

**MARKETING PLAN OF**



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**DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 – FINAL GRADE WORK**

**2019-2020 COURSE**

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## **1. EXECUTIVE SUMMARY**

Greenpeace is one of the most important environmental NGOs, both internationally and nationally. Greenpeace Spain was legally founded in 1984, and, according to the latest data, it has 124,248 members and fights to save and preserve the planet and all living beings on it. The relevance of this NGO is the reason why this marketing plan has been developed.

In the internal analysis of this plan, it must be pointed out that Greenpeace Spain is an utterly independent organisation, both economically and politically, that follows a donation policy whereby money from many groups is not accepted in order to keep its independence. In the external analysis, the main focus is on Covid-19, which has caused more than 125,000 infections and more than 28,000 deaths in Spain. Due to the severity of this pandemic, lockdown was imposed during the state of alarm, and, as a consequence, an economic, social, and sanitary crisis has appeared in all countries, and Spain has been one of the most affected ones.

Greenpeace Spain is not the only environmental NGO in Spain, its main competitors are WWF Spain and Ecologistas en Acción. The three NGOs fight to preserve and protect the environment, although each of them has got its own strategy.

Both internal and external analysis have made it possible to consider key elements of the SWOT analysis: the threat that is Covid-19, the increase of the unemployment tax, the opportunity of the new agreements to curb climate change and increase environmental awareness, the strength that is the organisation's economic and political independence and its effective communication tools, and the weakness that lies in their dependence on private donations and the fact that some citizens do not sympathize with the NGO.

The target audience of this plan will be the whole Spanish society, public university students, post-compulsory education students, university deans and teachers, and directors of post-compulsory educational centres. The main objectives to be reached for these target groups are increasing environmental awareness and increasing the number of volunteer students. The strategies followed to achieve these goals are the strategy of differentiation and undifferentiated segmentation for society in general and the strategy of differentiated niche and selective specialization for the rest of the target public. Among the proposed actions, some of them should be highlighted: two guerrilla marketing actions, an online contest and environmental awareness sessions.

Finally, the schedule for the 2020/2021 school year, the control mechanisms and an estimate that amounts to 53,500 euros are proposed.

## **2. INTRODUCTION TO NGO'S**

Non-governmental organizations —NGOs— originate from civil initiatives with social purposes. These initiatives already existed before the NGOs appeared, but they have not stopped growing.

The emergence of NGOs goes back to the end of the Second World War, when the term NGO was used for the first time in the Charter of the United Nations, signed on June 26th 1945. However, this term was not defined by the UN until 1950.

Organisations meeting the following requirements are considered NGOs:

- They are independent of institutions, public authorities and political parties.
- They are focused on a social benefit.
- They are nonprofit.

NGOs defend social, humanitarian and environmental causes. The role of NGOs is very important because they do not bring economic benefit and companies nor the state take charge of them.

Most NGOs get the money they need from government, companies and people donations. Despite being financed by private entities, ONGs keep their ideological independence.

ONGs work in different fields. Depending on what they focus their efforts on, development, human rights, or environmental NGOs can be distinguished.

Environmental NGOs are in charge of the environment's protection, they preserve nature and try to educate population and reach awareness. Environmental NGOs are intended to counteract the damage humans do to the environment.

Some of the main international environmental NGOs are:

- The Nature Conservancy
- Ocean Conservancy
- Oceana
- World Wildlife Fund (WWF)
- IPEN
- Greenpeace
- Natural Resources Defense Council (NRDC)
- Environmental Defense Fund (EDF)
- Global Green Growth Institute (GGGI)

- The Pew Charitable Trusts (PEW)
- Fauna & Flora International
- Pure Earth – Blacksmith Institute

In Spain, the most important ones are WWF, Greenpeace, Ecologistas en Acción and Amigos de la Tierra.

This marketing plan focuses on Greenpeace Spain, which is a subsidiary of Greenpeace International and acts nationally with economic independence from the headquarters, but following its guidelines.

I chose this NGO because its communication campaigns focused on guerrilla marketing have a great impact and improve our world thanks to their peaceful protest actions.

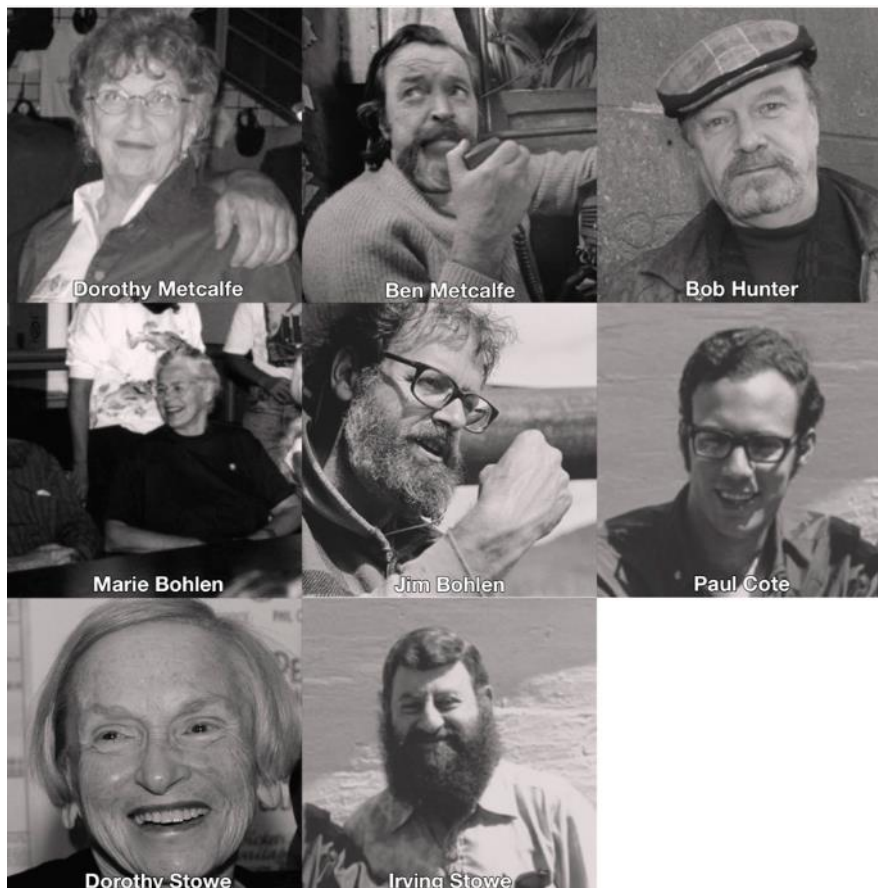
### 3. INTERNAL AND EXTERN ANALYSIS ANALISIS

#### 3.1. Internal analisi

##### 3.1.1. History of Greenpeace International

Greenpeace has its origins in 1971, when a group of anti-nuclear activists from the committee Don't Make a Wave used an old boat called Pyllis Cormak to reveal themselves against the nuclear tests the US was carrying out in Amchitka, Alaska. To do this, they named the boat Greenpeace, since their philosophy was "we want peace and we want it to be green". They would stay in the middle of the testing area in order to prevent the bomb from detonation. Although they could not stop the detonation, the action had enough impact to force the US to stop the tests a year later.

**Image 1: Founders of the committee Don't Make a Wave**



Source: Greenpeace (2019)

In 1978, offices in Europe, in the US, and in the Pacific reached an agreement to merge and become Greenpeace International.

The organisation is found in 55 European countries, America, Africa, and the Pacific, and has got 32,200,000 members around the world. Its aim is to stop climate change, protect biodiversity in all its forms, prevent pollution and abuse of oceans, land, air and fresh water, and promote peace, global disarmament and non-violence.

In order to achieve all of this, they use a peaceful protest, report environmental criminals and incite governments and big companies when they establish non-environmentally friendly measures.

Greenpeace has got three ships to control and monitor seas. Thanks to these ships, they can apply measures to control the seas' threats.

- Rainbow Warrior. It is the organization's flagship, an old fishing boat acquired in 1978 by Greenpeace.
- Esperanza. It is the biggest ship of the organisation. Moreover, it was named after the website visitors.
- Artic sunrise. It is an icebreaker that sails through the polar areas and was stopped on 2013 by the Russian government, who kept it for nine months in the Russian port of Murmansk.

On its website, Greenpeace is currently defined as an international ecologist and pacifist organisation, economically and politically independent, which does not accept donations nor preassure from governments, political parties or companies.

#### 3.1.1.1. Greenpeace Spain

The first action of Greenpeace in Spain took place in 1982, although the organisation was legally founded in 1984. This act consisted of preventing the dumping of radioactive drums from a Dutch merchant ship off the Galician coast. In order to do this, they used a small fising boat and managed to stop the Dutch government from dumping nuclear waste at the sea.



Before this, during 1978 and 1980, the first ship, Rainbow Warrior, had faced the whales hunting that was still permitted at that time. As a consequence, whale hunting was forbidden in 1985 in Spain.

