
REFLECTIONS OF CORPORATE COMMUNICATION ACTIVITIES OF THE COMPANIES IN
TURKEY THE IN MEDIA: AN ANALYSIS PERTAINING TO THE
COMPANIES IN CAPITAL 500

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ABSTRACT

In this study, the communication practices that are influential in transforming organizations to corporate brand have been analyzed. Thus, there flections of corporate communication activities of the first 20 companies of total number 26 of selected companies in Capital 2011 list on the media coverage during last year have been examined with content analysis method. In this context, the first three newspapers with the highest circulation rate in Turkey had been selected as the sampling of this study. Corporate communication news about the most favored 20 companies in the newspapers with the highest circulation rate in 2011 was classified, and as a result, 15,824 news about those 20 companies were obtained. The newspapers in which these news appear most are respectively Posta, Hürriyet and Zaman. It can be inferred that there is not a direct relation between the number of the news and the enumeration the most favored companies. However, when the corporate communication activities of the respective companies with regard to their being most favored and reputable, a preponderance of organizational communication is noticed. In this respect, issue management, corporate advertising, relations with investors, social responsibility, internal communication and finally media relations seem to have been held. Organizational management is followed by the news on marketing communication.

Keywords: Corporate Communication, Communication Management, Stakeholder

TÜRKİYE'DEKİ KURUMSAL İLETİŞİM FAALİYETLERİNİN MEDYA YANSIMALARI: CAPITAL
500 DERGİSİNDEKİ ŞİRKETLERE YÖNELİK BİR ANALİZ

Öz

Bu çalışmada, örgütlerin kurumsal markalara dönüştürülmesinde etkili olan iletişim uygulamaları incelenmiştir. Buna bağlı olarak, kurumsal iletişim faaliyetlerinin yansımaları, Capital 2011 listesindeki toplam 26 şirketin 20'sinin medyada yer alma biçimleri çerçevesinde, içerik analizi yöntemi ile incelenmiştir. Bu bağlamda, Türkiye'de tirajı en yüksek olan üç gazete, bu çalışmanın örneklemini olarak belirlenmiştir. 2011 yılında tirajı en yüksek olan gazetelerde en beğenilen 20 şirkete ilişkin kurumsal iletişim haberleri sınıflandırılmış ve bunun sonucunda, söz konusu şirketlere ilişkin 15,824 haber toplanmıştır. Bu haberlerin yer aldığı, en yüksek tirajlı gazeteler, sırasıyla; Posta, Hürriyet ve Zaman'dır. Haber sayısı ile en beğenilen şirketlerin sıralanması arasında doğrudan bir ilişki görülmemektedir. Bununla birlikte, en beğenilen ve itibarı yüksek şirketlerin kurumsal iletişim faaliyetleri söz konusu olduğunda, bu şirketlerin ciddi bir örgütsel iletişim gerçekleştirdikleri görülmektedir. Bu çerçevede, konu yönetimi, kurumsal reklamcılık, yatırımcı ilişkileri, sosyal sorumluluk, örgüt içi iletişim ve medya ilişkilerinin ele alındığı belirlenmiştir. Pazarlama iletişimi ile ilgili haberleri, örgütsel yönetim konusundakiler takip etmektedir.

Anahtar sözcükler: Kurumsal İletişim, İletişim Yönetimi, Paydaş

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INTRODUCTION

In studies regarding corporate communication, theory and practice should go hand in hand. Academic research and studies always offer a more conceptual and global perspective. They provide general approaches towards events and propose general initiatives. On the other hand, practical applications entail more specific and particular practices that are based on short-term solutions and particular events. As a result, a correct communication practice is one that utilizes theory and practice correspondingly.

The socio-economic dynamics altering since then have not only forced the communication experts to re-consider their disciplines, develop new practices and search for new professions (issue management, corporate identity etc.), but also changed the communication process itself in many cases. This change has been from direct persuasion and propaganda to the model based on a more open symmetric dialogue between an organization and its environment.

At this point, the analysis of the historical powers shaping contemporary communication practices is a critical step to frame, comprehend and conceptualize corporate communication. In order to realize this, there are two dominant perspectives: strategic applications of corporate communication preceding the idea of corporate communication and the issues of management. Corporate communication is a managerial function used by organizations in a strategic and instrumental way. Communication practitioners should understand how they can recognize and solve the communication problems related to management and which corporate communication practices they can fulfil with regard to CEO and top management. Managers in all levels should know what corporate communication is and what its function really is. Therefore, they can provide the best medium for communication practitioners to achieve the best result. Powerful and esteemed organizations in society have realized the significance, capability and function of communication. In these organizations, public relations have also attained its majority. These organizations have followed the evolution of communication and immediately transferred the contemporary communication practices to their organizations. In some organizations; however, communication practices feel themselves valueless. Besides, how to benefit from those communication practitioners efficiently has not fully been understood. Their participation in decision making processes and their ideas in strategic issues are usually neglected. In such organizations, as CEO or top management cannot completely perceive the events around their corporations, they feel themselves powerless with respect to the issues related to the probable effects of environmental factors on the organization and the strategy they should assume to direct these effects negatively or positively.

