

## CURRICULUM VITAE

1. Surname: ARSIRAY
2. Name: Cigdem
3. Date of birth: 1962
4. Nationality: Turkish
5. Residence: Turkey
6. Education:

Institution	Degrees and Diplomas Obtained
Marmara University, Istanbul (1991-1993)	Completed graduate coursework for PhD in Organisational Behaviour
Bosphorus University, Istanbul (1989-1991)	M.A in Management
Lehigh University, Pennsylvania (1985-1987)	Transferred to Bosphorus University
University of Minnesota (1981-1985)	B.A. Business Administration and Economics (double major)

7. Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Turkish	Mother tongue		
English	1	1	1

8. Membership of professional bodies: World Wildlife Fund Turkey (Turkish Society for the Protection of Nature)
9. Other skills: High level of computer literacy including all MS Office applications; excellent communicational and presentational skills; highly experienced in the production of communication and visibility materials; dynamic university lecturer, trainer and facilitator; proven project management skills with a focus on capacity building, coaching and budgeting
10. Present position: Independent communication practitioner, trainer and facilitator
11. Years within the firm: 25 years professional experience
12. Key qualifications:

- More than 20 years of experience in communication and management for large to medium size organisations and EU funded projects
- Extensive experience in working with NGOs, local government, public and private / local and international organisations
- More than 10 years experience in responsible managerial positions
- Expertise in the design and management of communication tools including strategies, media and visibility campaigns
- Extensive knowledge of relevant EU legislation and practice.
- Excellent experience working with European Commission funded projects in a number of areas including: communications; gender and equality issues, civil society dialogue and environment (solid waste management and water) as part of the EU accession process
- Proven experience in monitoring, evaluation and follow-up of communication strategies
- Skilled in organisation and facilitation of large scale public, academic cultural events: seminars, conferences, workshops and press conferences
- Proven background in design, implementation and evaluation of different training programmes and related information and the communication materials
- Experience in capacity development and conducting socio-economic and communications surveys and detailed analysis

13. International Experience:

USA	Sep. 1982 – Feb. 1987
Turkey	June 1988 – ongoing
Serbia	October 2011
Netherlands	January-March 2011

## 14. Professional experience record:

Dates	Location	Company	Position	Description
04/2012- Ongoing	Dogubayazit, Turkey	IGIP (Lead), Cabinet Merlin, Artek  Team Leader Peter Nesteruk nesterukp@yahoo.com	Senior Short Term Expert: Project Communication Strategy	“Technical Assistance and Supervision for Doğubayazit Drinking Water Supply Project” (EuropeAid/129571/SER/TR) (Budget limit: EUR 3m) <ul style="list-style-type: none"> <li>• Development and implementation of Communication Strategy for the project</li> <li>• Design and implementation of detailed training needs and gap analysis</li> <li>• Capacity building for Project Implementation Unit</li> <li>• Development of communication / PR / visibility campaigns (and related budgets)</li> <li>• Coordination with local authorities and institutions</li> </ul>
02/2011- Ongoing	Three regions (East Black Sea, East, South-East), Turkey	Ecorys (Lead), Surkal, ITC-ILO, Sabancı University  Team Leader Zeliha Unaldi, zeliha.unaldi@uk.ecorys.com	Senior Short Term Expert: Training & Communications	“Technical Assistance for Empowerment of Women and Women’s NGOs in the Least Developed Regions of Turkey” (EuropeAid/126907/SER/TR) (Budget limit: EUR 3m) <ul style="list-style-type: none"> <li>• Design and delivery of NGO management training programs covering gender and equality themes throughout communication campaigns, PR, networking and project planning and management</li> <li>• Capacity building for women’s NGOs: coaching in design and development of local and national campaigns, preparation of materials and handbook on ‘Institutional Communication for NGOs’, implementation and evaluation of training (approximately 300 trainees)</li> <li>• Design and delivery of a series of targeted workshops on long-term campaigning, in three cities, for the NGO (women) sector</li> </ul>
11-12/ 2011 & 01 -03/ 2010	Istanbul, Turkey	SIPU International  Resident Advisor, Neslihan Ozgunes, neslihan.ozgunes@tacso.org	Senior Short Term Expert: Communication Strategy for Civil Society	“Capacity Building of the Civil Society in the IPA Countries and Territories (TASCO)” (Europeaid/127427/C/SER/Multi/5) (Budget limit: EUR 13.4m) <ul style="list-style-type: none"> <li>• Prepared Communication Strategy for Turkey</li> <li>• Supported media planning and media relations (press briefings, press training, media monitoring, press clipping service)</li> <li>• Designed and delivered of tailor-made training to project staff</li> <li>• Developed media strategy for Turkey</li> </ul>
10/2011	Belgrade, Serbia	Democratic Transition Initiative (Organisers) & Standing Conference of Towns and Municipalities	Participant and Chair	‘Pandora’s Container’, Pan-Balkan workshop on Integrated Sustainable Waste Management <ul style="list-style-type: none"> <li>• Chaired and coordinated a number of key working groups covering a number of issues including the role of minorities in waste management</li> <li>• Presented paper: “Road Map for Communication Strategy in Integrated Social Waste Management”</li> </ul>
07-08/ 2011	Istanbul, Turkey	Social Development and Gender Equality Policies Centre	Senior Communication Expert	Designed and delivered training on gender and minority issues in communication, PR, visibility and networking to young women from various NGOs
02-03/ 2011	Brussels, Belgium & Istanbul, Turkey	Association of Cities and Regions for Recycling and Sustainable Resource Management	Communication Expert	<ul style="list-style-type: none"> <li>• Designed (with other trainers) and delivered courses and tools on sustainable environmental issues (waste management) and communication.</li> <li>• Trainer and facilitator with a focus on marine litter (Horizon 2020 CBC programme)</li> </ul>
03/2010 – 03/ 2011	Gouda, Netherlands & Amasya, Bitlis, Kütahya, Turkey	IDOM (Lead), Royal Haskoning, UBM, Containment Quality Associates, Stoa Teknik Hizmetler	Senior Short Term Consultant: Communication Strategy	“Technical Assistance and provision of Supervision Services for the Implementation of Three Solid Waste Management Projects in Amasya, Bitlis and Kütahya, Turkey” (EuropeAid/126212/SER) (Budget Limit: EUR 6m) <ul style="list-style-type: none"> <li>• Produced project communication strategy</li> <li>• Developed performance indicators and reporting on implementation of strategy</li> <li>• Consulting on and developing Communication Strategy</li> <li>• Prepared and delivered communications training courses to approximately 1,000 trainees in three cities</li> <li>• Designed communications package: school materials, posters, handouts, stickers, billboards, short films, press releases, newsletters, social media, television, newspaper and radio interviews</li> </ul>

