



UNIVERSITAT
JAUME·I

SOCIAL MARKETING PLAN OF

AMNESTY
INTERNATIONAL



Presentation by: Ivan Guimerà Edo

Supervised by: Vicent Tortosa Edo

DEGREE IN BUSINESS ADMINISTRATION

AE1049 – FINAL GRADE WORK

2016-2017 COURSE

INDEX

1. EXECUTIVE SUMMARY	3
2. SITUATION ANALYSIS	4
2.1. Internal Analysis	4
2.1.1. Presentation and description of the organization	4
2.1.2. Milestones of the organization	4
2.1.3. Mission, vision and values	5
2.1.4. Resources of the organization	6
2.1.5. Marketing resources	9
2.2. External Analysis	13
2.2.1. Macroenvironment (PESTEL Analysis).....	13
2.2.2. Microenvironment	21
2.2.3. Competitive Analysis	23
2.3. Market Analysis.....	27
2.3.1. Sector Analysis.....	27
2.3.2. Consumer Analysis.....	29
3. SWOT ANALYSIS.....	34
3.1. Opportunities	34
3.2. Threats.....	35
3.3. Strengths	35
3.4. Weaknesses	36
4. TARGET AUDIENCES.....	36
4.1. Segmentation Criteria.....	37
5. MARKETING OBJECTIVES	39
6. MARKETING STRATEGIES	40
6.1. Strategy according to segmentation.....	40
6.2. Strategy according to the competitive advantage	41
6.3. Competitive strategy	41
6.4. Growth strategy	41
7. ACTION PROGRAMS.....	42
7.1. Summary of action plans	42
7.2. Actions.....	44
8. TIMELINE	56
9. BUDGET	57
10. CONTROL.....	59
11. INDEX WITH TABLAS, FIGURES AND GRAPHS	60
12. BIBLIOGRAPHY	62

1. EXECUTIVE SUMMARY

Amnesty International is a non-governmental organization founded in 1961 by lawyer Peter Benenson. The non-governmental organization has always been characterized by its denunciation of injustices and the defense of human rights. From his beginning it has been the most well-known organization in the world in this area. It has helped raise hundreds of thousands of people about the lack of human rights at the international level, so many of these people have decided to collaborate in the cause through financial contributions or contributing their time in volunteering.

In this marketing plan, we have analyzed the internal part of the organization to know the resources that have at its disposal emphasizing as strengths the refusal to finance public entities or to be a reputable organization. Its most notable weaknesses are its high dependence on private financing or the lack of involvement of the organization in Spain. We have also performed an external analysis to know the context and the factors that have a significant impact. To highlight as the main threats the large number of NGOs that exist in Spain and the distrust on the part of the citizenship towards the NGOs. As the most relevant opportunities we can highlight the small number of organizations in defense of human rights and the increase of volunteering in recent years in Spain.

On the other hand, we have set some objectives to fulfill in the period of one year, in which we can highlight the greater fidelity of the collaborators and the increase in their number. The collaborators we have focused on are the volunteers, the partners and the specific donors, who are the target audience of this marketing plan.

Thus, in order to achieve the proposed objectives, we have presented 13 actions, in which we highlight the enrichment in the relationship with universities, the improvement in the commercialization of products, the creation of an APP that contains the same content as the website or increase communication with partners and volunteers. Also attached is the proposal of a timetable, to visualize the duration of the proposed actions, and the proposal of a budget. These actions are linked to the philosophy and values of the organization.

Finally, we have proposed guidelines to monitor these objectives, so that we can correct any errors that may occur.

2. SITUATION ANALYSIS

2.1. Internal Analysis

2.1.1. Presentation and description of the organization

Amnesty International is an international non-governmental organization founded by the British lawyer Peter Benenson. It declares itself as a democratic and independent movement. This organization works on the defense of human rights around the world.

The organization is present in more than 150 countries and it is independent from any government and political ideology. The sole and only interest of the organization is the impartial protection of human rights. Therefore, Amnesty International pressures governments, companies and international organizations and requires them to respect human rights.

In particular, this organization fights against discrimination, torture, death penalty and violence against women; stands up for releasing prisoners of conscience, defending freedom of expression, protecting the rights of millions of children, combating impunity, unmasking those responsible for global poverty, and protecting refugees, asylum-seekers, migrants and displaced people.

2.1.2. Milestones of the organization

Amnesty International was founded in 1961 by Peter Benenson, who wrote an article called "The Forgotten Prisoners" where he asked the society its help to release 6 prisoners of conscience. This article had more than a thousand readers, and influenced other countries, creating a movement.

In 1962, Amnesty International sent the journalist and lawyer Louis Blom-Couper to observe the trial against Nelson Mandela in South Africa. In 1967 the organization already had 550 groups in 18 countries and it was working towards the release of 2,000 prisoners of conscience in 63 different countries, 293 of whom were released. In 1969 James Becket was sent to observe the "Regime of the Colonels" in Greece. In 1975, the UN unanimously adopted the "Declaration on the Protection of All Persons Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment".

In 1992 Amnesty International had over one million members and 6,000 local groups in more than 70 countries. In 2002, the organization began campaigning for the closure of Guantánamo. In 2004, they started the campaigns against gender violence. And finally, in 2013, the Arms Trade Treaty was approved in the United Nations.

Amongst the goals achieved by the organization since its establishment in 1961 we can find the following ones (Amnesty International, 2017):

- Freedom for more than 50,000 prisoners of conscience.
- Abolition of death penalty in more than 145 countries, as well as the avoidance of executions and death sentences in many countries.
- Contributing to bring dictators responsible for crimes against humanity to justice.
- Paralyzing stoning of women in Nigeria and Iran. Reporting violence against women and girls in many other parts of the world and making progress regarding the protection of their rights.
- Rescuing people from certain death and providing protection to human rights defenders and their families.
- Improving the control of the arms trade. In Spain, this goal was achieved through the approval of the Law on Arms Trade, that regulates the arms trade and was approved in 2007.
- Being the first to demand the closure of Guantanamo, and thanks to their work, some Guantánamo detainees have been able to have fair trials.
- In Spain, contributing to improve the Spanish Immigration Law, making the government include protection for immigrant women victims of gender-based violence on it.

2.1.3. Mission, vision, values and general objectives

Mission

Amnesty International's mission is to carry out research and action focused on preventing and ending serious abuses of human rights.

Vision

Amnesty International's vision of the world is one in which everyone enjoy the rights included in the Universal Declaration of Human Rights and other international human rights standards.

Values

Amnesty International forms a global community of human rights defenders, and these are its principles: international solidarity, effective action on behalf of specific victims, universal coverage, universality and indivisibility of human rights, impartiality and independence, and democracy and mutual respect.

General objectives

The main objectives of the organization in relation to the beneficiaries are:

- Defending the truth, justice and reparation of victims of serious abuses such as unfair trials, enforced disappearances, arbitrary detention, extrajudicial executions or gender-based violence.
- Defending migrants, asylum seekers, refugees, displaced persons or victims of trafficking - and also people in armed conflict.
- Defending victims of violence in the hands of States.
- Fighting against torture and ill-treatment and standing up for sexual and reproductive rights, abolition of the death penalty, and effective control over the arms trade.
- Defending the dignity of poor people and denouncing the abuses that cause or aggravate poverty, defending health care, decent housing, clean water and a healthy environment.
- Protecting people so that they can express themselves freely and not suffer discrimination for this reason.
- Releasing prisoners of conscience and protecting those who report abuses in any country.

The mission, vision, values and general objectives are shared by Amnesty International and the various national organizations that make up this NGO, including Amnesty International Spain, the object of this marketing plan.

2.1.4. Resources of the organization

In this section we will focus on the main resources that Amnesty International Spain has got.

Economic resources

The economic resources are a fundamental part of the organization, because without them, it would be impossible for the organization to operate and do its work.

In the first place, it must be said that Amnesty International does not accept grants from national governments or donations from political parties, all in order to be able to work in a completely independent way. This fact reduces the income of the organization, as opposed to other Third Sector organizations that do receive these subsidies.

All the income received comes from members, donations or inheritances, and other fundraising actions, such as the sale of different items. According to data from the organization in Spain, more than 9.3 million euros were raised in 2015, of which 87.8% came from membership fees, 10.6% from donations, inheritances and legacies, and finally, 1.6% from sales and other activities, which in actual numbers are 8,190,425 euros, 986,851 euros and 146,357 euros respectively (figure 1).

Amnesty International's expenses in Spain are divided into different fractions: Administrative support, which was allocated a 14.3% of the budget, awareness campaigns were allocated a 59.2%, and lastly, 26.5% was earmarked for international contributions to the organization's research activities and campaigns around the world, which in real terms are 1,332,433 euros, 5,520,518 euros and 2,466,586 euros respectively (figure 1).

Figure 1: Amnesty International Spain revenues and expenditures in 2015



Source: <https://www.es.amnesty.org/> (2017)

Human resources

According to the organization, Amnesty International had 77,306 members in Spain in 2015. If we look at the evolution of the previous years, numbers are increasing every year, from 57,809 members in 2009 to 77,306 in 2015 (figure 2).

Figure 2: Number of Amnesty International partners

Año	→ Socias	→ Socios	→ Total	→ (% crecimiento)
2015	→ 43.044	→ 34.262	→ 77.306	→ (6,42%)
2014	→ 40.306	→ 32.330	→ 72.636	→ (6,87%)
2013	→ 37.301	→ 30.668	→ 67.969	→ (1,48%)
2012	→ 36.360	→ 30.617	→ 66.977	→ (4,20%)
2011	→ 37.977	→ 29.759	→ 64.726	→ (3,75%)
2010	→ 33.461	→ 28.928	→ 62.389	→ (7,92%)
2009	→ 30.484	→ 27.325	→ 57.809	→ (9,93%)

Source: <https://www.es.amnesty.org/> (2017)

With regard to activists, who are the people working with or for the organization, in the year 2015 the organization registered at the end of the year 2,211 activists, distributed in more than 120 local groups throughout Spain (figure 3).

Figure 3: Number of partners, activists, followers, and AI School Network in 2015



Source: <https://www.es.amnesty.org/> (2017)

Regarding the people hired by the organization, there were 91 people in Spain in 2015, of whom 1 was a senior management staff, 8 were department heads, 52 worked as area managers and 30 worked as non-technical staff. The salaries of the technical charges are between 24,263 euros and 37,417 euros gross per year.

Organizational structure

Amnesty International activists are grouped together by countries, operating in their territories. According to its structure, the organization has an International Secretariat, whose headquarters are located in London and whose national offices are located around the world. This International Secretariat is responsible for investigating human rights violations at the international level and for designing global priority campaigns. The head of this entity is the Secretary-General, position currently occupied by Salil Shetty. On the other hand, we find the Meeting of the International Council, which is the globally highest body that represents the national offices. This meeting is a biannual assembly that gathers the delegates of the national offices. This assembly chooses the International Board of Directors, which is the highest international governing body and is made up of volunteers.

In the case of Spain we can find the Federal General Assembly, which is the supreme organ of the organization in the country. It gathers once a year, it is formed by all the partners of the organization and is responsible for deciding what to work on, and approving the accounts and budgets. This assembly also elects the members of the General Executive Committee, which is the supreme governing body among the different local groups in Spain, and is composed of seven members.

On the other hand, we can find the State Secretariat, that is responsible for coordinating the work of the organization in Spain and is composed of staff hired.

Finally, the organization also has a Federal General Council available, where the rest of the organization is discussed, advised and controlled.

2.1.5. Marketing Resources

Regarding the treatment of the marketing resources, the 4P's of Amnesty International in Spain are analyzed:

Product

The product is what the organization is working for the beneficiaries and therefore, the actions to be developed for this group.

Amnesty International in Spain bases its actions on major issues:

- Defending human rights around the world, working on up to 30 civil, political, economic, social and cultural rights. This way, the organization reports torture, death sentences, enforced disappearances, lack of freedom of expression and international injustice.
- Denunciating the arms trade that is currently taking place around the world. In the last decade, Spain has multiplied by 10 the arms exports. They report this trade because it is one of the most opaque and where more strategic, political or industrial interests can be found. Therefore, the organization wants to report this trade in order to protect the population.
- Defending sexual freedom and gender equality, since in many countries LGBTI groups are punished and their rights are being cut back. In addition, they stand up for the women's right, as they suffer discrimination, either by law or by society itself.
- Denouncing the corporate injustices, consisting of abuses and exploitations committed on people from the most vulnerable countries. Among the most common practices we can find forced labour, and the eviction of some communities from their lands. In addition, the organization puts a lot of emphasis on child exploitation and the defense of their rights.
- Defending refugees who are forced to flee from their countries for political or war reasons and are ignored by governments, who set boundaries and disregard their demands.