According to the latest public data, Greenpeace Spain has got 124,248 members, which is 8,213 more than last year. These members' contribution was €12,456,169. The comparison of expenses and income of this subsidiary can be seen in table 1:

**Table 1: Income and expenses of Greenpeace Spain**

<b>Income €13,661,021</b>		<b>Expenses €12,406,458</b>	
Membership fee	€12,456,169	Organisational development	€1,3372,896
Donations	€182,630		
Inheritance	€1,017,276	Contribution to international campaigns	€3,712,669
Merchandising and Licensing	€4,687	National campaigns	€3,715,564
Financial and other income	€257	Fundraising	€3,605,329

*Source: Greenpeace Spain (2018)*

In relation to their campaigns, expenses were divided as follows:

- 26,94% climate change and energy
- 16,43% disarmament and peace
- 9,91% agriculture
- 7,21% democracy and anti-government movement
- 6,76% forests
- 6,51% oceans
- 5,66% consumption
- 5,63% political incidence
- 5,36% coordination
- 9,59% others

### **3.1.2. Mission, vision, objectives and target audience of Greenpeace Spain**

#### **Mission**

Greenpeace Spain's mission is saving and preserving the planet and all its human beings living on it. In order to do it, they use peaceful protests and are independent economically and politically speaking.

#### **Vision**

Greenpeace Spain's vision is achieving a sustainable planet where people live in peace.

#### **Objectives**

The general objective of Greenpeace Spain is stopping every human action damaging and worsening the planet and its inhabitants' health.

The specific objectives of Greenpeace Spain are:

- Stopping climate change
- Protecting biodiversity
- Prevent pollution and abuse of oceans, land, air and fresh water
- Promoting world peace and disarmament and ending violence

#### **Target audience**

Greenpeace Spain's target audience is divided into the following five groups:

- People willing to bring capital to the cause. As the organisation does not accept money from companies, public grants or government institutions, it is exclusively financed by individual donations and membership fees. For this reason, its main audience is all those who have got an ecologist awareness and are willing to contribute money for its causes, either on a one-time basis through eventual donations or on a continuous basis through monthly, quarterly or annual membership fees.

On the other hand, we must not forget people who are ready to include the organisation in their wills. Including Greenpeace in the will is a way to continue helping the planet once we are no longer here.

- People willing to make their causes visible. Greenpeace tries to influence political and business decisions and, in order to do this, having a great visibility is required. Online petitions to collect signs are one way of doing it. This way, its requests are disclosed and they acquire visibility.
- People willing to spend time and bring efforts to their causes. Volunteers are essential in Greenpeace, that is why a community called Greenwire has been created. People sign up, do a basic training and they can join local or international groups where they are encouraged to take part in different actions and live new experiences.
- Aware people ready to lead by example. Most of Greenpeace's objectives can be reached faster with individual awareness. If all of us changed our way of consuming, we would significantly improve environmental problems.
- Everyone on earth. Greenpeace's actions are designed to improve everyone's life, so they are the main recipients.

These groups are not mutually exclusive. Some people may just belong to one, and others may belong to all of them. Regardless of this, it is essential to differentiate them in order to know how to reach all people ready to collaborate with the organisation.

### **3.1.2. Analysis of the Marketing Mix of Greenpeace Spain**

#### **3.1.3.1. Product**

As it is an NGO, the product offering Greenpeace is its services, in this case, its actions to get a better world. As it is shown on its website (Greenpeace.org), the organisation divides its actions into seven main axes:

#### **Agriculture**

Greenpeace bets for an ecologic agriculture and cattle industry that is sustainable socially and environmentally speaking. To do this, use of agrochemicals and GMOs – used mainly in livestock farming and industrial agriculture— must be prohibited. They cause numerous problems both in industrial agriculture and farming such as illnesses, bees extinction, water and land pollution, and deforestation.

#### **Climate change**

Climate change is the biggest environmental threat the world is facing. Fossil fuels are causing an increase in greenhouse gases leading to a rise in temperature which is accelerating the melting of the poles and the rise in sea level, as well as extreme weather phenomena and droughts that affect all living beings.

#### **Forests**

According to the FAO, 8.8 million forest hectares disappear each year. Virgin forests covered 11.81 km<sup>2</sup> in 2013, but this area is gradually diminishing due to the human action. Forest disappearance also causes extinction of many species, both animals and plants. Destruction and deforestation of forests are mainly caused by logging, hydroelectric projects, mining, and oil exploitation.

#### **Oceans**

Life on the planet is linked to the oceans' welfare. They have an influence on weather phenomena, regulate climate and they are the way through which whales and sharks migrate. The richness of the seabed, its ecosystems and the 7,000,000 species living there are in danger. The main problem is that two thirds of its surface are not protected by any kind of regulation because they are international waters. Moreover, they are

facing other problems like illegal fishing, pollution, acidification, fish overexploitation, and maritime traffic.

### **Democracy and anti-government movements**

Democracy and freedom protection is essential to be able to defend the environment. During the first 18 months after the establishment of the 'Ley Orgánica de Protección de la Seguridad Ciudadana', which is a law aimed to protect the citizens' security, 40,000 people have been penalised. The problem here lies in the fact that great multinationals have unlimited power. Governments legislate in favor of these companies that, instead of taking care of the planet, are focused on increasing their income and promoting irresponsible consumption. Apart from this, they have impunity for their wrongdoings, what enables them to exploit natural resources.

### **Desarmament and peace**

The weapons sector in Spain is very important and it is on the 7th position in the ranking of weapons exporters. The value of exports in 2015 exceeded 3,924 million euros, and in 2016 the value was 4,362 million euros. All these deals are done illegally to avoid regulations on weapons trade, which specifically say that weapons must not be sold if there is risk of them being used to gravely violate the international law. These weapons in the wrong hands are causing more and more armed conflicts fuelled by scarce resources.

### **Consumption**

More than 7,000 million people live in the world, which means an increase of 1,000 million inhabitants since 2000 and the world population is expected to reach 9,600 million by 2050. These figures are disturbing, especially if we take into account the increase in consumerism that directly affects the degradation of the planet.

### **Merchandising**

Regardless of its lines of action, it must be pointed out that the organisation uses the sale of merchandising products as an alternative way of income.

### 3.1.3.2. Price

Greenpeace's services do not have a standard price, its actions are covered by occasional donations and through membership fees. Occasional donations take place when somebody wants to donate money to the organisation occasionally. The amount of these donations does not depend on the organisation, but on the donor. That is why the only requirement established by Greenpeace is that more than 4€ are donated in order to be able to bear the financial costs of the operation.

Regarding membership fees, members can choose the amount to donate and the frequency with which they want to do so. As for the frequency to donate, monthly, quarterly or annual donations can be made. The most common amounts, according to Greenpeace, are €9, €12 and €15, but donors are also offered the option of choosing another amount. Therefore, the pricing method for economic partners is based on the perceived value that partners have of the organization and its actions.

In the case of volunteers, their cost is the time and efforts spent in the different actions. Moreover, it must be taken into account that they take psychological, social, physical and functional risks.

Greenpeace is economically independent from governments, companies, and political entities. In order to keep this independence, it follows a rigorous control of donations.

The organisation does not accept donations from the following collectives:

- Companies
- Government
- Political parties
- Trade unions
- Religious entities
- Foundations related to political parties
- Foundations related to trade unions
- Foundations related to financial institutions
- Foundations in charge of channelling corporate donations
- Foundations related to companies that are the protagonists of their campaigns
- People with relevant government positions
- People working in government organisations
- People working in political parties

- People working in trade unions
- Owners, majority shareholders or people with relevant positions in Banks or companies related to their campaigns.

Finally, regarding merchandising products, the pricing method is based on the perceived value, as it is much higher than the unit cost of each product. Consumers pay more for these products because they feel they are helping the planet with them, and it is also a way of showing people their commitment to the environment.

### 3.1.3.3. Distribution

Greenpeace offers a service consisting in being able to take part in its victories and campaigns in order to feel you are collaborating to achieve a better world. For this services' qualities, its distribution is carried out mainly through its website and through its hotlines where interested parties can support campaigns and petitions and follow their progress. Therefore, the used channel is extremely short, since there are no intermediaries between them and their collaborators. On the other hand, it has an exclusive distribution, you can only access its services through Greenpeace. The organisation has also got a magazine called Green which is quarterly published for the members.

Greenpeace's website is very important due to the features of the organisation. Greenpeace is a global organisation found in 55 countries, each office has got enough independence to manage its campaigns and to finance itself. All offices are coordinated from its main headquarters in Amsterdam to ensure that none of them make important decisions unilaterally and that all offices work harmoniously.

Each office being independent to recruit members and volunteers ensures that the relationship with the client is more personalised and adapted to each country. People working on Greenpeace's hotline in Spain are Spanish people who know the Spanish legislation. This is a very important fact in the case of deductions for donations in the income statement and in the case of solidary wills. Greenpeace Spain has got two headquarters, one in Madrid in Calle Valores 1 and the other one in Barcelona in Passeig Lluís Companys 4.

Finally, the commercialisation of merchandising products is done through the website.

#### 3.1.3.4. Communication

Greenpeace Spain carries out excellent communication campaigns with which the number of members and volunteers is increased and loyalty is built.

Greenpeace uses its own method for its communication campaigns. Firstly, the message they want to transmit is chosen, and, after that, different images showing the same message are created and collected. The message is much more visible using this method.

The place where the campaign will have a bigger effect is chosen afterwards — billboards, buses, shelters, etc.

Online and offline communication will be analysed in the following point, taking into account that most of its offline actions end up becoming online actions in order to increase their impact.