Integrated corporate communication management includes all communication activities pertaining to internal and external target groups by taking the philosophy and vision of an organization into consideration. The activities involving corporate communication display differences with regard to organizational structures and functions. Application of corporate communication management effectively influences corporate image and reputation. The values that organizations reflect through their communication activities also affect the values of societies. In this sense, the media has an important function in the

transfer of culture and values. In fact, the media defines the reality in the social learning process and sets the agenda.

Corporate Communication Theory

It is known that there are three ways to use theoretical information practically.

1. Instrumental utilization: The instrumental utilization of theory is related to the traditional use of theory. It regards theory and research directly and instrumentally providing rationalist solutions to management and related problems. This use is quite rare in corporate communications, because the practitioner can apply only very few of these types of theories to practical actions without the need for interpretation or adaptation. As examples to this type of utilization, we can state physics and engineering praxes, because these offer information based on the process and its principles.

2. Conceptual utilization: In the conceptual utilization of theories, theory offers ideas, problem recognition and interpretive schemas to help the practitioners understand the problems of the real world. The effect of conceptual utilization is more indirect and pervasive than in instrumental utilization (Van Riel, 2007: 14-21). Instead of a direct and instrumental effect, a presently prevalent concept called integrated marketing communications has presented a metaphor or idea to be interpreted by communication practitioners within their corporate field and market. The concept of integrated marketing communications has allowed practitioners to direct their attention towards the connection between marketing communications in relation to strategic management and marketing functions. It has emphasized the mutual relationship between public relations and marketing functions, acting as a catalyzer that has fundamentally destabilized the enduring problem of far-sightedness in the advertisement industry.

3. Symbolic utilization: This is the utilization of corporate communication theory terms by practitioners for their symbolic and rhetorical values in order to legitimize their actions and satisfy senior management. For example, a presently popular concept, practitioners use 'reputation management' to some degree for its symbolic characteristics in order to build a reputation and move to a more senior and strategic position. When considered in general terms, the different utilization of concepts functions as a manual or guidebook for professionals to choose or determine the use of these theoretical concepts. Albeit a rather commonplace thought, the determination of the concepts' efficacy and validity depends on individual communication practitioners. As in many other problems regarding management, corporate communication does not contain 'correct' or 'incorrect' answers or principles. Consequently, practitioners should question theories and research, and decide for themselves how to implement these in daily activities (theoretically or symbolically).

Theory allows practitioners to constantly question and review their opinions and interpret the situations and experiences they had previously not been able to understand easily. This critical and reflective skill, which emerges out of the praxis for which theory constitutes the basis, not only allows professionals to understand the instrumental aspects of the job (regarding which activity results in which results), but also permits them to interpret

the larger economic, social and political contexts and understand the society reshaped and changed by these contexts (Van Riel, 2007: 14-21).

Integrated Communications

The communications system of an organization defines the multiple tactical and strategic communication instruments required to communicate with stakeholders, as well as the content of the message the organization wants to distribute via these communication instruments. It includes marketing communications, public relations, investor relations and employee communications. At the same time, it also entails the corporate communication methods formulated by the organization in order to affect the composition of subjects and the public discourse resulting from this composition. In the broadest sense, the initiatives frequently utilized by an establishment to display “social responsibility” and “good citizenship” define the communications system. These types of positive initiatives help an establishment to create a more welcomed and positive social environment in the establishment’s conduct of routine activities (Bae& Cameron, 2006: 145).

If a company has a good prior reputation, its philanthropic messages are interpreted as a mutually beneficial activity rather than being perceived as a self-interested activity. This mechanism will affect public attitudes toward the company.

Corporate reputation affects public perceptions toward corporate philanthropic messages and ultimately affects public attitudes toward the company. Corporate reputation can be defined as “a cognitive representation of a company’s actions and results that crystallizes the firm’s ability to deliver valued outcomes to its stakeholders. Good corporate reputation brings several tangible and intangible benefits to corporate business environments such as favorable media coverage. Managing the corporate opportunity platform and safety nets that originate with the external eye of beholders should be the main role of public relations practitioners” (Bae & Cameron, 2006: 145).

CRM is subsequently enough to cause public suspicion about a company having a hidden motive behind any prosocial activity. Sponsorships have also been considered a contaminated prosocial activity in terms of pure corporate philanthropy because sponsors have exclusive rights to promote their brand name in the sponsored event or activity, which increases the possibility for exploitation of valuable social causes (Bae & Cameron, 2006: 146).