On the other hand, the organization is specialized in the training of its activists, since Amnesty International offers workshops both in-person and online, so that the activists can learn about human rights and how to defend them, and about coordination and organization. In addition, these training courses can be subsequently applicable in the labour market.

In addition, citizens in general can buy solidarity products that the organization has for sale on its website. These products can be shirts, plaques, plates or complements.

Besides, the organization also has an art gallery, where works are donated by renowned artists such as Antoni Tapies or Luis Gordillo.

Price

Amnesty International does not have a fixed rate to donate or to be a partner, since the organization gives the option to pay the amount that each person wants. In this case, we can say that the organization follows a strategy of variable prices, since it is the person who decides what amount to donate depending on their perceived value of the actions developed by Amnesty International. In addition, the organization also allows to leave some legacy of solidarity.

The partners can choose different options to make their contributions, which can be monthly, bimonthly, quarterly, quarterly, semi-annual or annual. The contributions of the partners have a tax relief of 75% up to 150 euros, after this amount is reached, the tax relief is the 30%, and if in the three years the contributions have been maintained or have increased, the tax relief is of a 35% decrease.

In short, in the occasional or periodic contributions the method of pricing is based on the value they receive from the NGO and its actions.

On the other hand, as we have said, citizens do have different products at their disposal, on which the organization puts a fixed price to be able to obtain them. The price of the articles can vary, but for example, the price of the t-shirts is around 20 euros, while other items such as stationery items can cost from 4 to 12 euros. The method of pricing is cost plus a margin.

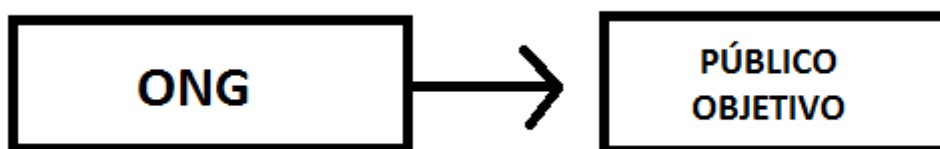
As for non-monetary costs, people who are activists offer their time to volunteer. Besides, they may face psychological risk depending on what situations they encounter, as they may be persecuted, tried or punished unfairly. In order to reduce this cost, the organization tries to make its volunteers feel part of the organization itself, as well as offering them training, experience, protection and personal satisfaction.

Distribution

Amnesty International is currently conducting an ultra-short channel distribution (figure 4), as citizens have personal contact with activists on the streets or simply going to the headquarters of the local groups of the entity, in addition to the social networks and the website of the organization.

On the other hand, we can say that regarding the range of distribution, the organization follows an exclusive distribution, that is to say that to get anything from Amnesty International you have to go to local headquarters or use its website.

Figure 4: Ultra-short distribution scheme



Source: Own elaboration

Communication

Amnesty International disseminates the campaigns and the actions it carries out through different communication tools, as well as reporting on the violation of human rights that exist in several countries around the world, and therefore raising public awareness about these facts. On the other hand, another goal related with the communication is to persuade and be able to get new activists, partners or punctual donors to undertake their actions.

Among the communication tools used by the organization we can find interactive marketing through social networks. It is important to highlight the use they make of YouTube, where videos of social awareness about current issues are posted, and also of Facebook and Twitter, where daily news is published daily. Besides, the organization uses these platforms to denounce violations and human rights abuses, as they allow them to reach society in an easier and faster way. Another important tool in Amnesty International is the website www.es.amnesty.org/. The organization has been able to adapt it to the populations' demand, since the different sections can be found in a fast and functional way. Also noteworthy is the use of a Mobile Application in which they provide current information on campaigns that the organization is working on.

As far as the press is concerned, Amnesty International is known for its campaigns thanks to its ability to convene different mass media. In addition, their campaigns allow the same media to echo them and therefore, talk about them, becoming advertising actions. For this reason, Amnesty International does not devote a great amount of economic resources to be advertised on printed press or television.

On the other hand, Amnesty International uses personal interaction, such as the setting up of information desks on the street, in different acts carried out by other organizations or in universities.

Finally, the organization uses different types of signage to visually make an impact on society regarding different issues (figure 5).

Figure 5: AI campaign poster



Source: <https://www.es.amnesty.org/> (2017)

2.2. External Analysis

After analyzing the internal part of the organization, we will try to analyze the external part, which is about the organization environment in Spain, being Amnesty International Spain the objective of this marketing plan.

2.2.1. Macroenvironment (PESTEL Analysis)

Political and legal factors

At the moment Spain is a state of right, where because of the social moment in which we are, new political parties have arisen and have generated a political change that affects our society. The Popular Party is currently ruling Spain, with a pact of investiture that made with the party called "Ciudadanos". Therefore, there is no absolute majority due to the irruption of new political formations that have broken the traditional bipartisan Spanish system. All this forces the need for more communication between different political formations in order to reach agreements and pacts.

With regard to the legality that may affect NGOs, we will try to explain the main features of the Volunteer Law, the Tax Law and the Transparency Law.

First, the Voluntary Act, the current Law 45/2015, affects organizations, associations and foundations. This law has some changes and modifications with regard to the Law of Volunteering that was approved in the year 1996. This law 45/2015 emphasizes for defining that it can be called voluntary those activities that are carried out by different people with a solidary aim and which are made with total freedom and without economic remuneration. In addition, activities should be developed by entities in specific programs.

It also states that volunteers can be people over 12 years of age, of whom those under 16 years old will require exclusive authorization from their legal guardians, while those under 18 and over 16 will need the consent of their legal guardians. One novelty in the new law is that it allows people with dependence or with disabilities to exercise as volunteers, but depending on their personal capacities or situations they may be able to exercise it in one way or another.

Finally, people with a criminal record for domestic crimes or gender violence, for violating the life, physical integrity, liberty, moral integrity or sexual indemnity of their spouses or children, for crimes of illegal trafficking or illegal immigration of people, or for terrorist offenses will not be able to become volunteers.

On the other hand, NGOs are governed by law 49/2002, of December 23, on the tax regime of non-profit entities and tax incentives for patronage. This law establishes that non-profit entities should be those pursuing general interest purposes, which allocate at least 70% income from the economic exploitations they develop, income derived from the transmission of goods or rights Of their ownership and the income they obtain for any other concept, deducting the expenses incurred in obtaining such income.

On the other hand, because of the lack of information from both public and private entities, we will see how Law 19/2013 on transparency affects them. This Law aims to broaden and strengthen the transparency of public activity, regulate and guarantee the right of access to information relating to that activity and establish the obligations of good governance that must be met by public officials as well as the consequences of their non-compliance .

As for laws that have an impact on the actions or causes of the organization, we can find Law 4/2015, of 30 March, on the protection of public safety.

This law, popularly known as the "Gag Law", is a law that regulates citizen security in Spain, for the protection of people and property and to maintain the tranquility of citizens. But this law has become a very controversial law, since much of society believes that this law limits many fundamental rights such as freedom of speech or assembly.

Among these limited rights, it is considered that the right to non-discrimination by political ideology is violated, since this law allows to create lists of people for later use by attending demonstrations, for example. In addition, it considers that the words of the police are above any word of a citizen, thus breaking the procedural equality, and therefore, the right of defense and presumption of innocence. On the other hand, the police can request the identification of the citizens if they see possible indications of crime, besides being able to make preventive searches, reason why it is violating the right to the privacy and the personal freedom. On the other hand, the police can record you, but the citizen to the police does not, so it is affecting the right to information.

Regarding freedom of expression, this law states that the police can dissolve the demonstrations whenever they want, in addition to pointing out as terrorism the protests via the internet.

Finally, we highlight the law that regulates the rights of the LGTBI collective, since Amnesty International and other NGOs focused on social and / or political issues carry many of their actions in Spain in this regard. The law that regulates it is Law 11/2014, of October 10, to guarantee the rights of lesbian, gay, bisexual, transgender and intersexual people and to eradicate homophobia, biphobia and transphobia.

Its objective is to establish measures for the equality of rights and non-discrimination of this group, as well as to facilitate the equal participation and representation of the collective in all social areas and to overcome the stereotypes that affect this group.

Economic factors

With regard to the economy, we will make a brief analysis of the world situation as a factor that explains the migratory movements towards Europe, which is one of the objectives of the actions of Third Sector NGOs. Thus, in the so-called Third World, there is widespread poverty, caused by exploitation, lack of resources and wars in less developed countries. So many citizens are forced to leave their countries of origin and take refuge in more developed countries. In recent years, more than 60 million citizens have had to move forcibly.

Of the refugees, they have only been received in Spain 481 in 2016, a figure that is much lower than that announced by the Spanish government, which was 17,680. This is a very important factor for a political NGO such as Amnesty International because they are potential beneficiaries of their actions.

Globally, this crisis has meant the loss of rights in third world countries and the use of more developed countries to reduce costs.

At the national level, for almost 10 years, Spain has been immersed in a great economic crisis, which has an unfavorable impact on the financial contributions of NGO partners and donors. But now this situation is softening, although it is more noticeable at macroeconomic levels than at microeconomic levels. This is because families who have been most affected by the crisis, are not noticing a special improvement.

This crisis has meant for many people in Spain the loss of their job, as well as the rights and security of maintaining their job. This fact has increased poverty in our country, as well as helping to increase inequality between the poor and the rich. On the other hand, it has caused that part of the Spanish middle class is already placed in lower classes.

However, during the year 2016, excluding the last quarter, GDP in Spain has grown. Specifically, the third quarter has increased 0.7% over the previous quarter, although this figure is one tenth lower than the first quarter. The year-on-year change in GDP has been 3.2%, ie 0.2% lower than the second quarter of the same year, which was 3.4%.

In the third quarter of the same year GDP was found at a figure of 279,626 million euros. In addition, Spain has a GDP per capita for the third quarter of 6,018 euros, and the second quarter had 5,821 euros, so it has increased by 197 euros (Table 2).

Table 1: Quarterly GDP Spain 2016

PIB España 2016: Evolución Trimestral			
Fecha	PIB Trim. Mill.€	Crecimiento Trim. PIB (%)	Var. Anual
III Trim 2016	279.626M.€	0,7%	3,2%
II Trim 2016	277.843M.€	0,8%	3,4%
I Trim 2016	274.661M.€	0,8%	3,4%
< PIB España 2015			

Source: www.datosmacro.com (2017)

Table 2: Per capita GDP Quarterly Spain 2016

PIB Per Capita Trimestral 2016			
Fecha	PIB Trim Per Capita	Var. Trim.	Var. Anual
III Trim 2016	6.018€	0,6%	3,7%
II Trim 2016	5.979€	1,4%	4,0%
I Trim 2016	5.914€	0,4%	3,7%
< PIB España 2015			

Source: www.datosmacro.com (2017)

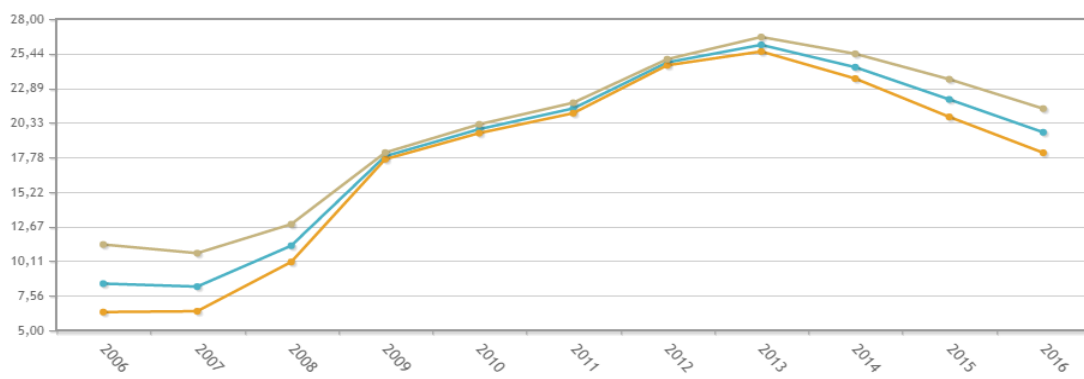
On the other hand, the labor reform approved in 2012 caused a greater creation of EREs throughout the country. In addition, this labor reform has led to the loss of half a million full-time contracts between 2014 and 2015 and the extension of part-time indefinite contracts. And as a last resort, half of the full-time temporary contracts have been abolished.

In addition, the crisis has slowed the public funding of NGOs, and there is an increasing tendency for the social sector to be financed by the private sector. This is why economic data have created a problem for NGOs in general.

Finally, regarding the labor situation of women in Spain, we can say that there is a labor discrimination against men, as there is currently a wage gap between men and women. Men earn 20% more than women for doing the same job and the same tasks.

As we can see in the following graph, we can say that the number of unemployed women is always higher than that of men, reaching 21.38% of women unemployed in 2016, while the number of men is 18.12 %.