##### **Offline communication:**

###### -Public relations

Greenpeace Spain actively participates in several radio stations such as RNE, Cadena Ser or Onda Cero. Greenpeace experts take part in some programmes of these radio broadcasters monthly bringing updated data about environmental problems. It also collaborates with newspapers to spread their actions so that they have more impact.

Moreover, Greenpeace Spain has got its own magazine (image 2) called *GPM* — *GreenPeace Magazine*. It is quarterly sent to all members of the organisation. Three months after it has been sent, it is published on the organisation's website.



Image 2: Greenpeace Spain's magazines



Source: Greenpeace Spain (2020)

Another method of public relations the organisation uses is the merchandising. They have an online shop where corporate ecologic products are sold.

Image 3: Greenpeace Spain's shop



Source: Greenpeace Spain (2020)

### -Guerrilla marketing

The guerrilla marketing consists on a mix of marketing strategies and techniques carried out in a non-conventional way that reaches their aim thanks to their inventiveness and creativity. It is one of the essential tools in Greenpeace Spain's communication campaigns. These actions represent perfectly the organisation's activist spirit, see image 4 and 5.

Image 4: Fried planet, 500kg giant pan



Source: Greenpeace Spain (2019)

**Image 5: Ocean starts here**



*Source: Greenpeace Spain (2020)*

**Online communication:**

The organisation's website is the central axis of its communication. All details about the NGO, the latest campaigns, or how to become a member, among other things, is found on the website.

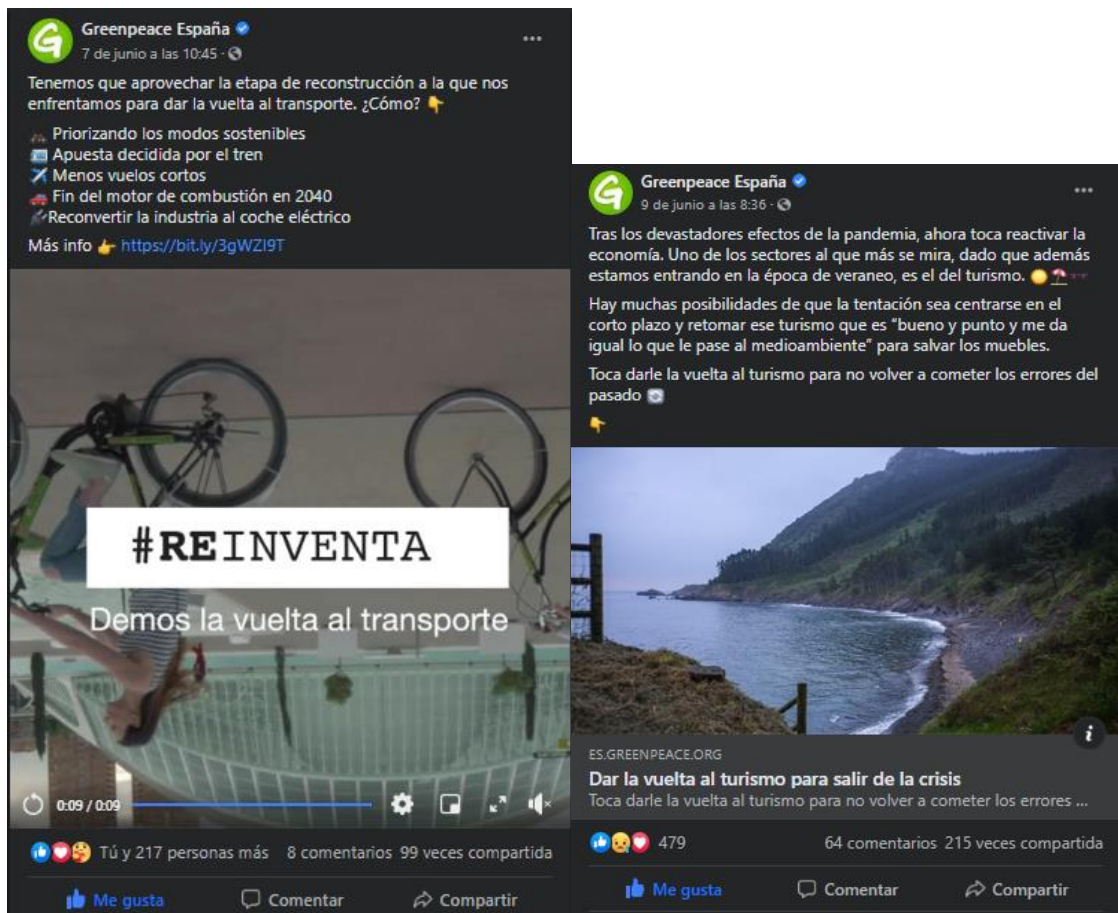
The organisation shares its relevant campaigns through social networks like Facebook, Twitter, Instagram, and Youtube. This way, although the advertising campaign is focused on a specific geographical area, the message reaches more people.

Its current and constant posts make followers feel its involvement and permanent effort.

Most of the posts are shared in all social networks adapting the format to each one (image 6).



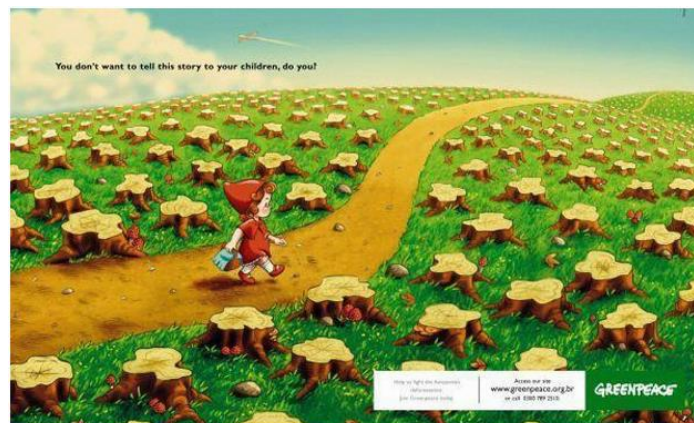
Image 6: Greenpeace Spain's Facebook



Source: Facebook Greenpeace Spain (2020)

Examples of campaigns against deforestation or endangered species are shown in the following images, which have been spread through the website but also through social networks.

Image 7: Example 1 deforestation campaign



Source: Greenpeace Spain (2020)

**Image 8: Example 2 deforestation campaign and endangered species**



*Source: Greenpeace Spain (2020)*

**Image 9: Example 3 deforestation campaign**



*Source: Greenpeace Spain (2020)*

## 3.2. External analysis

### 3.2.1. . Pestel analysis

#### Political and legal factors

- **Covid-19**

In early December, Covid-19, the latest discovered coronavirus causing an infectious disease named SARS-CoV-2 appeared in Wuhan (China). The disease was quickly spread throughout the world and the WHO recognised it as global pandemic on March 11th.

On January 23rd lockdown was established in Wuhan with 444 infected people and 17 deaths. On March 9th, lockdown was also established in Italy with around 8,000 infected people and 463 deaths.

Pedro Sánchez, supported by the other parties, declared the state of alarm on March 14th, which could be extended every 15 days. Thanks to this measure, people's mobility and the pandemic's impact over Spanish citizens was reduced. Citizenship could only go out to do some essential activities, therefore, all non-essential businesses and also educational establishments had to close.

After Spain, France, Denmark, Belgium, Norway, Slovenia, El Salvador, and Argentina —among others— decide to confine their population.

- **Political uncertainty**

Spain has gone through a political uncertainty stage since bipartisanship was broken, as new parties have emerged and more political agreements have been necessary to reach a majority.

In May 2018, PSOE filed a motion of censure against Mariano Rajoy due to his implication on the Gürtel Case, reason for which the current king Felipe VI appointed Pedro Sánchez as President of the Government. Despite Sánchez's intention was to end the legislature, he was unable to do so because he could not get the General State Budget for 2019 approved due to lack of support. For this reason, the Cortes were dissolved and he called for elections on April 28th 2019. See table 2.

**Table 2: April 28th 2019 election results**

Political party	Percentage of votes	Deputies
PSOE	28,67%	123
PP	16,69%	66
Ciudadanos	15,86%	57
Unidas podemos	11,97%	33
Vox	10,26%	24

*Source: self-created (2020)*

Despite the PSOE's attempts to obtain a majority, they did not reach an agreement with Unidas Podemos, nor got PP's and Ciudadanos abstention. King Felipe VI was forced to dissolve the Cortes on September 30th to call again for elections on November 10th —see the results on table 3 —.

**Table 3: November 10th 2019 election results**

Political party	Percentage of votes	Deputies
PSOE	28%	120
PP	20,82%	89
Vox	15,09%	52
Unidas podemos	9,8%	26
Ciudadanos	6,79%	10

*Source: self-created (2020)*

Thanks to an agreement between PSOE and Unidas podemos, Pedro Sánchez became President of the Government with the support of Más País-Compromís, Nueva Canarias, BNG and Teruel Existe.

- **Third Sector Law**

The third sector, —which is a group of non-governmental, non-profit entities that carry out social actions—, is made up of 30,000 organisations in Spain and has got 1,300,000 volunteers. Around 645,000 people work in this sector, representing 1.5% of the GDP. In total, the sector helps more than seven million people.