				<ul style="list-style-type: none"> <li>Developed community participation and visibility campaigns</li> </ul>
01/2009 - 11/2010	Izmir, Turkey	Urla Music Academy	Communications Consultant	<p>UMA is a non-profit organisation providing music education for talented students. UMA participates in musical events including master classes, chamber music recitals, performances, solo performances.</p> <ul style="list-style-type: none"> <li>Created new corporate identity for the organisation</li> <li>Produced communication strategy and visibility action plan</li> <li>Advised on increasing fundraising and sponsorship</li> </ul>
04-06/2009	Turkey	B&S Europe	Project Preparation Expert (Communication Strategy)	<p>Prepared Communication Plan for EuropeAid project bid (Women's and Children's Rights, Ukraine):</p> <ul style="list-style-type: none"> <li>Drafted communications section of bid</li> <li>Managed cooperation with NGOs, universities, schools and prospective stakeholders</li> <li>Produced Public Awareness and Sustainability sections of bid</li> </ul>
05/2008 - 03/2009	Bozcaada, Turkey	Ada Posta (Newspaper)	Communication and Marketing Consultant	<p>Ada Posta is a local newspaper and promotes the intercultural character of the island to the international and local inhabitants.</p> <ul style="list-style-type: none"> <li>Editorial support to journalists</li> <li>Developed a sales and advertising strategy;</li> <li>Managed marketing and visibility strategies, promotion activities and communication campaigns</li> <li>Supervised management and organisation of public promotional events and dissemination to the public</li> </ul>
09/2007 - 05/2008	Istanbul, Turkey	Kadir Has University	Corporate Communications & Marketing Director	<p>The university, which has the fastest growth rate in Turkey, specialises in social and cultural studies and has a successful communication strategy</p> <ul style="list-style-type: none"> <li>Planned and implemented national / international student recruitment campaigns (annual budget, EUR 1m)</li> <li>Managed a team of six full-time and 15 part-time staff. Trained and mentored team in communications and marketing</li> <li>Developed communications strategies for the University as part of the Rezan Has Art Museum international inter-cultural dialogue</li> <li>Managed national and international media relations for the University and museum</li> <li>Led the creation of a new corporate identity (including logo, font, emblem and slogan)</li> <li>Organised a number of national and international academic and cultural conferences</li> </ul>
09/2000 - 05/2007	Istanbul, Turkey	Bilgi University	Communication & Marketing Director, Coordinator of Adult Learning Centre	<p>Bilgi University, with over 15,000 students, is the main hub of culture and communications know-how in Turkey. The position involved a number of tasks:</p> <p>Teaching</p> <ul style="list-style-type: none"> <li>Lectured undergraduates on PR and advertising (two courses per academic year)</li> </ul> <p>Marketing and Communications</p> <ul style="list-style-type: none"> <li>Developed and managed the Bilgi University brand (annual budget of EUR 1.5m)</li> <li>Managed and trained a team of 20 full-time, 25 part-time staff and 50 volunteers</li> <li>Developed and delivered annual communication and marketing strategies</li> <li>Coordinated international and national student recruitment</li> <li>Tracked and monitored media exposure and developed key messages</li> <li>Managed NGO and media relations resulting in publication of close to 550 broadsheet pages (251,323 column / width) and 240 television hours in an academic year (in both cases, an 8-fold increase over 2000)</li> <li>Conducted fundraising for Corporate Social Responsibility activities and negotiated significant sponsorship from HP, IBM, Hürriyet, Nike, Sabah, ATV</li> <li>Managed media buying and advertising program: organise all billboards, television, printed and internet social media</li> </ul>

				<ul style="list-style-type: none"> <li>Supervised communication components of all EC grants obtained (several EURm/yr)</li> </ul> <p>Conference Management</p> <ul style="list-style-type: none"> <li>Organised approximately 220 international &amp; national conferences per year</li> </ul> <p>Education Management/Adult Learning Center</p> <ul style="list-style-type: none"> <li>Managed 85 adult education workshops annually (certificate programs for professionals), 600 in total. Increased enrolment from 300 to 10,000 participants.</li> </ul> <p>Call Center</p> <ul style="list-style-type: none"> <li>Established a tailor-made call center unit for the university (first of its kind in Turkey) with 400 phone calls answered daily (high season) and 50,000 emails / week</li> </ul> <p>E-MBA programme</p> <ul style="list-style-type: none"> <li>Established marketing strategy for Turkey's first online MBA, organised student recruitment, coordinated media relations.</li> </ul>
02-09/2000	Istanbul, Turkey	D&R (Hürriyet Media Group)	Marketing Director / Website Design	<p>Turkey's largest media and publishing Group, consisting of newspapers, TV channels, magazines, book and entertainment stores (D&amp;R).</p> <ul style="list-style-type: none"> <li>Established online marketing &amp; sales strategies (one of the first online bookstore sites in Turkey).</li> <li>Managed design of website (working closely with web designers, content providers and advertising agency)</li> </ul>
12/1995 - 01/2000	Istanbul, Turkey	Sabah Media Group	Deputy General Manager	<p>Turkey's second largest media and publishing group (newspapers, television, magazines and books)</p> <ul style="list-style-type: none"> <li>Created special marketing and sales strategies for some of the first online newspapers &amp; magazines, establishing successful monthly revenue flow</li> <li>Strengthened public awareness of the brand and products</li> <li>Designed long-term strategic research projects</li> <li>Director of Electronic Media Marketing</li> <li>Set up marketing and sales departments and developed strong media and public relationships. Created the first internet advertisement banner sale in the country.</li> <li>Advertising Manager, Newspaper - planned advertising and sales strategies (reporting directly to the General Manager of the group)</li> </ul>
06/1992 - 11/ 1995	Istanbul, Turkey	DHKD (Society for the Protection of Nature – now WWF)	Public Relations & Fundraising Manager	<ul style="list-style-type: none"> <li>Conducted fund raising and financial planning and developed implementation strategies for conservation activities.</li> <li>Developed sound sponsorship and donor portfolio &amp; built member support system.</li> <li>Managed PR and visibility campaigns</li> <li>Established and trained team of 75 volunteers</li> </ul>
11/1990 - 06/1992	Istanbul, Turkey	Creative Publishing	Public Relations and Advertising Director	Directly involved in the execution of advertising strategies, forming a strong relationship with media.
06/1988 - 11/1990	Istanbul, Turkey	Finansbank	Account Officer, International Department	Constructed a network of international correspondent banks & credit lines within a highly competitive market

15. Other relevant information: publications/conferences etc:

Paper/poster presented at 'ISWA World Congress 2012' (road map for a waste management communication strategy), Florence, Italy	2012
Author: Handbook for NGO Management in Institutional Communication (EuropeAid/126907/SER/TR)	2012
Co-Author: Handbook; Road Map for Communication strategy for ISWM.	2012
Guest Lecturer: Bosphorus University, Istanbul Technical University and Istanbul University	2000- 2007
Guest Speaker: career consultancy at various Secondary Schools throughout Turkey (Robert College Istanbul, Izmir American, TED Ankara etc)	2000 – 2007
Teacher: Birkan Yetkin College, Istanbul -Taught business English to the executives of selected companies.	1989-1993
Reporter: Photographer Weekly and monthly publications in USA and Turkey	1985- 1992