselling, psychosocial support, vocational training, community outreach and conflict management activities for the migrant and refugee populations in these communities.” (IOM PR, Jun 6, 2017)

“Since 2012, IOM Turkey has provided humanitarian relief to over 1.5 million vulnerable people affected by the Syrian crisis.” (IOM PR, Mar 3, 2017)

“IOM launched a mobile outreach project for these refugees to provide essential protection services including information-sharing, psychosocial support and awareness-raising.” (IOM FB, May 2, 2017)

“In March, IOM provided school transportation to over 12,000 students living in Turkey.” (IOM FB, Apr 19, 2017)

Another feature of IOM’s help is **reducing people’s dependency on humanitarian assistance** like providing vocational training to let them maintain their families rather than giving a food package, which emphasizes the sustainability aspect of IOM’s global vision.

““This project gives Syrians the opportunity to provide for their families and reduce dependency on humanitarian assistance,” said Lado Gvilava, IOM Turkey Chief of Mission. “ (IOM PR, Mar 14, 2017)

“The new programme provides a steady income for Syrian refugees living

in Turkey, increasing their resilience and decreasing their dependence on humanitarian aid.” (IOM PR, Mar 14, 2017)

“Syrians in Turkey receive vocational training at a community centre supported by IOM in Hatay province.” (IOM FB, Mar 1, 2017)

“IOM Turkey is working to provide sustainable response to address their needs through social cohesion programmes and vocational trainings.” (IOM FB, Mar 9, 2017)

5.1.2 To Sustain and Enhance the Relations with the Host Country

Under this section, I will introduce the IOM’s discourses that differs from Daily Sabah due to IOM’s efforts to manage its relations with the host country. As it was discussed by Pecoud (2017) that IOM never criticizes the host country due its dependency, IOM tailor its discourses regarding the host country’s sensitivities.

5.1.2.1 Underlying Factors behind the Challenges Syrians Face in Turkey

The **reasons** behind the challenges with which Syrians face in Turkey listed in the previous section are described in a vague way like **insufficient resources**, **prolonged conflict** or **external forces** like hard winter conditions but not the government. There is not any intention pointing out the lack of service provision by the government.

“... and insufficient resources due to the prolonged conflict.” (IOM PR, Feb 7, 2017)

“The family does what it can to make ends meet, but winters are especially hard when there is often not enough food for everyone in the family.” (IOM FB, Mar 10, 2017) “...vulnerable Syrians continue to face challenges accessing services due to or insufficient resources.” (IOM PR, Mar 3, 2017)

Similarly, their current financial statuses are not directly mentioned but their needs are. Their low income is represented as a need. However, the reason behind the imbalanced distribution of the salaries is not mentioned.

“He tried finding work, but the salary was low and irregular. Life was difficult.” (IOM FB, May 26, 2017)

5.1.2.2 Harmonization

According to Berry’s theory in acculturation, there are four types of acculturation; integration, assimilation, separation, and marginalization. In the case of Syrians, integration seems more dominant through their acculturation. As the immigration started five years ago, Syrians living in Turkey are the first generation having dual frame of reference which means that they can compare the life in their home and host country. Having seen that the life in the host country is better than their home country since they fled from the war, they are happy to be a part of the mainstream culture. Daily Sabah News project the need for integration:

“With no end in sight to the ongoing civil war in Syria, Syrians who have taken shelter in Turkey are having to adapt to their new lives here.” (DS, May 26, 2017)

“[Syrian] children need to be integrated into the education system where they live, but this should be done without losing their essence.” (DS, Feb 20, 2017)

Similarly, in IOM’s print media, we observe an **inclusive** language where the members from both the host and migrant communities come together rather than a special emphasis leading to exclusion. The events are regularly mentioned which bring Syrian and Turkish people **together**.

““The Hackathon encouraged innovation and social inclusion, as host country nationals and refugees themselves came together to find sustainable solutions to very real problems they face,” said Lado

Gvilava, IOM Turkey Chief of Mission.” (IOM PR, Feb 7, 2017)

“500 Syrian and Turkish children attend classes in their newly refurbished school in Hatay–Turkey, rehabilitated by IOM Turkey.” (IOM FB, Apr 25, 2017)

“Syrian and Turkish children are learning about robotics in Gaziantep, Turkey as one way to foster understanding among the refugee and host community.” (IOM FB, May 19, 2017)

“Refugees and local Turks are turning their innovative business ideas into reality through IOM’s entrepreneurship programme.” (IOM FB, May 20, 2017) “IOM continues to support young Refugee and Turkish entrepreneurs to bring their innovative business ideas to life with the new InnoCampusStartup.” (IOM FB, Jun 21, 2017)

However, in some other Daily Sabah news, we see that the first generation is worried about the **assimilation** of the second generation. Berry explains the concept of assimilation as an immigrant who wants to discard their own culture and to blend with the mainstream culture. According to Berry, finding a fault in their own culture is a common practice. However, the families blame humanitarian NGOs for degenerating their culture. One example of this so-called degeneration attempt is blending male and female students in recreational activities.

“Their activities are strange to me. They make us dance with girls, hug them and kiss them. It is forbidden in our culture and religion,” he said, adding, “but children are not able to understand it.” (DS, Mar 31, 2017)

“...but some of them feel threatened by foreign NGOs ‘trying to degenerate their culture and take their children.” (DS, Mar 31, 2017)

“They are trying to take our children from us,” a father in his 40s told Daily Sabah, who wanted his name to remain anonymous.” (DS, Mar 31, 2017)

“A 17-year-old Syrian, who also wanted his name to remain anonymous,

recalled his memories with the SPI. According to the SPI, Syrian children are being taught "how to become free." (DS, Mar 31, 2017)

"Having fled a hell-like environment in Syria, some vulnerable Syrians think that such foreign NGOs are being insensitive while others claim that they have "a hidden agenda." (DS, Mar 31, 2017)

We see that the **integration** process has a special importance for both parties including the government and IOM since the migration is regarded as a tool to benefit for migrants themselves and their host country. However, in IOM print media, the term **integration** is accompanied by the word ‘**harmonization**’ within the parentheses. The reason behind the usage of this term is the fact that Directorate General of Migration Management (DGMM) (“About Harmonization,” 2015) defines the term harmonization neither as an assimilation nor an integration but a voluntary and reciprocal process. According to Seker et al. (2015), DGMM insists on using the term ‘harmonization’ in order to prevent any assimilation-related standing and to adopt a more inclusive approach to migrants. Although the term ‘harmonization’ does not correspond the concept of integration at the international level, IOM uses both to be in line with the government’s practices.

“Integration (harmonization) is a two-way street highlighting mutual adaption of host society and migrants.” (IOM FB, May 4, 2017)

“Integration (harmonization) is not only important for the nearly 3 million Syrians living under temporary protection in Turkey..” (IOM FB, Jun 5, 2017)

“Mazen Aboul Hosn, IOM Emergency Coordinator, says that these activities are proof that integration (harmonization) can be achieved despite the language barrier.”(IOM FB, Feb 15, 2017)

5.1.2.3 Helping Government of Turkey

As it was mentioned by Lavenex (2016) that IOM can never act as a ‘counterweight’ criticizing, correcting, balancing or being involved in states’ political decision making mechanism, it can merely help the government to the extent that they require and allow. In this regard, IOM mostly mentions its activities as it **helps** Turkish Government’s ongoing activities. The wording to emphasis this help includes **enhance, strengthen, reinforce, support, better understand, complement**. Another reason for the adjustment of the wordings is to not show the government as it is insufficient to provide what is needed.

“... to enhance joint actions, strengthen legal and regulatory frameworks, and help tackle irregular migration and cross-border crime.” (IOM PR, Jun 2, 2017)

“The project will reinforce migration management capacity, strengthen government institutions and help regional governments to work together to understand migratory patterns and challenges.” (IOM PR, Jun 2, 2017)

“IOM Turkey continues to support Turkish Coast Guard...” (IOM FB, Feb 20, 2017)

“IOM Turkey continues to support the Turkish government...” (IOM FB, Feb 27, 2017)

“... IOM this week (13/03) signed a Migrant Presence Monitoring (MPM) agreement with Turkey’s Directorate General of Migration Management (DGMM) to better understand migrant population movements and needs.” (IOM PR, Mar 17, 2017)

“The programme will also build Turkey’s capacity to collect and analyse national and regional migration information to support evidence-based migration policies at local, national and regional levels.” (IOM PR, Mar 17, 2017)

“...project to complement the Turkish government’s efforts to provide essential services to migrants and refugees.” (IOM PR, Jun 6, 2017)

“...further strengthens its co-operation with the Turkish Coastguard in the area of migration management.” (IOM PR, Jun 16, 2017)

“IOM completed number of large-scale procurement projects, funded by UKinTurkey to strengthen Turkey’s law enforcement and migration agencies.” (IOM FB, Apr 6, 2017)

5.1.2.4 Praising Government of Turkey

In each press release published by IOM Turkey, there is a section devoted to **praising Government of Turkey for hosting the largest number of refugee population** within its borders. The numbers are always updated so that reader can observe the increase in volume.

“As the conflict in Syria continues into its sixth year, Turkey now hosts the largest refugee population in the world with approximately 3.1 million refugees or individuals seeking international protection within its borders.” (IOM PR, Jan 17, 2017)

“With over 3.1 million people seeking international protection within its borders, Turkey hosts the largest refugee population in the world.” (IOM PR, Feb 7, 2017)

“Some 2.9 million Syrians are living in Turkey – now accounting for approximately 3.5 percent of Turkey’s population.” (IOM PR, Mar 3, 2017)

“With the crisis in #Syria well into its sixth year, #Turkey hosts around 3 million people seeking international protection and the psychosocial impact of the conflict persists.” (IOM FB, Apr 18, 2017)

Both in the social media posts and press releases, **Turkish Government’s efforts** in migration management are highlighted.

“Turkey offers the right to access basic services, such as health and education for Syrians registered under temporary protection.” (IOM PR, Jun 6, 2017)

“While the Turkish Coastguard should be applauded for its efforts to rescue migrants and refugees...” (IOM PR, Jun 16, 2017)

“The Turkish Government responded to the increase in irregular migration by rescuing, since the beginning of 2015, nearly 135,000 migrants and refugees as they tried to make their way to Greece. On land and at sea, Turkish law enforcement authorities have taken effective measures.” (IOM PR, Jun 16, 2017)

Even the quotation from IOM Director General is written to show the degree of praising coming from a **higher authority** within the organization. We see that some actions are taken to **strengthen the ties between the host country and IOM**.

“IOM Director General William L. Swing : Turkey deserves greater acknowledgement for the work it has done to help refugees.” (IOM FB, Jan 18, 2017)

“IOM Director General William L. Swing and Turkey’s Deputy Foreign Minister signed the host country agreement further strengthening IOM’s relationship with the Turkish Government at the Ambassadors Conference in Ankara.” (IOM FB, 13 Jan, 2017)

5.1.3 To Sustain and Enhance the Relations with the Donors

As the third factor leading to adjustment of IOM’s discourses is the motivation to sustain and enhance the relations with the donors. As it was mentioned that unlike other UN agencies, IOM missions are responsible for their own financial statuses which is merely sustained with fundings from donors. Accordingly, it has a vital importance for a mission to enhance its relations with the donors to ensure the mission’s continuity in the host country.