When there is no clear or strategic harmony between them, the existence of multiple specialized information transmitters is a serious obstacle to generating consistent internal and external communications. Managers who work in different branches of the same company or managers in different geographical locations frequently find themselves at odds and create inconsistent impressions about the company and the product.

In situations where communication organizing is difficult, the image and reputation of an organization become jeopardized. For example, it is clearly bad for a corporation to have two completely conflicting messages within the same communication field during the same day. The corporate lynching suffered by these companies not only hurt their reputations,

but also revealed the systematic inconsistencies that arose in their communication systems.

Generally, three types of task based communication activities are observed in organizations. According to Van Riel these are categorized as management communication, marketing communication, and organizational communication.

The most strategic category is 'management communication,' which is related to the communication of an organization with its managerial segment and the communication between its internal and external stakeholders. The managerial segment entails all employees with the authority to access the important sources in the corporation and the authority to maintain these sources. In other words, the managerial segment not only involves senior management, but also the business units and branch supervisors at various levels. For example, the (managerial) speeches relating to decision-making and implementation prepared by managers with internal and external goals is regarded as part of strategic communications. When senior managers speak at conferences or lobby with policy makers in favor of the organization's interests, they present the organization's individualized opinion to more powerful political groups and thus, in addition to affecting public opinion on these matters, they contribute to creating prestige and reputation for the organization.

In order to support management communication, corporations in large part trust their specialists in organizational communication and marketing communications. In many corporations, marketing communications claim a large part of the budget and involve product demonstration, direct mailing, personal sales and sponsorship activities. These activities are more or less supported by 'organizational communication' and generally originate from specialists in public relations, community relations, investor relations, environmental relations, corporate advertising and employee relations.

Management communication becomes much more efficient when supported by marketing and organizational communications. This has two results: first of all, the managers need to be aware of their own abilities and limitations. Secondly, specialists in all fields of communications need to understand how they can support management with their own communications. In addition to their responsibilities as consultants to management, the specialists also have the responsibility to contribute professionally and critically towards achieving the organization's goals.

In recent years, other groups and roles have also been added to marketing and organizational communications. In many organizations, internal and external relations sections have begun to lose their historical monopolies. Regardless of whether this is a welcomed or unwanted situation, it is a subject that has not yet been illuminated. In practice, the field has changed and both public relations and advertising have been fractioning off into more specialized subgroups and roles. For example, the promotion mix aspects are generally under the responsibility of the marketing manager; consequently specialization carries less importance. On the contrary, increasing divisions in the field of organizational communication have resulted in far-reaching consequences in many organizations. The divided groups that work on organizational communications are usually responsible to

different managers and their activities are generally inconsistent. In addition to these, organizational communication is rarely directly proportional to outcome measurements geared towards brand appropriateness or sales increases. Generally it causes regional conflicts among groups that are difficult to reconcile.

Corporate communication includes three management styles. These are; Management communication, marketing communication, organizational communication (Argenti, 2007).

Management Communication

According to Nakra, manager's "do what it is to be done" discourse causes unethical conditions in the long term. These kind of applications cause unhealthy competition strategies (Nakra, 2000). Managers carry out the fundamental activities in organizations. In general, management is defined as "the execution of a job with the help of others." This definition entails planning, organization, coordination and control activities. Management is possible only with the consent of those being managed. In other words, it is very difficult to direct those who do not want to be directed. Consequently, one of the roles of the managers is to convince the junior employees of the organizational objectives' worth. For this reason, communication is one of the most important skills an administrator can possess to create consent about the organization's objectives (Nakra, 2000).

Management communication does not only concern the senior management. All levels need communication to achieve the following:

1. Development of the corporation's shared vision within the organization
2. Establishing and sustaining trust towards the organization's leadership
3. Mobilizing and managing the changing process.
4. Strengthening of employees' identification with the organization.

Various scholars of the field display quite a critical and even mocking attitude towards managers who experience efficiency and capability problems in communicating with their own employees and outside individuals. Simultaneously, more and more people are becoming convinced that managers' attention to communication has a strong bearing on the success of the management and the organization.

Although not all management levels need to establish communication, senior management has a special role in the organization's representation to its own employees and to related parties outside. The CEO has an especially important symbolic role as the organization's spiritual leader and is defined by characteristics akin to a hero. Even if senior management is very skillful in acting the part of the organization's symbolic leaders, communication is too important a subject to be left only to their discretion. Communication specialists are needed to increase the efficiency of the communication established by administrators. The task of these specialists is mainly to develop and execute projects designed to cultivate the opinions of outside shareholders or partners regarding the organization, as well as to increase participation from internal partners. It is important not to confuse the communication specialists' auxiliary role with that of the specialists occasionally invited

to generate specific organizational resolutions.

