

Executive Summary of “Turkey’s Communication on the Way to the EU Membership: The Case of TÜSİAD” Report

INTRODUCTION

A rapidly developing, dynamic country with its respectable past, unique cultural, historical, and natural heritage, strategic geographic location, and young population, Turkey aspires to enter among the most important economies and markets in Europe and in the world. Turkey has undertaken to accelerate its development on the path to full membership to the European Union, and as part of this union, to create value for the other member countries. Image management, which has a very important role to play in ensuring that Turkey takes the place it deserves in the world, is not an action that can be expected solely from the state due to its extensive scope.

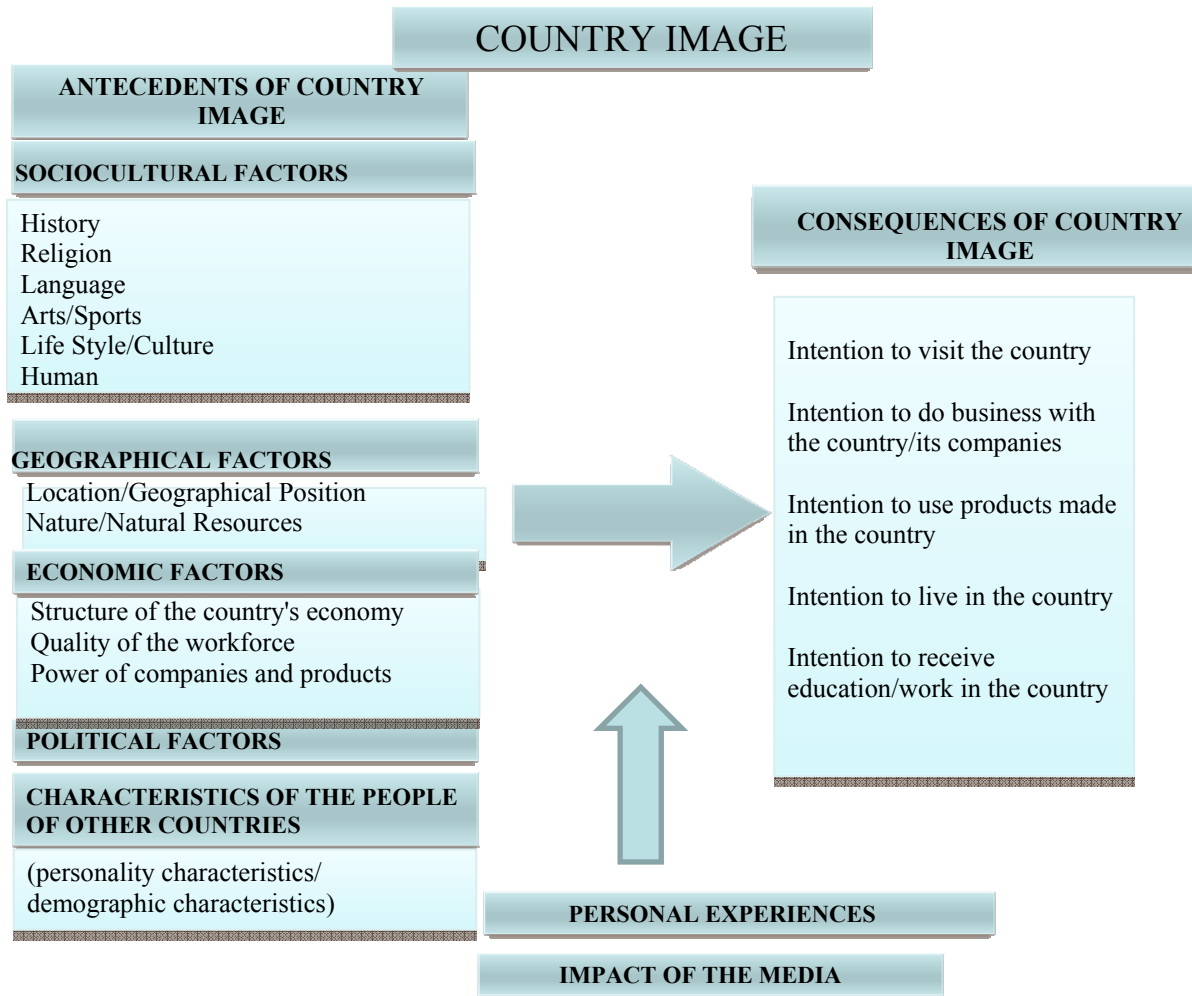
Aware of this important mission, the Country Communication Committee, established within TÜSİAD, has shaped its efforts with a view to informing the designated target audience and creating a positive perception of Turkey with the promotion efforts it has undertaken in France, Germany, and Brussels in the 2005-2007 period. This report compiles and analyzes the comprehensive activities carried out by TÜSİAD Country Communication Committee and presents information on the importance of country image, examples of country image management today, and Turkey's image. Furthermore, based on the conclusions drawn from TÜSİAD's experience of the last two years, suggestions are listed to lay the foundations for the communication efforts that will continue in the upcoming years.

I- IMAGE MANAGEMENT AND ITS IMPORTANCE FOR COUNTRIES

Simply put, image may be defined as the "set of meanings and beliefs formed by a person or a group on a certain concept, person or object." While the concept of image is mostly discussed and examined in relation to commercial products, it is observed today that the image of persons, institutions, cities, and countries also has an effective role to play in taking them to their targets and the importance of the concept of image management increasingly comes to the fore. It can be clearly observed that a positive country image provides countries with various economic, commercial, and political benefits and strengthens them even further in international platforms.

A successful image management and creation of a positive perception carry an increasing importance for Turkey in achieving its goal of full membership to the European Union. In addition to realizing concrete and lasting reforms on harmonization with the *acquis*, it is also imperative that the decision makers and public opinion in the EU member states are informed on Turkey and efforts are carried out to reverse the prejudices and negative perceptions attributed to the country among these elements. A coherent, continued and long-term image management strategy must be developed so as to direct the perceptions and behavior of the determined target audience and to change them in a way that would take them to the desired conclusions. This strategy should be emphasized upon and strengthened in all communications and activities carried out towards the public opinion in the EU member states; adopted by all stakeholders; and contain the most realistic, most competitive, most appealing strategic elements and values. Certainly, the most important element is that the main product, which constitutes the basis of this strategy, or the "country," is equipped with the characteristics and values in areas where it could make a difference and attain superiority. Another important point that should not be overlooked in image management is that this race is not a sprint but a marathon. To win, strength and stability are required as well as acting on a long-term perspective.

A summary of the factors that constitute the country image and their results is provided in the model below.



Source: Altınbaşak, İ. (2004) “Modeling the Constituents of the Image of a Country for the Determination of Priorities Related to Strategic Image Management: The Case of Turkey”, doctoral thesis, Boğaziçi University, İstanbul, Turkey

The country image is formed based on several of factors including the religion, language, history, traditions, customs and practices, commercial products, and economic and political structure of the country. The demographic and personality characteristics of the person who assesses the country also alter how s/he interprets the recently acquired or previously held information on the country. The impact of these independent variables on the country image may vary in light of the information obtained from alternative sources. Information gathered from opinion leaders and one's immediate environment as well as the news taking coverage in media play considerable roles on how the country image takes its shape. However, personal experiences of an individual with the country and its people stand out as one of the most important factors. The country image, formed as a result of all these interactions, determines the attitudes and behaviors individuals would develop on various issues in relation to that country.

As a result of the image they have, individuals would form their preferences on visiting or using the products of that country as well as investing or doing business, studying, working or living there. Therefore, the goal is to be able to manage the variables that constitute the country image in a way that

create a positive perception, and thus ensure that foreigners develop a positive attitude towards Turkey in the above-mentioned fields.

1.1 Country Case Studies

Every country has an image whether clear or ambiguous, positive or negative, consciously supported or naturally formed, and shaped either by the media, education, travel or the products and people of that country. Country images take shape in the course of the historical process and continue their development in different directions as a result of various factors. Since perceptions tend to be shaped around misunderstandings and prejudices unless countries work consciously on the issue, the negative impacts they may create in the short and long terms would be unavoidable. For this reason, many countries today revisit their current image and in light of the information they gather, engage in efforts towards advancing perceptions about them in the desired direction.

The following conclusions may be drawn from the image management efforts of the various countries examined:

- Coordinated efforts by the public, private sector, civil society and academic circles
- Selection of the areas of focus, a comprehensive target audience analysis, determination of the main strategy and messages.
- Engaging in efforts towards strengthening the "product" prior to the communication efforts in a way that renders the promise a realistic one
- Allocation of a large budget for the promotion efforts
- Conduct of regular research to measure the return and impact
- A long-term perspective

1.2 Perception of Turkey in Europe

The perception of the Turk was shaped throughout the centuries, during the era of the Ottoman Empire, which extended its borders in Europe to the gates of Austria in its heyday. Despite the important role Turkey played in the modern world after the foundation of the Republic, its rich natural, cultural, and historical heritage, and millions of Europeans who visit Turkey to see these, a host of misperceptions on Turkey and Turks based on the past still have an adverse effect on the image of our country.

Current surveys carried out today reveal¹;

- A common lack of information regarding Turkey
- The importance of the human factor in country promotion
- A failure to adequately promote even Turkey's rich cultural/natural heritage
- The impact of economic developments on the country image
- The importance of the promotion of Turkish women and youth in a secular, democratic Turkey.

Survey results indicate that most citizens of EU member states do not have a positive perception of Turkey.

¹Altınbaşak, İ. (2004) "Modeling the Constituents of the Image of a Country for the Determination of Priorities Related to Strategic Image Management: The Case of Turkey", doctoral thesis, Boğaziçi University, İstanbul, Turkey, Altınbaşak, İ. (2006) "The Effect of Prejudices on Turkey's Image: A Qualitative Study on the Case of the Italian Residents in Turkey, Bahçeşehir University, Faculty of Communication and Kent State University, The College of Communication and Information. The International Conference on Communication, Mass Media&Culture: "Freedom and Prejudice", Bahçeşehir University, İstanbul, Turkey, Anholt, S. (2005) "How the World Sees the World", Nation Brands Index, http://www.gmi-mr.com/gmipoll/docs/NBI_Q1_2005.pdf, Turkey Promotion Council Report Concept Summary, TS/DIS/05-60, Mart 2005

In order to be able to change this perception to positive, a communication strategy that;

- is informative,
- is capable of eliminating prejudices,
- demonstrates the advantages Turkey's EU membership would provide both parties with, needs to be developed.

II. TÜSİAD'S EFFORTS TOWARDS THE COMMUNICATION OF TURKEY

2.1. Strengthening Turkey's Image in Europe and TÜSİAD's Role

In Turkey's full membership process to the EU, in addition to the classical intergovernmental methods of diplomacy, participation of the civil society and citizens in this process and their establishment of good relations with their European counterparts and publics are highly important for the success of the accession negotiations. TÜSİAD, which enjoys close relations with its peer organizations, business world, media, and many decision makers in Europe, established the "Country Communication Committee" in 2005 with an objective of promoting and creating a positive perception of Turkey so as to support the country's journey into the European Union. Furthermore, a "Country Communication Fund" was created with the support of TÜSİAD members in order to provide the means to realize the planned activities.

Since 2005, various projects have been undertaken in France, Germany, and Brussels. Opinion leaders, business people, and members of the press in these countries have been invited to Turkey, meetings arranged with them in their country, and various activities organized to establish communication with the target audience in order to change the perception of Turkey in a positive direction.

2.2. Drawing Up the Strategy

When shaping its communication strategy, the Country Communication Committee determined the countries and the communication goals to be focused on by the chosen public relations firm.

Professional Support: After establishing its communication strategy, the Country Communication Committee decided to receive support from a professional firm to carry out the public relations efforts. Within this framework, among the bidding companies, public relations firm Hill & Knowlton was selected and activities were carried out together between October 2005-March 2007.

Target Countries: The most important element of the strategy is the target audience. It was decided that France, Germany, and Brussels, as the center of decision-making in the EU, would be primarily focused on the accession process to the European Union. Towards this end, communication efforts have been organized in the Paris, Berlin, and Brussels axis.

Objectives:

- To explain the importance Turkey's EU membership carries for both parties
- To eliminate prejudices by providing information
- To create positive visibility in the European media
- To demonstrate the "modern and European" aspects of Turkey and the Turkish people
- To become an important point of reference to which the European media could turn to regarding Turkey
- To convey the message that Turkey is a market with a great potential as well as a developed industrial country

TÜSİAD has also conducted surveys with foreign business people to determine the messages to be conveyed.

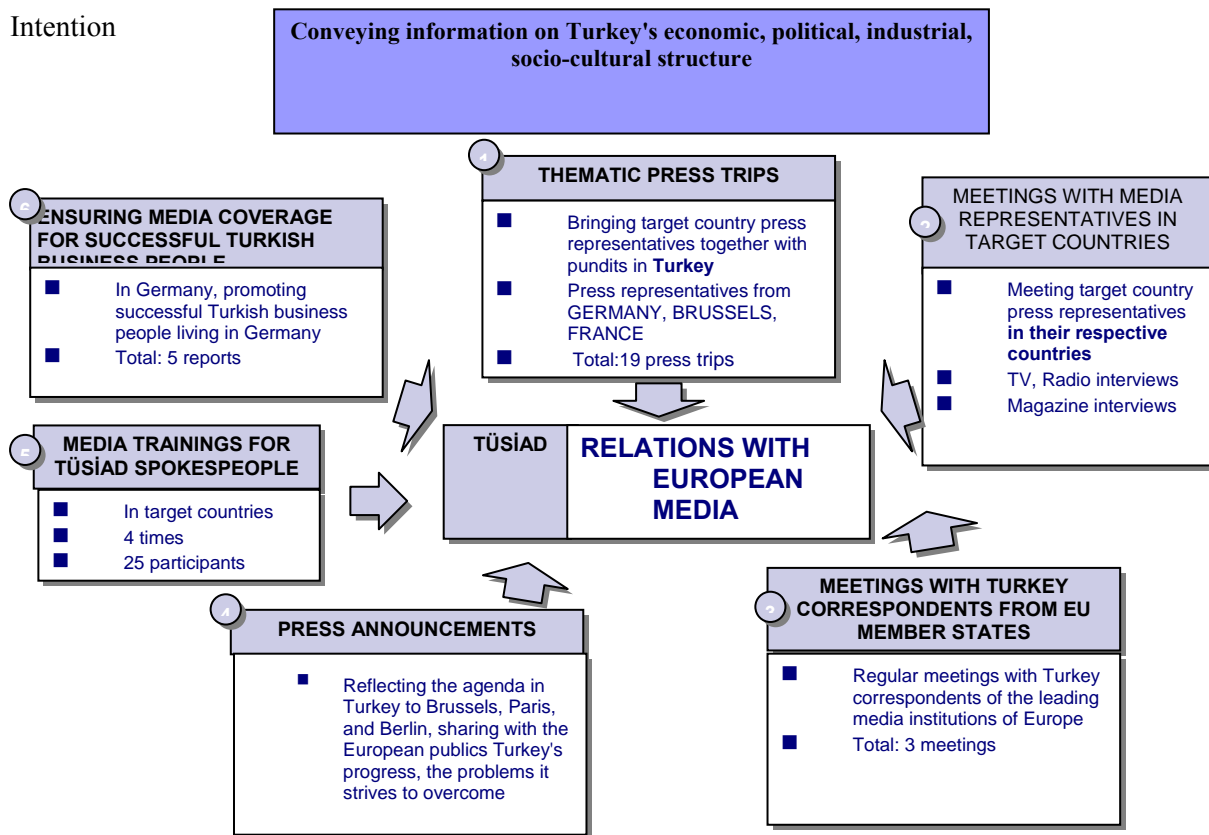
After an assessment of the guidelines underlined by the Turkey Promotion Council Report and other survey results, TÜSİAD has designated its targets as focusing on economics, politics, EU membership process, and socio-cultural (human factor-women, art) aspects.

III. TÜSİAD'S COMMUNICATION EFFORTS WITH A EUROPEAN FOCUS AS A NON-GOVERNMENTAL ORGANIZATION

3.1. The Promotion Tools and Methods Employed

TÜSİAD Country Communication Committee has shaped its intensive public relations efforts with a view to promoting Turkey within the framework of the above-mentioned goals. Within the scope of its public relations efforts, media relations, sponsorships, and special activities, it has undertaken to present Turkey to the target audience, obtain their support, and change their attitudes. Public affairs and lobbying activities, an important element of public relations, have also been given weight.

Intention



3.2. Conferences-Seminars

TÜSİAD Country Communication Commission has laid the foundations for an exchange of ideas by organizing seminars and conferences with a focus on Turkey. At these seminars, Turkey's political, economic, and social development as well as the problems encountered in these fields have been tackled while both introducing Turkey to the agenda and bringing together scientists, academicians, journalists, and business people to generate alternative ideas.

France

- October 27, 2005 - "Turkey's European Future" Seminar with the Centre D'Etudes Prospectives et d'Informations Internationales (CEPII)
- March 26, 2006 – "Turkey and Europe: The Debate in the Public Opinions in France, Germany, and Turkey" Seminar with the French Institute of International Relations (IFRI)
- June 26, 2006 – "Political Situation in Turkey: Illusions and Real Issues" Seminar with the European House (La Maison de l'europe)
- November 24, 2006 – "Turkey's Economic Outlook: Structural Changes, Perspectives in the Energy Sector" Seminar with the Centre d'Etudes Prospectives et d'Informations Internationales (CEPII)
- December 17, 2007 – "Turkey in Europe: Regional Perspectives for Macroeconomic Environment" Seminar with the Centre d'Etudes Prospectives et d'Informations Internationales (CEPII)

Brussels

- March 8, 2006 – "Women in Turkey: Improvements and Issues" Seminar
- March 8, 2007 – "Women in Turkey on the Path to the European Union" Seminar with the Women Entrepreneurs Association of Turkey (KAGİDER)

United Kingdom

- November 28, 2006 – Chatham House: Turkey Roundtable Meeting

3.3. Supported Projects

TÜSİAD Country Communication Committee has undertaken to contribute in Turkey's promotion and the development of its image in a positive direction by providing financial support and content to projects that are in line with its mission and fall within the framework of its country promotion activities.

- Financial support for the Turkey promotion activity of the Turkish students at the Brugges College of Europe in Belgium.
- DHL – Piyale Madra Campaign: The goal of the project, implemented with DHL Express, which has played a leading role in the development of transportation and logistics sector in Turkey, is to change the image of Turks in the eyes of Europeans. Works of renowned Turkish caricaturist Piyale Madra have been brought to 300,000 foreigners across the globe.
- Financial and logistics support for the “Prospects For Turkey-EU Relations: A Hot Autumn?” report drafted by Kirsty Hughes.
- Content support for Richard Lellouche’s book, “The Republic of Turkey: A Rising Star in Europe”
- Çimen Seymen – Sablon Barok Music Festival
- Support for the International Summer Camp: Ankara University School of Law

3.4. Turkey Week

"Turkey Week" (Turkey@Europe_Week) was organized on the first anniversary of the opening of accession negotiations, on October 3-5, 2006 in Brussels, Paris, and Berlin respectively, with a view to eliminating the existing prejudices in the French, German, and Brussels public opinions, which command considerable influence on Turkey's membership process to the European Union, and presenting Turkey in Europe in the best possible way.

High participation by the European and Turkish media marked the Turkey Week, which aimed at better familiarizing the EU public opinions with Turkey in its social, economic, and cultural aspects and to demonstrate that a dynamic Turkey would make a positive contribution in the EU. TÜSİAD members and top executives of the leading institutions in relevant countries also attended the activities, realized with the participation of the State Minister and Deputy Prime Minister Abdullatif Şener, State Minister in Charge of Foreign Trade Kürşat Tüzmen, and Minister of Justice Cemil Çiçek. Throughout the "Turkey Week," also supported with conferences, press conferences, exhibitions and concerts, press bulletins, and various printed materials; Turkey was successfully introduced to the agenda in Brussels, Paris, and Berlin.

The Turkey Week, which started on October 3rd in Brussels with a press conference realized with the participation of Chairman of the Board of TÜSİAD Ömer Sabancı and State Minister and Deputy Prime Minister Abdullatif Şener; continued its activities in Brussels with the conference titled "Global Challenges to Europe and Turkey," organized with the European Policy Center. The day continued with the opening of Ara Güler's photograph exhibition at the European Commission and the concert of Borusan İstanbul Philharmonic Orchestra at Bozart.

The conference "Global Challenges to Europe and Turkey" was organized in collaboration with the Innovative Politics Foundation (Fondation pour l'Innovation Politique) at the Turkey Week, which continued in Paris on Wednesday, October 4th. State Minister in Charge of Foreign Trade Kürşad Tüzmen and Chairman of the Board of TÜSİAD Ömer Sabancı attended the conference as speakers. After a conference, a lunch was organized where French Minister of Foreign Trade Christine Lagarde gave an address. At the Galerie UNIVER, the joint exhibition of caricaturists Piyale Madra (Radikal) and Jean Plantu (Le Monde) was opened. The activities in Paris were concluded with a concert of the Tekfen Philharmonic Orchestra at Eglise Saint-Roch.

Within the framework of the "Turkey Week" activities, which continued on Thursday, October 5th in Berlin, a meeting was held with the theme "Turkey's Integration Process with Europe and Turkish-German Relations" with the support of the Federation of German Industries (BDI) and the "German Marshall Fund." After the meeting, a press conference was held with the participation of TÜSİAD Honorary Chairmen Bülent Eczacıbaşı and Muharrem Kayhan as well as the Minister of Justice Cemil Çiçek. Afterwards, Mehveş Demiren's ceramics exhibition was opened at the Art Center. "Turkey Week" events ended with a concert by the Tekfen Philharmonic Orchestra at Konzerthaus am Gendarmenmarkt.

3.5. EU Countries Government Representatives and Communication with EU Officials

TÜSİAD Country Communication Committee and TÜSİAD members met in various meetings between 2005-2007 with government representatives, public administrators, and EU officials in France and Germany in order to share the topics in the agenda, inform them on the developments in Turkey, and strengthen the relations.

3.6. Media Analysis

News coverage on Turkey in the European press was examined in the first five months of 2006 as well as the following nine months (June 2006 – March 2007). During this last nine months, it was observed that the coverage on Turkey increased by more than threefold in France and Germany compared to the first five months.

Germany

It was observed that the number of both positive and negative article headings increased while the number of neutral headings declined. The rate of increase in positive headings in the German press was higher, albeit by a small difference, than that of negative headings.

Among the headings of coverage in Germany, the issue of EU membership maintained its importance while the issue of "Cyprus/Greece" moved up to the second place in the following nine-month period

from twelfth (among seventeen titles) in the first five months of 2006. The "Religion" issue maintained its place among the top four while the "energy" issue rose to the fourth place from seventeenth, demonstrating the importance of the issue.

Among the countries examined, Germany was the one that covered Turkey the most in its press, and the positive articles are generally noted to be related to energy, economic growth, and Turkish businesses in Germany. And the negative reports mostly concentrated on the issues of "EU membership," "religion," "Armenian genocide," "legal matters," and "reforms."

France

In France, as in Germany, it was observed that the number of neutral headings in the media coverage declined while the number of both positive and negative headings increased.

In the June 2006-March 2007 period, the "energy" issue emerged as the second most tackled issue in France as in Germany. The issues of "Armenian genocide" and "religion" maintained their position in the top five in both periods.

Positive reports concentrate particularly on the Turkish economy and Turkish-French business relations. "Armenian genocide," "Cyprus/Greece," and "EU membership" were among the top issues (particularly during the election period in France) assessed in a negative light.

Pan EU

The shift from neutral to either positive or negative headings in France and Germany were observed also in other European countries.

While the issue of "EU membership" was the most tackled issue in both periods, articles tackling "Cyprus/Greece" rose to the second place also in the media of other European countries. Topping all other headings covered in both periods were "Religion" and "Turkey's economic development."

While positive reports covered the "Turkish economy," "energy," "investment in Turkey," and "Turkish entrepreneurs," negative issues were noted as "Cyprus/Greece," "Armenian genocide," "human rights," "legal matters," and "reforms."

When the general tone of the reports in the press is examined, Hill & Knowlton's analysis reveal that the Pan-EU countries and Austria follow the same tendency with Germany while the general tone of reports in United Kingdom and Spain was closer to France in their negativism.

IV. ASSESSMENT AND SUGGESTIONS

As pointed out by the findings of a host of research, in order to achieve the objective of full membership to the European Union there is a necessity of developing a positive image of Turkey in the eyes of European public.

Successful examples reveal that as a multi dimensional concept, country image may be effectively managed only through cooperation among the civil society, private sector, academic circles, and public sector. With a view to contributing to the formation of a comprehensive cooperation that includes all parties and advancing towards the goal of membership to the European Union without any further loss of time, TÜSIAD has taken an important initiative in this field and established the Country Communication Committee and Fund to work on the promotion of Turkey.

Communication activities related to image management may be diversified and spread only to the extent of available resources. Here, human, time, and financial resources are meant by resources.

It is believed that the strengthening of the team which implements the communication efforts proportionate to the intensity of communication efforts will also be positively reflected on the diversity, efficiency, and pursuit of activities.

Moreover, *boosting financial resources* both by *ensuring broader participation within TÜSİAD* and by cooperation with other NGOs and governmental units will make it possible to reach broader masses with the activities.

It is believed that the impact of the messages, selected as economy, politics, EU membership process, and socio-cultural (human factor, women, art) fields will be boosted provided that they are;

- *aimed at reversing prejudices,*
- *based on facts,*
- *expressed openly and clearly,*
- *target oriented,*
- *inclusive of differentiating elements in nature*

4.1. Target Audience

TÜSİAD Country Communication Committee has planned to target the public opinions in Germany, France, and Brussels in its promotion activities. Opinion leaders, media representatives, and business people in these countries and the city have been contacted between the years 2005-2007, thereby ensuring the communication of important messages to the public opinions.

It is suggested that the communication efforts in the future should be extended also to countries such as *Spain, United Kingdom, and Italy*, where the politicians support Turkey's bid for EU membership but public opinions are either positive for the time being or negative. It is believed that it would be easier primarily in these countries to create a positive perception in the public opinion with the support of politicians and that the communication efforts would have a higher impact. Moreover, not losing the public opinions with positive views in the new EU member states should also be among the targets of the communication efforts. Departing from the fact that resources are limited and will be divided among the designated countries, it is believed that priority should be given to the countries where the highest impact is likely to be made. Therefore, it is suggested that concentrating the communication efforts within the framework of major events such as the "2009 Turkey Year" in France, where the attitude towards Turkey is very negative, will be more beneficial in terms of the efficient use of resources. It is suggested, on the other hand, that the activities in Germany and Brussels are maintained in the same direction and with the same intensity.

It is believed that the *European youth*, who will make up the leaders and decision makers of the future, need to be the *most important target audience* of the communication efforts. It is suggested that TÜSİAD enter into *cooperation with universities* in Turkey in order to carry out these promotion efforts.

4.2. Communication Management

In order to use in the most efficient way of the available limited resources, public relations methods that bring lower costs compared to other communication methods, and which are believed to be effective in helping TÜSİAD Country Communication Committee communicate its messages to the target audience, have been preferred and a diverse set of events carried out.

Departing from the idea that local agencies could have a better understanding of the perspectives, attitudes of the peoples of their country and act faster, it is suggested that TÜSIAD continue carrying out its country communication efforts hereafter with the *local agencies to be selected in each target country*.

The public relations agencies that would work with TÜSIAD Country Communication Committee should first and foremost be able to closely follow the important events and changes and boast strong contacts and relations with the media, opinion leaders and politicians in their country. After the *selection of the important events and activities* scheduled for the upcoming year in a particular country, it is suggested that activity plans, which shall be presented on a yearly basis again fed by an effective feedback mechanism, are shaped within the framework of a *dynamic, flexible* as well as a *proactive* approach. The approach suggested is looking out for opportunities rather than problem solving .