5.1.3.1 Donor and Amount of Funding

Daily Sabah News heavily criticize the West, especially the European Union, for not donating enough money to Turkey in exchange for caring Syrians in Turkey. As it was declared by the EU press release, the EU is responsible for donating a certain amount of money to fund Syrians-related activities in Turkey (“EU-Turkey Statement,” 2016). However, the disbursed amount of the funds is criticized by Daily Sabah News for being below the agreed amount. The words **only, so far, mere, small fraction, far behind** are used to enhance the meaning with an aggressive language.

“The deal included a 6 billion euro (\$6.8 billion) aid package to help Turkey care for millions of refugees hosted in the country. However, Turkey has so far received only 677 million euros (\$716 million).” (DS, Nov 28, 2017)

“Yet, a European Commission report shows the monetary pledge dropped down to 2.2 billion euros and only 750 million euros have been transferred to Turkey.” (DS, Mar 20, 2017)

“The EU has so far admitted only a small fraction of refugees per its deal with Turkey while it has not fulfilled Turkey’s conditions that include the visa-free travel agreement.” (DS, Mar 20, 2017)

“An EU conference on refugees has announced new projects in the field of education, however the overall EU funds given for refugees in Turkey is still far behind the promised amount.” (DS, June 28, 2017)

“However, the EU has only delivered 811 million euros of the 3 billion euros that were agreed at the Turkey-EU Summit in 2015.” (DS, June 28, 2017)

“One year after sealing a deal with Turkey to curb the refugee influx to the continent, the EU has introduced one of the largest aid projects worth a mere 220,000 euros for a small group of the 3 million Syrian refugees in Turkey.” (DS, June 7, 2017)

On the contrary, in each press release and social media post published by IOM with a few exceptions, the donors of the mentioned project are highlighted as a part of the visibility requirement of donors. Sometimes, the amount of the fundings are also disclosed.

“One project – Supporting Turkey’s Efforts to Manage Migration – worth EUR 5.5 million – aims to help the Turkish Government better manage migration.” IOM PR, Jun 2, 2017)

“Funded by the US State Department’s Bureau of Population, Refugees, and Migration (PRM), the course aims to...”(IOM PR, Feb 28, 2017)

“... and IOM’s April 2016 launch of its Support to the Livelihoods and Resilience of Refugees pilot livelihoods project, funded by the US State Department’s Bureau of Population, Refugees and Migration (PRM).” (IOM PR, Mar 14, 2017)

“Funding for MPM was provided by the United Kingdom Department for International Development (DFID) and EU’s Humanitarian Aid Department (ECHO).” (IOM PR, Mar 17, 2017)

“Today (06/06), the UN Migration Agency (IOM) handed over medical equipment worth nearly a quarter of a million Euro to Turkey’s Saraykent Migrant Health Training Centre to provide medical services to approximately 5,600 migrants and refugees each month in Hatay province, on the Turkish-Syrian border. The equipment was funded by the European Union (EU).” (IOM PR, Jun 6, 2017)

“The vessels are part of a EUR 20 million agreement between the European Union and the UN Migration Agency (IOM).” (IOM PR, Jun 16, 2017)

“IOM Turkey helps young #Turkish and #Syrian entrepreneurs bring their innovative business ideas to life with the funding from U.S. Department of State: Bureau of Population, Refugees, and Migration. (IOM FB, Jan 20, 2017)

5.1.3.2 Fundraising

While Daily Sabah News aggressively focus on the littleness of the money to ask for more, IOM, as a non-profit organization operating through the fundings from its donors, appreciates the current cooperation and the help of the international community. The manner IOM uses to ask for more is targeting international community instead of its donors by their names. IOM's print media mentions that the responsibility should be **equitably shared**, what has been done is not enough and more should be done. However, the language is neutral. The negativity of the insufficiency is reflected through the words **only**, **more** and through the **numbers** reflecting the **magnitude** of the need. The overall discourse is more like a **call for cooperation** rather than a complaint.

“While I’m heartened to see that the number of resettlements doubled last year, more still needs to be done,” said IOM Turkey Chief of Mission Lado Gvilava.” (IOM PR, Jan 17, 2017)

““The responsibility to assist those seeking international protection should be shared more equitably across the world. The international community can and should offer more legal pathways, including resettlement, family reunifications and student visas, especially for the most vulnerable,” he added.” (IOM PR, Jan 17, 2017)

“Unpredictability is the bane of the humanitarian. We need more un-earmarked and long-term funding to respond to changing priorities within our refugee response,” he added.” (IOM PR, Mar 3, 2017)

“Now is the time for governments, civil society and international organizations to work together to offer additional safe, orderly and legal options for people fleeing violence, rather than forcing them to risk irregular migration.”” (IOM PR, Mar 7, 2017)

“The international community must come together to root out the drivers of irregular migration. In this context, it is conflicts,”” (IOM PR, Jun 16, 2017)

“Over 3.1 million people living in #Turkey are seeking international protection. Only 1.7% have been resettled since 2012.” (IOM FB, Jan 30, 2017)

“In a country with over 3 million people seeking international protection, less than 2% have been resettled from Turkey since 2012.” (IOM FB, May 25, 2017)

5.1.3.3 Criticism of West

Similar to the monetary and cooperative issues in asking for more, Daily Sabah News blames the West for several negative agendas including xenophobia, maltreatment of Syrians, avoiding from the Syrian influx and bad migration management policies. Whereas, IOM’s print media does not contain any discourse related to them. The government’s approach towards West might seem as a *tête-à-tête* dialogue between the Government of Turkey and the West. However, IOM should consider the outcomes of this tension between two parties since IOM is heavily dependent on both sides as well as the interaction of these two parties.

According to Daily Sabah News, the rising **xenophobic** approach puts Western values in jeopardy. The rising right wing parties, islamophobia, prejudice are considered as the main reasons of this trend.

“The future seems almost dark for Western values which are under attack by the revival of racism, populism, Islamophobia and xenophobia in societies.” (DS, Jan 4, 2017)

“Today, with anti-immigrant, anti-establishment sentiment rising across Europe, they are threatening to become liabilities.” (DS, Jan 4, 2017)

“More importantly, it would appear that Islamophobia, xenophobia and anti-immigrant sentiments in Europe have started to target Turkey directly.” (DS, Mar 16, 2017)

“...there is an increasing tendency toward autarky and isolationism in

the West, which has also increased a new wave of ultra-nationalism and xenophobia.” (DS, Jan 4, 2017)

“All the European countries and the rest of the world are biased about Syria and they cannot see the truth because of their prejudice.” (DS, Feb 16, 2017)

While the migrants consider the West as the ultimate destination making their way to Europe through irregular ways, Europe is said to treat them in a bad way. Daily Sabah News project the condition of the Syrians living in Europe as unfavourable due to Europe’s failure in providing enough. The words ‘**stranded**’, ‘**suffered**’, ‘**trapped**’ are frequently used while the time period Syrians are subjected to bad conditions is described as ‘**long**’.

“Refugees stranded in Greece suffered sub-zero temperatures and heavy snowfall on Tuesday at camps not designed for winter weather...” (DS, Jan 10, 2017)

"This is not one day or two days, this is 10 months." (DS, Jan 10, 2017)

“Conditions were considerably worse on the eastern Aegean island of Lesbos, where more than 5,000 asylum seekers have been waiting for months for their applications to be processed.” (DS, Jan 10, 2017)

Europe is blamed for putting additional measures to **avoid from the influx of the migrants**. The discourses can be listed as: **closing border, building walls, isolation, fences**.

"We are faced with leaders who prefer isolation and discrimination and want to build walls to exclude different cultures and religion," (DS, Feb 9, 2017)

“...the overland route from Greece remains shut for migrants seeking new lives in other EU nations...” (DS, Feb 9, 2017)

“However, seven EU member countries – Spain, Hungary, Bulgaria, Greece, France, Austria, Slovenia – and one non-EU member country,

Macedonia, have walls or fences to block Syrian refugees and people of other war-torn nations, while another EU member, Estonia, has one in the pipeline.” (DS, Feb 15, 2017)

Daily Sabah Mentions the facilities provided by Europe as **lacking something, overcrowded, horrid, not adequate, inhumane**. In order to enhance the credibility of these information, UN and EU member states’ officials are quoted.

‘Most now live in overcrowded camps across Greece in abandoned factories or warehouses, or in tents which lack insulation or heating.’ (DS, Jan 10, 2017)

“Greece has slowly become an unfavorable place for migrants due to its worsening attitude and horrid living conditions” (DS, Feb 9, 2017)

“Many child asylum-seekers in Germany still have to spend long periods in unsafe and overcrowded shelters, and some have only limited access to education and don’t receive adequate health care, according to a new survey released by the U.N. children’s agency Tuesday.” (DS, Mar 23, 2017)

“In Greece, refugees face almost inhumane conditions in overcrowded camps for migrants seeking asylum.” (DS, April 24, 2017)

West’s **migration management policy** is also criticized by Daily Sabah segregating Europe as two parts; **West and East** since the Western part is believed to be wealthier than East. In order to strengthen the power of the discourse, quotation from Western politicians used:

“Athens has criticized the EU’s assessment, with Migration Minister Yannis Mouzalas saying that the current legal framework was "unable to respond to the historic migration flows and leaves the burden to the member states that migrants first arrive in".” (DS, January 12, 2017)

"Relocating all those eligible in Italy and Greece is possible but it takes political will, commitment and perseverance of all member states to make it happen." (DS, February 9, 2017)

“While EU countries debated over how to manage an influx of migrants last year, eastern nations rebuilt border fences and exposed EU weaknesses.” (DS, Jan 4, 2017)

“Traditional Western policy makers considered politics an aristocratic profession, but contentious and polemical personalities began to dominate Western politics. This is, coincidentally, the cause and the result of the vulgarization of politics.” (DS, Jan 4, 2017)

“As more refugees who took shelter in Turkey sought to cross into Europe, the EU has struggled to respond to the influx” (DS, Mar 5, 2017)

5.1.3.4 US Travel Ban

The Daily Sabah News regarding Trump’s decision banning all travellers who have nationality of Iran, Iraq, Libya, Somalia, Sudan, Syria and Yemen from entering the US which can be concluded as a xenophobic action has such a language that focuses on the fact, without any comment.

‘Trump’s decision created outrage across the world, but nonetheless had to be applied by several international airline companies, including Turkish Airlines, Turkey’s national flag carrier airline company.’ (DS, Jan 30, 2017)

"The United States has the world’s largest resettlement program, and has pledged to make 64,000 places available for Syrians, Baloch said. The Trump administration has sought to reduce the program, though Baloch said the agency’s efforts to help resettle Syrians in the U.S. are continuing amid U.S. court battles over the issue." (DS, Mar 30, 2017)

The criticism is projected through EU’s criticism on US without any additional comment. As the EU criticizes US for the travel ban, we see that EU is being criticized more by the news.