On October 9th, the 'Ley 43/2015 del Tercer Sector de Acción Social (Boletín Oficial del Estado, de 9 de octubre)', which is a law offering identity, stability, and guaranties to all organisations, was approved.

- **Ley del voluntariado**

On October 14th 2015, the 'Ley 45/2015 del Voluntariado (Boletín Oficial del Estado, de 14 de octubre)' was approved. This law promotes the supportive participation of citizens in volunteer actions carried out by volunteer entities, inside the national territory and also outside it, and in accordance with the values and principles of volunteerism.

- **Ley de transparencia**

On December 9th 2013, the 'Ley 19/2013, de transparencia, acceso a la información pública y buen gobierno (Boletín Oficial del Estado, 9 de diciembre)' was approved. This law affects different public administrations and also non-profit organisations. This law forces them to share relevant information of each entity periodically, clearly and for free.

- **Deductions in tax return**

Natural persons donating money, goods, or rights to non-profit organisations and meeting the requirements stipulated on the 'Ley 49/2002 de regimen fiscal de las entidades sin fines lucrativos y de los incentivos fiscales del mecenazgo (Boletín Oficial del Estado, de 23 de diciembre)', which is a law regulating the tax regime for non-profit organisations and tax incentives for patronage, will be able to deduct a percentage of the tax return from January 2020 on.

In order for this deduction to be applied, it must be accredited with a certificate issued by the donor entity.

According to the 'Ley 49/2002', if the base of the donation is not over €150, 80% will be deducted. If it is over €150, the surplus will be deducted by 30%. Likewise, this 30% may be increased to 35% if in the two previous tax periods donations equal or higher have been made, in each of them, to the same entity with a maximum of 10% of the taxable base.

Legal persons may deduct 35% from the corporate tax, with a maximum of 10% of the taxable base. This may be increased to 40% if the donation has been made for more than two years to the same entity. See table 4.



**Table 4: Deductions in Personal Income Tax and Corporate Tax**

Natural persons (Deductions in Personal Income Tax )			Legal persons (Deductions in Corporate Tax)	
80% up to 150€	30% resto of donation	35% when in the previous two years an equal or higher quantity has been donated to the same entity	35% of the total amount	40% when in the previous two years an equal or higher quantity has been donated to the same entity

Source: self-created (2020)

On the other hand, those who file a tax return can decide whether or not they want to donate 0.7% of their personal income tax for social purposes. There are two boxes in the tax return, one to help the Catholic Church and another one for social purposes. Contributors can tick one, both, or none. If one is ticked, 0.7% is given to the chosen option, if both are ticked, 0.7% is given to each option and if none is ticked, 0.7% of their PIT will be given to the General State Budget for general purposes. Regardless of the chosen option, the amount to be paid or to be deducted will not change. According to the 'Real Decreto-ley 7/2013, de medidas urgentes de naturaleza tributaria, presupuestaria y de foment de la investigación, el desarrollo y la innovación. (Boletín Oficial del Estado, de 28 de junio)', which regulates urgent measures of fiscal and budgetary nature and promotes research, development and innovation, the following activities are considered social purposes:

- Attention to people with integral, social and health care needs.
- Attention to people with educational or labour insertion needs.
- Promotion of public safety and crime prevention.
- Protection of the environment.
- Development cooperation.

## **Economic factors**

- **Covid-19**

Covid-19 has caused the worst economic crisis ever leading to a sharp increase in unemployment until 3.8 million people at the end of April. Most destroyed workplaces took place on the second half of March, and the increase of unemployed people was managed to stop thanks to Temporary Employment Regulation Files in April. It was estimated that 3.4 million workers were in this situation during April.

According to the Spanish national central bank, the pandemic will cause a diminishment of the Spanish Personal Income Tax —between 9.5% and 12.4%— which is the biggest economic recession in almost a century. The most affected sectors will be commerce, transport, and the hotel industry. During the first quarter of 2020, GDP has fallen by 5.2% compared to 2019.

The main social and economic measures applied were:

Workers:

- Emergence of Temporary Employment Regulation Files (commonly said ERTE in Spanish).
- Special allowance for female domestic workers.
- Exceptional unemployment benefit at the end of a temporary contract.
- Special benefit for artists' collective unemployment.
- Supporting teleworking.
- Automatic extensión of benefits.

Home:

- Suspension of evictions.
- Lease extensions.
- Moratorium on rental payments.
- Rent deferment.
- Rent subsidies.
- Mortgage payment moratorium.

Freelancers:

- Social voucher for freelancers.
- Tax debt deferral.
- Moratorium on social security contributions and debts.

- Extraordinary benefit due to cessation of activity.
- Guarantee of liquidity to sustain economic activity through ICO bonds.
- Support to companies and freelancers in the tourism sector.

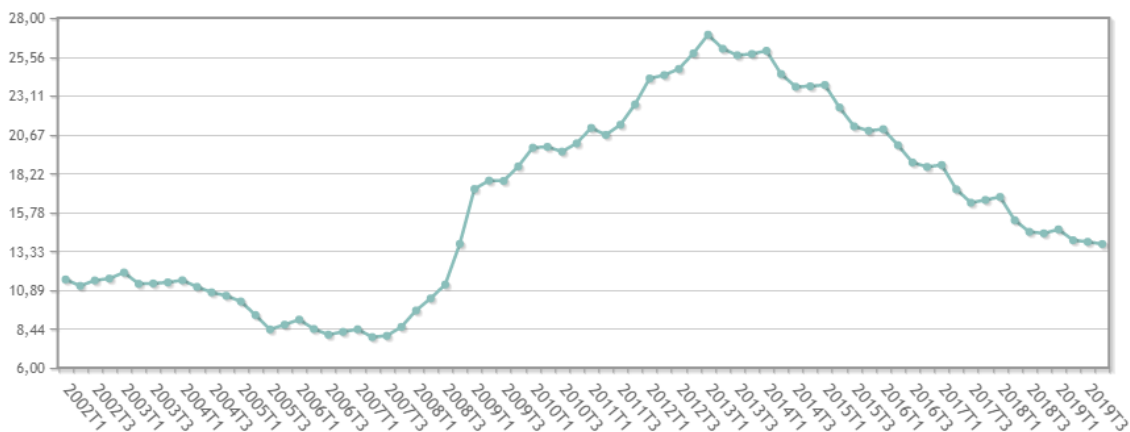
People:

- Guarantee of electricity, oil, gas and water supply.
- Interruption of the period for returning products.
- Travel money refund.
- Prohibition of price increases for communication services during the suspension of portability.
- Extended protection for victims of gender-based violence and children.

- **Unemployment in Spain**

The state of the Spanish economy can be analysed through the unemployment tax. Before the economic crisis, Spain's unemployment percentages were under 10% (2005-2008), and during the crisis these percentages went up until a maximum of 26.94% during the first quarter of 2013. Since then, the percentage has been gradually decreasing, as we can see in Graph 1, until Covid-19 has come.

**Graphic 1: development of the unemployed people percentage**



Source: INE (2019)

As previously stated, Covid-19 has significantly affected the Spanish unemployment, as we can see in table 3. If the figures in February and April are compared, it can be appreciated that Covid-19 meant an increase in unemployment of more than two points.

Table 3: Unemployment in Spain 2020

	<b>Unemployment tax</b>	<b>Unemployed men</b>	<b>Unemployed women</b>
January 2020	13,8%	12,2%	15,5%
February 2020	13,6%	11,9%	15,4%
March 2020	14,5%	13%	16,2%
April 2020	14,8%	13,3%	16,5%

Source: self-created based on macrodata (2020)

- **Minimum living income**

Spain is one of the countries with most inequality in the tax return distribution in Europe. 21% of Spanish people is in poverty risk, that is, 9.9 million people. Health crisis caused by Covid-19 has accelerated the implementation of the minimum vital income. This economic benefit of the Social Security aims to eliminate the differences in resources and the lack of access to opportunities in work, educational and social fields.

- **Increase in the minimum inter-professional salary 2020**

In February 2020, the Council of Ministers approved a Royal Decree setting the minimum inter-professional salary at 950 euros, 50 euros more per paycheck than in 2019, which is 5.5% more than the previous increase. This increase was retroactive and, therefore, it was effective from January 1st 2020.

This increase is believed to have affected two million workers. According to the Royal Decree, the minimum inter-professional salary is now in 31.6 euros per day, 950 euros per month, and 13,300 euros annually. For temporary workers, it is 44,99 euros per day. And, finally, household employees will be paid 7.43 euros per hour.

It is estimated that this increase will also mean a rise in the Social Security revenue of around 247 million euros.

## **Social factors**

- **Covid-19**

Covid-19 will affect thousands of Spanish citizens without necessarily being infected. Many families, specially those who live hand to mouth, have been strongly affected by the virus' containment measures. Hotel and tourism are some of the most affected sectors and workers have seen their incomes drop dramatically. Domestic workers have been another seriously affected group, since a lot of them did not have a contract and now that they do not work, do not have any kind of income. Children of these families have also struggled to continue their education since they did not have access to new technologies, which made the digital gap even more evident.

According to the World Bank, the crisis to come when the pandemic ends will make the poverty risk reach figures never seen since 1998. More than 25 million workplaces around the world will be destroyed, according to the International Labor Organisation.

- **Consumption**

In all developed economies, very harmful for the environment consumption habits have been acquired: single-use plastics, clothes thrown away each year, buying food from industrial farming, overexploitation of oceans, the programmed obsolescence of technological products, etc.