Graph 1: Unemployed by sex



Source: INE (2017)

Therefore, we can say that these data affect NGOs and the Third Sector in general, as the loss of labor rights and the increase of poverty is an issue for which Amnesty International works internationally.

These economic factors are also important for an NGO like Amnesty International because they explain the difficulties in the private contributions of partners.

Sociocultural factors

As for the beneficiaries of NGOs such as Amnesty International, according to the UN annual report for the year 2015, there were more than 65 million displaced people worldwide during that year, of which 21.3 million are refugees. The five countries that have received more people are Turkey, Pakistan, Lebanon, Ethiopia and Jordan, which among them have hosted around 7.3 million refugees. The country of origin with more people who have had to flee is Syria with about 5 million people, followed by Afghanistan and Somalia.

This is worrying, with 51% of refugees being children who have traveled alone or been separated from their families. To this, it is added the lack of reception of the European countries. In 2015 Europe made a plan to host refugees and it was agreed to accommodate 160,000 people, but only 7,951 of these people have been accepted, which means a very low figure for all Europe. In the case of Spain, 15,000 refugee protection applications were reached in 2015, almost tripling the data for 2014, and only 220 were protected. According to data from the Ministry of the Interior of October 2016, of the 17,680 people that Spain agreed to host, has only received 481.

This crisis of refugees is more tragic if we talk about the deaths in the Mediterranean Sea because of the sinking of the boats where the refugees go. During the year 2016 about 4,000 people have died at sea.

Therefore, we can say that the risk of poverty in Spain and in the rest of the world is a matter of concern and, therefore, the organizations of the Third Sector and more specifically, Amnesty International, work to be able to solve the problems which arise because of the benefit of the most disadvantaged, since this represents an exploitation towards Third World countries.

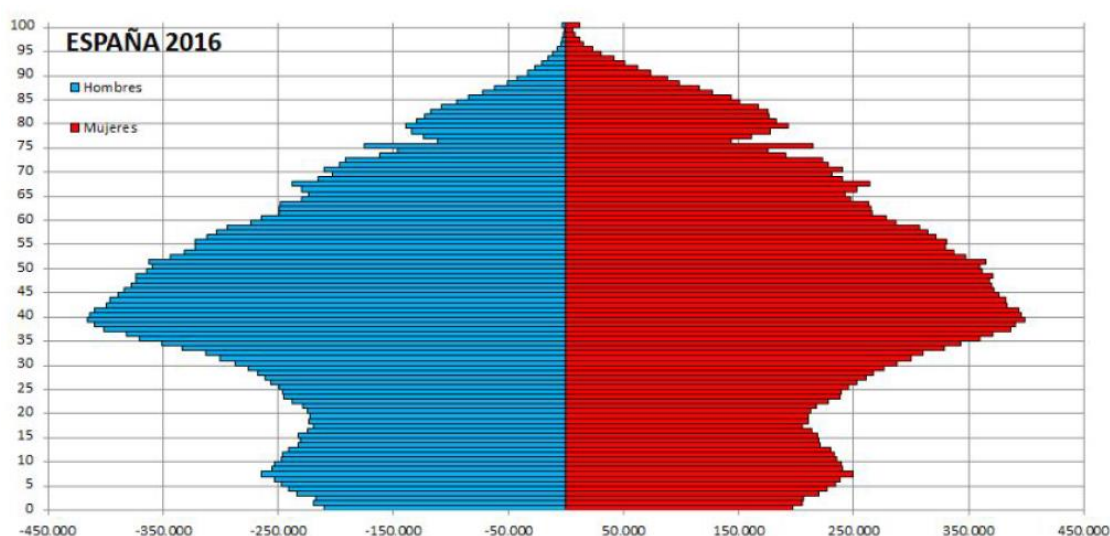
In relation to the volunteers, it is important to highlight the growing smaller presence of young people in our country. In addition, Spain at 1 January 2016 had 46,438,442 inhabitants, that is, there has been a decrease of resident population of 11,142 persons

over the previous year. Of these inhabitants, 4,932,906 people live in the Valencian Community.

If we look at these figures in relative terms, the population of 2016 has dropped by 0.2% over the previous year. On the other hand, the percentage of men and women residing in the Spanish State is not very different, since there are 50.9% of women and 49.1% of men as shown in the following graph.

As can be seen (graph 2), there is a majority of women from 49 years of age, this can be due to the fact that the life expectancy of women is higher than that of men.

Graph 2: Population Pyramid in Spain



Source: INE (2017)

As far as education is concerned, Spanish youth are the most prepared in history. Education levels have increased, although Spain remains one of the European Union countries with the highest dropout rate in education without a minimum degree.

Due to the crisis and the lack of opportunities, the most educated young people have had to emigrate to other European countries to find a place of work.

On the other hand, in economic terms, in Spain as mentioned above, there has been an increase in poverty in recent years due to the economic crisis. Spain is currently the third country in the European Union where the rate of people at risk of poverty or social exclusion has grown the most in recent years. With figures published by Eurostat (2015), we can say that in Spain has gone from 23.8% in 2008 to 28.6% in 2015.

In conclusion, these data directly affect NGOs in Spain, since the data help us to know how the Spanish society is formed that can collaborate with NGOs and also allows us to know the problems in which the organizations work.

Technological factors

In recent years, technology has advanced very rapidly to the point where it has entered the lives of people, since we could say that technology currently influences how we communicate, act, think and live. We can say that the use of these technological devices is necessary to be able to lead life with complete normality.

In Spain, investment in R & D & I has been reduced in recent years because of the crisis, since the government has cut back in this area. This fact puts Spain in a bad situation in terms of innovation, since in most of the countries of the European Union, R & D investment has not been reduced, although it has been maintained or increased. According to data from COTEC (2016), investment in R & D + i represents 1.24% of GDP, reason why Spain is in the queue of Europe.

Technology has helped society to improve in areas such as health, communication or research. Therefore, technology can be used by Third Sector organizations to have better communication with society and to reach more people. In addition, they can take advantage of the internet or social networks to obtain better funding or collaboration.

In particular, for Amnesty International, like the rest of NGOs, the advancement of technologies has meant that campaigns reach more people and more specific areas. In addition, it allows cases of torture, repression or any injustice to reach the other side of the world at the same time.

Ecological factors

Climate change is one of the main problems that are currently of concern to society as a whole, as it is bearing behind it major problems such as the melting of the largest glaciers. This causes an increase in sea level, higher radiation or higher temperature increase of the Earth. This problem has meant a change of mentality in much of society, which are being sensitized and acting more to adapt these problems.

On the other hand, there is a great exploitation of natural resources, such as minerals or oil, which are creating power wars, which leads to child exploitation, lack of human rights and labor rights, creating poverty among countries with these means.

We can also say that air, water and land pollution pose a significant risk to society, as it causes mortality, morbidity and disability.

That is why Amnesty International is affected by the ecological environment, as this organization, in addition to other NGOs, is responsible for solving the injustices created by the exploitation of natural resources and climate change.

2.2.2. Microenvironment

Beneficiaries of Amnesty International

We can find a large number of beneficiaries and beneficiaries of Amnesty International, as this organization encompasses a multitude of people through its campaigns. Therefore, we can say that the beneficiaries of this organization are all those people who receive a direct benefit thanks to their actions.

The main beneficiaries of Amnesty International are:

- People affected by armed conflicts in the world
- Persons sentenced to death for crimes that should not be punished
- Persons detained and imprisoned unjustly for offenses that should not be crimes under the rule of law
- Persons necessarily disappeared with the consent of a State
- Persons discriminated against on the basis of sex, religion, ethnicity, race, nationality, class, sexual orientation, among others
- Society affected by lack of freedom of expression
- Persons of exploited indigenous peoples who suffer expulsion from their lands, denial of their culture and physical aggression
- People who are forced to emigrate to other places because of causes such as wars or dictatorships
- People who want to decide in matters such as sexuality and reproduction
- Persons tortured by both civilians and the State

In short, the beneficiaries and beneficiaries of Amnesty International are those who are being affected by the lack of human rights in the world.

In the case of Spain, Amnesty International has as other beneficiaries:

- Persons affected by lack of freedom of expression, association and assembly
- People affected by problems with housing and access to healthcare
- Women affected by gender violence
- People from the collective LGTBI
- Persons tortured in the Spanish State by the security forces

Donors of Amnesty International

Anyone in the world can be a donor of Amnesty International in Spain, but the main donors of this organization are those people who are worried about the lack of Human Rights and want to collaborate to be able to change the world making it more just.

Amnesty International does not receive subsidies from governments or from political parties, so all donations are from civil society.

Amnesty International seeks to reach agreements with companies that respect fundamental human rights in order to receive funding.

Volunteers/activists of Amnesty International

Within Amnesty International in Spain and in other countries, volunteers are called activists. Activists are those people who want to eradicate injustice and want to devote their time to defending people who have been denied justice or freedom.

The activists are responsible for making known to society how Amnesty International defends people who suffer human rights violations. They are also responsible for collecting signatures and lobbying governments to take action against such crimes.

Among the options to be an activist in the organization we find some types depending on the time that the person can dedicate to volunteering. First, we find people who can actively participate in the organization. These people will be integrated into the local group and will participate actively and with a higher commitment level, thus devoting around 4 or 5 hours a week. They may work directly with victims of human rights violations or carry out mobilization campaigns.

On the other hand, the people who can help on time, the organization offers the possibility to participate in public events where occasional help is needed, such as collecting signatures or organizing information desks for example.

With regard to people who want to be support activists, they have the possibility to work a weekly time with a specific responsibility, in addition, the organization offers the possibility of working in person or distance with a commitment that agrees with the interests and availability of the person.

And finally, Amnesty International needs knowledge of certain people, for this, it offers the possibility that people who can contribute their experience and knowledge on subjects that dominate, do it for the benefit of the organization.

2.2.3. Competitive Analysis

In order to analyze Amnesty International's competence, we will first divide the different organizations that can be competitive according to different factors. Thus, these organizations can be divided into four levels of competence.

As a first level, in product form, in Spain they are acting in the field of the defense of the human rights NGOs like Movement Against the Intolerance, ACCEM, Red Cross, Proactive Open Arms. Therefore, these non-governmental organizations are addressed to the same beneficiaries as Amnesty International, who as explained above are people affected by the lack of human rights around the world. Therefore, we will focus our direct competition with these organizations, since these are the ones that most resemble and can affect us.

More specifically, the Movement against Intolerance deals in almost the same fields as Amnesty International. These include terrorism, Islamophobia, freedom, immigration and refugees, the death penalty, peace and tolerance, human rights, solidarity, sexism and misogyny, homophobia or racism. Moreover, ACCEM is responsible for the defense of human rights in our country, within this, the organization works for diversity, social justice, social commitment, refugee acceptance, interculturality and complementarity. As for the Red Cross or Proactive Open Arms, they are working in the same direction on the issue of the refugee crisis over the Syrian war.

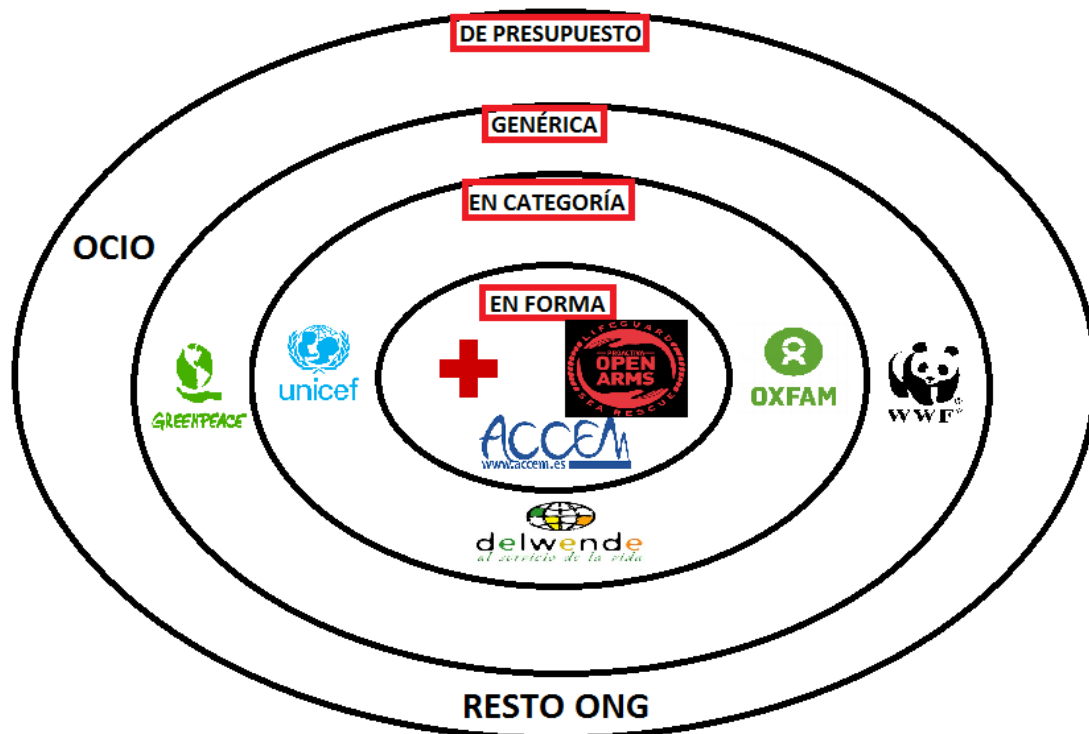
As a second level, within the product category, we can find NGOs that work for international development with other functions than Amnesty International. In this we can find Action Against Hunger, UNICEF, Oxfam Intermón or DELWENDE. In this

sense, we can say that these organizations serve as aid to the most disadvantaged and affected by injustice in the most disadvantaged countries.