“While the European Union heaps mounting criticism on U.S. President Donald Trump’s immigration policy, at least eight European countries

have built different types of walls over the last few years in a bid to keep refugees out of their borders.” (DS, Feb 15, 2017)

“But is Europe aware of the fact that its approach toward Turkey is no different from the practices of Trump, who introduced a travel ban on the citizens of seven Muslim countries and closed the country’s doors to Syrian refugees?” (DS, Mar 14, 2017)

On the other hand, in a statement released by IOM in response to Trump’s executive travel ban, we observe that the emphasis is on the **long-established relation** between IOM and the US. IOM presents its **hopes** for the **continuation** of this needed cooperation, without any negative discourse which is another example to maintain its relations with the donors.

“... and the US resettlement program is one of the most important in the world.” (IOM FB, Jan 30, 2017)

“...hope that the US will continue its strong leadership role and long tradition of protecting those who are fleeing conflict and persecution.” (IOM FB, Jan 30, 2017)

“We will continue to engage actively and constructively with the U.S. Government, as we have done for decades,” (IOM FB, Jan 30, 2017)

We have seen that IOM adjusts its discourses in consideration of three motives; 1) to sustain its global vision, 2) to sustain and enhance its relations with the host country and 3) to sustain and enhance its relations with the donors. The next section will present how these three motives are reflected on IOM’s IMC practices.

5.2 Findings of IOM’s IMC Practices Analysis

IOM adjusts its discourses in line with the three motives listed above. Moreover, its IMC practices are also tailored in a way that follows these motives. In the second part of the findings, I will elaborate on the reflection of the above listed

three motives onto IMC practices.

5.2.1 Newsletter

With the establishment of Public Information and Communications department, IOM mission in Turkey started producing quarterly newsletters to inform its stakeholders and public about its activities. Below, two different issues are placed to compare the changes evolving in two years; 2015 autumn and 2017 autumn issues. We can observe an evolving corporate branding in terms of design. While the dominance of IOM blue is diluted, the links of its social media accounts happen to appear on the front and back covers of the newsletter which summarizes the integration of different communications channels referring to each other.

The most important difference between two issues is the emergence of the section devoted to donors' visibility on the back cover. As the mission expanded after the influx of 3.5 million Syrians in terms of number of employees, number of donors, project portfolio and budget, the donors have become more vocal in terms of visibility. Accordingly, IOM meets their requirements in order to sustain the relationships with the donors.

The target audience of the newsletters is largely stakeholders and negligibly public to inform them about IOM's work in Turkey. Accordingly, they are produced in two languages, English and Turkish. Assuming that the stakeholders have a wider background and higher knowledge about the humanitarian field, the language is slightly more sophisticated than social media with the usage of terminology.

There is also a shift from text-based to visual-based information with more illustrations, graphics and photos facilitating learning process.



Autumn 2015 Issue 1

IOM Turkey Newsletter



A quick drink of water before attending summer classes in Battarbi.

In this edition

- Mixed Migration Flows Topping Agenda in Face of Crisis
- Our Stories: Semira
- Syria Border Crossings Have Humanitarian Refurbishment
- Border Cooperation Identifies Risks for Vulnerable Children
- Working in Turkey: Combatting Irregular Migration
- Largest Syrian Neighborhood
- IOM's Personalized Approach to Humanitarian Assistance

IOM Buses Syrian Children to Schools in Turkey

While most children were on summer holiday, the International Organization for Migration (IOM) Turkey provided buses and other transportation for Syrian children to attend school in south-eastern Turkey. In August, over 3,000 Syrian students attended summer classes in five schools across Adana and two in Gaziantep. These catch-up classes – including Turkish language classes – were instrumental in preparing the children for the new school year in September. Many of these students have not been able to attend school for years because of the ongoing conflict. This program is one way that IOM supports the Ministry of National Education and UNICEF to ensure future generations of Syrians have the skills needed to succeed.

Sitting for Exams: In July, IOM transported over 2,300 Syrian high school students living in refugee camps to city centers across southeastern Turkey to take the university entrance exams with the support of the UN's refugee agency, UNHCR.

Meet the New Chief of Mission

In August, IOM Turkey welcomed Lado Gilevski as the new Chief of Mission. With 22 years of experience implementing and administering IOM's large-scale emergency and post-crisis projects, Lado has proven success strategically planning migration management programs. His innovative approach to the field of operations, such as supply chain management, promotes evidence-based programing. Most recently, Lado was Head of IOM Iraq Regional Hub. He has also served in Georgia, Kosovo, Macedonia, Cyprus and Jordan with emergency assignments to Sudan, Sri Lanka, Pakistan, Indonesia, Myanmar and Lebanon.



Chief of Mission, Lado Gilevski



Did you know? In 2000, globally 90 million people were economic migrants. Today – just 15 years later – that number skyrocketed to 323 million – that's a 266 percent increase.

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Our Stories: Semira

Semira is like most other four year olds. She likes to play dress up and gets annoyed with her two-year old sister for borrowing her clothes. What sets Semira apart is her ability to keep on smiling. Two years ago, Semira and her family fled the violence in Syria for Turkey. An unfortunate accident left the little girl with burns all over her body and in urgent need of a special garment to prevent scarring and reduce discomfort.

IOM Turkey quickly responded to provide Semira with the doctor-prescribed silicon pressure garment. Four months later, IOM recently visited Semira's family who already noticed its benefits, both physically and mentally. Semira was the first case for IOM Turkey's Emergency Case Management team who provides one-off, immediate assistance for some of the most vulnerable people. Funds for Semira's treatment were provided by the U.S. Department of State Bureau of Population, Refugees, and Migration.

Mixed Migration Flows Topping Agenda in Face of Crisis

The number of global migrants and refugees is at a historic high. Not since the end of World War 2 have so many people been on the move at one time. Globally, the reasons for migration are often varied. In order to develop more effective and inclusive migration management policies, we must understand the trends and trends around mixed migration.

In September, "Implementation of the Strategy Document and National Action Plan on Irregular Migration with a Focus on Mixed Migration Flows" project launched. Funded by the British Embassy, this project aims to enhance the capacity of Turkey's Coast Guard Command and the Directorate General of Migration Management to respond to mixed migration flows and to effectively address protection needs of vulnerable migrants.

The project introduces a pilot program providing emergency assistance to migrants rescued at sea and will develop working models for screening, referrals and assistance mechanisms for vulnerable migrants. A needs assessment at selected border points will facilitate a cooperative platform for ongoing training, workshops and consultations among involved agencies.

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Syria Border Crossings Have Humanitarian Refurbishment

Almost five years into the conflict, 6.5 million people are displaced inside of Syria. Getting humanitarian aid to those in need within Syria is a challenge for all actors in the field. With only two official crossing points from Turkey into Syria (Bab al-Salam and Bab al-Hawa), infrastructure and adverse weather conditions can hamper relief efforts. In partnership with the United Kingdom Consulate for International Development (DFID), IOM completed the "Rehabilitation of the Humanitarian Transit Point Zone at Civegusu/Bab Al-Hawa" in September 2015. This project rehabilitated the facilities and structures at the Bab al-Hawa border crossing to lessen the impact of adverse weather conditions on moving urgent humanitarian supplies into Syria. The project also donated technical equipment and a vehicle to the Turkish authorities at the Civegusu border.

International Cooperation and Forgery Detection Training Combat Irregular Migration

Increasing regional cooperation and capacity to detect forged travel documents is critical to controlling irregular migration. On 1-2 September, IOM Turkey held a "Regional Workshop on Forgery in Travel Documents" in Athens to enhance Turkish and Greek cross border cooperation and information sharing. By reinforcing regional cooperation, migration management systems are strengthened. Greek and Turkish authorities analyzed both the changing trends of travel document forgery methods and regional irregular migration patterns. This training, under the framework of "Fighting of Irregular Migration through Increasing Capacity and Cooperation on Detection of Forged Documents" reaffirmed the close cooperation between IOM and the General Directorate of Security, Border Gates Department and was funded by the British government.



i am a migrant

i am a migrant campaign is about humanizing migrants' stories of migration and providing a platform to present their narratives in their own words. This project can help change the way through which people view migrants and migration.

International Organization for Migration Turkey Newsletter



IOM Supports Turkish Coast Guard

This summer, Turkey witnessed one of the largest migration flows in its history. IOM continues to support the Turkish Coast Guard to provide technical assistance to promote life-saving activities, assist vulnerable migrants and to distribute humanitarian items to rescued persons with funding provided by the European Commission's Humanitarian Aid and Civil Protection department (ECHO).

From July to September, the Turkish Coast Guard rescued **44,153 migrants** and apprehended **49 migrant smugglers**.

Logistics Team Making Emergency Response Even Faster

Advance planning and streamlining procurement is one way IOM Turkey is working to ensure an even quicker and more efficient response to emergency situations. In September, IOM Turkey's team in Gaziantep opened public bids for long-term contracts for vendors to provide emergency response materials. Following bid evaluation, IOM will establish an even more efficient system to monitor volume, price and delivery to increase IOM's capacity to delivery emergency relief and provide sustainable efficiencies for all of IOM's donors.

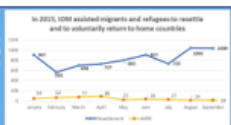
World Day Against Trafficking in Persons

On July 30, IOM partnered with the Directorate General of Migration Management (DGMM) to hold a conference commemorating the World Day Against Trafficking in Persons. The event brought together counter-trafficking experts across all agencies to raise awareness and to promote coordination and cooperation to combat trafficking in persons.

Did you know?

IOM Turkey identifies legal migration channels for vulnerable migrants. Assisted voluntary return and repatriation (AVRR) and the resettlement are two ways that IOM supports vulnerable migrants.

So far in 2015, IOM Turkey supported 7423 refugees resettle in a new country.



In 2015, IOM assisted migrants and refugees to resettle and to voluntarily return to home countries.

Facilitating Human Rights Trainings in Removal Centers

All migrants and refugees deserve to have their human rights and dignity fully respected, independently of their legal status. In August, IOM facilitated two capacity-building trainings in Istanbul for the Directorate General of Migration Management (DGMM) to continue to protect migrants' human rights in removal centers. Participants included staff from removal and irregular migration units of Migration Management Provincial Directorates in Izmir, Cankaya, Edirne, Istanbul, Izmir, Kars and Van. This training for provincial experts, sociologists and psychologists on international standards for human rights is one way that IOM supports the government of Turkey to move towards implementing the EU-Turkey Readmission Agreement. The training is part of "Implementation of EU-Turkey Readmission Agreement to Stateless persons and Third Country Nationals with consideration of Human Rights" - were completed under the framework of IOM's "Supporting Turkey in the Establishment of Human Rights based Framework for the implementation of the EU-Turkey Readmission Agreement" project and in cooperation with the DGMM. This training was funded by the government of the Netherlands.

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Follow us on Twitter @IOM_Turkey

Figure 5.1: IOM Turkey Quarterly Newsletter, Issue Autumn 2015



Figure 5.2: IOM Turkey Quarterly Newsletter, Issue Autumn 2017

5.2.2 Press Release

The official language of the press releases is English. The main aim of the press releases is to inform public through media and press when an important event occurs whether it be a significant number of beneficiaries reached an important decision in migration management is taken by the Government or an incident at sea. After being drafted locally, the press release is sent to Media and Communications Division in Geneva for their final amendments at the Headquarters (HQ) level which works as a higher control mechanism. The reasons behind this practice is to 1) to amend press releases in consideration of the world's migration dynamics since over 150 missions across the world feed into HQ, 2) to mainstream all the press releases submitted from each mission and lastly 3) to disseminate all of them from one single source as IOM Global to the media and press contacts.