Consumption has also been affected by Covid-19. At the beginning of the pandemic, panic absorbed population and fear to shortage caused massive shopping in supermarkets. Online sales increased, especially in sport equipment. Due to mobility restrictions and fear of infection, population got used to buy in local shops. On the other hand, buying textile products decreased significantly, since people stayed at home on their pyjamas or comfortable clothes.

Finally, since the pandemic appeared, production and consumption of plastics has increased, mainly disposable products like gloves or masks. This rise can be appreciated both at sanitary and domestic level and it is expected to worsen as the de-escalation progresses.

- **Gender inequality**

Unequality between men and women still remains nowadays despite the efforts made to eliminate it. Its causes come from behaviours rooted to society, and some of these behaviours are:

- Role assignments: women are still related to family care and men to obtaining resources to support the family.
- Education: a gender tendency is still observed in some studies. For example, few women study sciences.
- Mass media: roles are still encouraged. For example, men's sports are much more followed than women's sports.
- Wage disparities: women are still paid less for doing the same work as men.

Data from EPA —a labour force survey — show these facts. The employment tax in men aged over 16 was 56.3%, whereas the women's tax was 44.8%.

- **Activism**

The number of volunteers in Spain is still lower than in several European neighbours, though it is increasing. In December 2019, there were 2.7 volunteers. With Covid-19, solidarity among neighbours has increased and the number of donations and volunteers has grown. Nevertheless, apart from individuals, companies have also given great donations.

## **Technological factors**

- **Zero emission vehicles**

The use of zero emission vehicles helps reduce CO2 emissions and air pollution, which benefits both the planet and also the people's health. Moreover, it contributes to the Spanish economy since the power these vehicles need to work can be generated within the country, unlike fossil fuels that are currently being used and that are imported from abroad.

In Spain, 12,293 electric cars and 11,968 vehicles not considered cars were registered in 2019, which means they have increased by 50% and 56.3% respectively in comparison to the previous year. It can be shown, then, that these kind of vehicles are getting more and more importance with respect to the sale of fossil fuel vehicles.

- **The increase in the use of drones**

Drones were initially used only in military fields, but these devices are more and more used nowadays for different purposes. In the near future, they are expected to be used as a delivery system, a way to deliver vital resources such as food or medicines to isolated areas, as a security system, in maritime search and rescue, and in firefighting.

Despite they mean a great progress for society, it must be taken into account that they also suppose an important danger. Drones may be used to carry out attacks, to monitor private areas, or even to follow people.

Only people who use drones professionally are required to have a license, so anybody can use them recreationally.

- **Renewable energies**

The European Union established in 2007 a plan to ensure that climate and energy targets for 2020 are met. The main goals are:

- Reducing by 20% greenhouse gas emissions.
- Reaching 20% of energy consumption from renewable sources and 10% for the transport sector.
- Increasing energy efficiency in order to save 20% of energy consumption.

There are now 7 renewable energies or green energies, but in Spain only hydraulic, wind, and solar energies are used. 18.5% of the energy produced in Spain is hydraulic, 18% of the country's demand is covered with wind energy and, despite being one of the countries with more sunshine hours in the world, just 5% of the demanded solar energy is produced.

In recent years, the percentage of renewable energies has significantly increased. According to Eurostat, the use of renewable energies rose from 19.1% to 36.9% between 2005 and 2015. The areas that use most these energies are Castilla y León increased (73.2%), Navarra (62.7%), and Galicia (57.1%). On the other hand, the areas that use them the least are Catalonia (17.3%), the Valencian Community (18.4%), and the Vasque Country (18.85%).

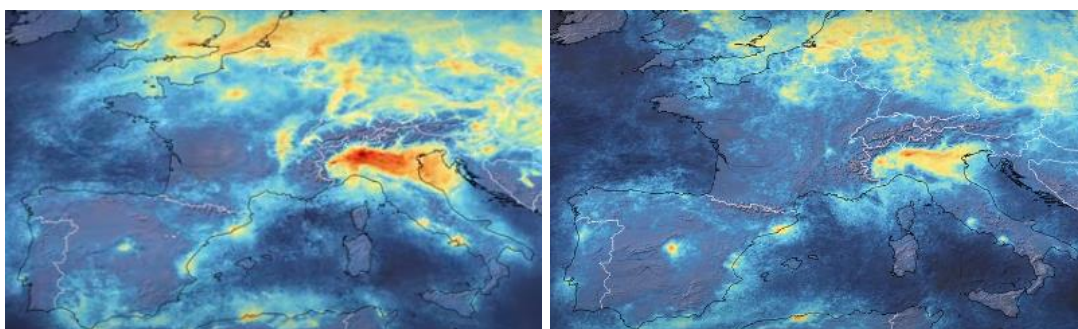


## **Ecological factors**

- **Covid-19**

The declaration of state of alarm significantly reduced pollution in cities due to the diminishing of people's movility by more than 70%, as it can be seen in image 10.

**Image 10: decrease of nitrogen dioxide in southern Europe from January to March**



*Source: European Space Agency, ESA (2020)*

- **Plastics ending in seas**

The great majority of single-use containers and products we use are made of plastic. When we throw them away, they end up in landfills, incinerated or recycled, but many of them end up in the environment and finally being washed into the sea. 80% of the plastics we find at sea come from land, and the rest from marine activities. This plastic ends up ingested by animals, or accumulated at the bottom of the ocean. Plastic has even been found inside Arctic ice. According to Greenpeace, between 21% and 54% of the world's microplastic particles are found in the Mediterranean Sea. See table 5.

**Table 5: Plastic end use**

Percentage of the total recycled plastic manufactured to date	End use
9%	Recycled
12%	Burned
79%	In landfills or the environment

*Source: self-created based on Greenpeace data (2020)*

As it can be seen on table 7, 79% of the plastic we use nowadays end up in landfills, where it is not going to be recycled, or directly in the environment. Plastic residues have been found at a depth of 10km at sea. 30 million plastic cans and bottles are thrown into the sea periodically in Spain —according to Greenpeace—, and this amount keeps rising.

On the other hand, it takes longer for the plastic at sea to degrade than for plastic on land, since it is not exposed to sunshine. These plastics cause the death of more than 1,000,000 birds and 100,000 marine mammals per year.

- **Air pollution in Spain**

According to the European Environment Agency (EEA) and the World Health Organisation (WHO), the quality of the air we breathe is very worrying. In 2014, more than half a million of premature deaths in Europe were caused by the bad quality of the air, as it can be seen in table 6.

**Table 6: premature deaths due to polluted air**

Death number	Cause
<b>428,000</b>	Exposure to particles less than 2.5 microns in diameter
<b>78,000</b>	Exposure to nitrogen dioxide
<b>14,400</b>	Exposure to tropospheric ozone

*Source: self-created based on Ecologistas en Acción (2019)*

In 2017, a decrease in some pollution factors was observed, caused by using less polluting vehicles and diminishing the industry work. These changes were carried out due to the economic recession and they also boosted the use of renewable energies against non-renewable ones.

High rates of air pollution are not only harmful for us, but also for the rest of living beings. EEA highlighted in its 2014 report the damage to Spanish crops, with 122,000km<sup>2</sup> of affected cultivated agricultural land in Spain.

Contrary to these data, the Spanish Government and also some Regional Governments are repeatedly failing to fulfill their legal obligation on this matter.

- **Climate change**

Greenhouse gases, gathered in the earth's atmosphere, prevent sun rays from coming out, which causes climate change. This fact makes temperatures rise, which is a fact that affects the planet in many different ways. For instance, river flows are decreasing, and beaches are disappearing, which endangers coastal cities and causes agriculture problems due to the rise in temperature and the reduction of irrigation water.

Some of the effects that can already be seen are:

- Global warming of 1.5°C.
- Increase of illnesses due to heat.
- Bigger impact on allergies.
- Malnutrition in developing countries as food becomes more difficult to grow.

- Rise in sea levels causing floods and disappearance of coastal and dune ecosystems.
- Decrease in the size of glaciers, 14% of permafrost since 1970 according to WWF.
- Extreme phenomena such as droughts, torrential rains, hurricanes, and floods.
- Increased risk of fire.
- Many species become endangered.
- Changes in animal migration and reproductive periods.
- Pests and diseases caused by high temperatures.

In order to stop climate change, different agreements between countries have been reached. The first one was the Kyoto Protocol, in 1997, where developed countries were legally forced to reduce their emissions. In 2016, the Paris Agreement was signed and countries committed themselves to keep global temperature under 2°C during this century, in respect to the preindustrial temperature. To date, 184 countries have signed this agreement. On September 23th 2019, the Climate Action Summit was held, where great advances were made in order to achieve the Sustainable Development Goals and the Paris Agreement. Finally, from December 2nd to 16th, a conference on climate change known as COP25 was held in Madrid. Its main goal was finding ways to strengthen compliance with the Paris Agreement.

- **Circular economy**

The circular economy is an economic model focused on the use of resources and the reduction of raw materials. In the current economic model, products have a very short life and they are quickly thrown away, 'single-used'. On the contrary, the circular economy bets on the production of goods and services reducing the consumption of raw materials, water, and energy. Moreover, it focuses on designing easy-to-repair and reusable products.