Another important issue regarding public relations efforts relates to *feedback*. With a view to measuring the impact as well as ensuring the sustainability and stability of the undertaken efforts, it is suggested that

- in addition to the public relations agency carrying out the activity, *a third company* regularly and rapidly *follows* and analyzes *the media, coverage*
- the subsequent activities of the public relations agency are directed through a feedback mechanism,
- the contracted public relations agency maintains communication with guests and participants of the organized activities also after the events and establishes a database accordingly,
- TÜSIAD members are informed through *regular reports*.

In addition to public relations events, it is believed that TÜSIAD may also engage in limited advertising activities within certain conditions. In particular, it is suggested that;

- In order to strengthen the messages planned to be conveyed, advertisements in which successful business people, politicians, opinion leaders will share their personal experiences (*testimonials*),
- Advertisements prepared for a certain period of time to *provide support for major events* are used through the *Internet, newspapers, and magazines that address the target audience*.

Another important communication method, which is believed to be effective, is *direct marketing*. Within the framework of a wide range of activities, contacts are established with the business people, media representatives, opinion leaders, politicians, bureaucrats, and local administrators in the target countries. Sustained communication should be ensured through the use of direct marketing techniques in order to make such relations long lasting and boost the permanence of the impact created within the scope of a certain activity. Sustaining a regular information flow through e-mail by making use of the Internet or through normal mail is deemed particularly beneficial.

It is deemed necessary that visual materials used in the communication efforts in different countries are integrated under a *common identity*. Further suggestions include,

- The development of TÜSIAD Country Communication Committee Magazine: Expanding the content of the e-bulletin prepared by the three Representative offices of TÜSIAD (Paris-Berlin-Brussels) is suggested. Furthermore, the different e-bulletins designed in order to provide information on Turkey for the target audience need to have a common identity (English-French-Germany).
- Creating a common visual data bank to be used by the TÜSIAD Country Communication Committee in promotion efforts,
- Adding a logo bearing the endorsement "We support Turkey's EU membership" in all TÜSIAD documentation as an indicator of the conviction and determination on the path to EU membership.

In the years to come, major events related to Turkey may be used as leverage to organize a broad variety of activities that would change the image of Turkey in a positive direction. Among these mega events, which are believed to address and have great impact on wide masses, the most important are

- 2009 World Water Forum (İstanbul)
- 2009 Turkey Year (France)
- 2010 European Capital of Culture İstanbul.

CONCLUSION

In this report, it is underlined in light of the findings of various surveys that the country image, which is effective in the progress of a country as well as its development of competitive advantage, needs to be managed professionally. The comprehensive and long-winded efforts undertaken by many countries to manage their image and to create a positive perception on determined axes, demonstrate that the concept of country image bears importance not only for developing countries but also for many developed countries.

Surveys show that Turkey is not known adequately and is assessed around prejudices on many issues. However, a positive perception of Turkey would create numerous economic, political, and socio-cultural benefits for every individual living in this country as Turkey develops and strengthens faster. Aware of the benefits it would be presented with once it reaches the EU standards, Turkey continues its march with determination towards its target of membership to the European Union. To this end, various domestic reforms should be carried out while simultaneously the most correct information on Turkey is communicated to the citizens of EU member countries in the fastest possible manner. No fact that could not be explained to and achieve credibility among the target audiences may provide a country with any competitive advantage. It is important to reverse negative prejudices and underline unknown values of Turkey through raising awareness and interest.

Aware of the importance of creating a positive perception of Turkey and of its responsibilities in such an undertaking as a non-governmental organization, TÜSIAD has been carrying out various communication efforts on Turkey in several European countries for the last two years under the leadership of the Country Communication Committee created within the organization. These activities, successfully carried out in line with the determined guidelines, have both ensured access to a high number of media representatives, opinion leaders, and business people and increased the country's visibility in the media. However, country image in all its aspects is a phenomenon too large to be managed for organizations on their own. Effective management of a country image and creation of benefits for all stakeholders may only be realized when the state, private sector, non-governmental organizations, and academic circles work in cooperation with each other. And at this point, it is extremely important for a successful country image management that the state assumes leadership, ensures coordination in the efforts that are underway and raises the needed resources.