After being amended by HQ Media and Communications Division, the press releases are sent back to the missions for their final approvals. Once the press release is approved, they are translated into local language to be shared with the local media. During translation, the local context is taken into consideration. To illustrate, the term 'refugee' is applicable for a Syrian living in Europe but not in Turkey due to legal statuses in Turkey. Accordingly, the wording is reshaped as 'Syrians under temporary protection'.

A press release is always accompanied by a visual such as graphic, illustration or photo gaining more attention. In order to facilitate learning, the headlines of the press releases are kept as short as possible. The body texts are produced with short, active and simple sentences with a limited usage of jargons.

5.2.3 Info Sheets

The info sheets are produced for specific programmes or projects. The main target audience of the info sheets is the stakeholders including donors. Accordingly, the language of the info sheets is English without a translated version. Compared to the newsletters, the language is even more sophisticated



Figure 5.3: IOM Turkey Mediterranean Response Mid-Year Info Sheet 2017

with a high level of humanitarian jargon as well as abbreviations. Compared to the previous versions produced in 2015, the content of the Mediterranean Response one pager has shifted from text-based to visual-based. Considering Rossiter (1988) 's argument that readers spend 70% of the total time on the visuals, the info sheets now include full colour graphics, maps, photographs to facilitate learning process as well as to gain more attention giving a concise message. The donor's visibility is put on the reverse page of the info sheet.

5.2.4 Social Media

The target audience of the social media is to inform public and beneficiaries. The posts are produced in three languages, English, Turkish and Arabic. Although the demographic data of the social media accounts shows that the biggest percent of the audience is Arabic and Turkish speaking people, the order of the languages in a single post is 1) English, 2) Turkish, 3) Arabic. The reason behind this practice is to display donors tagged on top of the post, who are mostly from non-Turkish speaking countries including the US, EU or UK. Accordingly, as the most common international language, the posts start with English with a

tag of the donor, which is another visibility criterion of the donors written in the project proposals. To illustrate, a donor might ask for at least one social media post per week where their social media account is tagged. Although the organization serves for the benefit of migrants, the social media channel whose main audience is beneficiaries prioritizes donors starting the post in English. This exemplifies how the objective to sustain the relations with the donors gets ahead of IOM's global vision.



Figure 5.4: IOM Turkey Facebook Post published on 15 May 2017

5.2.5 Videos

The videos are published on social media. They are produced in-house from raw footages taken on the field and their structure is in line with the two-peaked pattern where the category need is presented first, the brand identified in between, and the benefit provided in the second peak letting audience understand the need and the impact of organization's work. In other words, the general concept of the videos represents how a migrant's life changed after IOM's assistance. In this regard, as one of the pillars in marketing communications that drives social meaning for a brand, positioning of IOM is well observed in the video with the match of category need and the brand.



Figure 5.5: IOM Logo with English and Arabic Languages

Videos often include an interview conducted with a beneficiary who often is an Arabic-speaking person. The subtitles are added in English. At the end of the video, the logo or the flag is embedded for donor's visibility purposes, and IOM's logo is adjusted into the languages used in the video. The above logo is used for an Arabic-speaking video with English subtitles. (<https://www.facebook.com/IOMTurkey/videos/1988292261433714/>). Although this video is produced in Turkey with the interviews conducted with people who are living

in Turkey, Turkish language is neglected both on the logo and in the video.

5.2.6 Visibility Items

Visibility items are used to enable people associate the activity with the stakeholders. Although the target audience is the public and the beneficiaries, they are heavily used for reporting purposes for donors. As a result, the expenditures of visibility items are included in the project proposals. The below images exemplify the different usages of visibility items where the donors' visibility is larger than IOM and other stakeholders.



Figure 5.6: Banner mounted on the wall



Figure 5.7: Stickers on the distributed packages



Figure 5.8: Flags of the stakeholders in a meeting room



Figure 5.9: Signboard of a community centre



Figure 5.10: Roll-up placed on the shipyard

5.2.7 PR Activities and Campaigns

As discussed by Duncan and Moriarty (1998), an increased visibility in public events would leverage the brand image, strengthen brand equity and relationship with the stakeholders. For these purposes, IOM has recently started participating in and holding public events.

5.2.7.1 Short Film Competition

IOM organized a short film contest named ‘vulnerable hearts’. The aim of this event is to promote and encourage those who are interested in and devoted to short-film, to produce successful and influential films; to make positive and supportive contributions to the future of Turkish cinema in addition to action against xenophobia. On the Facebook page created for this competition, it is said that:

“With the UK-funded project, IOM Turkey continues to contribute to the Turkey’s efforts in migration management. In collaboration with DGMM, this short film competition aims to raise awareness on vulnerable migrants in need of protection including victims of human trafficking, victims of violence, and unaccompanied migrants children.”

Although among the discourses produced by IOM there is no discourses related to pity, mercy or suffering, the word ‘vulnerable’ is widely used to describe the migrants’ situation. Regarding the name of this competition, we see that the word ‘vulnerable’ is accompanied by the word ‘hearts’ aiming to stimulate humane sentiments. On the poster, the pieces of broken glasses turn into birds. The representation of the birds refer to migratory bird which is associated with the migrants in Turkish context. By the same token, it is used in the logo of Directorate General of Migration Management.

The general discourses produced by IOM have less emotional aspects, mostly neutral. However, the discourses used for this competition are shaped in a way similar to the ones produced by the government while the logos of the



Figure 5.11: Poster of a short film contest



Figure 5.12: Logo of DGMM

stakeholders are listed at the bottom of the poster. It exemplifies the situation where IOM adjusts the balance between three of its objectives in a single communications material.



Figure 5.13: Logo of a migrant services centre

The discourse of ‘migratory bird’ is seen in other project as a result of government’s tendency to associate migratory birds to migrants. The above logo is designed for a migrant services centre in Ankara run by IOM in collaboration with Keciören Municipality and funded by European Union Civil Protection and Humanitarian Aid. It can be concluded as the fact that IOM is dependent on the states’ funding, as well as the host country for its operationalization.

5.2.7.2 Film Festival

Global Migration Film Festival organized by IOM aims to change negative perceptions and attitudes towards migrants. According to data retrieved from IOM Global web page, in 2016, the festival took place in 89 countries. Nearly 10,000 people attended 220 screenings at cinemas, universities, cultural institutions and other venues. The festival hosted 13 films and documentaries, as well as 200 short films about and by migrants.

In 2016, IOM Turkey did not organize a public event regarding the film festival. The reason might be due to security issue in the country. While another mission

in Europe can freely screen the movies in a public area, IOM Turkey might face with challenges finding a proper venue to invite people from public.



Figure 5.14: Invitation of a film screening event in Ankara

In 2017, several public film screening events are organized in celebration of International Migrants Day and Global Migration Film Festival. We see that the local stakeholders' logos are placed at the top of the invitation cards where the donor is on the very left followed by IOM and governmental partners. At the bottom, the global partners' logos are placed.



Figure 5.15: Invitation of a film screening event in Gaziantep

For an event where the expenditures are covered by IOM, we see that the donor's logo disappears as IOM's logo appears on the very left. As Yeshin (1998) argues that IMC practices are restricted with a limited communications budget, the venue places are chosen from venues where IOM has already collaboration with.

5.2.7.3 'i am a migrant' Campaign

"i am a migrant" is a platform to promote diversity and inclusion of migrants in society. It is specifically designed to support volunteer groups, local authorities, companies, associations, groups, indeed, anyone of goodwill who is concerned about the hostile public discourse against migrants. Anyone can submit his/her own story as well as others once the interview is conducted with the permission of the person. The reader can filter the country of origin or the current country to read specific stories. The website offers five languages available; English, French, German, Spanish and Italian.



Figure 5.16: Poster of 'i am a migrant' campaign

The major constrain regarding the submission of the stories from Turkey where the majority of the migrant population is Syrians is 1) the individual's attitude towards displaying her/himself in a photo due to religious concerns, 2) the

individuals' safety issues since some of these people are fleeing their home countries for security reasons, or having left their family members who are still under threat in the home country, 3) the available languages of the website are in five European Languages excluding Turkish and Arabic. Due to these three main reasons, the website relatively fails in collecting stories from migrants living in Turkey.

5.2.7.4 Greeting Cards

As a way to establish a bond with the public, IOM Turkey prepare greeting cards for special days like New Year or Republic Day of Turkey. It also helps creating brand communities through the shared meaning of a brand (Muniz and O'guinn, 2001).



Figure 5.17: Greeting card for the Republic Day



Figure 5.18: Greeting card for the New Year 2017

While the New Year is celebrated globally, the greeting cards are also designed for the Islamic religious holidays; Eid Al-Fitr and Eid Al-Adha targeting people from Turkey and Syria. The dominance of the children in the greeting cards can be linked to stimulating positive senses through children. However, as it was discussed, IOM's mandate intersects with many other UN agencies as well as NGOs. The greeting cards with the migrant children dominance might make the audience think about UNICEF, UN Children Fund. Thus, the organization is trying to link its brand directly with the migrants in Turkey and promoting the perception of migration and migrants in a positive way shaping public's knowledge and believes adding onto information about its activities.



Figure 5.19: Greeting card for the New Year 2018



Figure 5.20: Greeting card for Eid Al-Fitr



Figure 5.21: Greeting card for Eid Al-Adha

5.2.8 Seminars

IOM Turkey has recently participated in seminars to train local press members across Turkey on Information and Awareness Raising on Migration and Refugees. Although the aim is to provide information on the importance of using the correct terminology on issues related with migration and refugees in the media, the seminars provided a ground for exchange between the speakers and the press members.

I, as the communications assistant of IOM Turkey and only Turkish speaking person in the department, attended these seminars on behalf of IOM. The seminars allowed me to better understand the local context through the exchange with the press members introducing themselves as the voice of the local communities. Besides the sensitivities of the government, I have realized the importance of the sensitivities of the local communities.

To conclude, the establishment of IMC strategies of IOM is still in progress.

As the mission keeps expanding, the interaction with the third parties augments letting us observe the sensitivities at first hand. Accordingly, IMC is an evolving process taken the sensitivities of others into consideration that feeds into communications strategies.

CHAPTER 6

CONCLUSION

As Slater and Tonkiss (2008) discuss the impact of market models on the rhetoric of social and economic governance, the findings conclude that even non-profit organizations working for the public good heavily adopt market models following their commercial interests. Although their name reflects the structure of their business models, they seem to be obliged to do so in order to sustain their existence in the marketplace.

The exchange between an NPO and its stakeholders is paramount for the market exchange and is the basis for marketing practices. Unlike for-profit organizations, NPOs' marketing practices go beyond the stimulation of purchase reaching to Integrated Marketing Communications. For this motivation, they obtain a marketing perspective in their IMC practices. This perspective help non-profit organizations not only market their work but also manage relations with the stakeholders.