### **3.2.2. Porter Analysis**

Porter's five forces analysis is a sectoral analysis, in this case, an analysis of environmental NGOs where Greenpeace Spain is found.

#### **3.2.2.1. Customer negotiation power**

Environmental NGOs' clients are NGO members who help finance it. Volunteers helping the organisation with their campaigns or people who sign their petitions and, in general, the society, for being benefited from their campaigns, are also clients. In the specific case of NGOs, clients are not specially interested in negotiating with the organisation.

Members give their money selflessly in order to obtain a common good. Moreover, Greenpeace does not ask them to donate a specific amount of money, they can freely choose what they want to give and how often, always taking into account that the minimum to donate is €4 monthly in order to cover the financial costs of the operation.

Volunteers help, promote, and organise activities. They can choose whether they want to spend their time on these activities or not. For this reason, they are not interested in negotiating either, and the same happens with people signing their petitions.

The great number of environmental NGOs in the world brings clients the opportunity to easily change NGO, which also brings negotiation power to NGO volunteers and members.

#### **3.2.2.2. New competitors' threats**

The threat of new NGOs emerging is low, as the entry barriers posed by legislative requirements and the difficulty in securing both financial and human —voluntary— resources make it difficult for new environmental NGOs to emerge.

#### **3.2.2.3. Supplier's negotiation power**

Every organisation needs office supplies, merchandising, and advertisement suppliers, among others. However, the power of these suppliers in the case of environmental NGOs is very limited. Greenpeace, as it is a global organisation, has got many suppliers, but none of them are relevant enough to influence the aims of the NGO.

#### 3.2.2.4. Threat of substitute services

The threat of substitute services is quite high, since some people will be able to help the planet by using ecologic products, hybrid vehicles, recycling, reusing goods, etc.

Furthermore, the appearance of environmental cyberactivism and activism is an important threat for the NGOs that are not using this kind of doctrines. Environmental activists are people who actively take part in the defence of the environment. Environmental cyberactivism consists on defending the environment through the Internet. These demands can be made individually or in groups, so you can contribute to the protection of the environment without being a member of an NGO. The platform Change.org plays a very important role here since it allows people to create and support petitions for the defence of the environment too.

#### 3.2.2.5. Organisations rivalry

Climate change has lead to an increase in environmental awaraness that, together with a reduction in resources due to the economic crisis, explains the growing rivalry to obtain more personal and economic resources between organisations involved in taking care of the environment. The main global organisations with this purpose found in Spain are Greenpeace, WWF, and Ecologistas en Acción. See table 7.

**Table 7: main environmental NGOs:**



*Source: self-created (2020)*

All NGOs compete with each other to raise donations and volunteers as well as notoriety so that their actions have a greater impact.

The difference between NGOs and conventional companies, rivalry sepaking, lies on the fact that NGOs appear to fight agains a cause, that is why many environmental NGOs of the same area are mainly focused on different environmental problems or they use different performance strategies, as WWF and Greenpeace do. WWF focuses

on negotiating with governments, local communities and companies of all sizes in order to reach agreements to protect the environment. Greenpeace, on the other hand, is focused on drawing public attention to environmental issues. There is an obvious rivalry between them, but they also divide their target audience by using different strategies. See table 8 for view examples of environmental NGOs.

**Table 8: Examples of environmental NGOs**

Source: self-created based on GuiaONGs (2019)



### **3.2.3. Analysis of Greenpeace Spain's main competitors**

Greenpeace Spain's main competitors are WWF Spain and Ecologistas en Acción, so it is essential to study these organisations in order to compare them to Greenpeace Spain and to know better their positioning

#### **WWF Analysis**

WWF Spain is a delegation of WWF, the biggest independent organisation devoted to the defence of the environment in the planet. It is found in more than 100 countries, and has got almost 5 million members has been working for the environment for over 50 years. Its mission is 'preserving nature, its habitats and species, and fight against threats on life on Earth'.

#### **Services:**

- Water: ensure freshwater ecosystems.
- Food: produce healthy food for a growing population.
- Forests: protect forests, since they sustain biodiversity, regulate climate and are vital for millions of species.
- Climate and energy: it is urgent to stop CO2 emissions into the atmosphere, reduce energy consumption, and produce energy in a sustainable way.
- Species: nature is the main ally to stop climate change and it is disappearing. Biodiversity has been reduced by 58% in 40 years.
- Oceans: committed to the sea, to its species, and to the people taking care of it and living from it.
- Plastic-free nature: it is one of the main threats for the environment.

#### **Price:**

WWF volunteers invest time and efforts. There are two different membership fees: adults and minors. A different type of magazine is sent depending on the kind of member, and, if it is a minor, a stuffed toy is given. Members can choose the amount to donate, always over €6, and the frequency, which can be monthly, quarterly, or annually. The method of pricing is set according to the perceived value associated with this NGO and its actions.



**Distribution:**

- Website
- Hotline
- Office in Gran Vía de San Francisco, 8 Madrid
- Social networks
- *Panda*, *Pandilla* and *Panda Junior* magazines Revista Panda, Pandilla y Panda Junior

**Communication:**

- Website
- Social networks: Facebook, Instagram, Twitter and YouTube
- Magazines
- Gifts and discounts to members
- Press releases
- Merchandising

**Analysis of Ecologistas en Acción**

Ecologistas en Acción is an entity with more than 300 ecologist groups. It is structured in a territorial way through federations and groups. They use a method of decentralized decision-making but attend annually to the confederal assembly to decide on strategic lines.

**Services:**

- Agroecology
- Water
- Anti-globalization
- Legal committee
- Nature conservation
- Consumption
- Pollution
- Ecofeminism
- Education
- Climate emergency
- Energy
- Marine environment
- Waste
- Transport
- Urbanism

## Price

The annual membership fee is 42, 48 or 144 euros and payment can be made in one or two times. The price volunteers pay is just time and efforts devoted to the organisation. The method of pricing is set according to the perceived value of their actions.

## Distribution

- Website
- Headquarters and pone of each group
- Magazine
- Social networks

## Communication

- Website
- Social networks: Facebook, Instagram, Twitter and YouTube.
- Magazines
- Merchandising
- Press releases

## Comparative analysis:

	Service	Price	Distribution	Communication
Greenpeace Spain	Agriculture Climate change Forests Oceans Democracy and anti-government movement Disarmament and peace Consumerism	Minimum €4  Monthly, quarterly, or annual	Website  Phone  Offices in Madrid and Barcelona  Social networks  GPM magazine	Website  Social networks: Facebook, Instagram, Twitter and YouTube  Magazine  Press releases  Guerrilla marketing

WWF Spain	<p>Water</p> <p>Food</p> <p>Forests</p> <p>Climate</p> <p>Species</p> <p>Oceans</p> <p>Nature</p>	<p>Mínimum €6</p> <p>Monthly, quarterly or annual</p>	<p>Website</p> <p>Hotline</p> <p>Office in Madrid</p> <p>Social networks</p> <p>Magazines</p>	<p>Website</p> <p>Social networks: Facebook, Instagram, Twitter and YouTube.</p> <p>Magazines</p> <p>Gifts and discounts to members</p> <p>Press releases</p>
Ecologistas en Acción	<p>Agroecology</p> <p>Water</p> <p>Anti-globalization</p> <p>Legal committee</p> <p>Nature</p> <p>Consumerism</p> <p>Pollution</p> <p>Ecofeminism</p> <p>Education</p> <p>Climate emergency</p> <p>Energy</p> <p>Medio marino</p> <p>Waste</p> <p>Transport</p> <p>Urbanism</p>	<p>42, 84 or 144 euros</p> <p>Biannual or annual</p>	<p>Website</p> <p>Headquarters and pone of each group</p> <p>Magazine</p> <p>Social networks</p>	<p>Website</p> <p>Social networks: Facebook, Instagram, Twitter and YouTube.</p> <p>Magazine</p> <p>Merchandising</p> <p>Press releases</p>

As it can be seen on the above table, the three organisations are very similar regarding their marketing mix, but the one covering more areas is Ecologistas en Acción, since it is a confederation.

In relation to price, Greenpeace is the one accepting lower donations, and it does not accept donations from private companies nor from public entities.

As in services, Ecologistas en Acción is the best in distribution because it has a great number of offices.

Regarding communication, the three of them are excellent, but Greenpeace stands out because it makes a great difference with its communication campaigns transmitting their message in a very striking way.

## 4. SECTOR AND DEMAND ANALYSIS

### 4.1. Sector analysis

There are a lot of NGOs in Spain, however, the precise number of entities is not known due to duplication in the listings for the wide variety of existing NGOs. According to the Plataforma ONG (2020), environmental organisations account for a very low percentage of all third sector organisations, as we can see in table 9.

**Table 9: percentage distribution of Third Sector entities**

Area of activity	Percentage
Social action	37%
Integration and insertion	13,8%
Socio-sanitary	23,9%
Others	7,4%
International cooperación	9,6%
Participation	2,5%
Human rights	4%
Environmental	1,1%
Housing	0,7%

*Source: Plataforma ONG (2020)*

Covid-19 has noticeably affected NGOs, since 33% of them have increased their number of beneficiaries, so their expenses have also risen. Thanks to fundraising, 72% of the organisations will have some extra money to keep working until the situation stabilizes. Moreover, this situation has made 34% of organisations to lay their strategy again towards the new normality, according to Asociación Española de Fundraising (2020).