This type of a communication specialist quickly becomes a permanent specialist, causing the management to think that there is nothing left to worry about the issue. Naturally, the danger here is that it is pointless for one person (or branch) acting out of one position to solve an organization-wide problem. The resolutions that are supposed to target organizational problems do not relieve anyone with regards to their own communication positions; finding an educator only relieves the management of their educational responsibility (Allen 1977 qtd in Van Riel & Fombrun, 2007: 14-21).

Marketing Communications

Marketing communications first and foremost entail the sale of products and the communication methods that support services and brands. In marketing communications, there is generally a distinction between the promotional mix and public relations. Similarly, Gusseklo (1985) also draws a distinction between the corporate communications mix and the marketing communications mix.

Sponsorship is defined as the offering of sources (usually financial) by a corporation (sponsor) to support a promoter or individual to organize sports, art, cultural events or other events that will attract the public's attention in return for displaying its brand. In the promotional mix, the greatest part of the budget goes to individual sales and sales management. Its distinguishing characteristic is the relationship between the seller and the potential client. Consequently, it becomes easier to address the needs of the client, who is in the position of an individual. Personal sales entail "oral promotion within a dialogue conducted with one or more potential buyers with the goal to sell" (Kotler 1988 qtd. in Van Riel & Fombrun, 2007: 14-21).

Some scholars in this field regard marketing oriented public relations – "promotion/advertising" - as a tool for marketing communications. In general, the greatest part of a corporation's communications budget goes to marketing communications, and especially advertising. It is estimated that global advertisement costs in 2003 were around 262 billion dollars (*World Advertising Trends*, NTC, 2003). When such large sums of money are involved, a lot of information surfaces regarding the marketing communication's qualitative and quantitative characteristics, such as finances (i.e: advertising costs), target audiences (i.e: media consumption methods) and the relative performance of representatives (i.e: advertisement agencies). Many renowned international organizations and recognized journalists have dedicated themselves to the theoretical or practical aspects of marketing communications and while not an independent discipline, this subject that is included in the MBA program's marketing curriculum also attracts the interest of many academic circles. Marketing communication has had a place in Economy and Communications departments for years (Van Riel & Fombrun, 2007, 14-21).

Organizational Communication

Organizational communication entails public relations, community relations, investor relations, corporate advertising, environmental communication and internal communi-

cation. It displays four communication characteristics that form a heterogeneous group. In organizational communication management could reach various shareholders with investor relations, media relation, environment relation and corporate advertising (Nico-demus, 1997: 2).

- Organizational communication is directed towards shareholders, journalists of economy, investment analysts, regulators and legislators.
- Organizational communication has a long-term perspective and does not have a direct objective regarding the increase of sales.
- When compared with marketing communication, organizational communication applies a different type communication in which messages are more modal and exaggeration and ostentation are limited.
- Organizational communication is generally put into effect by outside participants. Outside pressures cause the divulgence of information that otherwise would not have been possible to disclose. Corporations significantly differ from each other regarding the adaptation of organizational communication to their own organizational structures. In many corporations, the most specialized organizational communication methods are organized by the external relations branch. However, a large part of organizational communication is developed outside of external relations. This situation emerges in specific areas of activity that require addressing some special shareholders and the use of a special communication method.

There are two preconditions that legitimize the establishment of a new communication branch outside the scope of external relations. The first is if a group of shareholders are strategically important for the corporation. Second is the importance of information development. For example, finance or human resources managers claim that a specific type of communication (investment relations, employee relations, etc.) would be developed better if placed in their field of activity.

Unlike the activities in marketing communication, in organizational communication there is a scarcity of concrete information. The budgets put aside for organizational communication are not as clearly defined as those in marketing communications. Finding out what sponsorship budgets and donations were spent on or explaining their outcomes - successes or failures - is quite difficult.

Consequently, the ideas and directives obtained from the theory can be useful only if they are integrated with what professionals have already known and believed. The practitioners who combine their practices with theory and research can have a reasonable explanation; in other words, they can understand an activity more comprehensively and can be reflective practitioners within processes. One of the advantages of being a reflective practitioner is to be able to transfer the possessed abilities to the others. Here, the important point is to be conscious of the conceptual understanding and abilities that are necessary in application and know how to adapt the actions according to changing situations instead of relying on trial and error method or intuition.