At the third level, the generic competition that we can find is very diverse, since in this are the NGOs that perform diverse functions of social aid that do not have to have relation with the defense of the human rights in the world. These can work in areas such as women, the elderly, health and education, the environment, people with disabilities, physical, psychic or sensory, family, childhood, youth, addiction, addictive disorders or cultural diversity. Among these organizations we can find WWF, Greenpeace, ethnic minority associations or associations against cancer, among others.

And finally, in the fourth level, we find the budget competition, which are the organizations or companies that can be an alternative to our organization to be able to dedicate the free time of potential volunteers, in addition, the people who can make donations. As competition we can find the rest of NGOs or civic associations not mentioned in previous levels and also any company that dedicates to leisure, such as cinemas, hospitality, education, and many other areas.

Figure 6: Four levels of AI competition



Source: Own elaboration

Analysis of the competitor's 4P's in shape

- Open Arms

Product:

The role of this NGO is based only on one area, which is to help refugees who need maritime support to avoid shipwrecks in refugee homes fleeing to Europe. This organization works in the central Mediterranean and in Lesbos (Greece).

Price:

Open Arms does not have a fixed price to receive donations or to be a member. It is the people who want to donate the ones who decide the amount. In addition, this organization allows and promotes that the society organizes beneficial events to destine the benefits to its cause. The method of fixation is oriented to the perceived value.

As for volunteering the cost for them would be the time dedicated to volunteering, and the psychological costs that these may entail.

Communication:

This organization has accounts available on all major social networks that daily publish news and are continuously active, as well as a well-structured website. In addition, they have a channel on YouTube, where they publish events occurring at sea to have greater impact.

As for the conventional media, the organization had great repercussion through a documentary made by the television program "Salvados". Thanks to this fact, the organization became better known.

Distribution:

Open Arms has volunteers and online communication for the organization to become better known and to receive help from society. In addition, there are volunteers working at sea to rescue refugees. Therefore, the distribution channel used by the organization is ultra-short and exclusive.

- ACCEM

Product:

This organization works in different areas such as refugees, helping people through social exclusion and helping those who have just arrived in our country. In addition, products such as t-shirts can be found in their online store available on their website.

Price:

Donations can be by individuals or companies. These donations do not have a fixed price, since you can donate the amount you want, both for periodic contributions and punctual. The method of fixation is oriented to the perceived value.

As for the products of the store, the price is fixed, as these products have a price set by the organization. The method of fixing in this case is cost plus a margin.

Distribution:

The organization has volunteers to make the organization visible to society and can offer information and try to attract new volunteers, partners or donors on time. This practice is done on the streets, Face to Face, so the organization uses an ultra-short and exclusive channel.

Communication:

ACCEM has accounts in the most relevant social networks, as well as a well-detailed website. In addition, it also has a YouTube channel, which hangs videos about information from the organization.

- Cruz Roja

Product:

The organization works in many areas, in which it has specialized people for each task. These areas are international cooperation, social intervention, environment, youth, volunteering and participation, employment, relief and emergencies, internal cooperation, health and local development.

It is worth noting the lottery marketing as a differential element, since this part is very important for the financing of the organization.

Price:

In price, it is the donor, both punctual and newspaper that decides the amount, therefore, it is a price that is not fixed. The method of fixation is oriented to the perceived value.

As for volunteering, the cost is non-monetary, as the volunteers devote their time and effort.

Distribution:

The organization has volunteers who take turns to be on the streets raising awareness of society and trying to make an effort to donate or volunteer. In addition, they also report on the campaigns that the organization carries out. In the lottery sale they use the lottery administrations that plays the role of intermediary (retailer), level 1 of distribution.

Communication:

Cruz Roja has accounts in all social networks, in addition to having its own TV channel. It also has a channel on the YouTube network, in addition, to have a very elaborate web page.

This organization advertises on national and local television stations reporting on their campaigns and achievements.

2.3. Market Analysis

2.3.1. Sector Analysis

According to a study carried out by the Fundación Lealtad on the current situation of NGOs in Spain, in 2016 54% of the entities are foundations, while 46% are associations.

Currently in Spain we can find a large number of NGOs of all kinds, although the number of existing organizations cannot be estimated, since this is very difficult to know.

There are three different types of NGOs that are classified as NGOs of Social Action, Development Cooperation and Humanitarian Action and, lastly, Environment. This type of NGO represents 74%, 24% and 2% respectively as we can see in the following graph.

Graph 3: Fields of activity



Source: Fundación Lealtad 2015

It is important to point out that within NGOs of Social Action, there are a large number of NGOs that work in multiple fields, and therefore, we can say that because of this, there are so many NGOs in this classification. Amnesty International, along with the other human rights NGOs, would be included it in this area.

The objectives of NGOs are based on international development cooperation. During the last years, this type of organizations has increased significantly, and in addition, they have quite a lot of presence and notoriety in the society. These organizations focus their actions on the most impoverished countries and this way they are able to help, cooperate and develop in these territories. Among their main activities we can find the development of health, education, drinking water, Fair Trade, food and aid to women.

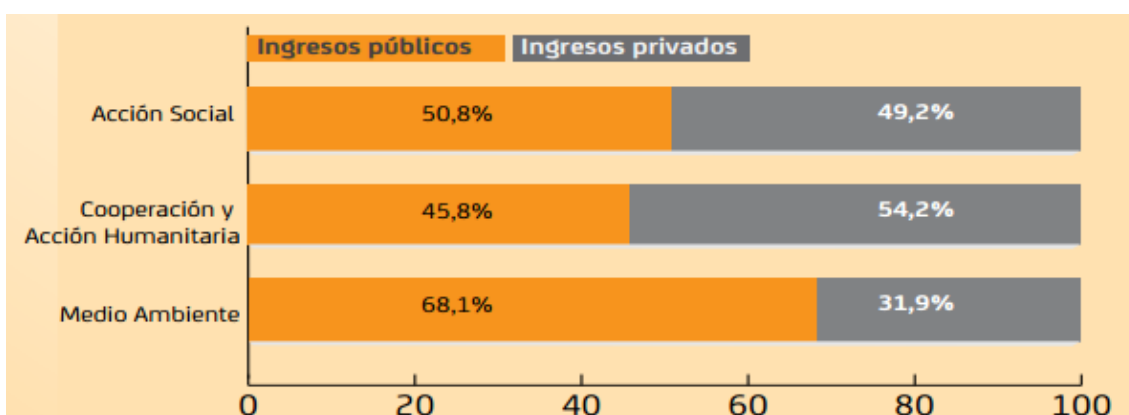
The role they play in Spain is to influence the country's development policies and to make the Spanish society aware of the situation in these countries, as well as to investigate and mobilize.

On the other hand, Social Action NGOs are responsible for ensuring that social services reach all people, above all, the most disadvantaged people in the Spanish territory, meaning they pursue a Social Welfare for the whole society. Among their activities we can find the help to the disabled, to families with a bad economic situation, to people without resources, immigration or retired people. These organizations are the most numerous in Spain. Amnesty International is in this field.

And finally, environmental NGOs are responsible for defending the environment and natural resources, as well as sustainable development for the planet and denouncing practices that destroy it.

In terms of funding, NGOs receive both public and private money. As we can see in the following chart, NGOs working on the environment receive more public than private resources, while Social Action and Cooperation and Humanitarian Action NGOs receive a more equal amount of public and private resources, although Social Action NGOs also receive more Public funding, unlike those of Cooperation.

Graph 4: Sources of financing by scope of action



Source: Fundación Lealtad (2015)

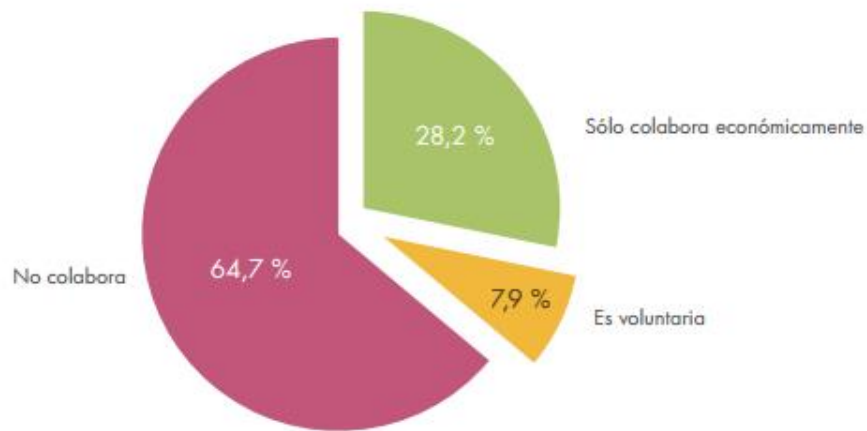
2.3.2. Consumer Analysis

Explain that in the NGO there are three types of possible markets:

- 1- Beneficiaries of NGO actions.
- 2- Volunteers who contribute their work in exchange for satisfying their need to help other people or to participate in social causes.
- 3- Partners and specific economic partners who contribute money in exchange for seeing satisfied their personal need to help society.

According to the Spanish Volunteerism Platform in 2015, regarding the voluntary service, 64.7% of the Spanish population does not collaborate with any NGO, while 28.2% collaborate financially and 7.9% collaborate as volunteer (graph 5).

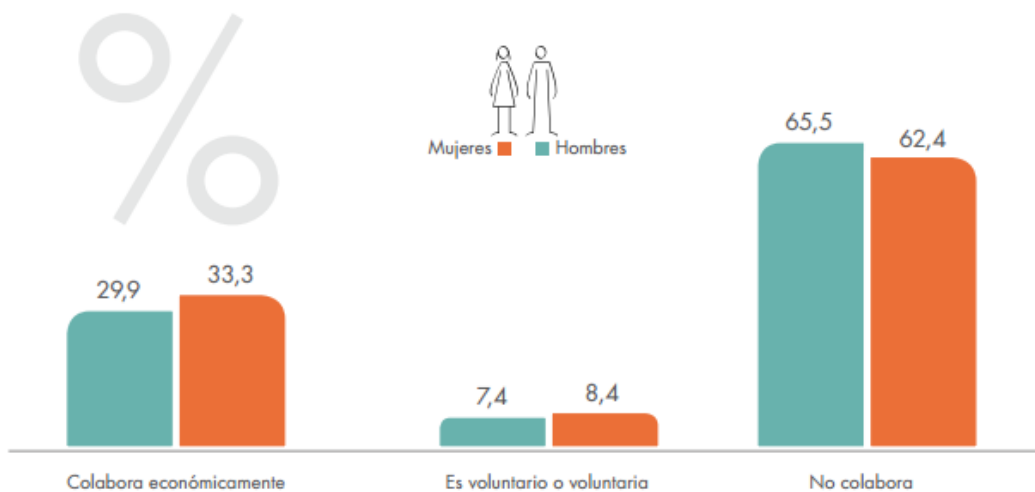
Graph 5: Percentage of population collaborating with NGOs in Spain 2015



Source: Plataforma del Voluntariado de España (2015)

According to the report, the profile of volunteering and economic collaboration is mostly female (graph 6)

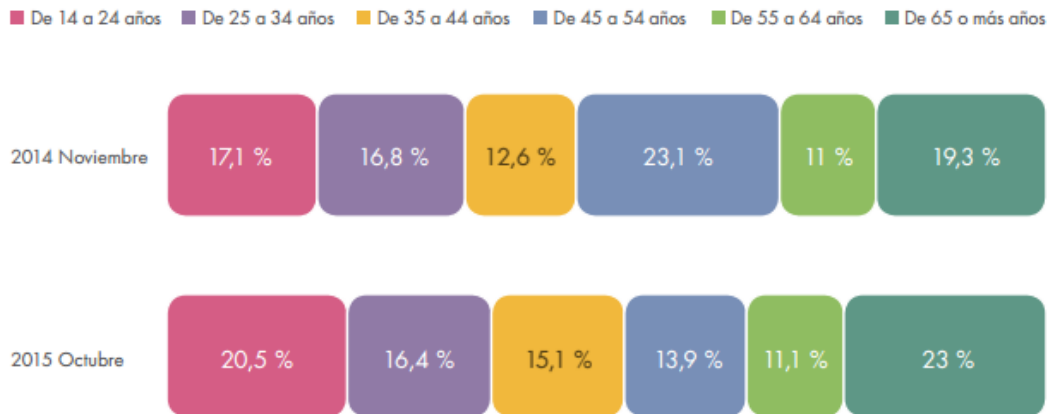
Graph 6: Percentage of population by sex that collaborates with NGOs 2015



Source: Plataforma de Voluntariado de España (2015)

On the other hand, we can observe that from 14 to 34 years old, it is the period in which people collaborate the most (graph 7).

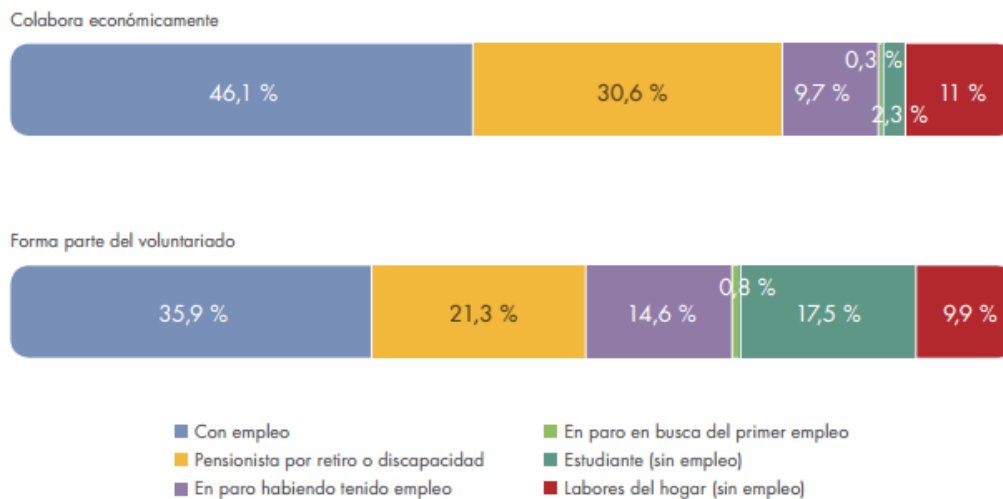
Graph 7: Distribution of volunteering according to age groups



Source: Plataforma del Voluntariado de España (2015)

And lastly, as an interesting fact, we analyse the collaboration according to the main activity and we observe that most of the volunteers are employed people. These people are followed by pensioners for retirement or disability, while the students and the people who take care of their homes are the ones who collaborate less.

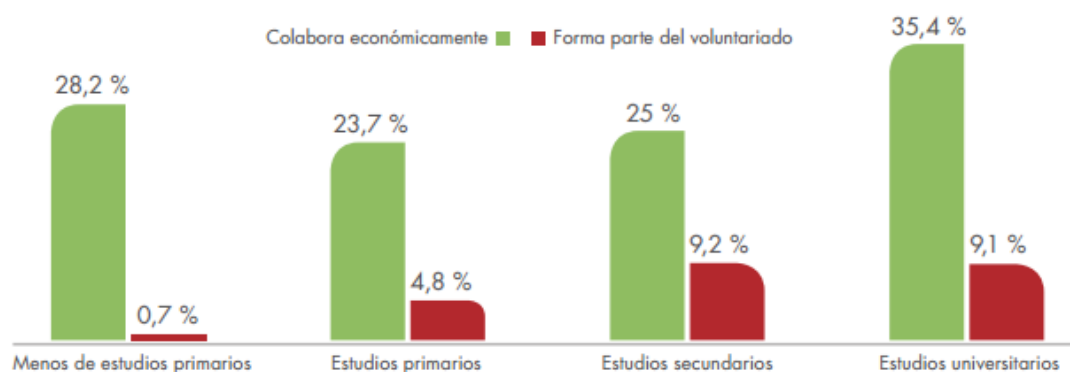
Graph 8: Distribution of volunteering according to their main occupation



Source: Plataforma del Voluntariado de España (2015)

On the other hand, regarding the level of education, as we can see in the following graph, most of the collaborators are people with university studies, followed by people who have secondary education, then people without education and finally people with primary education.

Graph 9: Distribution of collaborators according to education

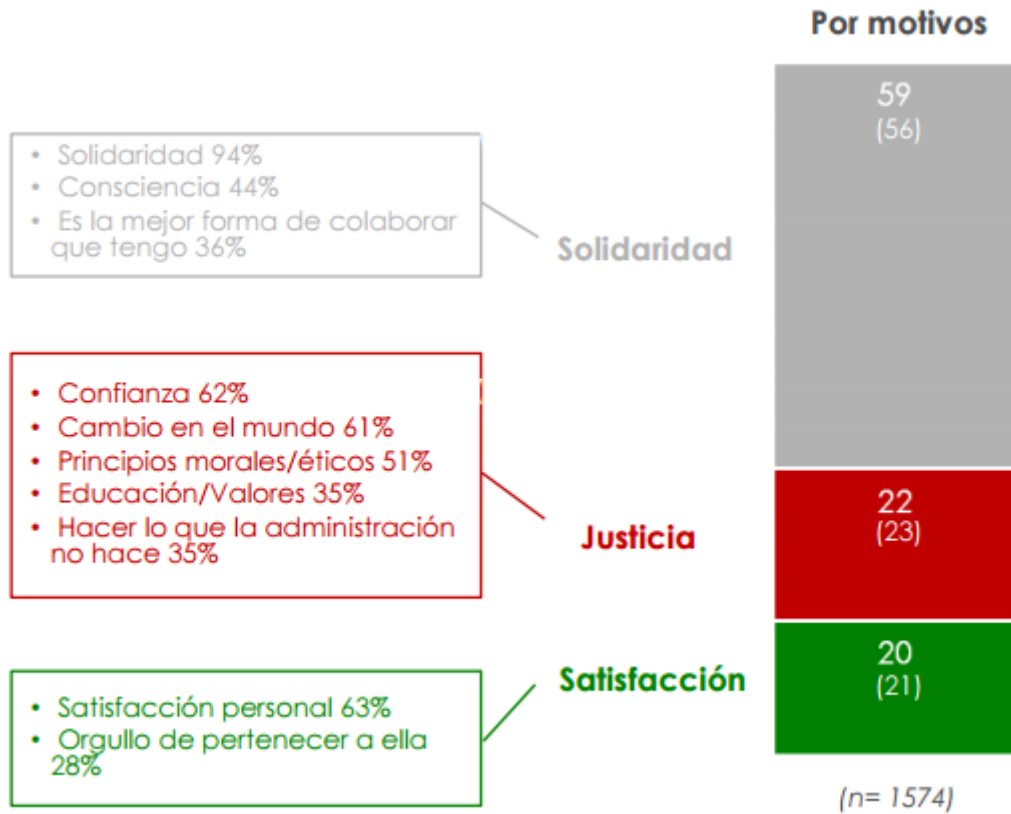


Source: Plataforma de Voluntariado de España (2015)

Regarding the profile of the donor, the study conducted by the Spanish Fundraising Association in 2014, indicates that donors have an average age of 44.6 years, and moreover, there are more women than men, 54% and 46 % respectively. On the other hand, they are married or in a relationship (63%), and half of them have university studies. 67% of donors consider themselves left-wing in their political ideology and 52% declare themselves to be believers.

In terms of why donations are made, solidarity stands out as the main cause, while justice is the second cause and lastly, donors' personal satisfaction (graph 10).

Graph 10: Motivation of the donation



Source: Asociación Española de Fundraising (2014)

As for the beneficiaries, depending on the scope in which the different organizations work, they will have one type of beneficiaries or another. The beneficiaries are explained in the previous section (Analysis of the sector), when we talk about the objectives and the areas of action of the NGOs of Social Action, Development Cooperation and Environment.

3. SWOT ANALYSIS

<p>Opportunities</p> <ul style="list-style-type: none"> - Increasing number of volunteers in Spain. - Increasing use of social networks. - Development of ICT. - Increasing number of volunteers with higher education. - Tax relief from donors. - Few organizations for the defence of human rights. 	<p>Threats</p> <ul style="list-style-type: none"> - Many non-profit organizations - Economic crisis. - Distrust in NGOs. - Distrust regarding refugees.
<p>Strengths</p> <ul style="list-style-type: none"> - Not publicly funded. - Known organization and good reputation. - Good internal organization. - Different types of volunteering according to the amount of time spent. - High capacity of HR. - Transparency. - Making the most of ICT. - Clear objectives. - International presence. - Achievements in the past. - Good communication. - High participation and training in the implementation or implementation of the actions of the NGO. 	<p>Weaknesses</p> <ul style="list-style-type: none"> - High dependence on private funding - Do not identify the areas that work - Little intervention in Spain - Difficult access to information on the web of local groups - Absence of marketing products at post offices - Lack of an APP that gives complete information on the contents of the web page - Improve the training of volunteers in sales and communication techniques Face to Face

3.1. Opportunities

The increase in volunteering in Spain is a positive trend, as this increase directly affects Amnesty International that can take advantage of this trend.

Increasing the use of social networks allows the organization to be more visible and can denounce injustices to reach more citizens more quickly.

The development of ICT makes it easier for beneficiaries to receive aid and for complaints to reach society quickly.

Increase in people with higher education who are voluntary, allowing organizations to specialize in the fields of the areas in which the organization works.

Donor tax relief is an aid because it allows the organization to have more donors thanks to this aid.

Existence of few organizations in order to defend human rights.

3.2. Threats

A large number of non-profit organizations, what leads to greater competition in the Third Sector, and therefore, potential volunteers, partners or donors can collaborate with another organization.

The economic crisis that has been affecting our entire environment for years, which reduces private financing.

Distrust of the society in NGOs because of cases of corruption and bad practices of pseudo NGOs.

Distrust towards refugees, as international terrorism is perceived as something associated with foreigners.

3.3. Strengths

It does not receive subsidies of the public administration, reason why it has greater independence in the execution of its actions.

Known and reputable organization. This allows Amnesty International is preferable for potential partners.

Good internal organization, which allows better work and better communication.

Different types of volunteering depending on the time you can devote. This fact makes possible that collaborators who may have little time to help collaborate with our organization.

High capacity of human resources to carry out actions.

Transparency, which gives it greater confidence between current and potential collaborators.

Good use of new technologies, which allows better communication.

The organization has clear and concrete objectives, which helps its achievements.

International presence.

Many achievements achieved throughout its history.

Good communication, since the organization performs many communication actions efficiently.

High participation and training of activists in the implementation of the actions of the organization.

3.4. Weaknesses

It is heavily reliant on private funding from civil society, as Amnesty International does not allow government grants.

Not identifying clearly in which areas the organization works by due to working in a wide variety of them.

Little intervention in Spain, since the organization focuses its campaigns in international situations.

Difficult access to information on the web of local groups.

Lack of marketing products in post offices.

Lack of an APP offering the content of the web page of the organization.

4. TARGET AUDIENCES

We must remember that amongst the possible target groups that Amnesty International has, like the rest of NGOs, we can find beneficiaries, volunteers and partners or donors. This marketing plan will focus on volunteers, partners and donors.

In this section, we will define the criteria of segmentation to carry out the actions and projects proposed to the chosen target audience.

Amnesty International volunteers can be anyone over the age of 12, regardless of sex, religion or occupation. The organization wants among its volunteers people who are concerned and empathetic with society around the world and who want to change the situation of human rights at an international level. In addition, the target audience is

people who are aware of this situation and want to contribute with their time and effort to change it.

On the other hand, the target audience is wide since the organization offers different possibilities to volunteer according to the time that people can contribute to the NGO, and this way, more people are able to contribute dedicating their time to the organization.

As for the partners and possible donors of financial contribution, they may be the same people mentioned above, but who have the resources to make an economic contribution in order to help that there is a social change.

It is necessary to emphasize that neither public administrations nor political parties can collaborate financially with Amnesty International. Private companies can make economic contributions through concrete agreements with the organization. These companies must respect fundamental human rights.

4.1. Segmentation criteria

The strategy of segmentation will depend on the objective and subjective criteria of the organization to attract new volunteers. As for the objective criteria, we will look at age and demographics. Amnesty International aims to recruit new volunteers of all ages over 12, although within these ages we will put more emphasis on young people between the ages of 12 and 35. In addition, regarding the geographical criteria, the organization seeks volunteers resident in the Spain.

On the other hand, as subjective criteria, the psychographic profile that the organization seeks is the following:

People who feel empathy for ending the situation of human rights violations in the world, who are sensitive with the environment, responsible, who know how to work as a team and committed to society. Also, people with political responsibility and critical people. In addition, they must have an emotional balance and have the ability to coexist, as well as share the values pursued by the organization. On the other hand, participative and communicative people, both at the level of work relations and communication with the outside world.

As we mentioned above, in this marketing plan we will focus especially on a young audience, since this public is the future of the planet, therefore, it should be aware of the injustices that happen around us. In addition, a high beneficiary group in the

organization are young people, especially from the less-developed countries, so young people may have more awareness to participate and collaborate with Amnesty International.

On the other hand, as a second target audience group, we will address potential partners or donors. First, as criteria we will address the same public as the volunteers, although we will not put more emphasis on young people, therefore, we will address people of all ages, residing in Spain and having favourable attitudes regarding the cause of Amnesty International. As for other more specific criteria, we will address those people who have the capacity and willingness to make economic contributions on a regular basis. In this sense, we will also address those people who would like to volunteer, but who because of lack of time or other circumstances cannot, and therefore, want to collaborate by making some economic contribution. Remember that the segment formed by the public sector as economic partners is discarded.

In short, in both markets, both volunteers and economic partners (partners or not), Amnesty International will choose to have as criteria of segmentation the attitude and socially desired behaviour. Thus, the target audience for Amnesty International will be two different groups or segments. In the first place, those people who are not volunteers or collaborate economically but their attitude is favourable to do it in their future. Secondly, those who are currently volunteers or provide financial resources and want to remain so, so the organization wants to maintain or increase its fidelity.

In relation to the positioning map that is presented in this plan (figure 7), two dimensions are considered. First, the quality of the service in relation to the defence of human rights, and on the other hand the degree of knowledge of the NGO.

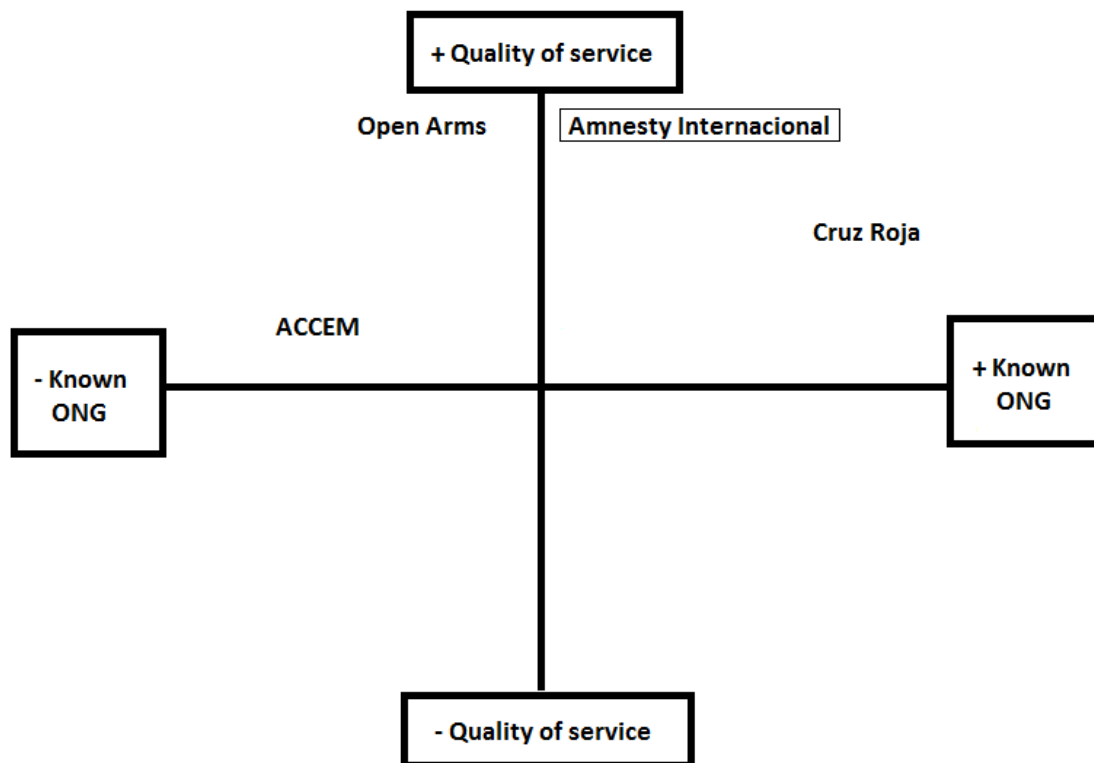
On the map competitors are studied in a way, since they are the organizations that compete directly with Amnesty International, and those that work in the most social area of defence of human rights.

As can be seen, the best-known organization among the 4 is Red Cross and its quality of service in the field of human rights is high, since its help is relevant internationally. On the other hand, on the opposite side is ACCEM, which level of knowledge is very low, and when working at the national level and with few areas that do not have much relevance, their quality of service is low.

As for Open Arms, the quality of the service is very high, as its help is relevant to saving lives of refugees fleeing their country through the sea, but the level of knowledge is lower.

And finally, Amnesty International is in the same place as Open Arms in the quality of service, but its level of knowledge is less than Red Cross nationwide.

Figure 7: Positioning Map



Source: Own elaboration

5. MARKETING OBJECTIVES

The objectives related to the target audience proposed by this plan that Amnesty International plans to reach in Spain for next year are the following ones:

Volunteers

1. To increase the loyalty of the existing volunteers in the organization.
2. To increase the number of volunteers by 5% in the next year.
3. To increase youth volunteering by 10%.

Partners and occasional contributions

4. To increase the number of members by 5% in one year.

5. To increase the number of specific economic donations to the organization by 3% in the next year.

6. To increase the loyalty of partners and occasional donors.

6. MARKETING STRATEGIES

The marketing strategies that the organization follows are the way to achieve the goals that must be reached through actions, and thus, to have a competitive advantage over other similar organizations. The strategies will be based on the segmentation, competitive advantage, competitive level and growth.

6.1. Strategy according to segmentation

Considering as criteria of segmentation the attitude and behaviour, we will focus on 2 groups (current volunteers and current economic collaborators, volunteers and potential social partners), we will develop reinforcement and induction strategies. Reinforcement when addressing people who have a positive attitude and a desirable and favourable behaviour, therefore the person who volunteers or who collaborates economically has to be convinced to remain so. Induction, when addressing those people who have a positive attitude, but don't have a favourable behaviour still, that is, people who want to volunteer or collaborate financially but for some reason have not joined the organization yet. (table 3).

Table 3: Attitude and behaviour of target audiences

	<i>Actitud Positiva</i> hacia Amnistía Internacional	<i>Actitud Negativa</i> hacia Amnistía Internacional
<i>Comportamiento Social Deseable Realizado</i> (colaborar con ONG)	✓ <i>Reforzamiento</i>	✗ <i>Racionalización</i>
<i>Comportamiento Social Deseable No Realizado</i> (no colaborar con una ONG)	✓ <i>Inducción</i>	✗ <i>Confrontación</i>

Source: Own elaboration

According to this segmentation criteria, Amnesty International's segmentation strategy would imply offering different product and services for each of the large segments chosen, so that a differentiated marketing strategy would be selective specialization.

6.2. Strategy according to the competitive advantage

Through its actions Amnesty International intends to follow a strategy of differentiation. This is because the organization gives a quality service to its beneficiaries through its products. On the other hand, in terms of volunteering, the organization offers training to acquire knowledge through different types of training programs that can be both online courses and face-to-face workshops. These workshops allow volunteers to acquire knowledge about human rights and the ways they can defend them, and also organizational skills and coordination that can later be used on the labour market. In addition, this experience makes the person have a richer resume.

Therefore, Amnesty International differs from other NGOs thanks to the service offered to both beneficiaries and volunteers or activists.

As for the economic partners, Amnesty International differs from other organizations, because of the causes it defends and its degree of independence, it assures them to give up public subsidies for the development of their actions.

6.3. Competitive strategy

As a political NGO that defends human rights in the world, Amnesty International is the leading organization in the market, as it is the largest and well-known organization in this field, so it has an advantage over other organizations working on the same field. This advantage makes that it attracts more attention to recruit volunteers and to include more beneficiaries and partners or donors.

Therefore, the organization keep working to remain the largest and well-known NGO in the field of human rights defence.

6.4. Growth strategy

Amnesty International will follow a market entry strategy, as the organization will continue to offer the same products in the same market, but will try to increase its market share in order to attract more volunteers and partners or benefactors.

On the other hand, the organization will also follow a product and service development strategy, both for volunteers and for specific partners or donors, in which the services offered by the organization to its different target groups will be expanded and enriched.

7. ACTION PROGRAMS

7.1. Summary actions

Actions	Objectives
1: Website Improvement	<ul style="list-style-type: none"> 2. Increasing the number of volunteers by 5% in the next year 3. Increasing youth volunteering by 10% 4. Increasing the number of members by 5% in one year 5. Increasing the number of specific economic donations to the organization by 3% in the next year
2: New product marketing points	<ul style="list-style-type: none"> 2. Increasing the number of volunteers by 5% in the next year
3: Greater relationship with universities	<ul style="list-style-type: none"> 3. Increasing youth volunteering by 10% 4. Increasing the number of members by 5% in one year 5. Increasing the number of specific economic donations to the organization by 3% in the next year
4: Talks in schools	<ul style="list-style-type: none"> 3. Increasing youth volunteering by 10%
5: New Local Groups	<ul style="list-style-type: none"> 1. Increasing the loyalty of the existing volunteers in the organization 2. Increasing the number of volunteers by 5% in the next year 3. Increasing youth volunteering by 10% 6. Increasing the loyalty of partners and occasional donors
6: Improve sales training and interpersonal communication	<ul style="list-style-type: none"> 2. Increasing the number of volunteers by 5% in the next year 4. Increasing the number of members by 5% in one year 5. Increasing the number of specific economic donations to the organization by 3% in the next year 6. Increasing the loyalty of partners and occasional donors
7: Improve advertising on local television	<ul style="list-style-type: none"> 3. Increasing youth volunteering by 10% 4. Increasing the number of members by 5% in one year 5. Increasing the number of specific economic donations to the organization by 3% in the next year

<p>8: Guerrilla Marketing</p>	<ol style="list-style-type: none"> 2. Increasing the number of volunteers by 5% in the next year 3. Increasing youth volunteering by 10% 4. Increasing the number of members by 5% in one year 5. Increasing the number of specific economic donations to the organization by 3% in the next year
<p>9: Annual video about the organization</p>	<ol style="list-style-type: none"> 1. Increasing the loyalty of the existing volunteers in the organization 2. Increasing the number of volunteers by 5% in the next year 3. Increase youth volunteering by 10% 4. Increasing the number of members by 5% in one year 5. Increasing the number of specific economic donations to the organization by 3% in the next year 6. Increasing the loyalty of partners and occasional donors
<p>10: APP for iOS and Android</p>	<ol style="list-style-type: none"> 2. Increasing the number of volunteers by 5% in the next year 3. Increasing youth volunteering by 10% 4. Increasing the number of members by 5% in one year 5. Increasing the number of specific economic donations to the organization by 3% in the next year
<p>11: Agreements with companies to donate 1% of the profit from the sale of their products or services</p>	<ol style="list-style-type: none"> 5. Increasing the number of specific economic donations to the organization by 3% in the next year
<p>12: Partnership agreement with Wongowin</p>	<ol style="list-style-type: none"> 5. Increasing the number of specific economic donations to the organization by 3% in the next year
<p>13: Improve contact with current volunteers and reward their efforts</p>	<ol style="list-style-type: none"> 1. Increasing the loyalty of the existing volunteers in the organization

7.2. Actions

Action 1: Website Improvement

Target audiences: Volunteers generally, young volunteers, partners and occasional donors
Objectives to which it contributes: 2. To increase the number of volunteers by 5% in the next year. 3. To increase youth volunteering by 10%. 4. To increase the number of members by 5% in one year. 5. To increase the number of specific economic donations to the organization by 3% in the next year.
Implementation period: 1 year
Budget: 0 €

Amnesty International's website is divided into 4 well defined sections, since the organization has chosen to speak first in the section "Who we are" about what the organization is and current information about it, second in "What we are" where they give information about current news, campaigns and opinions of people, and also in this section it can be found all the information about Spain and other countries, as well as the issues in which they work. Thirdly, there is the section "Act" that allows you to volunteer, donate or collaborate, and which includes the store or the sale of art. And finally, in the section "Become a partner" they offer information to become a partner or collaborator of the organization.

The Web Page should improve the part of the Local Groups, since they do not appear directly on the page and it is more difficult to find them. In addition, this section is organized by autonomous communities, and each community has a different structure and information. On the other hand, not all Local Groups have their own website, therefore, they cannot offer much information locally, so for people who want to enter a local group it is difficult to access information in order to know what they are working on and what needs to be done to get in touch with the local group.

Therefore, a specific section for local groups is proposed on the Amnesty International website. This section will be called "Local Groups" (figure 8). The structure will consist of:

- Local Groups
- Calendar
- How we work
- Contact

Besides, all local groups will have a web page of their own and it will contain their main information, actions and campaigns, contact, shop and how to volunteer, donate or become partners.

Figure 8: Autonomous community section of the web page



Source: Own elaboration

Action 2: New product marketing points

<p>Target audiences:</p> <p>Occasional donors</p>
<p>Objectives to which it contributes:</p> <p>5. To increase the number of specific economic donations to the organization by 3% in the next year.</p>
<p>Implementation period:</p> <p>1 year.</p>
<p>Budget:</p> <p>2.500 €</p>

Amnesty International offers all kinds of products on its website. These products can be from shirts to articles like mugs, backpacks or plates. In addition, these articles have different messages depending on the campaign in which the organization is working. For example, the organization offers articles for the 8th of March campaign, for Father's Day, or for a specific campaign such as "I Am Action."

These products are an important part of the organization, since they allow the organization to have some income and, in addition, allow to send messages to the rest of society.

As we have said, these products can only be purchased through the website of the organization. Thus, the access to these products is reduced.

Therefore, we will continue to maintain the current product line, but we will increase the points of sale. The local groups will be able to order the material for sale, so that they can have them at the local headquarters for a closer proximity of the products to the citizens. As it is impossible to purchase all the products offered by Amnesty International, each local group will ask for the products that they want according to the need of its closest market. In addition, as discussed above, each local group will have a section on their local website for the store, offering this way the products that each local group will have at their headquarters, so that people who do not want to order online can buy it on place itself. In addition, these products will be offered at the information desks when the organization attends an event.

These shipments will be made to provincial capitals, and each local group will be responsible for picking them up at the capital's main headquarters.

On the other hand, stationery and correspondence products will be distributed in all "Correos" offices in Spain, for a better proximity to society, and that can donate and collaborate with small gestures. It will be necessary to reach an agreement with Correos so that these products of Amnesty International can be commercialized. Other NGOs have developed this practice previously, such as UNICEF.

Action 3: Greater relationship with universities

Target audiences: Young volunteers, partners and occasional donors.
Objectives to which it contributes: 3. To increase youth volunteering by 10%. 4. To increase the number of members by 5% in one year. 5. To increase the number of specific economic donations to the organization by 3% in the next year.
Implementation period: 1 year.
Budget: 0 €

For a greater hold of the organization, the local groups will try to have a better relationship with the different universities of Spain. This relationship will be achieved through conventions that will follow the following guidelines:

- Outside Internships: Amnesty International will offer the possibility to do their internship in the organization to that students of the last grade or master's degree in ADE, Law, Audiovisual Communication, Advertising and Public Relations, etc.
- Talks and workshops: Amnesty International will offer lectures and workshops at universities on different current issues. Students who attend the talks and workshops will have the possibility to get credits.
- Information tables: Amnesty International will be present through information desks at universities on festivities such as cultural weeks, welcome parties, cooperation, etc. depending on the university.
- Seminars in collaboration with departments of philosophy and ethics to deal with issues related to the violation of fundamental rights.

Action 4: Talks in schools

Target audiences: Young volunteers
Objectives to which it contributes: 3.To increase youth volunteering by 10%
Implementation period: 10 months
Budget: 0 €

Amnesty International's local groups will organize talks and workshops in high schools to raise awareness and inform about topical issues in which the organization is working. In them they will try to debate for a greater involvement and interest of the students. It will be necessary to contact and maintain an ongoing relationship with the departments of philosophy and history of the high schools where the action takes place. In addition, informative brochures will be distributed and they will also have the option of subscribing to the database to receive emails or to volunteer for the organization.

Action 5: New Local Groups

Target audiences: Volunteers generally
Objectives to which it contributes: 1. To increase the loyalty of the existing volunteers in the organization. 2. To increase the number of volunteers by 5% in the next year. 3. To increase youth volunteering by 10%. 6. To increase the loyalty of partners and occasional donors.
Implementation period: 1 year
Budget: 52.800 €

In some parts of the Spanish territory there is a lack of local groups. Therefore, we will try to promote the creation of new local groups by giving talks in those territories where there is no local group, through members of other nearby local groups. To motivate the

creation, the organization will allocate a heading to cover part of the travel expenses of the members of the nearest local group. This will allow more visibility of the organization in territories where Amnesty International has never been present. This visibility could make it possible to attract more members or collaborators, so the most volunteers the organization has, the less time of dedication and effort the volunteers will have to make.

The cities with the largest population where there is no presence of the organization, and therefore, where we intend to create new local groups for next year will be Segovia and Vigo. In addition, in Zaragoza and Santiago de Compostela, which have a significant number of inhabitants there is only one local group, so another group will also be created in another part of the city for the convenience of volunteers.

These new local groups will have their own headquarters funded by the organization at the national level.

Action 6: Improve sales training and interpersonal communication

<p>Target audiences: Volunteers in general, partners and occasional donors</p>
<p>Objectives to which it contributes:</p> <ol style="list-style-type: none"> 3. To increase youth volunteering by 10%. 4. To increase the number of members by 5% in one year. 5. To increase the number of specific economic donations to the organization by 3% in the next year. 6. To increase the loyalty of partners and occasional donors.
<p>Implementation period: 1 year</p>
<p>Budget: 2.500 €</p>

As far as the distribution channel is concerned, Amnesty International will continue to carry out an ultra-short vertical structure, since contact with the citizen will remain face to face, that is to say direct, which allows a better relationship between the volunteers and the organization and the rest of society. But for a better communication and treatment with the citizen, the organization should try to improve the training of volunteers who perform this action, since the way to address, communicate and express themselves with the citizen is very important. To do this, a specialized in

communication company, SDS training, will be hired to train volunteers in sales and communication techniques, and thus, to enable volunteers to be more successful in convincing new volunteers, partners and occasional donors and this way, improve their satisfaction and fidelity to the NGO.

On the other hand, according to the horizontal structure, the exclusive structure will continue being carried out, since citizens will have to go to the organization's own headquarters to contact the organization, or will have to contact the organization through the internet or through volunteers who are present in the streets. In this structure there is an exception, since to obtain products of the organization you can also go to post offices, so we can say that the organization will also carry out a selective structure and with 1 level.

Figure 9: Volunteers on the street



Source: <https://grupos.es.amnesty.org/es/>

Action 7: Improve advertising on local television

<p>Target audiences: Volunteers in general, partners and occasional donors.</p>
<p>Objectives to which it contributes:</p> <ol style="list-style-type: none"> 2. To increase the number of volunteers by 5% in the next year. 3. To increase youth volunteering by 10%. 4. To increase the number of members by 5% in one year. 5. To increase the number of specific economic donations to the organization by 3% in the next year.
<p>Implementation period: 2 months</p>
<p>Budget: 15.000 €</p>

Amnesty International gets publicity through news on mass media, and sometimes through signage hung by members of the organization in different cities, but we can see that Amnesty International does not advertise in the media through advertisements.

Therefore, for the organization to be a little more visible and for its campaigns to have more social significance and be closer to the population, they will try to advertise through local television advertisements in the main provinces where they are present. As for the TV ads, they will try to offer information about the organization, the campaigns they are carrying out and, finally, the goals achieved thanks to the organization.

Action 8: Guerrilla Marketing

<p>Target audiences: Volunteers in general, young volunteers, partners and occasional donors.</p>
<p>Objectives to which it contributes:</p> <ol style="list-style-type: none"> 2. Increase the number of volunteers by 5% in the next year 3. Increase youth volunteering by 10% 4. Increase the number of members by 5% in one year 5. Increase the number of specific economic donations to the organization by 3% in the next year
<p>Implementation period: 1 year</p>
<p>Budget: 5.000 €</p>

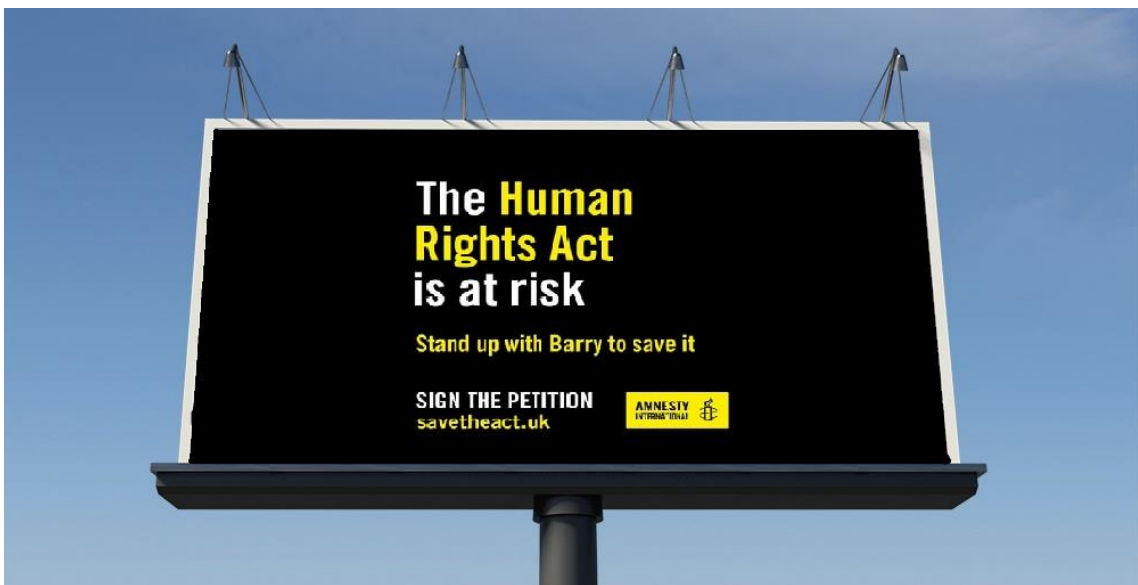
As for guerrilla marketing actions, there is little diffusion in the streets, so that whenever there is a new campaign or event local groups will have to put up their own campaign posters in places such as canopies of bus stops, walls and public buildings, without paying to have such presence. That is, they will do this without the permission of the companies the fences and the canopies of the bus stops belong to.

Figure 10: Posters



Source: Own elaboration

Figure 11: Billboard



Source: Own elaboration

Action 9: Annual video about the organization

Target audiences: Volunteers in general, young volunteers, partners and occasional donors.
Objectives to which it contributes: 1. To increase the loyalty of the existing volunteers in the organization. 2. To increase the number of volunteers by 5% in the next year. 3. To increase youth volunteering by 10%. 4. To increase the number of members by 5% in one year. 5. To increase the number of specific economic donations to the organization by 3% in the next year. 6. To increase the loyalty of partners and occasional donors.
Implementation period: 2 months
Budget: 1.500 €

Amnesty International as a way to summarize its main activities, campaigns and actions, will make an annual video summarizing all the important things the organization has done, as well as the goals that have been achieved through its campaigns. This video will be published on all social networks, on the national website and on all the webs of the local groups and will try to reach as many people as possible.

Action 10: APP for iOS and Android

Target audiences: Volunteers in general, young volunteers, partners and occasional donors.
Objectives to which it contributes: 2. To increase the number of volunteers by 5% in the next year. 3. To increase youth volunteering by 10%. 4. To increase the number of members by 5% in one year. 5. To increase the number of specific economic donations to the organization by 3% in the next year.
Implementation period: 1 year
Budget: 350 €

Currently, new technologies have a great presence in our environment, and therefore, we must know how to make the most of them to get closer to society. The organization has created the application Amnesty Mag, which shows the main news of the organization. So, an application that has the same content as the organization's web page will be created. This application will be structured in 4 sections that will be "Who we are", "What we do", "Act", "Become a partner" and "Local groups".

In terms of payment, to donate, to buy a product or to become a partner, it will be used the same system that is currently used on the website, meaning you will be able to make the payment through Paypal or through a Debit or Credit Card.

In addition, the application will allow you to join a local group and the events of that local group's agenda will be notified through the mobile phones.

Action 11: Agreements with companies to donate 1% of the profit from the sale of their products or services

<p>Target audiences: Occasional donors.</p>
<p>Objectives to which it contributes: 5. To increase the number of specific economic donations to the organization by 3% in the next year.</p>
<p>Implementation period: 1 year</p>
<p>Budget: 0 €</p>

We will try to contact those companies that respect human rights and wish to collaborate with our organization giving us a 1% of the benefit of the products that they sell during the next year.

To achieve this, each local group will work within its territory to visit the company whose philosophy can be distinguished by contributions to social NGOs. An interview will be made with those responsible for the company or with the Corporate Social Responsibility department.

One of the suggestions that would be made is the option that the company website has a link to the Amnesty International website.