The findings show that the motivation to manage the relations with the stakeholders shape the IMC practices of an international NPO. Especially the dependency on the host country and the donors as the most dominant stakeholders has a visible impact on the adjustment of global IMC strategies into local context. This dependency shows similarity with international B2B organizations which are also dependent on the relationship with the host country for trade purposes.

Although some NPOs might choose to reduce their dependency on its

stakeholders and have the courage of their convictions, the brand value, reputation and awareness are fundamentals for sustainability of operationalization and fundings. Otherwise, an NPO might box in as a small organization operating in a restricted ground. By that very fact, non-profit sector has also been placed in a competitive marketplace where the actors adopt market models for their existence, implement IMC strategies to sustain the exchange relation with the stakeholders through a marketing lens and adjust these strategies considering the stakeholders' sensitivities.

Besides the rhetorical contributions, the methodological part of this thesis shows that Critical Discourse Analysis is applicable to studying non-profit organizations. It is used as a strategic tool to explain the power relations between an NPO and its stakeholders through the discourses that are categorized in a matrix. Additionally, CDA helps develop researcher's reflexivity throughout analysis process allowing an insider to analyse the topic related to his/her biographical aspect with a critical approach.

6.1 Discussion

IOM's marketing practices are possible with a special focus on communications. Although these practices are named as marketing in its for-profit counterparts, as an international non-profit organization, IOM names them as communications practices. Adapting global strategies into local context is applied to many organizations; however, on a very sensitive ground as in the case of Turkey where the migration is a hot topic, the adjustment may go beyond the culture and language reaching to tailoring every single detail.

Although xenophobia is a raising trend at the global level, the discourses produced by the Daily Sabah News which is promoting itself as the voice of Government of Turkey has no xenophobic discourse at all. On the contrary, the Government of Turkey promotes itself hosting the world's biggest migrant and refugee population. Accordingly, a pro-government newspaper promotes

this anti-xenophobic idea to change the public discourse providing an answer to Van Dijk (2001:355)'s question on how the powerful groups control public discourse. While the government's approach to Syrians is in line with IOM's global vision facilitating IOM's mandate in changing perception of migration, the government's negative criticism of the West which is comprised of IOM's main donors, brings a challenge for IOM. Accordingly, IOM should consider not only its relations with the host country and the donors separately, but also the relation between those two. What Tschirhart (1996) argues about an NPO's dependency on its stakeholders is valid to some extent. However, I think an NPO is also dependent on the interrelation of the stakeholders. Accordingly, IOM should consider the possible risk of regression of its fundings since the donors may not be willing to provide financial support to an organization working in a country which heavily criticizes them.

We observe that IOM adjusts its communications strategies mainly for three motives, to maintain its global vision on migration, to maintain its relations with the host country and to maintain its relations with the government. Although IOM is trying to optimize these objectives, sometimes the balance of distribution might be distorted as in the case of social media where the main target is Arabic speaking beneficiaries albeit the Arabic text is placed at the very end of the post. Starting with English language where the donor is tagged for financial motives proves that maintaining relations with the donors dominates IOM's global vision which supports Pecoud (2017)'s argument that IOM functions as a private enterprise.

Having the major effect on IOM's structure similar to a private enterprise, its budgeting system which is called 'projectisation' has been both criticized and praised by researchers. While some criticize this budgeting system, Wunderlich (2012) advocates the system as it makes IOM more successful than UNCHR. However, my argument is that we cannot conclude that the system of IOM which is called 'projectisation' is whether good or bad since it provides IOM with both advantages and disadvantages. While the projectisation system gives IOM manoeuvrability to respond to the crisis with lower bureaucracy, the same system makes IOM heavily dependent on both the host country and the donors.

This dependency may not be equally weighted in another country where one of the parties is not vocal; however, in Turkey, IOM is trying to mediate between those two. Accordingly, regarding what Lavenex (2016) proposes about IOM's business model, I think IOM does not work as a subcontractor nor a transmitter but as a 'mediator' between the donor and the host country.

Mediating between the host country and the donors increases IOM's dependency on them. This dependency provides us with a tool to rationalize the argument raised by Nieuwenhuys and Pecoud (2007) and Schatral (2010) that IOM does not cure the underlying reasons of migration-related problems but offers solutions to the consequences of migration. IOM's dependency on its stakeholders constrains IOM from being involved in states' migration policies and directs it to follow its own interest in the market exchange where each actor does so. As Gammeltoft-Hansen and Sorensen (2013) argue that IOM has the commercial interest in the 'migration industry', public information and communications department of IOM is tasked for the sustainability of this market exchange which can be conceptualized as marketing.

The scope of Public Information and Communications department's tasks may vary in a large spectrum depending on the host country's dynamics since the unit is responsible for tracking the local sensitivities. While a mission in the European Union or in the US can easily implement the global directions provided by the HQ in Geneva, the mission in Turkey where the stakeholders are more vocal, the implementation needs much more adjustments such as a logo resembling to a bird because of its connotation as 'migratory bird' in the local context.

6.2 Ongoing Changes

Organizational changes affect the marketing strategies and accordingly IMC practices. Having experience with two different supervisors whose title is public information officer and spokesperson for IOM Turkey, I had the chance to observe the evolution of the IMC strategies. I will be listing the major changes that happened since the arrival of new public information officer and spokesperson

in October 2017.

Previously, the IMC strategy was focused on more informative material production such as a photobook, newsletters, and social media. With the arrival of new public information officer and spokesperson in October 2017, the focus has shifted towards external relations such as relationship with the local media, public relation campaigns, coordination with other UN Agencies in Turkey as well as the regional IOM Office in Vienna and HQ in Geneva and collaboration with the donors for events.

Among other UN agencies in Turkey, IOM is the only one having non-Turkish speaking spokesperson. Accordingly, the relationship with the local media has always been a challenge. With the arrival of new non-Turkish speaking spokesperson, the relationship has started being built through me.

Regarding the coordination with other UN Agencies, the frequency of attendance in inter-agency meetings increased to receive insights about the agenda of the UN Country Team.

Public events are powerful tools in reaching out to public. No matter how much information material an organization produces, as long as they are not delivered to the audience, no one would be aware of what the organization is doing. However, efforts required for the organization for a public relation activity were regarded as the dominant factor surpassing the outcomes of PR activities. However, this vision has also holding three film screening events across Turkey.

With After the increased coordination with the Regional Office in Vienna, some processes have been decelerated such as production of a video which used to be created in-house without receiving comments from higher authorities. However, in the long-rung, receiving direct support from regional office might streamline many other processes.

To conclude, established in 2015, Public Information and Communications department is still in progress. While the communications strategies are adapted depending on the stakeholders' sensitivities, they are also evolving depending on the different personal visions. Observing this metamorphosis at

first hand is an accumulated process which may lead to a future research.

6.3 Future Research

Major global and local events might affect the discourses produced by the Government as well as the International Organization. For a future research, the texts can be examined for a longer time period to observe the influence of the external factors on the discourses produced over migration issues.

Aside from the time period, the range of newspaper can be expanded. IOM's external audience does not consist of merely its stakeholders and communities do not represent a single homogeneous sphere sharing the same ideas. Accordingly, there are different opinions regarding migrants, especially Syrians in Turkey. More than one newspaper can be examined including the ones published in Turkish language.

Additionally, the portfolio of international organizations can also be broaden. IOM's IMC strategies can be analysed in comparison with other UN Agencies providing a ground to benchmark strategic executions.

Another research can focus on the differences between different IOM missions in the world in terms of their adjustments into the host country. Receiving permission from IOM's ethics department can provide more internal information which would enrich the input to discuss.

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APPENDICES

Appendix A

TURKISH SUMMARY/TÜRKÇE ÖZET

Günümüz piyasa toplumunda sadece kâr amacı güden şirketler değil, uluslararası, hükümetler arası ve kâr amacı gütmeyen kuruluşlar da verimlilik, üretkenlik, kurumsal itibar ve tüketici merkezliliğini vurgulayan bir yönetim paradigması benimseyerek devamlılıklarını sağlamaktadırlar. Bu çalışmada odak noktası, dünya çagında aktif bir şekilde faaliyet gösteren uluslararası bir kuruluşun, çoklu küresel ve yerel paydaşların kendi çıkarlarını siyasi ve ekonomik alanlarda yönlendiren bir ortamda kendisini ayakta tutmak için pazarlama ilkelerini nasıl kullandığını anlamaktır. Özellikle bu tezde, Uluslararası Göç Örgütü (IOM) – BM Göç Kuruluşu vaka olarak ele alınmıştır. Pazar modelleri, neo-liberal toplumlar üzerinde çok önemli bir etkiye sahiptir ve ekonomik yapıların şekillenmesinde etkilidir. Küresel dünyamızda gelişmiş ülkelerden komünizm sonrası toplumlara ve gelişmekte olan bölgelere yayılan sosyal ve ekonomik yönetim söylemini şekillendirmektedirler. (Slater ve Tonkiss, 2008). Piyasa mantığı, insanların çalışma yaşamlarını, kamu hizmetlerine erişim ve hatta özel ilgi dâhil olmak üzere geniş bir alan grubunu etkileyen rekabet, girişim, faydalılık ve seçim açısından sosyal kurumları ve bireyi daha iyi anlamak için bir araç sağlar. Slater ve Tonkiss (2008), hastane departmanları arasındaki ilişkilere ve ekonometrinin resmi hesaplamaları için pazar modeli uygulayan bir sağlık yöneticisi ile pazar modellerinden etkilenen

alanların kapsamını örneklendirmektedir. Özel öğrencileri tarafından desteklenen özel üniversitelerin gelir yaratma stratejileri, hizmetlerin fiyatlandırılması ve öğrenim ücretleri; en iyi öğrencilerin kendi programlarına kayıt olmalarını sağlamak için tüketici tecrübeleri aracılığıyla kendilerini pazarlayan devlet üniversiteleri; devlet memurlarının, bir polis memuru tarafından kesilen cezaların sayısı veya devlet memurlarının yaptığı vaka kaydı sayısına bakılarak ürettikleri sonuçlara göre değerlendirildiği devlet kurumları gibi daha fazla örnek verilebilir. Bazen, farklı pazarları birbirine bağlamak zor görünse de, bu, piyasa fikrinin daha geniş toplumsal düzenleme ve eylem ilkelerine ulaşan modellerin ekonomik koordinasyon sınırlarını aştığını göstermektedir.

Pazarlar ve pazar ilişkileri, piyasa değişiminin bir düzenleme aracı sağlayabileceği toplumsal düzenin anlaşılmasını kolaylaştırır. Modern dünya, kendisi piyasa toplumu olan ekonomik mekanizması ile bütünleşmiş bir bütün toplum olarak görülebilir (Polanyi, 1977). Piyasalarla ilgili iki görüş vardır; olumlu ve olumsuz. Bazı düşünürler, piyasa ilişkilerinin modern bireyler arasındaki rekabetçi ortamı teşvik ederken bazıları çeşitli bireysel menfaatler arasındaki toplumsal uyumun düzenlendiği fikrini savunurlar. Piyasa teorisi, toplumsal entegrasyon ve yönetişime dair daha geniş bir teoriyi ima ettiğinden, bu iki farklı fikir bir araya getirilebilir. Thompson ve ark. (1991), "Bu anlamda piyasa teorisi, toplumsal süreçlerin koordine edilip edilemeyeceği ve nasıl koordine edilebileceği sorusuna geniş bir cevap seti sunar." Slater ve Tonkiss (2008), alıcıların ve satıcıların üç temel unsurdan oluşan bir pazarın bileşenleri olduğunu savunmaktadır; arz, talep ve fiyat. Piyasa içindeki değişim sistemi verimlilik, üretkenlik, kâr sağlama, rekabet, özgürlük ve kişisel çıkar gibi öznitelik değerlerine sahiptir.

