

CAUSE AND EFFECT IN PROMOTING A PROJECT

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ABSTRACT: *For a project to be considered successful it is necessary, besides a proper coordination, to be also done a good and wide promotion. In view of communication, promotion and maintenance ensures the organization's image. Disturbances occurring in any type of project, as a result of poor promotion, affect the image of the team and highlight the weaknesses in its management. Therefore, the promotion should be permanently monitored and evaluated. Cause-effect analysis is one of the ways we can identify some of nonconformities of the promotion process within a project.*

KEY WORDS: *project promotion, cause-effect analysis, image of organization, project analysis, project management.*

JEL CLASIFICATION: *O22.*

1. INTRODUCTION

Affairs of the world are becoming ever more flexible, because they are generated by companies that have reduced their organizational structure and the knowledge is generally held by people with specialized training. Their interaction in the economic environment is more and more precise and very well defined. In other words, we can talk about specific punctual business project.

The general trend of doing business is also reflected in Romania, but at this moment the notion of the project, not appropriately levied (Bulat, 2011), and is taken in everyday language of an increasing number of people, thereby creating confusion.

Object of this study is to bring a number of clarifications concerning projects and their management on the one hand, and to demonstrate the usefulness of simple tools to make a cause-effect analysis, in our case: inadequate promotion of a project.

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2. THE PROJECT

The market is constantly changing and organizations are forced to adapt. The environmental dynamics leads to adaptive changes; this generates the need for projects (Opran, et al., 2012). Therefore, it is necessary the configuration and product development required by consumers, rebuilding relationships through new alliances, attracting knowledge-trained professionals who will manage the affairs of the project.

2.1. Defining the project

To materialize the idea, for example arranging the garden organizing a party, taking a hiking trip or a holiday, even designing a dessert or manufacturing a product or performing a service, can be brought into question the notion of project.

Common to project is the unique and well defined in time purpose, for which fulfillment are put at stake material, financial, human and time resources. Their assignment is not continuous, and in terms of development time should be set a start time and a deadline. Some projects may be continued or converted into other projects.

Term "project" have been given various definitions (Rutman & Mowbray, 1983 Conrad & Hedin, 1987; Valade & Bamberger, 1991; Mățăuan, 1999). The definitions were taken over and improved by other authors (Munns & Bjeirmi 1996 Ciobanu, 2002 Turner & Simister, 2004; Borgăoanu, 2005; Bulat, 2011; Opran, et al., 2012). Typically, these definitions refers to "specific elements: objective data specifically allocated resources, planned activities, dedicated team and fixed term" (Pascu, 2005).

Thus the project means "capital investment for a fixed period, in order to create productive assets" (FIMAN, 1993), but for this material it will be considered that the project represent "a group of activities to be undertaken in a logical sequence to achieve a set of predetermined objectives formulated by the client" (European Commission).

In the economic or administrative entity, a project represents a way of putting into practice various programs that are also components of some sort of policy (Figure 1).

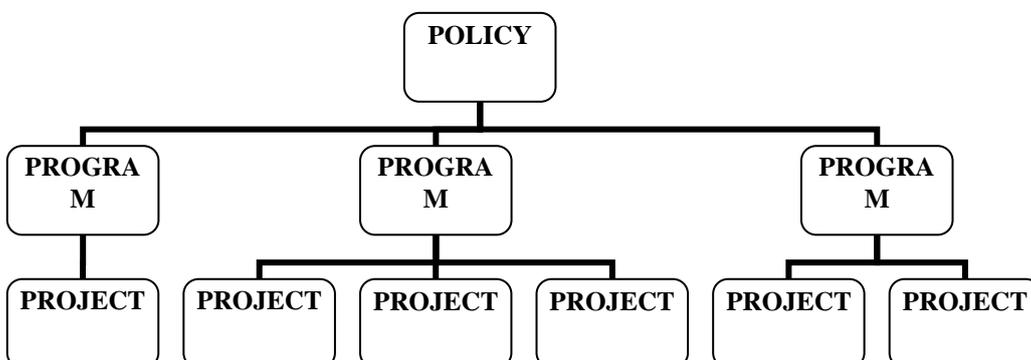


Figure 1. Project place within policy

It should be noted that within a program may exist one or more projects. The projects policy can be carried out simultaneously or in succession. For a clear distinction between projects and programs it can be done an analysis of their main features.