Action 12: Partnership agreement with Wongowin

Target audiences: Occasional donors.
Objectives to which it contributes: 5. To increase the number of specific economic donations to the organization by 3% in the next year.
Implementation period: 1 year.
Budget: 0 €

Wongowin is a caring APP that sells second hand products. In these online sales, the APP allows donating part of the profit to an NGO, where the buyer chooses which percentage and whom to donate that money. Therefore, in an ethical way, the organization can receive money through the sale of second-hand products. In addition, NGOs can post news or events on the Wongowin Blog, so it can be made known to more people.

Action 13: Improve contact with current volunteers and reward their efforts

Target audiences: Volunteers in general, young volunteers.
Objectives to which it contributes: 1. To increase the loyalty of the existing volunteers in the organization.
Implementation period: 1 year
Budget: 500 €

This action is intended to make the volunteers feel part of Amnesty International, and this allows them to become more involved with the organization.

To do this, the organization will have an annual survey for all volunteers asking for information about their situation inside the organization, and how they believe that the organization could act to improve the situation of volunteers.

On the other hand, the organization will continuously inform the volunteers about the achievements made by them, so that the volunteers know and see that their work within the organization obtains results.

In addition, the organization will make discounts of 30% on the products it has for sale for all volunteers, and thus, reward and thank them for their work in an extrinsic way.

8. TIMELINE

Once we have analysed all the actions, we must program them to carry out in the moments that more agree. In this plan, the actions will begin in January 2018 and end in December 2018.

Actions	1	2	3	4	5	6	7	8	9	10	11	12
1: Website Improvement												
2: New product marketing points												
3: Greater relationship with universities												
4: Talks in schools												
5: New Local Groups												
6: Improve sales training and interpersonal communication												
7: Improve advertising on local television												
8: Guerrilla Marketing												
9: Annual video about the organization												
10: APP for iOS and Android												
11: Agreements with companies to donate 1% of the profit from the sale of their products or services												
12: Partnership agreement with Wongowin												
13: Improve contact with current volunteers and reward their efforts												

9. BUDGET

In this section we will budget the proposals of the marketing mix. These budgets are estimated, and in addition, are not perfectly detailed because of the complexity to carry them out.

The improvement of the website will be made by members of the organization, so the budget for this action will be 0 euros. Other actions that will not have any cost will be the improvement of the relationship with universities and talks in institutes, as it will also be carried out by members of the organization.

As for the best distribution of the products of the store, the shipping costs will be the only expenses that will have this action. The cost of shipping through SEUR will be the result of the shipment of 1,000 kg of products, at a price of 25 euros for the shipment of 10 kg. The total figure would be 2,500 euros.

The new local groups will have the cost of renting the new headquarters, as well as the displacement of the members of the organization to explain and guide the new groups and the equipment of the headquarters.

Regarding the improvement of advertising and promotion, it is the costliest action for the organization, as it does not depend on the members of the organization. The budget of this action is very difficult to detail, as each city has different rates in terms of advertising on local television. It will be estimated that it will reach the end of the year at 15,000 euros.

About the annual video, will be commissioned to a company specialized in audiovisuals for its assembly. The information and images will be provided by the organization.

As for the APP will be carried out by a specialized company (Vanadis).

Actions 11 and 13 are based on making agreements with the respective companies, so these actions will not have any type of expense.

Finally, in the contact with the volunteers, the organization will only have like expenses the impression of the surveys that will be distributed to all the volunteers so that they can fill in.

Actions	Description	Budget
1: Website Improvement	Add a section for Local Groups through a member of Amnesty International	0€
2: New product marketing points	Shipping expenses to provincial capitals	2.500€
3: Greater relationship with universities	Members of the organization will be in charge of relations, talks and conventions	0€
4: Talks in schools	The talks will be given by members of the organization	0€
5: New Local Groups	Local rental, purchase of equipment and displacement volunteers	52.800€
6: Improve sales training and interpersonal communication	Volunteer training	2.500€
7: Improve advertising on local television	Local TV Ads	15.000€
8: Guerrilla Marketing	Materials for hooking up posters and posters	5.000€
9: Annual video about the organization	Work done by a company	1.500€
10: APP for iOS and Android	Work done by a company	350€
11: Agreements with companies to donate 1% of the profit from the sale of their products or services	Agreement with companies	0 €
12: Partnership agreement with Wongowin	Agreement with Wongowin	0 €
13: Improve contact with current volunteers and reward their efforts	Printing surveys	500 €
	Emails	0 €

Therefore, the final budget for the actions to be implemented is 80.150 euros.

10. CONTROL

Objectives	Measuring frequency	Control method
1: Increasing the loyalty of the existing volunteers in the organization	Four-monthly	Review the number of activists who have stopped collaborating and compare them with the numbers from the previous year Review the satisfaction questionnaire that volunteers must answer
2: Increasing the number of volunteers by 5% in the next year	Quarterly	Review the number of new activists this year and compare them to the number of the previous year
3: Increasing youth volunteering by 10%	Quarterly	Review the number of new youth activists this year and compare them to the number of the previous year
4: Increasing the number of members by 5% in one year	Quarterly	Review the number of new members this year and compare them to the number of the previous year
5: Increasing the number of specific economic donations to the organization by 3% in the next year	Quarterly	Review donations from donations from last year and compare them with this year's income
6: Increasing the loyalty of partners and current donors	Four-monthly	Review the number of partners and donors who have stopped collaborating and compare them with the numbers of the previous year

11. INDEX WITH TABLAS, FIGURES AND GRAPHS

Figures

Figure 1: Amnesty International Spain revenues and expenditures in 2015.....	7
Figure 2: Number of Amnesty International partners.....	8
Figure 3: Number of partners, activists, followers, and AI School Network in 2015	8
Figure 4: Ultra-short distribution scheme.....	12
Figure 5: AI campaign poster	13
Figure 6: Four levels of AI competition	24
Figure 7: Positioning map.....	39
Figure 8: Autonomous community section of the web page	45
Figure 9: Volunteers on the street	50
Figure 10: Signage	52
Figure 11: Billboard	52

Tables

Table 1: Quarterly GDP Spain 2016.....	16
Table 2: Per capita GDP Quarterly Spain 2016.....	17
Table 3: Attitude and behaviour of volunteering	40

Graphics

Graph 1: Unemployed by sex.....	17
Graph 2: Population Pyramid in Spain.....	19
Graph 3: Fields of activity.....	28

Graph 4: Sources of financing by scope of action	29
Graph 5: Percentage of population collaborating with NGOs in Spain 2015	30
Graph 6: Percentage of population by sex that collaborates with NGOs 2015	30
Graph 7: Distribution of volunteering according to age groups	31
Graph 8: Distribution of volunteering according to their main occupation.....	31
Graph 9: Distribution of collaborators according to studies	32
Graph 10: Motivation of the donation	33

12. BIBLIOGRAPHY

Accem. ACCEM [online] available from <<http://www.accem.es/>> [Accessed February 2017]

AEFR (2014). *El perfil del donante en España* [online] available from <http://www.aefundraising.org/upload/92/16/Resumen_Prensa_Estudio_Perfil_Donante_2014.pdf> [Accessed March 2017]

Amnistía Internacional España. *AI España* [online] available from <<https://www.es.amnesty.org/>> [Accessed January 2017]

AsíSomos (2013). *Perfil del voluntariado social en España* [online] available from <http://www.plataformavoluntariado.org/ARCHIVO/documentos/recursos/ASI_SOMOS.pdf> [Accessed March 2017]

Asociación Española de Fundraising. AEFr [online] available from <<http://www.aefundraising.org/>> [Accessed April 2017]

Barranco, F.J. (2005): *Marketing social corporativo. La acción social de la empresa*, Ed. Esic, Madrid.

CEAR (2016). *Las personas refugiadas en España y en Europa* [online] available from <https://www.cear.es/wp-content/uploads/2016/06/Informe_CEAR_2016.pdf> [Accessed January 2017]

Coordinadora ONGD. *Informe del sector de las ONGD* [online] available from <<http://coordinadoraongd.org/2015/05/informe-del-sector-de-las-ongd-la-solidaridad-ciudadana-por-encima-del-compromiso-politico-con-la-cooperacion/>> [Accessed March 2017]

DW (2016). *ONU: hay más de 65 millones de refugiados en el mundo* [online] available from <<http://www.dw.com/es/onu-hay-m%C3%A1s-de-65-millones-de-refugiados-en-el-mundo/a-19341947>> [Accessed January 2017]

ElDiario (2015). *Los siete derechos fundamentales que limita la “Ley Mordaza”* [online] available from <http://www.eldiario.es/sociedad/Ley-Mordaza-vigormanana_0_403859798.html> [Accessed January 2017]

ElMundo (2016). *España sólo ha acogido a 481 refugiados de los 17.680, pese a los anuncios del Gobierno* [online] available from <<http://www.elmundo.es/sociedad/2016/10/13/57ff76ec46163f0c698b45fc.html>> [Accessed January 2017]

Estatuto de Amnistía Internacional (2013)

Fundación Lealtad (2015). Situación actual de las ONG en España [online] available from <http://www.fundacionlealtad.org/wp-content/uploads/2016/05/Situacion-actual-ONG_web.pdf> [Accessed March 2017]

Instituto Nacional de Estadística. INE [online] available from <<http://www.ine.es/>> [Accessed January 2016]

Kotler, P. and Armstrong, G. (2013). *Fundamentos de Marketing*, Pearson Educación de México.

MarketingNews (2014). *Miles de tiendas y portales online colaboran en una original acción solidaria* [online] available from <<http://www.marketingnews.es/responsabilidad-social-empresarial/noticia/1080539032405/miles-tiendas-portales-online-colaboran.1.html>> [Accessed April 2017]

Mayoresudp (2015). *Análisis del Tercer Sector en España* [online] available from <<http://www.mayoresudp.org/analisis-del-tercer-sector-en-espana/>> [Accessed March 2017]

Moliner, M.A. (1998): *Marketing Social: la gestión de las campañas sociales*, Ed. Esic, Madrid.

Movimiento Contra la Intolerancia. MCI [online] available from <<http://www.movimientocontralaintolerancia.com/>> [Accessed February 2017]

Noticias Jurídicas (2015). *Ley 45/2015, de 14 de octubre, de Voluntariado*. [online] available from <http://noticias.juridicas.com/base_datos/Admin/560558-l-45-2015-de-14-oct-voluntariado.html> [Accessed January 2017] Noticias Jurídicas (2013). *Ley 19/2013, de 9 de diciembre, de transparencia, acceso a la información pública y buen gobierno*.

[online] available from <http://noticias.juridicas.com/base_datos/Admin/517991-l-19-2013-de-9-dic-transparencia-acceso-a-la-informacion-publica-y-buen.html> [Accessed January 2017]

NoticiasJurídicas (2014). *Ley 11/2014, de 10 de octubre, para garantizar los derechos de lesbianas, gays, bisexuales, transgéneros e intersexuales y para erradicar la homofobia, la bifobia y la transfobia*. [online] available from <http://noticias.juridicas.com/base_datos/CCAA/537919-l-11-2014-de-10-oct-ca-cataluna-garantizar-los-derechos-de-lesbianas-gays.html#a1> [Accessed January 2017]

NoticiasJurídicas (2015). *Ley Orgánica 4/2015, de 30 de marzo, de protección de la seguridad ciudadana*. [online] available from <http://noticias.juridicas.com/base_datos/Penal/549725-lo-4-2015-de-30-mar-proteccion-de-la-seguridad-ciudadana.html#a1> [Accessed January 2017]

Obbio (2017). *Informe sobre la situación actual del mundo* [online] available from <<https://obbio.wordpress.com/informe-sobre-la-situacion-actual-del-mundo/>> [Accessed January 2017]

Observatorio del Tercer Sector. OTS [online] available from <http://www.observatoritercersector.org/pdf/centre_recursos/1_1_sim_02978.pdf> [Accessed January 2017]

Penelas, A., Galera, C., Galán, M. y Valero, V. (2012): *Marketing Solidario*, Ed. Pirámide, Madrid.

Plataforma del Tercer Sector. Available from <<http://www.plataformatercersector.es/>> [Accessed February 2017]

Plataforma del Voluntariado de España. PVE [online] available from <<http://www.plataformavoluntariado.org/>> [Accessed February 2017]

PuroMarketing (2012). *12 spots de AI que no tedejaránindiferente* [online] available from <<http://www.puromarketing.com/24/9748/spots-publicitarios-amnistia-internacional-dejaran-indiferente.html>> [Accessed March 2017]

Santesmases, M. (2012). *Marketing. Conceptos y estrategias*, Pirámide.

Sites Google (2017). *Situaciónpolíticainternacional* [online] available from <<https://sites.google.com/site/situacionpolitica mundial/home/situacion-politica-internacional>> [Accessed January 2017]

Wongowin. Wongowin [online] available from <<http://www.wongowin.com/>> [Accessed April 2017]