Piyasada faaliyet gösteren aktörler, birbirleriyle alışveriş içerisinde olurken aynı zamanda kendi menfaatlerini takip ederler ve bu alışveriş değişim ilişkisinin devam etmesini sağlar. Smith (1991), modern piyasa toplumunda, anapara sahibinin ve emek gücünün sahibinin geçim kaynakları için karşılıklı çıkarları olduğunu söyleyen ekonomik bir mercekle kendine olan ilgisine yaklaşmaktadır. Ayrıca bir üreticinin piyasadaki rekabet gücünü arttırmak için daha iyi bir

retkenlik ve verimlilik araması gerektiđini de belirtir.

Slater ve Tonkiss (2008), fiyat tedbirleri yoluyla pazar davranışının hesaplanabilirliğini tartışmaktadır. Piyasa bağlamında, rasyonellik, aktrlerin pazar kararlarını etkileyen nemli bilgi kaynađı sađlayan fiyata dayanmaktadır. Neoliberalizm, piyasa deđişiminin, daha nce dzenlenen etik inançları yerine getirebilecek bir etik olduđunu savunur. Bu nedenle, pazardaki szleşmeye dayalı ilişkilerin hayati nemini kabul eder (Harvey, 2005). Bu ilişkiler arasında, bir satıcı ile bir alıcı arasındaki alışveriş, pazar deđişimi iin ok nemlidir ve pazarlama uygulamalarının temelini oluşturmaktadır.

Kar amacı gtmeyen sektrdeki pazarlamanın rasyonelliđi, bağış arttırma, paydaşlarla olan ilişkilerin srdrlmesi ve halka bilgi verilmesi iin stratejik iletişim planının uygulanması yoluyla hesaplanabilirlik sađlayan iletişim uygulamaları ile ynetilmektedir. Trkiye’de faaliyet gsteren kr amacı gtmeyen uluslararası bir kuruluş olan IOM, insani yardım sektörnde ayakta kalabilmek iin pazar modelini benimsemiştir. Uluslararası G rgt, yakın gemiş e kadar, anlaşılması g olan yapısından tr yeteri kadar araştırılamamıştır. Birleşmiş Milletler kuruluşlarıyla ortaklık kurup BM sisteminin bir parçası olarak grlyorken ancak 2016 yılının Eyll ayında Birleşmiş Milletler sistemine ‘ilgili kuruluş’ olarak katılmıştır. Hkmetler arası bir organizasyon olmasına rađmen, sivil toplum grupları ve kuruluşlarıyla rekabet eden zel bir şirket gibi faaliyet gstermektedir.

IOM, proje bazlı çalışan bt organizasyonu ile diđer BM kuruluşlarından ayrılmaktadır. Bradley (2017), bu bt sistemini IOM’nin uygun maliyetli hizmet sunumundan dolayı rekabeti bir g olarak tanıtırken "girişimci" olarak adlandırmaktadır. Bu pazar mantıđı, her projenin zel finansmana bađımlı olduđu iş modeline dayanmaktadır. Bu sebeple kuruluş, srekli yeni fonlar aramak zorundadır. Bu proje temelli dođanın bir fırsat maliyeti olarak, her misyon kendi finansal devamlılıđından sorumludur ve Cenevre’deki merkezinden olduka bađımsızdır. rneđin, fırsatlar olan bir lkede yeni kaynaklar aılırken, diđer bir misyon finansal devamlılıđını srdremediđi takdirde kapanabilir.

Bu bağımsızlık, IOM misyonlarının omuzlarında, ev sahibi ülkeler ve bağışçılarla olan ilişkilerini yönetmeye mecbur kılarken, proje tabanlı doğası örgütün daha piyasa odaklı olmaya, proaktif bir rol alarak devletin bu konudaki sorunlara daha iyi cevap verecek ihtiyaçlarını belirlemeye iter. Normatif bir yetkiye sahip diğer uluslararası örgütlerin aksine, IOM, ev sahibi ülkelerin istediği ölçüde yardımda bulunabilir. Bu yüzden, IOM Misyonları, herhangi bir anlaşmazlıktan kaçınmak için kaçınmak amacıyla ev sahibi ülkeleri asla eleştirmez.

IOM Türkiye'nin Türkiye Ofisi'ni açması ise 1991'de Irak'taki mültecilerin yeniden yerleşimine yardım etmek üzere Körfez Savaşı'ndan sonra gerçekleşmiştir. Türkiye'deki 25 yıllık varlığı boyunca IOM, 2011'deki Van depremi, 2012'de Suriye Krizi ve 2015'de Akdeniz Krizi gibi pek çok kez yararlılığını kanıtlamıştır. Misyonun operasyonları, göç yönetimi programlarına ve acil müdahale programlarına genişletilmiştir. IOM'nin Türkiye Cumhuriyeti ile olan ortaklığı Kasım 2004'te Türkiye'nin IOM üyeliğine kabul edildiğinde resmileştirilmiştir. IOM ile Türkiye arasındaki ortaklık, o zamandan beri Yabancılar Kanunu Tasarısı ve Uluslararası Koruma'nın desteklenmesi ve İçişleri Bakanlığı'nın Göç Yönetimi Genel Müdürlüğü'nün 2013 yılında kurulması da dâhil olmak üzere devam etmektedir.

Avrupa Birliği, Birleşik Krallık, ABD Nüfus, Mülteciler ve Göç Bürosu gibi bağışçılar tarafından finanse edilen IOM Türkiye, sözcüsü tarafından yönetilen Kamu Bilgilendirme ve İletişim departmanını 2015 yılında kurmuştur.

Bağışların görünürlüğünün sağlanmasının yanı sıra, Kamu Bilgilendirme ve İletişim departmanı, genellikle ülke düzeyinde yapılan muhtemel fonlama kararlarını etkileme rolüne sahiptir. Dolayısıyla, IOM tarafından üstlenilen belirli ihtiyaçlar ve projeler üzerine bağımsız medya raporları, donör hükümet temsilcilerini etkilemektedir. Kamu Bilgilendirme ve İletişim Departmanı, kamuoyunu, menfaat sahiplerini ve diğer BM Birimlerini misyon faaliyetleri, genel göç eğilimleri ve göçmenlerin kamusal algısını değiştirmek için istatistikler konusunda bilgilendirmekle görevlidir. Kamuyu eğitmek ve IOM'nin belirli yönleri ve projeleri etrafında tartışmalar üretmek, kuruluşun statüsünü güvenilir, doğru bir bilgi kaynağı olarak ortaya koymakta ve daha

fazla destek, sözleşme ve bağışlar sağlamaktadır.

Yukarıda listelenen görevler için IOM Kamu Bilgilendirme ve İletişim departmanı, entegre pazarlama iletişimi aracını, son zamanlarda IOM'nin yaptıklarını raporlamadan ziyade, Türkiye'deki göç üzerine bir bilgi kaynağı ve savunuculuk sağlamaya dönüştüren temel mesajlaşmasını sağlamak için kullanmaktadır.

Kotler ve Keller (2016) entegre pazarlama iletişim stratejilerini, bir varlığın bir ürün veya hizmet olmasına bakmaksızın kişiye sunduğu fayda hakkında açık ve tutarlı bir mesaj vermek için bir işletmenin çeşitli iletişim kanallarını nasıl entegre ettiği ve uyguladığı konusunu tanımlar. Müşterinin değerini ikna etmek ve kişinin kurumun marka imajı ve mesajı aracılığıyla marka kimliği ve müşteri ilişkileri kurması için stratejik bir araçtır. Entegre pazarlama iletişimi, kısa vadede finansal getiriler oluşturmak ve uzun vadede marka değeri oluşturmak için güvenilir bir iletişim aracı olarak çalışır. Entegre pazarlama iletişimleri, modern ve geleneksel pazarlama stratejilerini harmanlayan rolü ile yakın geçmişte ortaya çıkmıştır. Mesajların kesintiye uğramaksızın iletilmesini ve iletişim süreci boyunca dinleyiciler tarafından net bir şekilde alınmasını sağlayan etkili bir iletişim sağlar. Entegre pazarlama iletişimi, şirketlerin hedef kitleyle iyi bir ilişki kurmalarını, geliştirmelerini ve sürdürmelerini sağlar. Entegre pazarlama iletişim stratejisi geliştirirken, hedef kitleye potansiyel müşteri olarak yaklaşmak önemlidir. Bu yüzden, demografik veriler de dâhil olmak üzere hedef kitlenin özelliklerini belirlemek gerekir.

Duncan (2002), entegre pazarlama stratejilerini "marka değerini arttıran ilişkileri yönetmek için bir süreç" olarak tanımlayan marka değerine bağlar. İletişim, marka ilişkileri kurarken entegre pazarlama stratejileri için temel kavramdır. Tutarlı bir mesaj vermek planlama ile başlar ve ardından uygun hedef kitleleri tanımlar, bu hedef kitleye özgü iletişim hedeflerini belirler ve pazarlama iletişimi geliştirir. Etkili bir entegre pazarlama iletişimi stratejisi, bir kuruluştan markanın sesi olarak gelen güçlü bir koordinasyon anlamına gelir. Örgütün, komuta ve kontrol yaklaşımı ile birçok yönetim seviyesini benimseyen hiyerarşiler üzerine inşa edildiği anlamına gelen yatay (bürokratik)

varlıklar, koordinasyonun kolay olmasını sağlayabilirler. Aksine, bu, idareye merkezi olmayan bir yaklaşımla yalnızca birkaç düzey yöneticisi olan dikey (düz) organizasyonlarda zorluk yaratabilir. (Mejia, L., Balkin, D. & Cardy, R, 2012). Örgütsel yapı, personel arasında uygun mesajın yaygınlaştırılması açısından organizasyonun karakterini de etkiler. Tutarlı bir mesajın sağlanması adına stratejik bir planlama hayati önem taşıdığı için kuruluşlar kendi entegre pazarlama stratejileri fırsatlarını belirlemekten sorumludurlar.