Theory enables practitioners to question and review their ideas as well as interpret the situations and experiences that they could not understand easily before. This critical and reflective ability emerging from the application based on theory does not only let professionals understand the instrumental aspects of the task, but also interpret more extensive economic, social and political contexts as well as comprehend the society that activities reproduce and transform (Cornelissen, 2004: 2). Moreover, with respect to the connection between public relations and culture, that critical and reflective ability spreads among practitioners through professional socialization and also determines the direction of communication practices.

Strategic management of corporate communication refers to an extensive corporate perspective in which communication is linked with integrated, more general and long-term corporate objectives instead of short-term tactics. It is the corporate perspective that enables us to consider communication more comprehensively, relate communication strategy with corporate strategy and objectives and locate it above communication management. It has made corporations realize that investing in not only the brands of their products, but also their own corporate profiles or identities is of great value for them. According to the new public relations theory, the public has the right to know about the details on corporate, financial and production issues. It gets meaningful as long as corporations are defined as contributors to public service. Again, according to this ideology, institutional revenues should be directed to the areas which are considered to be worth investing in. New ideology has increased the importance of corporate public relations (Olasky, 1987: 148-149).

Institutions are made up of the managers who make decisions by using both reasonable and intuitional processes. However, the decisions on corporate level are generally not made by a single manager, but include at least some of them. Definition and solution of problems involve several departments as well as a variety of perspectives. The decision making processes in a corporation are influenced by different factors, especially the degree of decisiveness and indecisiveness of the external environment apart from the internal structure of it. The most critical form of corporate communication is undoubtedly management communication. It is followed by organizational communication and marketing communication (Daft, 1998: 411). The communication in management communication is situated between managers and the internal and external target groups of a corporation. Management has the authority over the use of the key sources, including all employees. Management communication covers not only the manager at the top, but also the managers in various units and departments. When a top manager talks in a conference or lobbies towards law makers about a certain topic, he or she personally makes the presentation of an organization to powerful institutions; therefore, by directing the public discussion towards the respective issues, creates image and reputation in the name of the institution. In order to support management communication, corporations make use of marketing communication and corporate communication.

Marketing communication gets the lion's share of the budget in many cases, which includes advertisements for products, direct mail, personal selling and sponsorship activities. Or-

ganizational communication; on the other hand, supports these activities and generally embodies public relations, public affairs, relations with investors, environmental communication, corporate advertising and communication with employees. When sustained by marketing communication and corporate communication, management communication gets more effective. It bears two results: firstly, managers realize their own roles, capabilities and limitations within the communication process. Secondly, all experts in the field of communication can understand how they should support the management with their communication and assume roles pertaining to communication consultancy (Van Riel & Fombrun, 2007: 14). In many cases, internal and external communication departments have lost their historical monopoly over communication and both public relations and advertising have gradually been divided into sub-groups and roles by passing through a transformation in this field. For instance, in marketing communication, the elements of promotion are usually under the responsibilities of marketing manager. Thus, expertise is less consecutive. On the contrary, developing corporate communication includes more unreachable consequences. The sub-groups in organizational communication depend on different managers and the activities of these managers are usually inconsistent. Therefore, the department that is responsible for corporate communication management in an institution is the most uncomfortable one. This department directly refers to brand promotion, increase in sales and the competition among groups (Van Riel & Fombrun, 2007: 15).

Today, the increase in competition conditions and the difficulty to get out of the rivals have made the formation and maintenance of a positive corporate image even more important. Because corporate image is “the totality of the beliefs and opinions about an institution” (Dowling, 2001: 19) and has a vital importance for the positive progress of that institution’s life cycle.

AIM AND METHOD

In this study, the communication practices that are influential in transforming organizations to corporate brands will be analysed. Thus, the reflections of corporate communication activities of the first 20 companies of total number (26) of selected companies in Capital 2011 list on the media coverage during last year will be examined. This study is a case study pertaining to corporate communication research. Through the analysis, corporate communication studies have been categorized as organizational communication, management communication and marketing communication with respect to Van Riel’s classification, and the communication studies in each category have been evaluated separately. Reflections in press within the context of this study have demonstrated the preponderance of corporate communication studies. Corporate communication is the transfer of corporate identity to communication. The most significant methods of transferring identity and reputation is implemented through the media. Therefore, as the media in general and specifically the reflections in press are the important means to communicate with target groups, this study is assumed to put forth their activities referring to corporate communication.

According to the respective study, namely “The Most Favored Companies of Turkey, 2011”, the Project planning process of which began in August 2011 and the field study of which was conducted between August 15 and October 14, 2011 through online research technique, the criteria for an ideal Corporation in the business world are as follows: 35% product and service quality; 35,1% customer satisfaction; 30,4% being a reliable company; 23,8% quality and transparency of management; 22,6% novelty; 21,4% financial constancy; 20% employee satisfaction.

The most favored Companies have respectively been determined as: Turkcell, Garanti Bank, Arçelik, Koç Holding and Eczacıbaşı Group. Moreover, 8,500 managers were sent online questionnaires and 1,592 of them from more than 500 companies filled in and sent them back. The categories selected as a practice of management communications are: press meeting, annual report and crises communication. The organizational communication categories are: investor relations, corporate advertising, environmental communication, internal communication, media relations, issue management, social responsibility. Marketing communication categories are everything related with sales, online marketing, sponsorship and product or service advertising.

FINDINGS

The news on corporate communication issued in 2011 within the corpus of all news about the most favored 20 Companies in three newspapers with the highest circulation rate has been classified, and totally 15,824 pieces of news have been determined. The newspapers in which these news are issued most densely are *Posta*, *Hürriyet* and *Zaman*. Considering the distribution of news in the respective newspapers, the ratios appear to be quite close to each other. It has been found that the ratio of news on corporate communication of the most favored 20 companies in 2011 in the three newspapers with the highest circulation rate is 43,6%.

Totally 26 companies have been included in first 20 companies. As an example, while Coca Cola and Unilever are sharing the 6th range, Doğuş and Vodafone are also sharing the 11th range in the table. On the other hand Borusan and Ülker companies are sharing the 13th range and in the 16th range we can see both Turk Telekom and Pegasus. In the 18th range there are Mercedes and Shell and lastly IBM and LC Waikiki take place in the 20th range.

The number of the news items about Turkcell with regard to corporate communication is 647. Generally speaking, of 208 news about Turkcell issued in *Posta*, 87 of them are related to corporate communication and the ratio of these news is 41,80%. In addition, 56,90 of them are about organizational communication and 31,03% marketing communication and 12,07% is about management communication.

Of 243 news about corporate communication in *Hürriyet*, only 6,58% is on management communication and 52,67% is related to organizational communication. Additionally, 17,28% of them are about issue management. The ratio of the news on marketing communication; on the other hand, is 40,74%.

The number of the news about Garanti Bank is 602.557 news of the total number are about corporate communications. 87,87% of these news of 195 news in *Posta* about corporate communications is mostly about organizational communication and the least is the marketing communication with the percentage of 12,12%. The number of the news about this bank in *Posta* is 195. The number of the news in *Hürriyet* about the corporate communication of Garanti Bank is 193, and 61,65% of which is on organizational communication; 37,82% marketing communication. in the same way, 135 news in *Zaman* about corporate communications is mostly 68,88% about organizational communication and the least is about about marketing communication with the percentage of 31,11% .

The number of the news about corporate communication of Arçelik is 118. The distribution of the news in the respective newspapers is as follows: 18 in *Posta*; 54 in *Hürriyet* and 46 in *Zaman*. More specifically, 55,55% of these news in *Posta* is related to organizational communication and 44,44%, marketing communication. Likewise, 66,66% organizational management and 33,33% marketing communication in *Hürriyet*. These ratios are 60,6% for organizational communication and 39,13% for marketing communication in *Zaman*.

The number of the news on general corporate communication of Koç Holding is 453. The number of news about corporate communications for this holding is 207 in *Hürriyet*, 60 in *Posta* and 184 in *Zaman*. Following this order, 81,66%, 70,53% and 76,33% of the news are about organizational communication and similarly, 18,33%, 29,46% and 23,64 are about marketing communication. The number of the news on the corporate communication of Eczacıbaşı Holding is 215. Total number of the news about the corporate communication of the respective company is 110 in *Hürriyet*, 46 in *Posta* and 59 in *Zaman*. The ratios of the news about organizational communication are 28,57%, 62,72% and 72,88% and 36,36%, 34,78% and 25,42% on marketing communication.

Generally speaking, while the number of the news issued in the three newspapers about the corporate communication of Arçelik are 54 (*Posta*), 18 (*Hürriyet*) and 46 (*Zaman*), the number of the news about Koç Holding, Eczacıbaşı and Coca Cola, which, in fact, take place after Arçelik in the order of the most favored companies, are considerably higher. For instance, the number of the news about Koç Holding are 232 (*Posta*), 466 (*Hürriyet*) and 304 (*Zaman*) while these figures are 105, 122 and 62 for Eczacıbaşı.

It can be interpreted that there is not a direct correlation between the number of the news issued in the press and the order of the most favored companies. Therefore, there seems to be no concrete reason and result relationship between frequency of appearance in the press and the position in the list of the most favored companies. In other words, they are not the indicators of each other. However, considering the corporate communication studies of the most favored and reputable companies, organizational communication activities appear to be preponderant. in this context, issue management, corporate advertising, relations with investors, social responsibility, internal communication and media relations are mostly referred topics in the respective news. The news items on organizational communication are followed by the ones on marketing communication, which includes initially anything about selling and sponsorship. As a study related to corporate communication, the news about management communication; on the other hand, has the lowest ratio.