On the differentiations that occur between programs and project various authors have expressed (Mățăuan, 1999 Turner & Simister, 2004). According to these views, it could be materialized a brief analysis of their main characteristics (James, 2013) as stated below.

Table 1. Comparative analysis between program and project

Features	Program	Project
Scala/location level	Great (national/international)	Punctual/Local
Positioning in the whole investment	Placement Strategy Tools	Components of programs/Initiative
Budget	Global and adjustable	Fixed
Term	Undefinite, years	Months, years
Role of the team	Planning, coordination, monitoring	Direct implementation

Source: Radu V. Pascu – Project Management

2.2. Necessity of elaborating

Aside from being a fashion of transition, especially in the context of accessing different types of funds, preparation of a project is a necessity, and companies that comply with have to prepare specialists for this (Farcas 2010).

But the need to develop projects stands in more real and more pressing reasons: low functionality after completion, poor communication within and outside the teams, their budget and time overruns, inadequate employment (or further advance), insufficient documentation and so on.

2.3. Project Management

Being a space where all sorts of resources are managed, it is required that the project to be done on clear principles of management. In this respect project management is done by a team led by a project manager. The success of the project is given firstly by vision, the existence of realistic objectives, customer satisfaction, competition, profitability of the project.

According to some authors (Kerzner, 2003) the favorable outcome of a project is related to the available market and third-party involved. Also it might be questioned and executive commitment, organizational resilience, selection criteria and the project manager's leadership style, as well as providing planning and control (Javed, 2009).

Given these specifications, it can be argued that project management involves planning and observation of a systematic sequence of activities required to successfully

complete a project, including obtaining feed-back. In doing so the project team aims to meet a defined objective view of the constraints of time, resources and cost.

From these specifications easily detach the main stages of a project: the construction of project plan, the management and monitoring the implementation of activities and completion of the project.

3. PROJECT PROMOTING

Promotion is necessary to continuously maintain, in the attention of stakeholders, a strong and positive image of the activities within a project or organization. Representing a complex process in the context of the market economy, the promotion can be considered as the secret of success in business.

Promoting the project involves the installation of short term actions through techniques so that the users have immediate economic and materials benefits. Therefore, promoting the project includes all the activities used by the management team to keep the project to the attention recipients (Iacob, 2013).

As stakeholders and other individuals have the desire to be informed about the project in which they are partners or beneficiaries, promotional activity must be a permanent task of the project team. For this, the promotion campaigns must bear clear, concise, convincing and appropriate messages. The message design should take into account that the target audience is to be presented issues to ensure the adoption of new ideas and new attitudes, to amend behavior towards involvement in various activities etc. Thus, any person who is not only the client of an organization can analyze and evaluate the activities received and the submitted tender.

In any project, the promotion should be supported by other components. Any mismatch between the message and reality leads to weakening confidence of receptor and thus the promotion has no echo. Moreover, promotional activity must ensure that the project and its benefits are sufficiently known to the public that is more and more demanding in terms of an offer increasingly complex and varied.

3.1. Particularities of promoting European projects in Romania

Visibility of projects and programs financed by the European Union should be maximum. In this respect, organizations or persons who initiate such projects must comply with the EU requirement to draw up a Communication Plan. This plan will have a standard format and will be presented in the press releases, (models www.comunicatedepresa.ro) throughout the project implementation.

Enunciation of EU partnership in financing the project will be mandatory at the beginning or end stages of the project. Also, it will be taken into account that in these communications to be given specific phrases about the source of funding or program of which the project belongs, being also displayed graphics requirements, eg EU logo (top left), the Romanian Government logo (middle, high), Structural Instruments in Romania logo (upper right corner), Figure 2.



Figure 2. The presentation of graphics required

3.2. Communication Plan

To form an overall picture of the communication plan it should consider the outline of a general framework in which goals are usually scored, target audience, expectations and evaluation criteria. Making the plan is based on a communication strategy which establishes operational priorities and approaches. In implementing this strategy, project management will take account of resource management in the context of communication established.

Designing the Communication Plan shall be started after a preliminary analysis of the current situation awareness of the projects / programs by consulting the various types of information.

The project visibility increases through the use of logos and slogans. The visual identity development as part of the branding process, makes the project easier to remember and will allow better connectivity on multiple coming sources of information. Personality and brand effectiveness is stronger as eliminates frequent use of its specific symbols is higher.

4. RISK MANAGEMENT

The progress of any project can be hampered by the occurrence of risk situations. Some of these can be resolved by the project manager, some not. The situation where there is a problem "defined as normal" that cannot be managed by the project manager enters the difficult situations or risk category (Tenstep.ro). This is the time that requires rapid inventory processes to find a solution to that problem as urgent as possible. Every project, whether small, medium or large, is facing problems. Therefore management of risk situations can be considered as a fundamental component of project management.

Typically, for small projects risks may occur, but also diminishing their effects can be easier. Risk management is important as the size of the project is higher. If this activity is not given proper importance may cause financial, material and human loss, without question the problem of time.

Solving a risk situation supposes a sequence of actions: identifying the problem, determining the existence of the difficult situation, determining membership

development committee of the solution, determining the solution of the problem and solution record set, adding the project plan and reporting in the communications.

5. ANALYSIS OF PROJECT PROMOTION

To identify a viable solution in case of a risky situations are used different techniques: analysis of cause - effect by using Fishbone Diagram (Ishikawa), Pareto analysis based on classical rule of 80/20 (20% of the problems causing 80% of the symptoms), other.

5.1. The project promoter of Mountain Valley Local Action Group

Rural development policy is an important component of the Common Agricultural Policy (CAP). Starting in the 90, EU rural development takes on a new dimension with a new approach, aiming to encourage local development players, or project leaders to acquire the skills necessary to turn into agents and architects future of their field.

Wanting it to be public - private partnerships, local action groups (LAGs) are entities that are made up of representatives of public, private and civil. They are designed to ensure the fulfillment of requirements coverage in accordance with the National Rural Development Plan (RDP), which will implement an integrated strategy for territorial development.

LAG emergence is closely linked Leader-projects in support of sustainable rural development and the implementation of the Common Agricultural Policy (CAP) in the European Union (pndr.ro). For rural areas, the Leader has opened new opportunities for development thus proving an ideal tool in initiating projects. General strategic objective of Leader axis aims to ensure local capacity for employment and diversification. This approach seeks to integrate different types of local stakeholders (farmers, foresters, etc.), making it known that can improve the local natural and cultural heritage while developing economic activities taking into account environmental protection.

GAL Mountain Valley has developed Local Development Plan, a comprehensive document, which was based on the National Rural Development Plan 2007 - 2013 (www.galvalemuntelui.ro). In this paper were presented local priorities and measures for which funding for projects may be submitted by interested parties.

The project started under measure 1.2 Sensitization, awareness and training. The project objective was to achieve a seminar on "Trends in the restructuring and modernization of agriculture in the area of the Mountain Valley GAL".

5.2. Cause-effect analysis in project promotion

As a way of analysis for this study was used cause-effect diagram. Typically, the method seeks solutions to the complex problems that seem to have common cause.

The reason for the analysis started from the low participation of potential beneficiaries to the seminar. The organizers of the seminar together with lecturers

identified as the main problem "inappropriate promoting" that will lead to the "backbone" of Fishbone diagram, shown in Figure 3, which will connect and categorize the main causes of its major and minor.

As the main cause were set the staffing budget, material support, time, interests and tools used in promotion.

Cause-effect diagram can reveal key relationships between different variables and possible causes provide additional insight into the process.

Causes can be obtained after a brainstorming session. These groups can then be labeled as types of fish bones. They are usually traditional categories, but may be unique to the application in a particular case.

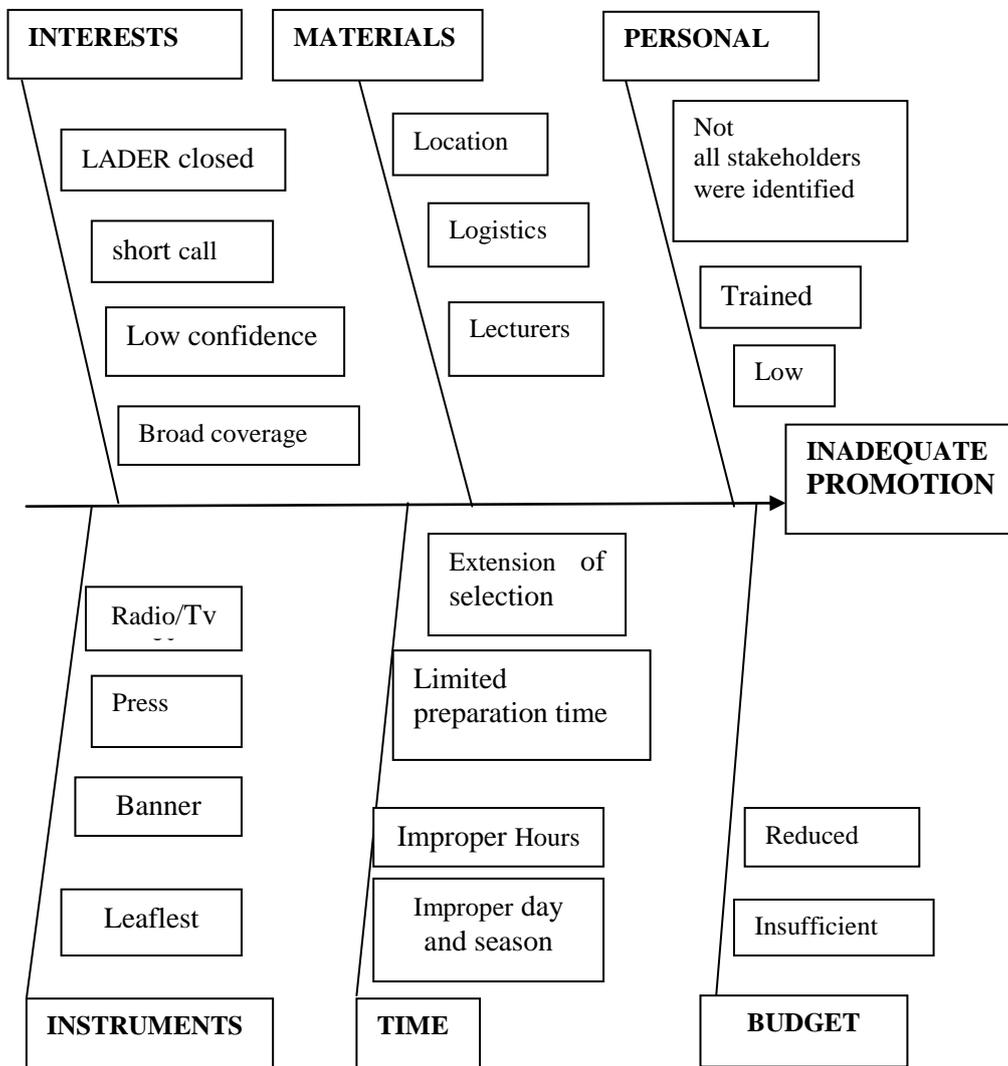


Figure 3. Fishbone Diagram (Ishikawa)

6. CONCLUSIONS

Speaking generally, the project is in this stage of development of society a simple and effective way to achieve various goals by combining resources in a short time.

The Project Seminar: "Trends in the restructuring and modernization of agriculture in the area of the LAG Mountain Valley" was recorded by organizers as being made without deviating in exact scheduled time.

Prior to seminar support was identified the diminished participation to expectations and to confirmations received. This was an aspect of risk in the project, for which it was thought the analysis.

Following the evaluation of the project by interviewing participants and discussions between lecturers and organizers it was concluded that the main cause to low participation of the possible beneficiaries of the project was weak promotion.

Delimitation of major and minor causes was made using Fishbone Diagram.

The focus fell on cause Time. According to the statements of the organizers, the period of materials preparation has been very limited from the notice of financing acceptance until completion of the project, especially that the initial selection period was extended by one week. Regarding the time, was also the determination of when and hours for presenting the seminar. It was established on Sunday. A related question about sufficiently high was the month in which it was scheduled the presentation respectively mid-August, a holiday month.

Another finding is that the impact of leaflets and flyers is not as strong as that of the audio visual field for which there was not sufficient budget. They made only 2 days of announcements on radio and local cable TV network. Promotion agents surprised that people required to attend the event and who were distributing leaflets had no patience to read all the text printed, although the message satisfy the conditions of effective communication and attractive.

Request for the participation of an official of a commercial bank in the area, which has informed those present about banking products offered to rural entrepreneurs and their facilities showed that the interested persons list has been drawn in the most thorough manner.

The Interests Section was surprised a number of causes related to Leader who was financing instrument for Development Plan 2007-2013, for very short periods that do calls. Here it was raised and very wide area coverage and local action group that Project budget did not allow general information to people. Low confidence refers to both persons who were presented the seminar theme and have not shown just enthusiastic and to the organizers, who knew how to work with projects failed every time presentations by persons to inspire others that trusts to give impulse creator.

Regarding the Materials section was raised in the debate the location. It may also be a cause that leads to poor promotion.

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