

Developing a marketing communication plan on an environmental concern: the impact of lead on birds

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Abstract. Although the toxic effects of lead have been known for over 2000 years, the general public in Romania is insufficiently aware of the effect of lead used by hunters on wild ducks and other birds. As such, any civil society initiative to inform a large number of persons on this subject, by environmental communication means, would be welcome. The main objective of the paper is to present a practical tool that can be useful in raising the public awareness in regards to the negative impacts of heavy metals on living organisms. The paper reviews the main steps needed to be taken in designing and implementing an effective mass communication plan that would warn the Romanian society about the negative impact of the hunters' lead on wild ducks and other birds. The discussion starts from setting the communication objectives and identifying the stakeholders, it continues with the elaboration of the action plan in agreement with the findings of the existing situation analysis and leads to determining the appropriate way to approach the target audience, depending on the characteristics of the audience.

Key Words: integrated environmental marketing, NGOs, mass-media, lead, legislation.

Introduction. Lead is a metal found in the environment both naturally as well as in various other states, being an important environmental pollutant (Bolcu & Kiraly 2007). The existing literature data show that chronic exposure to lead, even in small doses can be associated with increase in blood pressure, there being a direct correlation between plasma concentration levels of lead and blood pressure levels, cerebrovascular disease as well as cardiovascular disease (Dima & Badea 2007). Therefore, a larger number of people should be informed on how lead absorption occurs in the wild ducks as well and in other birds and then, later, by ingestion of meat, in the human body (Johansen et al 2006).

Lead shot pellets contaminate the wetlands, affecting the habitat of the birds (Mateo 2008). For instance, birds accumulate lead in tissues and bones in the following order: internal organs > gill > blood. Mallards (*Anas platyrhynchos*) often confuse the pellets with grind and the ingested lead shots can lead to sever intoxication and if it remains in the body the symptoms will increase over time (Martinez-Haro et al 2011a). It is enough for a mallard to be exposed for 14 days to a 178 g/m² lead shot in order to absorb in its liver 28.4 mg/kg and in bones 176 mg/kg (Bolcu & Kiraly 2007). Ingested lead shots land in the gizzard of the bird, from where they reach the gastrointestinal tract and the blood stream. The symptoms of lead poisoning of birds are green stained diarrhea, neuromuscular disorders, inability to fly or stand, starvation, weakness, all which will lead eventually to death (Martinez-Haro et al 2011b).

Therefore, hunted birds can be poisoned by lead coming from the gun shots, reaching human body through the ingestion of poisoned meat (Iqbal et al 2009; Johansen et al 2006). A study showed that strongly significant lead levels can be found among the Romanian mallard population, exposed to hunting (Măcinic et al 2012). In this respect, informing the general public about the negative impact of lead used by hunters on wild ducks and other birds should be a constant concern of Romanian civil society,

which, using effective environmental communication tools can develop information campaigns extremely useful to the entire society as well as to the environment.

Material and Method. The present article offers a simulation of how an NGO, concerned about the “civic environmentalism” (Scruton 2012), can design and develop an effective environmental “integrated marketing and communications plan” (Coit & Palombo 2007) including all the necessary and sufficient steps to ensure a good effect in terms of dissemination among the general public of relevant information regarding the negative impact of lead used by hunters on wild ducks and other birds (Figure 1).



Figure 1. The main steps of designing and developing an integrated marketing and communications plan.

Integrating green marketing concepts into the development of a marketing and communication plan, especially in regards to a sensitive topic such as the impact of lead on birds is a challenging enterprise, as it is trying to put together different environmental expectations (for example: of hunters and environmental militants) or even opposed concepts. That is why, any false or misleading claims about a sensitive environmental problem like this, or any attempts to confuse citizens using the so-called “green arguments”, are liable to harsh and immediate criticism from the other parties. As such, while developing an integrated marketing and communications plan, it is important to adapt the design of the involved process to the evolving environmental constraints, in order to make sure that the results of the communication strategy will be adequate.

The scope of the communication plan should be the acquirement of pragmatic effects in changing conceptions, attitudes and/or beliefs to the general public regarding the impact of lead used by hunters on wild ducks and other birds.

As stated before, the success of an integrated marketing and communications plan is directly linked to the NGO's manager's ability to effectively identify and manage stakeholders and their expectations. It is therefore critical for the NGO that is the subject of the present study to correctly map and manage stakeholders (Table 1).

Table 1

Identification of stakeholders

<i>Item No.</i>	<i>Stakeholder</i>	<i>Type of interest held</i>	<i>The role and importance of the stakeholder in the entire approach</i>
1.	General Association of Hunters and Anglers in Romania (A.G.V.P.S.R.)	Direct	- general assembly of the hunting and/or fishing organizations in Romania, with a potentially coercive role in implementing the measures to be taken in order to achieve communication
2.	Ministry of Environment and Climate Change	Direct	- state authority with responsibilities in environmental protection and water management and importance in the initiation and implementation of measures to be taken in order to achieve communication
3.	Ministry of Regional Development and Public Administration	Indirect	- state authority with responsibilities in managing tourist resorts, with an important role in spreading the communication campaign message among tourists (hunters)
4.	Ministry of Agriculture and Rural Development	Indirect	- state authority with responsibilities in forest management, with an important role in spreading the communication campaign message among hunters
5.	Ministry of Education	Indirect	- state authority with responsibilities in management of education and research institutions, with an important role in spreading the communication campaign message among youth
6.	Specialized NGOs (and others)	Indirect	- representatives of civil society playing an important role in spreading the communication campaign message among the general public
7.	Local public administrations	Indirect	- public administration bodies, with great importance in the implementation of the measures to be taken in order to achieve the objectives of communication
8.	Mass-Media (national & local)	Indirect	- local / national press and television, with disseminating role among the general public regarding the communication campaign message
9.	General public	Direct	- main target of the communication campaign, with the role of implementing the measures to be taken in order to achieve communication objectives

No matters of the type of their interest, the stakeholders are persons or groups of people/institutions that believe they are indirectly or directly affected by the discussed environmental problem (Bourne 2011). Therefore, all along the implementation of the marketing and communications plan, those stakeholders might claim to have a particular right protected (including legal rights and moral rights) or might ask to be treated in a certain way. That is why, the NGO that is the subject of the present study should be very meticulous in studying the role and importance of each and every stakeholder.

After identifying the stakeholders, it is very important to examine all the factors from the NGO's external environments, which are related to the scope of the communication plan. This will be achieved in the analysis of the given situation (Figure 1).

In Romania there are over 3450 lakes. The total area of the lakes is about 2620 square km, which represents 1.1% of the country. Lakes are generally small in area. 91.5% of the lakes are under a square kilometer. By origin lakes are: natural lakes - 2300; anthropogenic lakes: 1150 (ANPM 2010).

In accordance with the Minister of Agriculture, Food and Forestry Order No. 193 of 30 April 2002 on updating the delimitation of Romania's cynegetic fund into hunting funds, in our country there are 2147 hunting funds, scattered throughout the country. Therefore, the negative impact of lead used by hunters on wild ducks and other birds is considerable.

The success of an integrated marketing and communications plan is also linked to the capacity of the NGO to make an adequate allocation of resources and to supply the necessary resources in a proper manner. Aspects like the allocation of funding, or providing advocacy for the objectives of the communications plan are very important. As such, the NGO that is the subject of the present study should take into consideration, at least, the following types of resources:

- human resources - the necessary human resources should be determined according to the resources of the NGO and to the efforts required to achieve the objectives of the integrated marketing and communications plan. Professionals will be needed at both central and the territorial units (Figure 2).

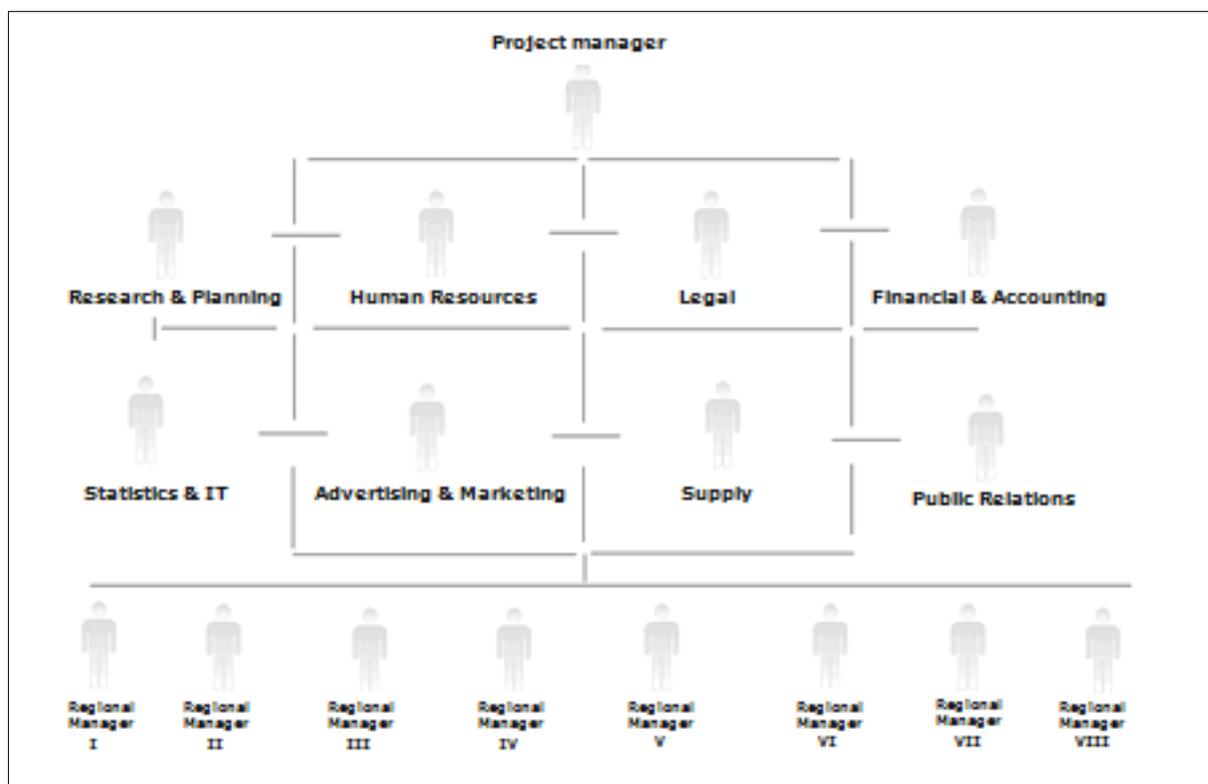


Figure 2. Minimum staffing chart for the central level structure.

The minimum staffing chart, which can provide effective coordination (at central level) of the actions necessary to achieve the communication objectives of the plan, consists of: 1 project manager and 8 persons dedicated to the following activities: research and planning, human resources management, legal, financial & accounting, statistics and IT, advertising and marketing, supply and public relations. The minimum staffing chart, which can provide effective coordination (at territorial level, in 8 different divisions) consists of 8 regional managers. Regionally, the 8 divisions should be developed based on the minimum staffing chart (Figure 3).

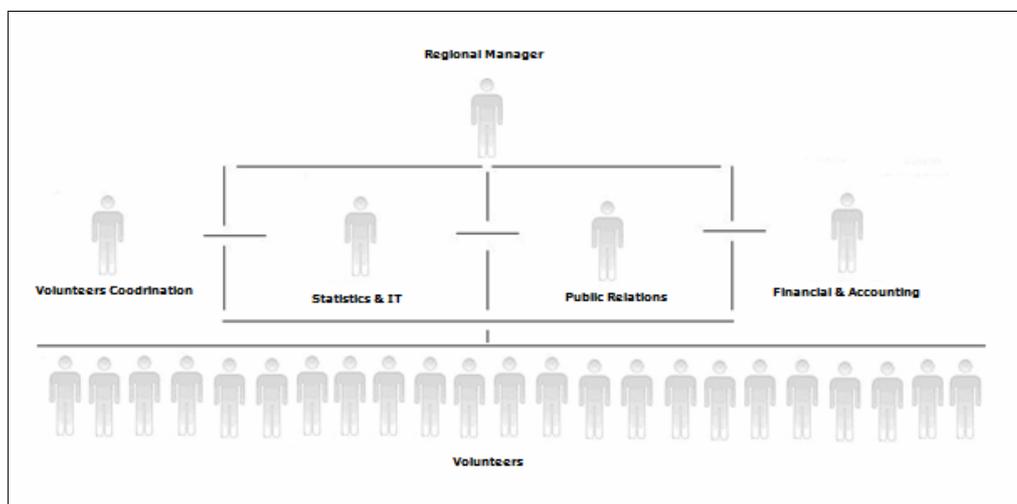


Figure 3. Minimum staffing chart for the regional level structure.

Regarding the minimum staffing chart of the regional centers (consisting of: 1 regional manager, 1 volunteers' coordinator, 1 statistics & IT responsible, 1 public relations responsible and 1 accountant, plus volunteers), it should be noted that the NGO should not determine a minimum number of volunteers. The higher the number of volunteers will be, the higher the efficiency of the campaign message dissemination.

- logistics - the main types of necessary logistics are: computers or related equipment and means of transportation. Each regional center must have at least one fully equipped computer and with Internet access. Each regional center will be included (IT standpoint) in a computer network with nationwide coverage so that all data and information collected in the territory can be efficiently stored and processed using a database specifically developed for this purpose.

Central level structure will be organized (IT standpoint) as a Main Center [MC], where each regional center will be interconnected via VPN connections, based on communication lines offered by specialized companies.

If at the regional center levels there will be more computers available, those will be organized as LANs (Local Area Network), and will be connected using VPN firewall routers.

The Internet access database will allow storage of all information collected in the field, so that statistical processing of the data can be performed more easily. Each regional center should have an automobile allowing freedom of movement in the coverage area for the teams on the field.

- financial resources - the primary means of determining the volume of required financial resources is the potential cost analysis. Therefore, in substantiating each category of potential costs, there should be used highlighting cost charts for each cost element. Thus, records will be made as follows: Staff Record, Acquisition Record, Advertising Expenses Record, Electricity Consumers' Record, Water-Canal Users' Record, Gas Consumers' Record, other Costs Record.

In order to substantiate calculations for cost items requiring suppliers, the values received from the suppliers in the price offers will be used. Thus, in order to set more detailed cost calculation, a record with supplying prices will also be made.

After allocating the necessary resources, the next important step in designing and developing an integrated marketing and communications plan is the structuring of the action plan, which includes following the following activities:

a) Market segmentation - to ensure effective coverage of the entire country, its territory will be segmented into 8 distinct regions of interest, based on the Euroregions model (Duda-Daianu & Abrudan 2012).

The main reasons standing at the basis of this choice of segmentation are: good mobility between the counties included in each region; similar profiles for the population existing in the counties included in each region; relatively equal distribution of the touristic sights for carrying out fishing and/or hunting activities; similarities in terms of economic potential of the counties included in each region, etc.

It is to be mentioned the capital (Bucharest) will be treated as a distinct region due to the considerable number of adult population located in the area.

b) Identification of partner NGOs in the field - an attempt will be made in identifying some NGOs in the field which, through their activity profile might be interested in getting involved in the project of public opinion awareness regarding the negative impact of lead used by hunters on wild ducks and other birds.

The optimistic side of this approach will be that of being able to identify at least one NGO in each county, whilst the minimum will be that of identifying one NGO in each of the 8 regions.

c) Selecting NGOs that will assign their role as Regional Centers - selecting local NGOs that will assign their role as Regional Centers will be made on the basis of some criteria such as: NGO's notoriety in the region; NGO's activity profile; NGO's number of members and volunteers; NGO's logistics; locations of NGO's operational headquarters; the interest shown in the subject aiming the impact of lead on birds etc.

d) Development of communication network between regional centers - each regional center will have access to the critical information circulated during the implementation of the communication plan, with the help of appropriate communications technologies (personal computers, the Internet and other information technology equipment as tools to obtain and deliver information).

e) Conducting field research - each Regional Center will have to conduct field investigations in the territory, in order to determine the exact dimensions of the phenomenon that is the subject of the approach, namely: the negative impact of lead used by hunters on wild ducks and other birds.

f) Centralized data processing - by using the IT centralized system, the NGO that is the subject of the present study will start the centralization and processing of data collected by the Regional Centres in the territory, in order to elaborate a formal document to be sent to the competent authorities so that to attract their attention to the problem analyzed.

g) Designing an official statement addressed to the competent authorities in the field - following the centralization of information and data collected in the territory, an official document will be drafted in order to reveal the seriousness of the phenomenon, its implications and the measures to be taken.

h) Making contacts in press/mass-media - regional centers will identify prominent representatives of local media in territory and create databases with their contact details. A similar exercise will also be done at the central level structure, focusing on the mass-media center.

i) Sending official release to the authorities and disseminating it through the mass-media - the official release will be transmitted to the authorities and competent bodies as well as to the representatives of local and central mass-media for its dissemination to the general public.

j) Evaluating the impact of media communication - dissemination of the official release effects among the general public will be assessed by monitoring press and/or television appearances, but also through direct surveys conducted among public by volunteer involvement.

k) Collecting signatures necessary to begin legislative initiative - regional centers, with the help of volunteers will move to gather signatures necessary to begin legislative

initiative designed to impose specific measures for the protection of wild ducks and other birds, against the negative impact of lead used by and hunters.

l) Consultation with all stakeholders in the project on optimal formula of the bill - the central structure will organize round tables with all the stakeholders in the project, in order to develop a legislative proposal format acceptable to all parties.

m) Preparing bill - following the completion of the consultation step, the central structure will move to the actual drafting of the bill intended to impose specific measures for the protection of wild ducks and other birds, against the negative impact of lead used by hunters.

n) Submitting the bill to the competent authorities - after completing the bill and receiving agreement from all stakeholders upon the format of the project, it will be submitted to the competent authorities, together with the list of signatures.

o) Monitoring the evolution of the legislative - the central structure will permanently monitor the development of the draft legislation submitted to the authorities and will be at their disposal for any further details.

p) Communication of legislative approach results to the general public - at receiving the authorities' decision on the draft legislation, the central structure will have to make that decision public, through mass-media.

r) Gathering public's reactions - public reaction on the decision of authorities regarding the draft legislation submitted will be captured through direct surveys conducted by members and volunteers of partner NGOs in the country.

s) Evaluating the situation and initiating measures for campaign reorienting - depending on the type of decision taken by the authorities (positive/negative) regarding the bill, as well as on the general public's reaction, the central structure will proceed to evaluate the situation and to initiate measures for reorientation of actions, as needed.

When the situation is fully understood and the action plan is clarified, the next step is to define the communication goals (Clow & Baack 2010). Those communication goals will be:

- informing at least 30% of the adult population of Romania on the negative impact of lead used by hunters on wild ducks and other birds;

- co-optation of at least 50% of NGOs with environmental activities in the campaign to collect signatures for the initiation of legal approach to regulate the situation;

- raising a total of 100,000 signatures required to initiate legal approach to regulate the situation;

- distributing/displaying a total of: 1,000,000 leaflets; 1,000,000 brochures; 1,000 posters; 300 billboards on the negative impact of lead used by hunters on wild ducks and other birds;

- broadcasting 200 TV spots on major TV networks in Romania in order to show the negative impact of lead used by hunters on wild ducks and other birds;

- broadcasting 200 radio spots on major radio networks in Romania in order to show the negative impact of lead used by hunters on wild ducks and other birds;

- publishing a total of at least 200 articles in newspapers (local & national) as well as in specialized magazines, articles regarding the negative impact of lead used by hunters on wild ducks and other birds.

Based on the communication objectives, the identification of target groups is the next step to be taken in designing and developing an integrated marketing and communications plan. All communication plans must be aimed at a target audience. The target audience of the NGO which is the subject of the present study includes the hunters, the authorities and the general public (Figure 4).

Identifying the target audience is second in importance after defining the goals of the communication. Unless the NGO has a very clear definition of the audience, it cannot design a proper way to appeal to that audience.

When the target audience is properly identified, the next step in designing and developing an integrated marketing and communications plan is setting the addressing geographical area.

In the presented case, the communication will be done at the national level.

The ways of approaching the public are also very important. The best way to approach the public will be determined taking into account the three major aspects: communication objective; audience structure; how the message content is organized.

Given that communication goal involves the achievement of some pragmatic effects under changing attitudes, beliefs and activities, the way of dealing with the public must keep in mind that the efficiency of perception and decoding messages which have as goals such objectives depends in various proportions on the factors (Table 2).

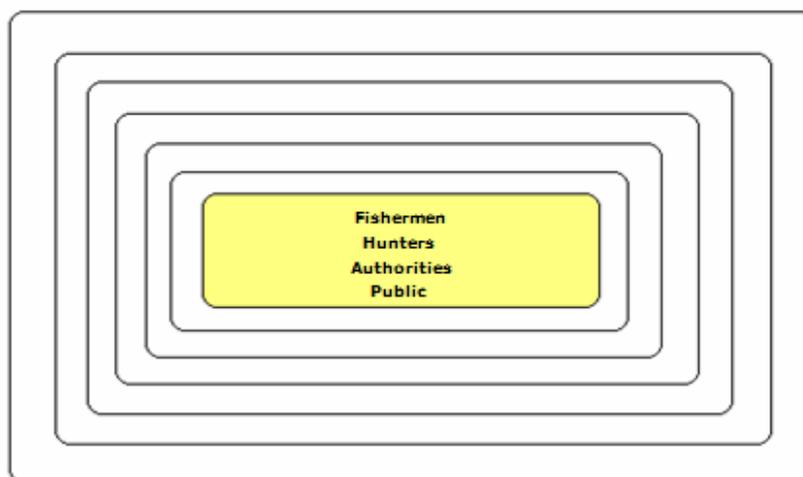


Figure 4. Target groups.

Table 2
Factors determining the efficiency of perception & decoding conviction messages (ASE 2013)

<i>Item No.</i>	<i>Types of factors</i>	<i>Share (%)</i>
1	Interest (loyalty) in the truth	25.7
2	Cultural components (axiological values, models of heroes, accepted myths etc.)	20.1
3	Well structured beliefs based on experience	20.0
4	Immediate personal interests and conformity with group or organizational interests	12.2
5	Others	22.0

In determining how to approach the public it will be taken into account the fact that efficiency of perception and decoding messages is also conditioned by a number of factors related to the structure of audience (Table 3).

Table 3
Factors related to the structure of audience on which depends the efficiency of perception & decoding conviction messages (ASE 2013)

<i>Item No.</i>	<i>Types of factors</i>	<i>Share (%)</i>
1	Homogeneity of audience	32.5
2	Level of training	29.7
3	Satisfaction level of audience's needs and interests	26.0
4	Audience's decoding particularities	9.0
5	Audience's age	2.8

The structure of the message content takes its toll on the efficiency of perception & decoding messages through the factors (Table 4).

Table 4

Factors related to the organization of the message content (ASE 2013)

<i>Item No.</i>	<i>Types of factors</i>	<i>Share (%)</i>
1	Degree of systematization (structurization)	28.3
2	Simplicity and clarity of the language	25.5
3	Amount and importance of meanings	18.0
4	Length of message display	11.2
5	Definition of basic notions	9.0
6	Use of documentary materials	8.0

After setting the ways of approaching the public, the next step in designing and developing an integrated marketing and communications plan is the audience analysis.

Analysis of audience characteristics can be achieved using segmentation or typological analysis methods, with which one can determine the population structure at a time, in a certain area. In our case, segmentation will be used having as criteria elements such as: demographics (age, gender etc.); geographic (county or region, environment, size of town and residence etc.); socio-economic (income, socio-professional categories, readiness, religion etc.); related to individual's personality (habits, motivations or individual behavior); related to attitude towards the environmental protection topic; psychological etc.

Also, given that the communication process will be addressing the nationwide, analysis of audience characteristics should be done considering its multicultural character.

In this regard, it is to be noted that the Romanian public is characterized by certain individualism. Individualism characterizes those cultures where bonds between people are relatively weak and each person tends to only take care of him and his family.