Entegre pazarlama iletişimi stratejileri, kâr amacı gütmeyen kuruluşlarda pazarlama uygulamalarının yalnızca entegre pazarlama stratejileri aracılığıyla mümkün olduğu önemli bir rol oynamaktadır. Aşağıdaki bölümde, entegre pazarlama iletişimi stratejilerinin kâr amacı gütmeyen kuruluşlar için önemi üzerinde durulacaktır. Kâr amacı gütmeyen kuruluşlar, kamu çıkarlarına hizmet eden yardım kuruluşlarıdır (Hansmann, 1980). Özellikle 21. yüzyılda önemli bir rol oynamaktadırlar. Hâkimiyeti, toplumun kültürel yapısındaki muazzam değişikliklerden kaynaklanmaktadır. İlk zamanlarda, geleneksel pazarlama modellerinin toplumdaki kültürel yapı değiştikçe kâr amacı gütmeyen kuruluşlara uygulanabilir olmadığı görülmüştür (Kotler & Levy, 1969). Schultz (1993), tüketicilere tutarlı bir mesaj ve örgüt imajı sunmak için bütün iletişim araçlarını entegre etme fikrini önermiştir.

Kâr amacı gütmeyen kuruluşların iş modelinde, bağışçılar, faydalanıcılar ve gönüllü işçiler tüketiciler ve müşterilerdir. Tüketicilerin ihtiyaçlarını göz önüne alarak, kâr amacı gütmeyen kuruluşlar, paydaş odaklı bir yaklaşımla iş pazarlama modellerini düzenlemelidir (Tschirhart, 1996) ve paydaş baskısı ile yüz yüze gelebilmektedir. Gallagher ve Weinberg (1991), paydaşların, örgüt hedeflerine ve pazarlama stratejisi geliştirme çalışmalarına erişen kâr amacı gütmeyen kuruluşlarda yakından önemli bir rol oynadığını tartışmaktadır. Dolayısıyla, kâr amacı gütmeyen kuruluşlardaki pazarlama hedefleri, paydaşların daha az önemi olan ticari muadillerinden farklıdır. Shapiro (1973) 'a göre, kâr amacı gütmeyen kuruluşlar pazarlamayı sosyal değişim için kullanmakta ve olumlu ya da olumsuz olsun, ortalama işe göre kamuoyu ilgisini daha fazla çekmektedirler. Bu nedenle, kâr amacı gütmeyen kuruluşların pazarlama stratejileri, markalarının belirginliğinin önceliklendirilmesinden

başlamak üzere çeşitli menfaat sahiplerine bağımlıdır (Gallagher ve Weinberg, 1991).

Kâr amacı gütmeyen kuruluşlarda, temel mesajlaşma satın alma davranışını teşvik etmelidir (ör. Schultz, 1993; Shimp, 1997), kâr amacı gütmeyen kuruluşlar bu pazarlama konseptini genişletmeli ve hizmetlerini hedef kitleye tanıtmak için yeni yollar bulmalıdır. Kâr amacı gütmeyen kuruluşlar, özel sektör, hükümet ve diğer kuruluşlar da dâhil olmak üzere çeşitli bağışçılardan faaliyette bulunmak için gerekli sermayeyi üretir. Duncan ve Moriarty'nin (1998) halka açık etkinliklere katılım yoluyla daha fazla görünürlük sağladığını belirttiği gibi, kâr amacı gütmeyen kuruluşlar marka imajının yanı sıra paydaşlarıyla olan ilişkilerini güçlendiren marka değerlerini de kullanabilecektir. Marka imajı, müşteri sadakatini arttıran unsurlardan biridir (Dobni & Zinkhan, 1990). Entegre pazarlama iletişimi, marka imajını arttırmak için farklı pazarlama stratejilerini entegre eden bir araçtır. Kâr amacı gütmeyen kuruluşlara, mesajlarını dışa aktarmaya ve temaların sinerjik konumunu yaratmaya açık bir yol sağlar (Naik ve Raman, 2003). Entegre pazarlama iletişim planlama modeli, stratejik rol olarak kâr amacı gütmeyen kuruluşlara dış iletişim karışımını da sağlayabilir (Kotler, 1994). Bu nedenle, kâr amacı gütmeyen kuruluşlara kalkınma için sürdürülebilir bir yol çizmek destek vericidir.

Tez çalışmasının amacı, özellikle 3,5 milyon Suriyelinin ülkeye gelişinden sonra genişleyen IOM Türkiye misyonunu, ev sahibi ülke ve bağışçıları dâhil olmak üzere paydaşları ile olan ilişkilerini yönetmek için küresel iletişim stratejilerini yerel bağlama nasıl adapte ettiğini anlamaktır.

Yukarıdaki soruyu yanıtlayabilmek için iki bölümlü bir araştırma tasarlanmıştır. Birincisi, ev sahibi ülkenin, IOM Türkiye'nin iletişimini yönetmek için sürekli olarak ihtiyacı olan güçlü bir paydaş olduğu perspektifini anlamayı amaçlamaktadır. Bu bölümde, ev sahibi ülkenin kendisini yabancı paydaşlarla nasıl iletişim kurduğu anlatılmaktadır. Araştırmanın ikinci kısmı, IOM'nin iletişim uygulamalarına ve IOM'nin iletişiminde kullandığı söylemlere odaklanmaktadır. Birinci ve ikinci kısımların bulgularının karşılaştırması,

sadece ev sahibi ülke ile IOM'nin söylemleri arasındaki farkları değil, ev sahibi ülke ile yabancı bağışçılar arasındaki ilişkileri yönetmek için IOM'nin iletişim stratejileri veya taktikleri arasındaki farkları ortaya koymaktadır. Veri kaynaklarını ve örnek seçtikten sonra araştırmanın iki bölümünde de kullanılan Eleştirel Söylem Analizi, veri analizi tekniği olarak sunulmaktadır.

Daily Sabah gazetesi haberleri tek bir belgeye derlenmiştir. Derleme eleştirel olarak incelenmiş ve Suriyelilerin temsiline bakılmıştır. Suriyelilerle ilgili söylemleri araştırırken, diğer söylemler ağırlıklı olarak iki başka bağlam üzerinde yoğunlaşmıştır; Türkiye Cumhuriyeti ve Batı'nın temsili. İktidar ilişkisi, Türkiye Cumhuriyeti ile Batı arasındaki bu gruplar arasındaki çatışma dikkatle yorumlanmıştır. Türkiye Hükümeti olarak 'biz' ile Batı olarak 'onlar' arasındaki farklılığa dayanarak sunulan görüşler ve dilin tonusu olumsuz, olumlu veya tarafsız olarak analiz edilmiştir. Görüşlerin temsiline açıkça gösterilmediği bazı bölümlerde, sözlü seçim ve sözdizimsel yapılar ortaya çıkarılmıştır.

Daily Sabah gazetesine yaklaşım tarzına benzer şekilde, IOM'nin basılı medyasının derlemesine aynı teknik uygulanmıştır. Aramanın önceliği, Suriyelilerin temsiline odaklanmaktır. Bunu yaparken, diğer iki dominant bağlam ortaya çıkmıştır. IOM ve başta Batı ülkeleri olmak üzere bağışçıların temsili. İki taraf arasındaki güç ilişkisini göz önüne alarak, bir tarafın diğerinin neden olduğu bir olumsuzluk hakkında sunulan görüşleri dikkatli bir şekilde analiz edilir. Sözcük ve söz diziminin uyarlanması da dikkate alınır. Ek olarak, iki farklı metin tabanlı kaynak dilbilgisi özelliği açısından aktif veya pasif olarak gözden geçirilir; retorik ve edebi figürler, alegoriler, metaforlar, benzetmeler, deyimler; söylemler sırası ve söylemler arasındaki ilişki.

Alt kategori dökümü ile farklı söylemler bulduktan sonra, onlara açıkça destek veren alıntılar eklenmiştir. Yani, ilgili söylemlerin listelendiği yerde iki bağlam seti edinilmiştir; biri IOM basılı medyadan diğeri Daily Sabah haberlerinden.

IOM ve Daily Sabah tarafından temsil edilen üç ana bağlamın listelendiği bir matris oluşturulmuştur. Onları temsil etmek için üretilen söylemler her bağlama göre yerleştirilmiştir. Bu matris, IOM'nin basılı medyası ve Daily

Sabah gazetesindeki farklılıkları karşılaştırmayı sağlamıştır. Bazı söylemlerin birbirine paralel olduğu, bazılarının farklı olduğu ve bazılarının karşıtlarının olmadığı görülmektedir. Bulgular bölümünde, farklı söylemlere ve karşıtlığı olmayan diğer söylemlere odaklanılmıştır. IOM'nin entegre pazarlama iletişimi materyalleri ile ilgili olarak, söylemlerin uygulamalara yansması metinler arası analiz edilir. Farklı söylemlerin rasyonalize edilmesine dayanarak, entegre pazarlama iletişimi materyallerinin adaptasyonları konusunda aynı sebepler araştırılmıştır. Bulguların ilk bölümünde ortaya çıktığı gibi, IOM ile menfaat sahipleri arasındaki güç ilişkileri aracılığıyla nesnelerin yapısı incelenmiştir. Gruplarda kültürel geçmişe sahip fenomenler, farklı entegre pazarlama iletişimi materyalleri üzerine düşünülmesi yoluyla analiz edilmiştir. Grupların güç ilişkileri, bileşenlerin hiyerarşik düzeni ile gözden geçirilmiştir. Zaman içindeki değişiklikler, ekonomik lens vasıtasıyla grupların güç ilişkilerindeki değişikliklerle rasyonalize edilmiştir.

Bulgular, analiz doğrultusunda iki bölüm halinde sunulacaktır. Birinci bölüm, Daily Sabah Gazetesi ve IOM basılı medyanın karşılaştırmalı söylem analizinden IOM'nin bakış açısıyla çizilen söyleyiş kalıplarıdır. Suriyelilerin temsiliyle ilgili bazı söylemler Daily Sabah Gazetesi ve IOM kaynaklarında paralellik gösterirken, bazıları tamamen farklıdır. Söylemdeki farklılığın arkasındaki nedenler, IOM'nin küresel vizyonunu sürdürürken paydaşları ile olan ilişkilerini yönetmek için yaptığı iletişim stratejileriyle bağlantılıdır. İkinci bölümde, IOM'nin diğer entegre pazarlama iletişimi uygulamalarındaki söylemlerin şirketin tanınabilir resmi ile tutarlı bir şekilde yansmasını gösterecektir.

Daily Sabah Gazetesi ile IOM'nin basılı medyasını karşılaştıran kapsamlı bir söylem analizi sonrasında, Suriyelilerin temsiliyle ilgili bazı söylemlerin benzerlik gösterdiğini görüyoruz. Her iki basılı medyada da, Suriyelilerden insanlık, nitelikli, çalışkan insanlar, işgücü piyasasına dâhil olmak için büyük çaba sarf eden ve savaş bittikten sonra kendi ülkelerinde dönmek isteyen insanlar olarak bahsediliyor. Aksine, IOM tarafından üretilen bazı söylemler Daily Sabah haberlerinden farklıdır. Bu farklı söylemler, altta yatan nedenlerine göre bir model oluşturarak gruplandırılmıştır: 1) IOM'nin küresel

vizyonunu sürdürmek, 2) ev sahibi ülke ile ilişkileri sürdürmek ve geliştirmek, 3) bağışçılarla ilişkileri sürdürmek ve geliştirmek.

IOM, söylemlerini yukarıda listelenen üç nedene uygun olarak adapte etmektedir. Ayrıca, entegre pazarlama iletişimi uygulamaları da bu gerekçeleri izleyecek şekilde uyarlanmıştır. Bulguların ikinci bölümünde, yukarıda listelenen üç güdünün entegre pazarlama iletişimi uygulamalarına yansımaları üzerinde duracağım.