On the other hand, many NOGs, except for Greenpeace and International Amnesty, get money from the public administration, mainly from the 0.7% in the tax return. This year, 280 million euros were collected in the 2019 tax return and 34 million in corporate tax, which makes a total of 314 million to be distributed among Third Sector organisations.

Despite they receive public money, there are a lot of NGOs whose private donations surpass public one, as in the case of Unicef (90%) and Doctors Without Borders (96%).

This sector employs 527,000 people, which is 3% of the EPA'S employed population, and 74% of these workers has completed higher education.

The Third Sector is estimated to have had an income of 16,583 million euros and an expenditure of 16,557 millions. Regarding the origin of the income, 41% comes from public funding, 26% from private funding, and the remaining 33% from own funding. This sector represents 1.45% of the Spanish GPd, according to Plataforma ONG (2019).

#### **4.2. Demand analysis**

Donations to NGOs have increased in recent years. In 2016, each member use to donate an average of 133 euros per year, in 2019 the average reached 137.9 euros. The time members support NGO has also risen from 8.39 to 8.49 years, according to a study carried out by Asociación Española de Fundraising (2019).

The total number of volunteers in Spain is 2.7 millions, which is a figure that has been gradually increasing in recent years, according to Plataforma del Voluntariado (2019). Most of volunteers are women, unemployed people are more prone to become volunteers, and most volunteers are aged from 35 to 44.

As we can see in table 10, Andalusia and Madrid are the regions where there are more volunteers.

**Table 10: Volunteers according to regions**

Region	Percentage
Andalusia	20.7%
Madrid	17.7%
Catalonia	13.8%
Valencian Community	10.8%
Castile-León	5.5%
Castile-La Mancha	5.1%
Aragón	3.9%
Basque Country	3,7%
Galicia	3,5%
Murcia	3,5%
Balearic Islands	3,1%
Canary Islands	2,1%
Cantabria	1,8%
Asturias	1,6%
Extremadura	1,3%
Navarra	1,3%
La Rioja	0,6%

*Source: Plataforma del Voluntariado (2020)*

As we can see on the above table, it is evident that regions with most population have more volunteers. If we take into account population, regions with a higher tax of volunteers are Aragón and Cantabria, and regions with the lowest tax would be the Canary Islands and Extremadura.

Finally, among all volunteers in Spain, 58.1% volunteer every week, 22.8% monthly, and 8.3% quarterly, the rest does it more sporadically.

## 5. SWOT ANALYSIS

Threats	Opportunities
<p>Political uncertainty in Spain</p> <p>Covid-19</p> <p>Increase in unemployment</p> <p>Increase in the use of plastics</p> <p>More environmental organizations</p> <p>Some citizens' mistrust of NGOs' management</p> <p>Climate change</p>	<p>Deductions in ithe income tax return for donating to NGOs</p> <p>Increase in the Minimum Interprofessional Salary</p> <p>New agreements to curb climate change</p> <p>Increase in the use of social networks</p> <p>Increase in environmental awareness</p>
Weaknesses	Strenghts
<p>Not accepting donations from governments, companies, nor public entities</p> <p>Possible corporate retaliations</p> <p>Strongly positioned ideological image that makes a part of the population not feeling sympathetic to the NGO</p>	<p>Freedom to choose the amount and frequency of donations</p> <p>Well-known environmental trajectory</p> <p>Being a global NGO</p> <p>Economically and politically independent NGO</p> <p>Owning three ships of volunteers</p> <p>Acting in all environmental fields</p> <p>Impressive, current and constant communication campaigns</p> <p>Effective communication strategies and tools</p>



## Threats

- Political uncertainty and instability in Spain might make some people not feel stable enough economically in order to become members of an organisation.
- Despite the unemployment was decreasing, Covid-19 has caused an increase in unemployed people never seen before. On the other hand, millions of Spanish citizens are in an ERTE, so their income has drastically been reduced, making it difficult for them to contribute to social causes.
- Covid-19 has caused an unprecedented economic and sanitary crisis. The number of deaths due to the pandemic is almost reaching 30,000. More than 3.8 million people have lost their jobs and 3.4 million people are estimated to be on an ERTE. Lockdown and job destruction has led to a very worrying economic slowdown that leaves the country in a very complicated situation.
- Covid-19 has caused an increase in the use of single-use plastics. Plastic recycling tax in Spain is very low, only 9% of the plastic is recycled, whereas 79% of it ends up in landfills or in the environment.
- A lot of environmental organisations have emerged due to climate change, so people interested in collaborating economically or with their time have got plenty of alternatives to choose from. This fact makes organisations compete for available resources with each other.
- Climate change is also a threat to environmental NGOs because they are fighting to end it.
- Some citizens do not trust NGOs management, some people believe that it is not ethical to use part of their donations to pay salaries or to carry out communication campaigns.
- NGOs compete with for-profit companies for qualified workers. Receiving a financial benefit from an NGO is a controversial issue.

## **Opportunities**

- People who give money to non-profit organisations benefit from deductions in the tax return income. This fact helps convince potential donors. Moreover, it also gives an incentive to continue donating, since the deduction is bigger when the donation —over €150 — is repeated for two years in a row.
- The increase in the minimum interprofesional salary has improved the situation of many people allowing them to have more money at the end of the month.
- Awareness of the environment is reflected on the increase in electric vehicles sales. This fact benefits citizens, because the quality of the air we breathe will improve, but also the country, since the dependence on countries producing fossil fuels will decrease. On the other hand, the sales of electric vehicles encourages research into non-fossil energies.
- Countries should increment their use of renewable energies against the use of fossil energies, improve their energy efficiency and reduce greenhouse gases emissions.
- The use of social networks has also increased in recent years. Moreover, during the Covid pandemic, it has been the only way of socialising. As it is a free means of communication, it is very beneficial for all organisations allowing them reach thousands of people.
- Mandatory lockdown caused by Covid-19 made pollution in big cities was dramatically reduced. This fact helped population understand the huge impact human beings have on the environment.

### **Weaknesses**

- Not accepting donations from governments, companies or political entities diminishes their income, mainly because the organisation does not benefit from the 0.7% aimed for social purposes in the tax return income.
- They act by drawing the public attention towards companies that do not work in an ethical environmental way, and, therefore, they can suffer damages from these companies.
- Greenpeace has got a strongly ideologically positioned image that makes some people not sympathetic to its ideals.

### **Strengths**

- Greenpeace's members are free to choose how much they want to donate and also how often they want to do so.
- The NGO has got a proven environmental track record, since it has been fighting for the environment since the 70s and it has been in Spain since 1982. Its way of acting makes it different from other environmental NGOs.
- Greenpeace is a global NGO, as it is found in 55 countries, which enables it to fight against causes affecting everyone but also affecting specific collectives.
- Being economically and politically independent from governments, political parties and companies makes the organisations' principles better valued by citizens.
- Greenpeace has got three important ships: Rainbow Warrior, Esperanza and Arctic Sunrise. Thanks to these ships, Greenpeace can control and protect seas.
- The organisation has got a potential volunteering network called Greenwire. It is managed from its website and volunteers can interact and collaborate in different actions through it.
- This NGO acts in all fields concerning environment: agriculture, climate change, forests, oceans, and consumption. Moreover, it is against anti-government movements and fights for democracy, disarmament, and peace.

- Greenpeace's campaigns are current, constant, and generate a lot of expectation, they are known around the world and are perfectly designed to reach the desired impact and goal.
- The NGO is on the main social networks and has got a great number of followers. It has also got a magazine and some free mobile apps enabling users to sign petitions, share and spread news, follow campaigns, and keep up-to-date of environmental news.

## **6. SEGMENTATION CRITERIA AND CHOICE OF THE TARGET AUDIENCE**

Segmentation criteria are used to define correctly the target audience of marketing campaigns. Some of the criteria to segment are:

- Age. It is relevant for members and volunteers.
- Gender. No importance.
- Civil status. Not useful.
- Profession. It may be related to the level of environmental awareness and to the acquisitive power.
- Education. People with some education are prone to be more informed, so it is easier to have an environmental awareness.
- Acquisitive power. Relevant for monetary donors.
- Geographical location. It might be relevant.
- Level of environmental awareness. Essential.
- Having free time. Essential for volunteers.
- Being on social networks and being familiar with them. Useful for monetary donors and essential for time donors.

The target audience of Greenpeace is divided into two groups: donors and beneficiaries. Donors can donate their time —volunteers—, or their money —members or not—. The main beneficiary of their actions is the planet —and hence, humanity—, although a special attention is paid to those who cannot defend themselves, such as animals, plants, oceans, and forests.

It is essential for volunteers, but also for members, to have a high level of environmental awareness and a positive attitude towards the organisation.

The age requirement is important for volunteers since in Spain you must be over 14 by law in order to collaborate with an NGO. Young people are more energetic, are usually more familiar with social networks, and have plenty of free time. All these reasons make young and environmentally conscious people a relevant segment for Greenpeace.

Age is also important for monetary donors. The older the donors, the more stable is their economy, so they are more willing to donate money, especially in the case of people with certain acquisitive power.

Once the segmentation criteria have been studied, the target audience of the actions of this marketing plan can be described.