As far as management communication is concerned, press meetings and presentations of annual reports are noticed.

Of the 167 news about the Vestel Company, which is the 17th in the list of the most favored ones, 62 of them are related to corporate communication. Most of the news in *Posta*, specifically 70%, are about organizational communication. This ratio is 68.5% in *Zaman*, and 88% in *Hürriyet*. Most of the news about organizational communication with regard to Vestel is corporate advertisements. Furthermore, Mercedes appears to be the 18th with 394 news that have been issued in a year. However, only 62 of those news refer to corporate communication. The ratio of the news on organizational communications in the three newspapers is: 66.68% in *Posta*; 51,51% in *Zaman* and 82,6% in *Hürriyet*. Considering the news distribution of the above mentioned companies, it has been found that although the number of news about Mercedes is almost two times higher than that of Vestel, its position is much lower than that of the latter.

The company that has made the headlines most is Doğuş Group, which is the 11th in the list of the most favored companies. Of the 4180 news about this group, 2440 of them are related to corporate communication. Considering the ratio of the news about corporate communication, which has been issued in *Posta*, 47,05% of them is on organizational communication, including the relations with investors and corporate advertising. In addition, there has also been news about organizational communication in *Zaman* with the ratio of 66.6%. Again, 92% of the news on corporate communication in *Hürriyet* refers to organizational communication. Although most of the corporate communication news about Doğuş Group is related to organizational communication, a great deal of the organizational communication news is about relations with investors and corporate advertising. Regarding the other companies that have captured the headlines, Turkish airlines may posit an interesting example. Although 529 news items about Turkish Airlines, out of 1427, correspond to corporate communication, this company is just the 7th. Moreover, 62.9% of the organizational communication news in *Posta* is mostly related to issue management and corporate advertising. Furthermore, 61,37% of the corporate communication news in *Zaman* again pertains to organizational communication, including mostly social responsibility and corporate advertising. The ratio of organizational communication news in *Hürriyet* is 57,95% and it has been discovered that the issues of social responsibility and issue management are highlighted most. Moreover, with only 46 corporate communication news out of 1268, Türktelekom is the 16th in the list. As for Microsoft, 178 news items out of 1249 are about corporate communication activities. This company is the 12th among the most favored 20. Koç Group; on the other hand has the 4th standing the respective list and 453 news items out of 1002 about this company are about corporate communication. With respect to organizational communication, mostly the news about the relations with investors is noticed.

Regarding the distribution of news and the distribution of companies in the list of most favored ones, the higher rate corporate communication news, rather than the number of news, takes the companies to the upper levels of the list. Besides, considering the distribution of corporate communication news, it has been found that mostly the organi-

zational communication news about the respective companies is issued. In this category, the relations with investors and corporate communication news have the highest ratio.

IBM is the 20th in the list of the most favored ones and it is also the least referred company in the news. Of the 61 news items about IBM that have been issued in a year, 45 of them are related to corporate communication. The distribution of the organizational communication news about IBM in the three newspapers is as follows: 88,8% in *Posta*, 69,23% in *Zaman* and 78,26% in *Hürriyet*. As for the companies that share the last five standings, namely Toyota, Pegasus, Türktelekom, Vestel, Mercedes, Shell, Tüpraş, IBM and LCW, the most referred one in the news is Türktelekom. Interestingly, only 49 of the 1268 news items about this company is related to corporate communication. In addition, Türktelekom is the 16th in the list, which indicates the importance of the high ratio of corporate communication in news apart from the high ratio of the number of news.

CONCLUSION

This study intends to put forward different perspectives pertaining to corporate communication management as well as the ways to perceive it as a style of management. Likewise, this paper is a case study referring to corporate communication applications.

According to Van Riel and Fombrun, corporate identity is the way that a corporation evaluates itself; on the other hand, corporate image is the way it is perceived by the others. Corporate communication is a strategic means for corporate reputation management. The determiners of corporate reputation are the management characteristic of a company, the quality of products and services, financial perfection, the value of a corporation as a long term investment, the use of its sources, the responsibility towards the habitat and environment, novelty and the ability to be appealing to talented people as well as to develop and handle them. Individual and collective actions of a company form the identity of it.

Being one of the contextual points of corporate communication, collectivity is related to the competition among the individuals in society. In other words, it is the struggle of one to survive with regard to the others. Corporate communication is the symbolic and meaningful component of this competition. Therefore, it should be considered as an activity based on rivalry by both senders and receivers. The purpose of competition is to attain to organizational benefit. Corporate communication of many sectors has a bearing on dealing with the messages and working with their techniques. Although corporate communication is sometimes related to private actions, it is mostly a social activity. Corporate communication is the public relations of communication. Furthermore, it is the totality of the communicative relations of the societies aiming to consider the interests and benefits of different societies. Despite dealing with private matters, corporate communication is basically public.