IOM'nin pazarlama uygulamaları, iletişime özel bir odaklanma ile mümkündür. Her ne kadar bu uygulamalar kâr amacı güden kuruluşlarda pazarlama olarak adlandırılabilir, IOM bunları iletişim uygulamaları olarak adlandırmaktadır. Küresel stratejileri yerel bağlama uyarlamak birçok organizasyonda uygulanır; bununla birlikte, göçün güncel bir konu olduğu Türkiye vakasında olduğu gibi çok hassas bir zeminde de uyum, kültür ve dilin ötesine geçerek her ayrıntıyı adapte etmeye kadar ulaşabilir.

Yabancı düşmanlığının küresel düzeyde yükselme trendi göstermesine rağmen, kendisini Türkiye Cumhuriyeti Devleti'nin sesi olarak tanıtan Daily Sabah Gazetesi yabancı düşmanı bir söylem içermemektedir. Aksine, Türkiye Cumhuriyeti Hükümeti, dünyanın en büyük göçmen ve mülteci nüfusuna ev sahipliği yaptığı için takdir edilmektedir. Benzer şekilde, hükümet yanlısı bir gazete, Van Dijk'in (2001: 355) güçlü grupların kamusal söylemi nasıl kontrol ettiğine ilişkin sorusuna cevap üretmektedir. Hükümetin Suriyelilere yaklaşımı, IOM'nin göç algısını değiştirme yönündeki görevini kolaylaştıran küresel vizyonu ile uyumlu olsa da, hükümetin IOM'nin ana bağışçılarından oluşan Batı hakkındaki olumsuz eleştirileri IOM için bir zorluk oluşturmaktadır. Dolayısıyla IOM, yalnızca ev sahibi ülke ve bağışçılarla olan ilişkilerini değil, aynı zamanda ikisi arasındaki ilişkiyi de göz önüne almalıdır. Tschirhart'ın (1996) kâr amacı gütmeyen kuruluşların paydaşlarına bağımlılığı hakkında savunduğu şey bir miktar geçerlidir. Bununla birlikte, bir kâr amacı gütmeyen kuruluşların paydaşların birbirleriyle ilişkisine bağımlı olduğunu göstermektedir. Dolayısıyla bağışçılar, ağır eleştiren bir ülkede çalışan bir kuruluşa finansal destek sağlamaya istekli olmayabileceğinden, IOM fonlarının

gerileme olasılığını dikkate almalıdır.

IOM'nin iletişim stratejilerini esas olarak üç sebep yüzünden uyarladığını gözlemliyoruz: Göçle ilgili küresel görüşünü korumak, ev sahibi ülkeyle olan ilişkilerini sürdürmek ve hükümetle olan ilişkilerini sürdürmek. IOM bu hedefleri optimize etmeye çalışsa da, bazen hedef kitlenin Arapça konuşan faydalanıcılar olduğu sosyal medyada Arapça yazılan metnin, gönderinin sonuna yerleştirildiğinde olduğu gibi dağılım dengesi bozulabilir. Donörün maddi sebeplerle etiketlendiği İngilizce dilinden başlayarak, bağışçılarla ilişkilerin sürdürülmesinin, Pecoud (2017)'nin argümanını destekleyen IOM küresel vizyonuna egemen olduğunu kanıtlıyor.

IOM yapısı üzerinde özel bir girişim gibi önemli etkiye sahip olan proje bazlı bütçe sistemi araştırmacılar tarafından hem eleştirilmiş hem de övülmüştür. Bazıları bu bütçeleme sistemini eleştirirken, Wunderlich (2012) sistemi IOM'yi BM Mülteci Örgütü'nden daha başarılı kıldığı için sistemi savunmaktadır. Bununla birlikte, , IOM'nin proje bazlı sisteminin IOM'ye hem avantaj hem de dezavantaj sağladığı için iyi veya kötü olduğunu tayin edilememektedir. Proje bazlı sistem, IOM'nin krizlere daha düşük bürokrasi ile müdahale etmesinde manevra kabiliyeti verirken, aynı sistem IOM'yi hem ev sahibi ülkeye hem de bağışçılara bağımlı hale getirmektedir. Bu bağımlılık, taraflardan birinin söz sahibi olmadığı başka bir ülkede eşit derecede olmayabilir. Ancak Türkiye'de, IOM bu ikisi arasında arabuluculuk yapmaya çalışmaktadır. Buna göre, Lavenex'in (2016) IOM'nin iş modeli hakkında önerdiğine ilişkin olarak, IOM bir alt yüklenici ya da uygulayıcı olarak değil, bağış yapan ile ev sahibi ülkenin arasında bir 'arabulucu' rolü üstlenmektedir.

Ev sahibi ülke ile bağışçılar arasındaki arabuluculuk IOM'nin onlara bağımlılığını arttırmaktadır. Bu bağımlılık, Nieuwenhuys ve Pecoud (2007) ve Schatral (2010) tarafından IOM'nin göçle ilgili sorunların altta yatan nedenlerini çözmediğini, ancak göçün sonuçlarına çözümler getirdiğini ortaya koyan argümanı rasyonalize etmek için bir araç sağlamaktadır. IOM'nin paydaşlarına bağımlılığı, onun devletlerin göç politikalarına katılmamasını ve onu her aktörün yaptığı pazar alışverişi alanındaki kendi çıkarlarını izlemeye

yönlendirmektedir. Gammeltoft-Hansen ve Sorensen (2013), IOM'nin 'göç endüstrisi' için ticari bir çıkarın olduğunu savunurken, IOM'nin kamu bilgilendirme ve iletişim departmanı, pazarlama olarak kavramsallaştırılabilen bu pazar değişiminin sürdürülebilirliği için görevlendirilmiştir.

Kamu Bilgilendirme ve İletişim Departmanı'nın görevleri, yerel hassasiyetleri takip etmeden sorumlu olduğu için, ev sahibi ülkenin dinamiklerine bağlı olarak büyük bir spektrumda değişiklik gösterebilir. Avrupa Birliği'nde veya ABD'de bir misyon, Cenevre'deki merkez tarafından sağlanan genel yönergeleri kolaylıkla uygulayabilirken, paydaşların daha sesli olduğu ülkedeki misyon, çok daha fazla faktörü göz önünde bulundurarak adapte etmek zorundadır.

Slater ve Tonkiss (2008), piyasa modellerinin toplumsal ve ekonomik yönetim söylemi üzerindeki etkisini tartışırken, bulgular, halk için çalışan kâr amacı gütmeyen kuruluşların bile, ticari çıkarlarını takiben piyasa modellerini yoğun bir şekilde benimsediğini ortaya koymaktadır. İsimleri, iş modellerinin yapısını yansıtmakla birlikte, pazardaki varlığını sürdürebilmek için bunu yapmak zorundalar.

Kâr amacı güden kuruluşlar ve paydaşları arasındaki değişim, pazar değişimi için çok önemlidir ve pazarlama uygulamalarının temelini oluşturmaktadır. Kâr amacı güden kuruluşların aksine, kâr amacı gütmeyen kuruluşların pazarlama uygulamaları, satın alma teşvikinin ötesine geçerek entegre pazarlama iletişimine ulaşmaktadır. Bu motivasyon için entegre pazarlama iletişimi uygulamalarında pazarlama perspektifi edinirler. Bu bakış açısı, kâr amacı gütmeyen kuruluşların yalnızca işlerini pazarlamakla kalmaz, paydaşlarla olan ilişkilerini de yönetmelerine yardımcı olur.

Bulgular, menfaat sahipleri ile ilişkileri yönetme motivasyonunun uluslararası bir kâr amacı gütmeyen kuruluşun entegre pazarlama iletişimi uygulamalarını şekillendirdiğini göstermektedir. Özellikle en baskın paydaşlar olan ev sahibi ülkeye ve bağışçılara bağımlılık, küresel entegre pazarlama iletişimi stratejilerinin yerel bağlamda uyarlanmasıyla görünür bir etkiye sahiptir. Bu bağımlılık, ticaret amaçlı olarak ev sahibi ülkeyle olan ilişkiye de bağımlı olan uluslararası B2B kuruluşlarıyla benzerlik göstermektedir.

Bazı kâr amacı gütmeyen kuruluşlar paydaşlarına bağımlılığını azaltmayı ve inançlarını cesaretlendirmeyi seçebilirler ancak marka değeri, itibarı ve farkındalığı, operasyonelleştirmenin ve kaynakların sürdürülebilirliği için temel taşlardır. Aksi takdirde, kâr amacı gütmeyen kuruluşlar, sınırlı bir zeminde faaliyet gösteren küçük bir organizasyon olarak kalabilirler. Bu nedenle kâr amacı gütmeyen sektör, aktörlerin varlıkları için piyasa modelleri benimsediği, pazarlama objektifleri aracılığıyla paydaşlarla olan değişim ilişkisini sürdürebilmesi için entegre pazarlama iletişimi stratejilerini uyguladığı ve bu stratejileri paydaşları göz önüne alarak uyarlayan rekabetçi bir pazar alanına yerleştirilen hassasiyetlerdir.

Retorik katkıların yanında, bu tezin metodolojik kısmı, eleştirel söylem analizinin kâr amacı gütmeyen kuruluşları incelemek için de geçerli olduğunu göstermektedir. Bir matris içerisinde sınıflandırılan söylemler aracılığıyla kâr amacı gütmeyen kuruluşlar ve paydaşları arasındaki iktidar ilişkilerini açıklamak için stratejik bir araç olarak kullanılabilir. Buna ek olarak, eleştirel söylem analizi, analiz sürecinde araştırmacıların refleksivitesini geliştirmeye yardımcı olur ve böylece içerdekilerin biyografik boyutlarıyla ilgili konuyu eleştirel bir yaklaşımla analiz etmesine izin verirler.

Appendix B

TEZ FOTOKOPİSİ İZİN FORMU

ENSTİTÜ

Fen Bilimleri Enstitüsü	☐
Sosyal Bilimler Enstitüsü	☒
Uygulamalı Matematik Enstitüsü	☐
Enformatik Enstitüsü	☐
Deniz Bilimleri Enstitüsü	☐

YAZARIN

Soyadı : MEHMETHANOĞLU

Adı : CEM

Bölümü : İŞLETME

TEZİN ADI (İngilizce) : ADJUSTING THE GLOBAL COMMUNICATIONS STRATEGIES TO THE LOCAL CONTEXT: A CASE OF A NON-PROFIT INTERNATIONAL ORGANIZATION IN TURKEY

TEZİN TÜRÜ : Yüksek Lisans ☒ Doktora ☐

1. Tezimin tamamından kaynak gösterilmek şartıyla fotokopi alınabilir. ☐
2. Tezimin içindekiler sayfası, özet, indeks sayfalarından ve/veya bir bölümünden kaynak gösterilmek şartıyla fotokopi alınabilir. ☐
3. Tezimden bir bir (1) yıl süreyle fotokopi alınamaz. ☒

TEZİN KÜTÜPHANEYE TESLİM TARİHİ: