ATTRACTING AND PRE-INTEGRATING MIGRANTS USING DIGITAL MEDIA IN THE LOCAL LABOUR MARKET

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ABSTRACT:

Multilevel migration management is, in the face of current negligence, a postulated management activity on many territorial levels: transnational, national and local. This process requires the intertwining of various spheres – public and private, internal and international. This kind of management is designed to define the dynamics of management and eliminate the barriers of the decision-making system, understood physically – as the boundaries of administrative units, and functionally – as political constraints. Growing deficits on the local labour markets require the state's activity and taking targeted action in municipalities aimed at attracting and integrating immigrants. With the use of all tools available, especially digital media, territorial marketing and the resulting marketing communication can play a key role in this process. The main objective of the present study is to reflect on the problem of how to use digital media in order to acquire and integrate migrants into local labour markets. The article has the character of theoretical considerations. According to the author's view, it is possible to conduct pre-integration of migrants even at the moment when they are still in their native country, during the period of making the decision to leave.

KEY WORDS:

immigrants, labour market, local government, marketing communication, migration, municipality management, territorial marketing

1 Introduction

Local government units, while conducting an active policy towards entrepreneurs, should be aware of the shortages of employees on local labour markets. The management of migration and integration of immigrants is a complex process, because spatial and process relations create a complex network of connections.[1]

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1   MATUSZ-PROTASIEWICZ, P.: *Wielopoziomowe zarządzanie migracjami. Rola Europejskiego Funduszu na rzecz Integracji*

The postulate of the necessary immigration management, also at the level of local government units, appeared, among others, in the adopted position on the integration policy (immigration policy) of the Convention of Marshals of Voivodeships of the Republic of Poland (7th June 2019): *"Poland needs a far-sighted, coordinated, multi-level and effective integration policy, which will be developed and implemented not only by state administration but also by local government units, social and economic partners, civil society organisations, academia and immigrants themselves."*[2]

The state strategy in the area of migration should be transferred to regional and local government structures. K. Iglicka, who advocates seeking benefits for the country from the presence of migrants, points out the need to treat migration management as a challenge for regional policy. The rationale behind this thought is the commitment of regional government authorities to act for the development of the region, i.e., the optimal use of its resources and enrichment. K. Iglicka treats comprehensive migration management as necessary and urgent to develop elements of the country's foreign and economic policy.[3] One of the contexts for justifying the transition of processes to the regional level is that most of local population movement in search of a new job takes place there. Hence the importance of the state of the regional labour market. At the macroeconomic level, migration is traditionally considered an essential element of the labour market.[4]

According to the theory of M. J. A. Penninx from the University of Amsterdam, three forms of decentralisation of the migration management process are possible in a country with a long-standing migration experience so that they have a place in the decision-making process of local government. The first of these is the decentralisation of the content of integration policies. It follows that the integration framework defined at the state level should be flexible enough for local government authorities to implement local migration strategies. The second form of decentralisation should define the tools, especially financial tools, necessary for their implementation. It is needed to decentralise instruments, financial means, and budgets without decentralising migration policies. The interdependence of the two forms described is obvious. An example is the reform of Dutch Civic Integration Courses introduced by Minister R. Verdonk, which increased the state's competence in setting priorities for integration while obliging local authorities to put the courses out to tender on the open market.[5] The third form of decentralisation is related to evaluating policies and the resulting guidelines for migration management. It is necessary to distinguish between two forms of evaluation: evaluation of the presence (or absence) of integration policies, and assessment of the content and priorities of integration policies. Control over the former should remain at the state level, regardless of the extent of decentralisation of content and tools. This ensures that municipalities implementing integration and adaptation of migrants do that effectively.

Unlike migration that is not driven by municipal expectations of migrants, these processes are more accessible. A carefully planned and implemented monitoring system is needed for the content of decentralised integration policies. Local managers can only become fully accountable for their actions by establishing monitoring and evaluation mechanisms oriented to local priorities, goals, and measures. The condition for effective policy implementation is equitable support for municipalities with decision-making processes minimised in subjective factors. The raised issues, given the challenges of late modern times, indicate the following guidelines:

· Governance and state structures face a new challenge of diagnosing demographic and labour market problems;

· Municipalities require flexible guidelines for implementation of migration programmes;
· It is necessary to equip municipalities with the necessary instruments;
· Monitoring of processes and their effects is an essential element;
· Migration management takes place mainly at the decision-making level of local government units.

The analysis of the Polish literature concerning economic migration showed a lack of publications and academic research indicating, in descriptive and prescriptive terms, how to develop local migration strategies consistent with the national migration strategy. Furthermore, the analysis showed a shortfall of studies demonstrating how to build marketing strategies within territorial marketing, including strategies aimed at attracting immigrants who will fill labour shortages. A particularly important aspect of this process is properly implemented marketing communication, with the widest possible use of available tools. Without it, sensible acquisition of foreigners and their integration will be severely hampered.

The considerations below have a theoretical dimension. The author presents the assumptions of his own concept of the process of the initial integration of immigrants, preceded by targeted activities to attract them to foreign labour markets. The proposed action, which is part of the concept of territorial marketing, is aimed at offering a product (which is the local labour market) to potential migrants. This process is simultaneous with the integration, based on directing deliberately prepared content through digital media tools. The presented proposal may be an inspiration for discussions on innovative forms of attracting, acquisition and integrating migrants to stabilise local labour markets.

2 Management of Migration as a Determinant of Systemic Solutions to Problems of Labour Shortages

The term "migrant" appears in EU documents, e.g., in the *Commission and OECD Present Report on the Local Integration of Migrants*;[6] however, in the documents describing the migration crisis an identification distinction is made, which is illustrated, for example, in the document of the European Commission called *Joint Communication to the European Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions: A Partnership for Democracy and Shared Prosperity with the Southern Mediterranean,* which claims: *"In 2016, a record high number of refugees and migrants tried to reach European shores throughout the central Mediterranean."*[7] Voluntary migrants must be distinguished from refugees who have left their country for fear of persecution.[8] However, it cannot be denied that the current wave of migration will result in migrants' presence on the labour markets in the short or long term, hence the need to create a new kind of thinking about the processes taking place and their consequences. "Migration", as opposed to "exile", is characterised by freedom of choice.[9]

The term "migration management" appears in the descriptions of international migration. One example is the work of the *International Organisation for Migration* (IOM) Country Office in Croatia, which is to provide timely and reliable services for persons who require migration assistance, in close cooperation with the government and other stakeholders, while preserving the dignity and rights of the migrating populations: *"On 23rd November 1993 Croatia became an IOM Member State. Since then, the IOM Country Office in Croatia*

Obywateli Państw Trzecich w kształtowaniu polityki integracyjnej w Polsce. Wrocław : Prawnicza i Ekonomiczna Biblioteka Cyfrowa, 2014, p. 20-21.
2   *Konwent marszałków. Samorządowcy spotkali się w Gdyni, by porozmawiać m.in. o migracji.* [online]. [2018-05-05]. Available at: <https://samorzad.pap.pl/kategoria/archiwum/konwent-marszalkow-samorzadowcy-spotkali-sie-w-gdyni-porozmawiac-min-o-migracji>.
3   See: IGLICKA, K.: *Powroty Polaków w okresie kryzysu gospodarczego. W pętli pułapki migracji.* Warsaw : Scholar, 2010; IGLICKA, K.: Zarządzanie emigracją – Wyzwania dla polskiej polityki zagranicznej i gospodarczej. In *Raporty i analizy – No. 1/10.* Warsaw : CSM, 2010, p. 1-21; IGLICKA K., KAŹMIERKIEWICZ P., MAZUR-RAFAŁ M.: *Zarządzanie migracją. Przypadek i doświadczenia Polski w odniesieniu do dyrektywy Komisji Europejskiej.* Warsaw : CSM, 2003.
4   PRZYJMAK, W., GOŁUBNYK, O.: Zarządzanie migracją ludności poprzez wpływ na czynniki społeczno-gospodarcze. In *Zeszyty naukowe WSOWL*, 2011, Vol. 162, No. 4, p. 360.
5   PENNINX, R.: Decentralizacja polityk integracyjnych: Zarządzanie migracją w miastach, regionach i społecznościach lokalnych. In *Laboratoria integracji: Obserwacje i notatki praktyczne.* Gliwice : ZW Chempress – SITPChem, 2010, p. 25-26.
6   UNHCR: *Uchodźca czy migrant? Tłumaczymy różnice i wyjaśniamy ich sens.* Released on 5th September 2012. [online]. [2018-05-05]. Available at: <http://www.unhcr.org/pl/365-plwiadomosci2016uchodzca-czy-migrant-tlumaczymy-roznice-i-wyjasniamy-ich-sens-html.html>.
7   KOMISJA EUROPEJSKA: *Sprawozdanie Komisji Dla Parlamentu Europejskiego i Rady.* Brussels : JOIN, 2019. [online]. [2019-10-06]. Available at: <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2019:0037:FIN:PL:PDF>.
8   UNHCR: *Uchodźca czy migrant? Tłumaczymy różnice i wyjaśniamy ich sens.* Released on 5th September 2012. [online]. [2018-05-05]. Available at: <http://www.unhcr.org/pl/365-plwiadomosci2016uchodzca-czy-migrant-tlumaczymy-roznice-i-wyjasniamy-ich-sens-html.html>.
9   UNHCR: *Uchodźca czy migrant? Tłumaczymy różnice i wyjaśniamy ich sens.* Released on 5th September 2012. [online]. [2018-05-05]. Available at: <http://www.unhcr.org/pl/365-plwiadomosci2016uchodzca-czy-migrant-tlumaczymy-roznice-i-wyjasniamy-ich-sens-html.html>.

has actively contributed to the migration management efforts and alignment with EU standards, in close cooperation with national counterparts, by providing a gap analysis between national migration laws and the EC acquis."[10]

Migration management also encompasses establishing frameworks to strengthen tolerance and prevent discrimination, which should be the values leading to urban prosperity and expansion. It requires a common understanding that openness to migration processes, their anticipation and organisation may contribute to the growth of competitiveness of the municipality, acquiring know-how and absorption of new competence, necessary demographic strengthening and extension of cultural competence.[11] Social support, in the absence of which the assimilation/integration of migrants will not be possible, is particularly important for effective migration management. The specific needs of migrants must be taken into account in this process. It is necessary to adapt the activities of various institutions and organisations whose synergy covers all areas of social life in an arranged and modifiable way. An inseparable element of migration management is the integration process in which it is desirable to include representatives of the migrant groups themselves. Assistance from higher government ranks, in accordance with the principle of subsidiarity, should be provided with support by the rational mobilisation of public services or institutional intervention.[12]

Employment issues are among the most difficult current problems. A common approach to labour, as it is reflected in academic publications, has always constituted the basis of "social integrity". This, in turn, enabled the social integration of the population. It was believed that in almost all economically developed countries unemployment increased despite the availability of various forms of labour. In the most illustrative description, the prognosis for the future was worded as *"the end of the society based on full-time employment"*.[13]

Observing the European labour markets in developed countries, one can risk a claim that there is a trend in which the labour market is becoming more and more the market of an employee and less, compared to the previous situation, the market of an employer. It is also conditioned by demographic issues, which need to be counterbalanced, according to the views of many experts, by the presence of foreigners in a given area. This trend is increasingly noticeable in Poland, caused on the one hand by the emigration of Poles abroad, and on the other hand, by the ageing of the population and low fertility rate. Growing deficits in the local labour market may in the long run not only hinder the development of the municipality, but may also be alarming in terms of the social security of citizens in the whole country.

According to the experts elaborating the document *Migration Policy of Poland* in the face of demographic,[14] challenges from which result the general scopes defining the areas of management, are creating conditions for increasing the number of immigrants working for the benefit of the country. Therefore, and this idea is particularly relevant to the described issue, one of the migration policy's primary objectives should be to encourage and prepare immigrants to settle in Poland. Migration management should enhance social and economic development, utilising the potential of migrants. The document emphasises the crucial role of local governments on whose activity and preparation the effectiveness of this process depends. The local government's particular task is to prevent social exclusion and marginalisation of immigrants from containing ethnic *niches*. Such actions towards immigrants should mobilise the environment of management and quality sciences, media, and social communication to fill the gaps in scientific descriptions of migration management in various state structures. The adequately planned integration process, which is a result of political delegation, but which is also in its essence a process of management activities, includes three directions of activities:

1. Organisation of activities leading to optimisation and achievement of independence, mainly economic, by immigrants. This involves including immigrants in managing institutions of education, culture, labour market, healthcare, and other broadly defined social services, directing the service offered to them. It is also creating conditions for broader social participation.

2. Organisation of management activities that create the belief of usefulness of their presence, acceptance, respect for their differences, and observance of their rights in the local community. They are building the basis and progressive development of intercultural dialogue.

3. Supporting social organisations aimed at supporting integration activities and other bodies working in favour of immigrants. Participation of immigrants in the design, implementation, and monitoring of policies affecting them is essential.[15]

Integration processes of immigrants should be associated with a critical area of migration policy and should lead to a gradual increase in Poland's attractiveness in the international arena.[16] Immigration processes should be managed based on strategic thinking. Strategy building should manifest itself in creative, imaginative, and innovative actions. However, it also is burdened with the risk of not achieving the assumed effects. This activity should indicate the methods used or determine the way of using resources.[17] Strategy becomes an indispensable tool in implementing new objectives and new, previously unused, techniques and tools. The attitude of strategic action to it is the crucial role of political leadership, determining the rules of multi-level management of the described issue, which should be a factor in stabilising socio-economic processes. Social stability can be achieved through economic development and by translating this process's effects into the social area. It should be noted that economic development makes democracy possible, while political leadership makes it a reality. Leaders are expected to have a vision, to define the horizons of development for the next generations. Politicians should focus on high standards in carrying out their missions, applying professional technology of exercising power, and using the best layers of their activity and available resources. This potential should be well managed and used. Technology should be understood as a set of methods and techniques of decision-making.[18]

The starting point for forming the immigration strategy is its social utility. It should be assumed that without the implementation of the marketing concept programme, the process of foreigners' presence on the local labour market may be a result of random actions, uncoordinated towards each other, producing effects only in the short term. Because of the randomness of selecting employees, future problems on the background of cultural differences cannot be excluded. The growing necessity of supporting the labour market results from the high competition of Western European markets. In its general form, the strategy should be divided into two segments: working out ways of acquiring foreign workers who are most valuable to companies located in the municipality and working on their integration. The integration will also include the workers' families, if any. However, the integration of workers staying for a certain period to return to their country of origin will be different, despite standard features, from the integration of migrants to remain permanently. This difference will be the need to lengthen and increase the degree of advancement of adaptation (integration) processes. An essential element of the migration strategy is to prepare the community traditionally living in the municipality for immigrants' presence. Attracting workers from abroad requires a professional approach and promotion related to the positioning of the product, which is the labour market. The integration process, which is needed after foreign workers' arrival, is a long-term procedure. The use of marketing in solving the

10   *IOM Croatia*. [online]. [2018-05-05]. Available at: <http://croatia.iom.int/>.
11   *Model integracji imigrantów*. Gdańsk : Urząd Miejski w Gdańsku Wydział Rozwoju Społecznego, 2016, p. 36-39. [online]. [2018-05-06]. Available at: <https://www.gdansk.pl/download/2017-06/91578.pdf>.
12   *Model integracji imigrantów*. Gdańsk : Urząd Miejski w Gdańsku Wydział Rozwoju Społecznego, 2016, p. 36-39. [online]. [2018-05-06]. Available at: <https://www.gdansk.pl/download/2017-06/91578.pdf>.
13   KOŚMICKI, E., MALINOWSKA, S.: *Bezrobocie we współczesnym świecie. Czy istnieją możliwości pełnego zatrudnienia. Studia i rozprawy*. Białystok : Optimum studia ekonomiczne, 2015, p. 7.
14   See: KOWALCZYK, K. (ed.): *Polityka migracyjna Polski wobec wyzwań demograficznych. No. 36*. Warsaw : Kancelaria Prezydenta Rzeczypospolitej Polskiej, 2015, p. 62-64. [online]. [2018-06-06]. Available at: <https://www.rpo.gov.pl/sites/default/files/Biuletyn%20FDP%20nr%2036%20-%20Polityka%20migracyjna%20Polski%20wobec%20wyzwań%20demograficznych.pdf>.

15   See: KOWALCZYK, K. (ed.): *Polityka migracyjna Polski wobec wyzwań demograficznych. No. 36*. Warsaw : Kancelaria Prezydenta Rzeczypospolitej Polskiej, 2015, p. 62-64. [online]. [2018-06-06]. Available at: <https://www.rpo.gov.pl/sites/default/files/Biuletyn%20FDP%20nr%2036%20-%20Polityka%20migracyjna%20Polski%20wobec%20wyzwań%20demograficznych.pdf>.
16   See: KOWALCZYK, K. (ed.): *Polityka migracyjna Polski wobec wyzwań demograficznych. No. 36*. Warsaw : Kancelaria Prezydenta Rzeczypospolitej Polskiej, 2015, p. 62-64. [online]. [2018-06-06]. Available at: <https://www.rpo.gov.pl/sites/default/files/Biuletyn%20FDP%20nr%2036%20-%20Polityka%20migracyjna%20Polski%20wobec%20wyzwań%20demograficznych.pdf>.
17   See: THOMPSON, A. A., STRICLAND, A. J.: *Strategy Formulation and Implementation*. Boston : Irwin, 1992. See also: DEMECKI, W., ŻUKOWSKI, P.: *Budowa strategii jako narzędzia innowacyjnego zarządzania organizacją. No. 15*. Warsaw, Cracow : Prace Komisji Geografii, 2010, p. 78.
18   WIDERA, Z.: *Zmiana technologii sprawowania władzy jako podstawa nowoczesnego myślenia o zarządzaniu usługami w obszarze polityki*. In *Zeszyty naukowe Katedry Nauk Ekonomicznych*, 2008, No. 1-2, p. 9-19.

problems of attraction and integration of immigrants is part of the marketing orientation in local government management, which is determined, among others, by the following factors: transfer of marketing mechanisms used in commercial activities to the social area; development of local governments, increased independence and their empowerment; competitiveness processes; knowledge acquisition processes; changes in the area of residents' needs; the need to improve the quality of public services.[19]

3 The Role of Media and Marketing Communication in the Process of Acquiring and Integrating Immigrants

Marketing communication should take into account the satisfaction of needs and objectives of the individual client, an immigrant in this particular case, thus it often requires very specific tools for individualising the messages it attempts to convey. Most optimal collaboration of the local government units takes place with the use of various communication tools that greatly contribute to the improvement of the communication process, as well as ensure the application of the principles and rules of Integrated Marketing Communication (hereinafter also referred to as IMC). The importance of IMC was pointed out by B. Stone who recognised its added value in the communication process – synergy of processes and tools used so far.[20] S. Gawroński reminds us that IMC not only accentuates reaching the customer, but it also:

· Eliminates overly simplified advertising processes as a basis for content presentation;
· Derives from relational marketing;
· Recommends Public Relations as a tool more reliable and more cost-effective than advertising;
· Identifies monitoring as a necessary element of feedback;
· Stresses the importance of interactivity in the communication process;
· Applies synergy of communication tools;
· Adopts innovative communication solutions.[21]

The aforementioned author bases his opinion on F. P. Seitl's set of rules developed by M. Kozikowski.[22] According to them, the essence of IMC is knowing the receiver of the communication well and a recognition of what will best appeal to them at a given moment. P. Kotler defined several stages of building marketing communication in which the following activities are undertaken:

1. Identification of customer segments with desired cultural background;
2. Identification of the objectives of the initiated communication process;
3. Designing functions and forms of communication;
4. Selection of communication channels;
5. Estimation of the budget of communication activities;
6. Construction of promotion-mix;
7. Organisation and management of the marketing communication process.[23]

According to A. Szromnik, a properly designed and effectively implemented system of communication between local government administrative units and local public service organisations cooperating with the citizens, as well as other groups of stakeholders should be particularly characterised by the following: accessibility and openness to interested groups and institutions, transparency; functional efficiency; credibility, flexibility, customer-oriented approach, responsiveness adaptable to the current needs of communication.[24] The aforementioned author incorporates marketing communication in the philosophy of forming a basic set of marketing activities in relation to the development of the municipality's potential through shaping: the marketing concept of territorial product; the price and cost conditions of the municipality's attractiveness for the investors; the communication network of offers and contact points with potential investors; marketing communication processes.[25]

The labour market, where the workplace is a marketing product, is currently part of a broad, heterogeneous product consisting, among other things, of the following elements: business premises; tangible goods (equipment, machinery, etc.); power plants; technical infrastructure; real estate; public services; administrative services; living services; natural environment; and social environment. Communication activities organised around designated sub-products can be very diverse. Current efforts to create and then, convey, a positive image of municipalities constitute a significant part of contemporary local and regional development strategies. Workforce shortages will significantly reduce the level of attractiveness of municipalities for potential investors, which is in line with the existing conditions:

· The process of competing with other municipalities, which often have considerably larger and more valuable resources;
· Requirements of investors seeking the best conditions, and in the case of foreign investors – terms that are more advantageous than in their home country;
· Other coexisting factors – personal, emotional and social factors;
· Considering the long-term attractiveness of the investment locations – decrease in the potential of the local labour market may be a factor leading to abandonment of investment.[26]

Marketing communication that involves a specific dialogue between an organisation and its environment, in which potential buyers are present now or will be present in the future, should ensure the efficiency of the dialogue, which is implemented, on the one hand, through information and promotion and, on the other hand, through feedback from the recipient to the sender of the message. In this process, the use of interactive media in communication channels is essential. These channels are used not only in the communication process initiated by local government units, but they are also, apart from direct communication, the main tool of communication of immigrant groups used to stay in contact with each other and with the surrounding environment. An example of this phenomenon is the analysis of the use of the Internet by immigrants in Germany, which includes the following interaction dimensions focused on migrants: internal interactions of migrants within one Internet community and one country (exchange of information and data, discussion on fora and political mobilisation); interactions with citizens and organisations in the country of origin (providing alternative information; articulation of disagreement, mobilisation for action); interactions with citizens and organisations in the host country (information on the situation in the country of origin, lobbying for support); interactions with a potential international public sphere (diaspora, recognition and global impact).[27]

The Internet represents a new sphere of opportunity for immigrants in terms of communication, representation and perception, as they are often excluded from the public sphere or the mainstream media. Ethnocentrism is an essential factor to be incorporated in both communication and the wider strategic agenda. Attitudes towards immigrants can be shaped in a gentle manner, similarly to the approach to market products, but they can also take a more radical form.[28]

19   SZROMNIK, A.: *Marketing terytorialny. Miasto i region na rynku.* Cracow : Oficyna Wolters, 2007, p. 27. See also: SZOPIŃSKI, W.: Marketingowe narzędzia oddziaływania władz samorządowych na rozwój gminy na przykładzie gminy Czarna. In *Acta Universitatis Nicola Copernici,* 2013, Vol. 413, p. 231.
20   STONE, B.: *Successful Direct Marketing Methods.* Lincolnwood : NTC, 1997, p. 7.
21   GAWROŃSKI, S.: *Komunikacja marketingowa samorządów terytorialnych.* Rzeszów : BBConsult, 2009, p. 38.
22   SEITEL, F. P.: *Public Relations w praktyce.* Warsaw : Felberg, 2003, p. 246. See also: KOZIKOWSKI, M.: *The Role of Public Relations in Integrated Marketing.* Speech presented at National Conference of the Public Relations Society of America. Orlando, presented on 15th November 1993.
23   KOTLER, P.: *Marketing. Analiza, planowanie, wdrażanie, kontrola.* Warsaw : Gebethner i S-ka, 1994, p. 555-560.

24   SZROMNIK, A.: *Marketing terytorialny. Miasto i region na rynku.* Cracow : Wolters Kluwer Business, 2016, p. 139.
25   SZROMNIK, A.: *Marketing terytorialny. Miasto i region na rynku.* Cracow : Wolters Kluwer Business, 2016, p. 203.
26   SZROMNIK, A.: *Marketing terytorialny. Miasto i region na rynku.* Cracow : Wolters Kluwer Business, 2016, p. 213.
27   KISSAU, K., HUNGER, U.: Political Online-Participation of Migrants in Germany. In *German Policy Studies,* 2008, Vol. 4, No. 4, p. 5-31.
28   STEFAŃSKA, M.: Społeczno-demograficzne uwarunkowania etnocentryzmu na Przykładzie Polski. In *Marketing i Rynek,* 2014, Vol. 6, p. 800-809.

The hermetic behaviour of immigrants can be overcome by using innovative forms of communication 'smuggling' content desired by broadcasters/message senders. One of these forms are digital games. Their unique feature, used as a communication channel, is the unprecedented level of involvement of participants in the process, acting as recipients. Focus and full involvement are reinforced by strong emotions evoked as the game progresses. This can be excellent for positioning a territorial product in selected segments, provided that there is a professionally prepared content range incorporated into the scope of the game. Advergaming is a growing form of marketing communication. The stereotype of the mono-dimensional world of game participants is inconsistent with the results of research published by the *Entertainment Software Association* (ESA). The research was conducted on a representative sample of American households. Interesting conclusions drawn from the research process indicated that in as many as 72% of all households there are active gamers. Surprisingly, 82% of all gamers are adults. Another interesting observation was the fact that as many as 42% of players in the USA are women. The use of digital games in marketing communication may be one of the key elements of planning and implementation of marketing strategy to attract and integrate immigrants into local markets using digital media tools.[29]

Social media are likely to play a key role in communication via the Internet. Their universality, reach, number of users and popularity will surely make them the main tool of the marketing strategy of acquiring and integrating migrants into local labour markets. Understanding how universal the possibilities of the social media are, what functions they fulfil and how useful they have become does not seem to require an elaborate explanation. The speed, lack of space limitations, diversity of exchanged information, low cost of reaching and interacting with the user and multiplicity of available applications all rate social media a basic tool in the described social issue.

When planning and managing the communication process, it is necessary to be aware of potential errors. H. Rückle is one of the many authors who note this issue. He defines three basic groups of communication errors:

· Errors committed by the sender – e.g., incorrect choice of vocabulary, incorrect accentuation of messages, body language inadequate for the verbal message, lack of knowledge of the habits and culture of the recipients;

· Errors related to the selection of channels and media of information;

· Errors concerning the recipient – ambiguity of the meaning of the messages.[30]

Another approach is represented by M. Al-Noorachi, who recalls the views of J. Plythe.[31] According to the authors, the possible errors in communication are as follows:

1. Assignment of a different meaning to the message by the recipient;
2. Distortion of meaning – the effect of distortions appearing in communication;
3. Receiver's confusion – a result of distorted sense of the message, contradictory content, lack of flow of the communication process;
4. Conflict – a frequent phenomenon connected mainly with intolerable content, or the lack of acceptance of the sender;
5. Misunderstanding – which may result from a subconscious mistake in the comprehension of the message;
6. Low compliance of the recipient of the message – maintaining an open-minded and flexible attitude does not only make it easier to understand the meaning of the message, but is also the basis for properly formulated feedback.[32]

Communication with foreigners requires special care and professionalism of the employees who prepare it. It needs to use the experience of organisations operating in the social and economic area, resulting from the

multifaceted analysis of the messages formed. An example of the lack of professionalism in the use of messages adequate to the level of understanding of the recipients and their habits are the actions of serious enterprises, which in their communications made serious mistakes related to, among others, product names. Successful global brands do not always bring the expected results on the markets of Central and Eastern Europe.

Before *Campbell Soup* was launched on the Polish market, no research was conducted, including consumer habits: soups were sold in cans, which the Polish consumer associated with a higher price. When Hellmanns launched the "Hellmanns Original" mayonnaise on the Polish market, hopes for sales volumes in comparison to other markets were overestimated. The previously introduced product replaced "Hellmanns Babuni", which was mild and sweet in taste. The *Coca-Cola* advertisement featuring young people from California and New York turned out to be vague for the Polish consumer. In India or Indonesia, the company kept the traditional shape of bottles, but at the same time they changed the composition of ingredients and proposed a different name for the distributed beverages. And in the Hong Kong countryside, to give another example, *Coca-Cola* is served hot with a mixture of ginger and herbs.[33]

Another, more adequate example which stresses the importance of communication processes but, this time, with migrants, is the Swedish approach, the essence of which is a thorough preparation of the recipients for communication processes. Multilingual healthcare for migrants, addressed especially to the elderly who are the family of a migrant working in a company, requires careful planning and comprehensive involvement of the healthcare workers and preparing them for effective communication. This includes holding conversations, providing information, involvement in various activities and, generally, the formation of social and communication networks in everyday life. Healthcare workers have found care for the elderly from outside Sweden to be very difficult, i.e., overly time-consuming, expanding workload, requiring the use of body language in communication and assistance of interpreters to ensure communication with elderly patients. Moreover, the medical staff felt distressed and frustrated because they were unable to communicate with their patients properly. Some argue that many older people who do not speak Swedish do not have access to information or do not understand it well are limited in the scope of their involvement in day-to-day social activities and, as a result, are neglected by healthcare professionals.[34] Communication through an interpreter was also a major challenge as it was an interaction between three parties which significantly extended the duration of conversation, raised doubts as to the accuracy of translation – should certain things be translated word for word, for example, made it difficult to translate medical nuances and did not guarantee that the content of the messages sent was fully comprehended and construed correctly.

The importance of foreign language skills in marketing communication and cultural differences in communication is recognised by A. Bajdak, who emphasises the role of interruptions in the communication process determined by insufficient knowledge of foreign languages. He also notices a significant role of cultural differences, which are not given proper attention in marketing communication. According to the aforementioned author, cultural issues are barriers and are at the root of difficulties in effective and efficient marketing communication.[35] Faulty communication may discourage the receiver from further contact with the sender of the message. Regular marketing research is essential to overcome these obstacles.

Both the process of attracting foreigners to local labour markets and the long-term integration process should be based on carefully considered, planned and effectively implemented communication, with full application of technological tools providing for Internet communication. Especially at the stage of 'acquiring' foreigners, it is advisable to use marketing communication based on the philosophy of P. Kotler, H. Kartajaya and I. Setiawan presented in Marketing 4.0.[36] It is in this philosophy, which transfers the marketing process to the Internet, with full use of the possibilities the process of communication brings and with simultaneous support from the traditional marketing tools, where the key to effective acquisition of foreigners lies.

29   MITRĘGA, M.: Advergaming jako rozwijająca się forma komunikacji marketingowej. In BAJDAK, A. (ed.): *Komunikacja marketingowa współczesne wyzwania i kierunki rozwoju*. Katowice : Wydawnictwo Uniwersytetu Ekonomicznego w Katowicach, 2013, p. 134-135.
30   RÜCKLE, H.: *Mowa ciała dla menedżerów*. Wrocław : Astrum, 2001, p. 46
31   PLYTHE J.: *Komunikacja marketingowa*. Warsaw : PWE, 2002, p. 36–44.
32   AL-NOORACHI, M.: Marketing – Geneza i definicje oraz rodzaje orientacji. In *Współczesne wyzwania marketingowe wybrane zagadnienia. Studia i Monografie, No. 54*. Łódź : Wydawnictwo Społecznej Akademii Nauk, 2014, p. 34-35.

33   JARCO, M., STĘPIEŃ, M.: *Globalna Lokalność*. [online]. [2018-05-06]. Available at: <https://www.wprost.pl/tygodnik/1407/moralnosc-rynku.html>.
34   HADZIABDIC, E., LUNDIN, Ch., HJELM, K.: Boundaries and Conditions of Interpretation in Multilingual and Multicultural Elderly Healthcare. In *BMC Health Services Research*, 2015, Vol. 15, Article 458.
35   BAJDAK, B.: Komunikacja marketingowa przedsiębiorstw a budowanie relacji z podmiotami otoczenia na rynkach zagranicznych. In *Studia Ekonomiczne Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach*, 2013, Vol. 140, p. 52-53.
36   See: KOTLER, P., KARTAJAYA, H., SETIAWAN, I.: *Marketing 4.0. Era cyfrowa*. Warsaw : Mt biznes, 2017.

4 Discussion: Innovation in the Process of Integration

A carefully planned integration process may be a factor increasing the value of a local product in the marketing process of acquiring foreigners. It may be a component of the offer positioned in selected segments. Hence, in our opinion, the process of integration of foreigners, in a model approach, may be initiated earlier, in the country of their residence, before their arrival in the destination country. A simplified illustration of this idea shows that learning a foreign language used in the country of future emigration should begin in the country of the emigrant's origin/residence, long before their decision to leave the country materialises. Equally important to acquiring language skills, the factor conducive to the decision to leave is acquiring information about the conditions determining the future stay.

When the integration process starts earlier (initial integration), in the native country of the immigrant, it is much easier to prepare for the process of emigration using information about the culture and social context. This makes it much easier to face concerns related to the new place of living. The media in the new country are not much of an assistance as they are often focused on the negative effects of the presence of immigrants in European countries. What should be stressed here is the fact that the discussed emigration process is not the result of the arrival of immigrants in an uncontrolled and undesirable way, but will become the result of integration of the arriving foreigners into the new society, as well as the welcoming policy of the host country. This changes the approach to the issue of immigration as it is more and more apparent that the integration process must be addressed in a pro-active manner with regard to attracting future residents and, possibly, citizens.

The fundamental assumption, in the long term, is that a well-educated emigrant with the cultural characteristics desired by the country interested in their residence will become an increasingly needed, prospective 'buyer' of the employment and residence offer directed to them. However, it should be pointed out that the change of the tendency based on the current state of the labour market will be possible when (as some experts articulate clearly) dynamically developing sectors of robotisation and automation will lead to mass elimination of workplaces, changing the common perception about employment – the number of workplaces, forms of employment and employees' duties. The implementation of the presented conceptual assumptions concerning integration activities combined with job offers can be realised on the following levels:

· National;
· Regional;
· Local – municipal and supramunicipal;
· Mixed type – covering two or all of the indicated areas.

The local product which is positioned in the minds of foreigners in an appealing manner and equipped with factors triggering the integration process, will be addressed not only to the future employee, but also to their family. Including children of future migrants in this process is very important, because they are the most valuable and promising participants of integration programmes, and are also good 'marketers' of the positioned offer. Each person in the employee's circle has their own sensitivity to the perceived content. The preliminary requirements for the implementation of the concept boil down to:

1. Achieving a political consensus;
2. Preparing society for the presence of immigrants;
3. Conclusion of international agreements;
4. Developing a long-term labour market forecast that takes into consideration demographic processes and processes of increased competitiveness of foreign labour markets;
5. Revision of work permit regulations for foreigners;
6. Modifications in the area of entrepreneurial assistance by local government units and preparation of suitable tools;

7. Adaptation of the local government units' competence to the requirements of the described phenomenon, e.g., to ensure greater freedom in decision-making and considerable flexibility in office-running and operation.

An innovative approach to the process of attracting and integrating future migrants is essential. Technological means, which are the products of technological companies, allow for the implementation of a wide range of communication projects. Properly designed and implemented marketing communication, which constitutes a particularly important element of the marketing strategy of acquiring and integrating immigrants, can be done remotely.

Information technology is going to be a key tool in the proposed concept of distance integration activities. According to M. Castells, it has the value of an irreplaceable medium that links various segments of the labour force beyond national borders. Continuously progressing economic globalisation results in the widespread penetration of the conditions in which the available or potentially available labour force of individual countries is located. At the same time, it is possible to identify various factors characteristic for it, e.g., wage discrimination and welfare protection. A new feature of the labour force is that the gap between skills and efficiency in a variety of new technologies is becoming increasingly unnoticeable.[37]

Mechanisms of information processing, synthesising the content and formula of the message with existing frames (matrices of neural networks) of message recipients, are activated by messages created in the sphere of communication. A particularly important aspect is to understand how the prepared content will be selected and interpreted by the recipients, with the necessary use of comparisons to the existing living conditions, the culture in which the recipients grew up and the system of values they hold. Remote integration should create a system of depicting the new reality as coherently as possible in comparison with their experience. Under no circumstance should the composition of individual contents be divergent from the positively diagnosed social norms in the area of residence of the future emigrant. The optimal solution, worth considering, seems to be the temporary stay of a member of the programming team in the country of the emigrant, the future immigrant in Poland. This allows for the verification of programme assumptions and presentation methods. It also minimises the risk of making mistakes resulting from the lack of familiarity with the local environment of the offer's addressee.

One of the objectives of the formulated message will be striving to activate emotional mechanisms. The assumed effect is the possibility of creating a state in which the higher decision-making abilities are activated, intensifying the process of focusing attention on information. As a consequence, it causes an intensification of the aspiration to find further messages. Provoking strong emotions will result in an increase in the motivation of recipients to search for information, while at the same time, increasing the ability to make new choices. The creation of the narrative will take place through the structure and its forms and, extremely importantly, through the proper selection of sounds and images.

The use of media messages in the composition of integration content will take into account the findings and recommendations of research done on communication which has identified three leading processes involving broadcasters and receivers of messages, and at the same time, building relationships with them:

1. Establishment of hierarchy of topics – it will allow for highlighting selected content and subject matter. Properly formulated messages may influence what the audience thinks about a given topic. This should be the reason why a given subject should be presented in such a way as to produce a long-term positive association influencing the positive decision expected by the broadcaster.
2. Magnifying – it will consist of a composition used to achieve the effect of multiple repetitions, which in turn, will lead to the practical use of assimilated information in future choices and behavioural patterns.
3. Providing framework – it will be a process of informing, providing specific aspects of the message content and relations between them in such a way as to lead to the interpretation, assessment and solution desired by the sender of the message.[38]

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37   CASTELLS, M.: *Społeczeństwo sieci*. Warsaw : PWN, 2010, p. 257.
38   CASTELLS, M.: *Władza komunikacji*. Warsaw : PWN, 2013, p. 160-165.

Another important aspect of Internet application in online integration processes is for the persons responsible for the implementation of marketing strategy for attracting and integration of immigrants into the local labour markets to realise that the most effective distribution in the digital era is horizontal distribution among network users.[39] The content (and its forms) must be attractive if it is to be transferred to the next recipients. The effectiveness of such an impact, especially through social media, results from the fact that users have the impression that they are in a circle of friends.[40] This increases the credibility of the messages conveyed.

It is important to know the composed content thoroughly, because in the era of the limitless searching possibilities of the Internet, almost every element constituting sent messages can be immediately verified by the recipients. In the case of events less favourable for the country (or municipality) sending the offer, it is essential to place messages properly interpreting the encountered crisis situations, always maintaining, however, high credibility of the content.

Popularisation of integration content that encourages and, at the same time, prepares migrants for their stay in the country of their destination should mainly aim at attracting people with a tangible impact in the virtual world in the country in which they live. M. Hauben calls them "netizens".[41] It is their involvement in the process of collecting information, processing and giving opinions on the content that can play a significant role in the actions taken. Netizens, through their activity in the network, generate the flow of information. In an optimal, desirable variant, they can be excellent 'ambassadors' of the labour markets. Netizen communities can provide serious support for network activities, serving to effectively build the brand that the strategy will build. The following tools will serve the online integration process:

· *Twitter* – allowing for permanent contact with foreigners, and facilitating quick update of the content.
· *Facebook* – with the possibility of placing sponsored materials, advertisements, posts. This tool will also be necessary to obtain feedback from the recipients of the content.
· Websites – integrated into a coherent communication system with different content.
· *YouTube* – with selected video content.
· *LinkedIn, Indeed* – enabling the presentation of sponsored articles.
· *Instagram* – with specialists being able to follow and comment on posts.
· Newsletters – used in communication with identified recipients.
· Mobile applications 'tailored' to the needs of long-term and short-term action strategies.

A wide range of available communication tools allows the transmission of various content and thus creates an active system. Topics to be explored via technological tools include instructions on how to apply for a visa and recommendations on which documents are necessary for that purpose; current labour market programmes; virtual 'open days' – moderated transmissions from service points; selected locations of municipal infrastructure, interviews with companies, etc.; a regularly updated database of job offers; a list of NGOs; an up-to-date database of real estate, with indication of the ownership and usufruct situation; a database of available benefits and services; regulations of public and private services; a multimedia guide to the municipality; recommendations of local leisure activities; online consultations.

Another tool that can be used in the process of communication with prospective immigrants, necessary for maintaining the potential and growth of local labour markets, is 'play-offs'. It is a tool that allows the formulation of a message within integration activities using elements applied in digital games. The intention is to influence the conduct of the persons to whom the message is addressed. Integral elements of digital games are designated challenges on each game level; engaging competitiveness; and prizes awarded, reaching successive stages of progress towards mastery of the game. The proper composition of content and form creates the rules of the 'game', which should lead to the desired demeanour of the player.

5 Conclusion

Addressing the issue of building immigration strategies with the use of territorial marketing in the process of managing immigration at the level of local government units refers to several factors of gravity. Migration is an urgent social and economic problem and requires multi-level management. It is the subject of numerous multidisciplinary academic publications. On the other hand, management sciences, with marketing communication included, lack substantial scientific study and scrutiny.

In Polish academic publications the issue of the application of territorial marketing in relation to the phenomena currently taking place on the labour markets is very rare. Workplaces are hardly ever categorised in terms of a territorial sub-product. The importance of the discussed subject matter is validated by the prospect of the negative consequences of further deficit of labour force, which in the long-term perspective may not only disrupt economic growth and hinder resource development of local government units, but also affect the efficiency of the social welfare system. A shortage of workforce also coincides with alarming demographic trends.

As we believe, a tool applied in the postulated need to manage immigration at the local level, a process that should follow the guidelines of the *National Migration Strategy*, may be a marketing strategy for the acquisition and integration of immigrants into local labour markets. Using marketing in this process, early integration activities can already be carried out at the stage of acquisition, which increases the value of the offer. The implementation of the online integration system is determined by two main contexts. The first one concerns preparation and conduct of communication activities, obtaining high efficiency of communication management and system operation. The second, preceded by the process of reaching the addressee, is based on the use of the offer by the recipients themselves and their personal engagement in doing so. Regardless of the desired effect of the indicated activities, it should be unequivocally stated that the possibilities of creating content and methods of its distribution are almost unlimited.

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39   KOTLER, P., KARTAJAYA, H., SETIAWAN, I.: *Marketing 4.0*. Warsaw : MT Biznes, 2017, p. 67.
40   SHIH, C.: *Era Facebooka*. Gliwice : Wydawnictwo Helion, 2012, p. 140.
41   KOTLER, P., KARTAJAYA, H., SETIAWAN, I.: *Marketing 4.0*. Warsaw : MT Biznes, 2017, p. 51.

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