When the audience analysis is finalized, the next step is to identify the adequate communication tools. In choosing the adequate communication tools will be considered a number of issues such as: the costs of using these instruments, the benefits that the use of certain tools can bring, technology and available facilities, the territorial coverage given by the use of these instruments etc. Based on the above considerations, here are some of the communication tools which we consider adequate in the context of the present project:

a) Prints (posters, leaflets, flyers, brochures etc.) - we recommend A2 size posters. The main purpose of these posters will be to stimulate public interest in the campaign but also to provide minimal information about it.

A4 leaflets will be offered to the general public as "extension" of posters and will have the aim of providing some more detailed information about the campaign. Leaflets can be designed according to the requirements/tendencies of each region.

Brochures - a customized set of leaflets can form a brochure. Brochures should contain detailed and practical information on the campaign and its schedule, but also on the initiators of the approach, including their contact information. All printed materials must have a common visual identity to give them visibility and distinction.

b) Press and specialized magazines – taking into account aspects such as circulation publications, number of readers, topic, it is recommended to take into consideration collaborations with media trusts such as: Libertatea, Jurnalul Național, Evenimentul Zilei, Adevărul, România Liberă, Ziuă. In the sports field we mention: Gazeta Sporturilor, Pro Sport, but also some local newspapers should not be forgotten. Recommended formats: 1/4 colored page, 3 publications/newspaper/week during the important campaign milestones and 2 publications/newspaper/week (all along the campaign).

c) TV - production and broadcasting of TV spots (at least 30 seconds each) is recommended. Each TV spot must communicate, in a simple manner, the message of the campaign to the general public and draw attention to the negative impact of lead used by hunters on wild ducks and other birds. For a quick coverage throughout the country, it is recommended to communicate the campaign message through a mix of television

networks of the most popular (e.g. TVR1, ProTV, Antena, Acasa), but smaller television networks, addressing a more targeted audience (e.g. TVR2, RealitateaTV, NationalTV, B1TV, Antena 3) should not be forgotten.

d) Internet - the central structure must develop a dedicated web presence campaign. The site should contain, in a modern and attractive format, detailed information about the campaign and its purpose as well as useful information such as contact details of regional centres involved in the approach. Also, the site should enable to collect useful information from the general public, about the situation in the territory, regarding the campaign thematic, through special sections dedicated to this purpose (Van House 2004).

e) Mail (traditional and electronic) - letters containing relevant information about the campaign and its objectives will be transmitted to the general public via snail mail as well as electronic mail. Recipients of direct marketing campaign, developed through post will be rigorously pre-selected, based on profiles/categories clearly defined. Depending on the budget available, it can be taken into account the acquisition of substantial databases containing e-mail addresses of some public categories taken into consideration.

f) Radio networks - production and distribution of radio spots (at least 30 seconds each) on topics similar to those covered in TV commercials is recommended. Among radio networks with a good impact on public and broad territorial coverage, there are: *România Actualități*, Europa FM and Kiss FM.

g) Outdoor advertising - billboards production/rental, decoration and display that convey general public the campaign message is recommended. The recommended size of the panels is: 4x3m, 5.04 x 2.58 m or 6x3m. However, in major impact areas such as entrances to major cities, panels can be designed up to: 14x4, 10 x 8 m.

Maximization of the effects of using the communication tools listed above will only be made by efficiently combining and synchronizing, and not by punctual and sporadic use of some of them.

Results and Discussion. After setting the touchstones of the integrated marketing and communication plan, the NGO which is the subject of the present study should be concerned about ensuring the right combination between the substantial research that has been done and the proper decision-making actions (Kennaugh 2003).

Effective marketing and communication plans are the ones in which the initiators professionally distributes tasks, timelines and responsibilities among the involved parties.

Table 5 maps a possible way in which the NGO could define the main responsibilities, so that the chances of a good implementation of the marketing and of the communication plan to be increased.

Responsibilities

<i>Item no.</i>	<i>Activities</i>	<i>Responsible</i>
1	Market segmentation	Central structure
2	Identification of partner NGOs in the field	Central structure
3	Selecting NGOs that will assign their role as Regional Centers	Central structure
4	Development of communication network between regional centers	Central structure
5	Conducting field research	Central structure; Regional centers; partner NGOs
6	Centralized data processing	Central structure
7	Designing an Project statement addressed to the competent authorities in the field	Central structure
8	Making contacts in press/mass-media	Central structure; Regional centers; partner NGOs
9	Sending Project to the authorities and disseminating it through the mass-media	Central structure; Regional centers; partner NGOs
10	Evaluating the impact of media communication	Central structure; Regional centers; partner NGOs
11	Collecting signatures necessary to begin legislative initiative	Central structure; Regional centers; partner NGOs
12	Consultation with all stakeholders in the Project on optimal formula of the bill	All stakeholders (see chapter II, less the General Public)
13	Preparing bill	Central structure
14	Submitting the bill to the competent authorities	Central structure
15	Monitoring the evolution of the legislative	Central structure
16	Gathering public reactions	Central structure; Regional centers; partner NGOs
17	Evaluating the situation and initiating measures for campaign reorienting	Central structure

Integrated marketing and communications plans require tasks to be performed in a specific order and within well-defined timelines. T

he tasks of an integrated marketing and communication plan are usually linked in a "Finish to Start" relationship, because the first task (the predecessor task) usually ends before the next task starts (the successor task), and so on.

That is why a proper way to set deadlines for the integrated marketing and communications plan described above could be the setting up of a Gantt chart (Table 6).

Table 6

		Timelines											
Item No.	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1	Market segmentation	■											
2	Identification of partner NGOs in the field	■	■										
3	Selecting NGOs that will assign their role as Regional Centers			■									
4	Development of communication network between regional centers			■	■								
5	Conducting field research				■	■							
6	Centralized data processing						■	■					
7	Designing an official statement addressed to the competent authorities in the field						■	■					
8	Making contacts in press / mass-media						■	■					
9	Sending official release to the authorities and disseminating it through the mass-media						■	■					
10	Impact evaluation								■	■			
11	Collecting signatures for the legislative initiative								■	■			
12	Consultation with all stakeholders in the project on the formula of the bill								■	■			
13	Preparing bill								■	■			
14	Submitting the bill to the competent authorities								■	■			
15	Monitoring the evolution of the legislative										■	■	■
16	Gathering public reactions										■	■	■
17	Evaluating the situation and starting reorienting										■	■	■

By using the Gantt chart, the NGO which is the subject of the present study could manage all the involved activities in a standard, well-defined format. This way, the NGO

could set or adjust the duration of tasks, link tasks and add constraints to make sure that a task will end no later than a certain date.

Conclusions. Environmental concerns leave a mark both on the marketing communication strategies and on the steps of communication planning models. They induce even a reevaluation of stakeholders' expectations, if the implementation of the communication plan is equally factual and informative. As such, the environmental integrated marketing and communications plans should be transparent, more open to dialogue and more people-oriented.

Besides that, effective environmental marketing communication must be specific, detailed, very carefully targeted and distributed on the right communication vehicles.

The framework of the integrated marketing and communications plan presented above can be applied to further study, because it can be deepened from at least a dual perspective. The first is the hunters view and the second perspective regards the large public.

From an operational standpoint, implementing a solution such as the one described above can add better chances for an integrated environmental marketing and communications plan to be effective.

From the perspective of practice, exploiting such an integrated environmental marketing and communication plan, with all its approaches, principles, strategies and techniques can serve as a viable solution for converting as many hunters as possible into environmentalists.

From an academic standpoint, the presented integrated environmental marketing and communication plan emerged from an interdisciplinary effort, involving disciplines such as: environmental science, communication, sociology, management and even political ecology.

Environment professional communication regarding the negative impact of lead used by hunters on wild ducks and other birds is extremely important due to its extent and implications concerning people in particular and society in general.

The success of an approach at a large scale informing people about environmental problems is conditioned by how managers of NGOs, which initiate this task, face the issues of initiation and development of communication process.

Therefore, an integrated model of environmental communication, as it is presented in this paper, can be a useful tool available for NGO managers as modern forms of environmental planning and communication are the only ones capable today to win public confidence and adherence to the ideas presented by the initiators of the information campaigns.

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