Corporate communication should not only stress the development of an external image, but also the internal activities. These activities are not solely limited to focusing on functional tasks necessary to achieve the corporation's overall objectives, but require the

cultivation of a 'diagnosis and transformation' skill that would allow the employees to act together.

The responsibilities of corporate communication:

- Discovering the (corporate brand) profile of 'the corporation behind the brand.'
- Developing the initiatives that will minimize the discordance between the desired corporation identity and brand characteristics.
- Determining the division of labor in the field of communications.
- Clearly stating and implementing the most efficient methods to facilitate decision making about communications.
- Mobilizing the internal and external support behind corporate objectives.

Corporate communication news about the most favored 20 companies in the newspapers with the highest circulation rate in 2011 was classified, and as a result, 15,824 news about those 20 companies were obtained. The newspapers in which these news appear most are respectively *Posta*, *Hürriyet* and *Zaman*. Considering the distribution of the news, the ratios among these newspapers seem to be quite close to each other.

While the number of corporate communication news about Arçelik is 54 in *Posta*, 59 in *Hürriyet* and 46 in *Zaman*, the number of news about the companies which have a lower standing after Arçelik in the list of the most favored ones, namely Koç Holding, Eczacıbaşı and Coca Cola, is much higher. For instance the number of news about Koç Holding is 232 (*Posta*), 466 (*Hürriyet*) and 304 (*Zaman*) and these figures are 105 (*Posta*), 122 (*Hürriyet*) and 62 (*Zaman*) for Eczacıbaşı.

It can be inferred that there is not a direct correlation between the number of the news and the enumeration the most favored companies. Therefore, there seems to be no reason and result relationship between the frequency of appearing in the press and the standing in the list. However, when the corporate communication activities of the respective companies with regard to their being most favored and reputable, a preponderance of organizational communication is noticed. In this respect, issue management, corporate advertising, relations with investors, social responsibility, internal communication and finally media relations seem to have been held. Organizational management is followed by the news on marketing communication. Thus, initially the news pertaining to sales and sponsorship have been given. According to Nielsen and Thomsen, social responsibility is previously thought the responsibility of government. However the private organizations do their responsibility for all its shareholders.

There seems to be relatively less news about management communication, being one of the activities related to corporate communication. In this context, press meeting and presentations of annual reports have been given. It has been ascertained that the ratio of news on corporate communication of the most favored 20 companies in 2011 in the three newspapers with the highest circulation rate is 43,6%.

It should be noted again that IBM is the 20th in the list of the most favored ones and it is also the least referred company in the news. Of the 61 news items about IBM that have been issued in a year, 45 of them are related to corporate communication. The distribution of the organizational communication news about IBM in the three newspapers is as follows: 88,8% in *Posta*, 69,23% in *Zaman* and 78,26% in *Hürriyet*. As for the companies that share the last five standings, namely Toyota, Pegasus, Türktelekom, Vestel, Mercedes, Shell, Tüpraş, IBM and LCW, the most referred one in the news is Türktelekom. Interestingly, only 49 of the 1268 news items about this company is related to corporate communication. In addition, Türktelekom is the 16th in the list, which indicates the importance of the high ratio of corporate communication in news apart from the high ratio of the number of news. According to Soydaş, corporate identity reflects the business capacity of organization, management power, competition advantages and those elements increases the awareness of the specialties of organization (Soydaş, 2005).

Today, Turkey is trying to take a hold in several sectors in the market of the global system with its national and multi-national companies. In order to realize this objective, each company is making use of a variety of intrinsic communication strategies. The problem is that organization for corporate communication that companies have recently begun to adopt is perceived and applied in different ways. Therefore, companies differ about what corporate communication means, how it is perceived and what it comprises. This situation arises from not only their holding and evaluating the issue according to themselves, but also the differences in corporate structures. The reflections in the press within the frame of this study have put forward where the weight is attached in corporate communication studies. Corporate communication is the transfer of corporate identity to communication. One of the leading modes of transferring identity and reputation to communication is the media. Hence, as the media in general and more specifically, the reflections in the press are significant means to communicate with target groups, it has been thought that they will demonstrate their activities relevant to corporate communication.

As Van Riel and Fombrun (2007) suggested the integrated structure of corporate communication allows it to be correctly positioned for the educational field of interdisciplinary research and business. The education that has been offered for years under the title "business management" has taken a cursory approach towards communication and named such subjects with different terms and contents. University departments related to 'corporate communication' should not be specialized but integrated, focusing theory development and testing rather than skill development.

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