Greenpeace's current campaigns use a mass marketing strategy, and, if the number of Greenpeace's present volunteers and members is taken into account, it is obvious that they are perfectly working. However, complementing the current tones, the results could be improved.

Volunteers are very important for this organisation, the impact of its campaigns depends on their effect, and it is achieved thanks to volunteers.

On the other hand, the difference between volunteers and monetary donors is based on two segment criteria already analysed previously: having free time and the acquisitive level. Based on this difference, we can assume that most volunteers will end up becoming members as their purchasing power increases over time. Also, since they will have less free time, it is feasible to think that they will be willing to collaborate financially to continue feeling their need to improve the world.

For these reasons, the following target groups can be distinguished in this marketing plan:

- The whole Spanish society.
- Public university students. Public universities are chosen since Greenpeace prefers not to work with private companies.
- Students of public post-compulsory courses such as A levels or professional training. These students are over 16, when they start to develop the environmental awareness.
- Teachers, university deans and directors of post-compulsory educational centres.

## **7. OBJECTIVES**

The general goal of Greenpeace Spain is stopping all human actions damaging and harming the planet and the citizens' health. In order to do that, it needs its campaigns to have a lot of impact, so it needs more member donations and having a lot of volunteers helping spread these campaigns.

Based on the stated facts, we can define the following specific objectives of this marketing plan:

- Increasing environmental awareness of Spanish population.
- Increasing the number of university volunteers of Greenpeace Spain by 5%.
- Increasing the number of post-compulsory non-university students of Greenpeace Spain by 5%.
- Establishing a collaborative relationship with 20 public Spanish universities during the 2020-2021 school year.
- Establishing a collaborative relationship with 40 Spanish centres of post-compulsory education during the 2020-2021 school year.
- Establishing a commitment to education with at least 200 university and post-compulsory teachers.
- Gaining loyalty of new volunteers and getting 20% of them to become members within 8 years.

## 8. STRATEGIES

In order to achieve the goals previously mentioned, it is necessary to follow the next strategies for each target audience.

A differentiation strategy will be used to address the whole Spanish society. Greenpeace stands out from their main competitors for its activist campaigns seeking to create controversy and cause a stir, so we will follow the same strategy. See image 11.

Image 11: Porter's generic strategies

PORTER'S GENERIC STRATEGIES		STRATEGIC ADVANTAGE	
		LOW COST	PRODUCT UNIQUENESS
STRATEGIC TARGET	BROAD	COST LEADERSHIP STRATEGY	DIFFERENTIATION STRATEGY
	NARROW	FOCUS STRATEGY LOW COST	FOCUS STRATEGY DIFFERENTIATION

Source: self-created (2020)

On the contrary, in order to address the rest of the target audience, a differentiated niche strategy will be use, so actions will be focused on univesity and post-compulsory students and/or directors of both centres through specific actions set in this plan.

Regarding the segmentation strategy, a strategy of undifferentiated segmentation will be used when addressing the whole Spanish society and a strategy of differentiated selective specialization will be used for the rest of the target public.



## **9. PROPOSED MARKETING ACTIONS**

In order to meet the objectives described previously, we are going to carry out the following actions based on the mentioned strategies.

### **Action 1: Online contest**

Objective/s to be achieved: Increasing the number of volunteers of Greenpeace Spain by 5%, and establishing a collaborative relationship with 20 public universities during 2020-2021 school year.

Target audience: Spanish public universities' students and deans

During November, an online contest will be carried out. It is meant for students of Spanish public universities. In this contest, participants will have to make 1-minute advertising spots related to environmental subjects.

So that information reaches all students, universities will be contacted to advise students through email. Moreover, this contest will be advertised on Greenpeace Spain's social networks and on its website, where all necessary details will be explained.

The contest will be advertised since early October and the deadline for delivering the spot will be Monday, November 23rd. Winner spots will be elected during this week. The spot can be made in groups, but also individually, which encourages collaboration and teamwork with a maximum of 5 members per group.

There will be three prizes for the three best spots:

- 3rd place: 5-day stay in Tour Esperanza, visit to 2 ports of the winner's choice —travel + stay —.
- 2nd place: 8-day stay in Tour Esperanza, visit to 3 ports of the winner's choice —travel + stay —.
- 1st place: one week in Amsterdam to know the central headquarters of Greenpeace —flight + hotel + visit to the offices —.

### **Action 2: university work placement in Greenpeace**

Objective/s to be achieved: Increasing the number of university volunteers of Greenpeace Spain by 5%. Establishing a collaborative relationship with 20 public Spanish universities during 2020-2021 school year.

Target audience: Public Spanish university students and deans

An agreement with 20 public universities will be reached so that students of business administration, finance and accounting, advertising, audiovisual communication, environmental sciences and forestry engineering will be able to carry out their work placement at Greenpeace Spain or at any of its headquarters around the world.

After reaching the agreement with the interested universities, a link will be added to Greenpeace Spain's website where students will be able to upload their cover letter. All local, national, and international options of work placement will be offered in this link, from collaborating with the management of local groups, to doing their work placement at the headquarters in Amsterdam or collaborating with an environmental study.

The list of available work placement offers will be published at the beginning of the school year and the selected students will be announced during the first week of October so that the non-selected can continue with the election process for work placement on their universities.

### **Action 3: free configuration credits**

Objective/s to be achieved: Increasing the number of university volunteers of Greenpeace Spain by 5%. Establishing a collaborative relationship with 20 public Spanish universities during 2020-2021 school year.

Target audience: Public Spanish university students and deans

Greenpeace Spain's aim is to reach an agreement with 20 public Spanish universities so that students can obtain 5 free configuration credits if they take part and cooperate in the organisation's voluntary activities for a 50-hour count.

Activities are managed from the different groups of Greenwire. University students will be able to join these groups and take part in the different activities being organised.

They will decide through Greenwire which activities need university students to collaborate and this need will be brought to staff of Greenpeace Spain's offices, who will contact universities of the involved area in order to agree on the terms.

After that, universities will spread the offer through their students.

#### **Action 4: online courses of environmental awareness**

Objective/s to be achieved: Establishing a commitment with at least 200 university professors and pos-compulsory education teachers.

Target audience: Teachers, deans, and directors of post-compulsory educational centres.

A free online course will be organised taking advantage of the talented workers and volunteers of Greenpeace Spain which will be available on the organisation's website. The course will consist on 20-minute videos where current environmental problems will be explained. This videos will be intended for teachers, both university and post-compulsory education, so that they can use them in their sessions.

The course will be divided into 8 content blocks:

- Agriculture
- Climate change
- Forests
- Oceans
- Democracy and anti-government movements
- Disarmament and peace
- Consumerism
- Current news

The necessary videos to cover all problems of each block will be available. Current issues affecting the environment that cannot be included in the previous blocks will be discussed in the last block.

All the content will be recorded, edited, and prepared during October, November and December so that teachers can use it from Christmas on.

Students will also be able to comment on the videos every doubts or concerns for experts to answer them. In this way, interaction between teachers and the organisation is also encouraged.

All educational centres will be notified by e-mail to inform their teachers of the creation of the teaching content. Teachers will register on the website, indicating in which educational center they teach, so that they can access the videos before returning to classes after Christmas. For the rest of those interested, the videos will be made visible in August, thus encouraging teachers to register.

### **Action 5: Greenpeace's masks**

Objective/s to be achieved: Building up the loyalty of new volunteers and getting 20% of them to become members within 8 years. Establishing an educational commitment with at least 200 teachers from universities and post-compulsory educational centres.

Target audience: Everyone.

In order to show Greenpeace Spain's commitment with Spanish society, ecologic reusable masks will be given in order to stop the spread of Covid-19. Masks will be green, which is Greenpeace's colour, and will include the organisation's logo in white in a corner.

Masks will be mailed to the address of new Greenpeace volunteers and to teachers of post-compulsory education and universities.

In the case of teachers, it will be explained in the email containing the information about the online courses that all collaborators will receive a mask. New volunteers will be informed when they are on the process of becoming volunteers.

These marks will help both to retain and award people receiving them and also to show Greenpeace's commitment to community, since people will be able to use them in public places and educational centres as it is now mandatory.

Furthermore, they will also be sold at the merchandising products' shop at a price of 10 euros, so that anybody that sees them can buy them and, hence, collaborate with the organisation.

Initially, 3,000 masks will be made, but more units will be made if a lot of them are sold online.

### **Action 6: Emails to show gratitude and other loyalty actions**

Objective/s to be achieved: Building up the loyalty of new volunteers and getting 20% of them to become members within 8 years.

Target audience: Public university students. Students of public post-compulsory educational centres, professional training, and A levels.

All volunteers will be sent quarterly emails explaining how important they are for Greenpeace and thanking them for collaborating with the organisation. Latest victories and campaigns will also be stated on the emails. Moreover, they will be given a 40% discount code to buy in Greenpeace Spain's shop during Christmas campaign.

On the other hand, when they have been Greenpeace Spain's volunteers for three years in a row, they will be eligible to visit the main headquarters of Greenpeace in Amsterdam.

Finally, volunteers will receive a letter congratulating them on their birthday and a little present of school materials with a Greenpeace's logo on it.

### **Action 7: Esperanza tour**

Objective/s to be achieved: Increasing environmental awareness of Spanish population.

Target audience: The whole Spanish society

During spring and summer 2021, Esperanza, the biggest ship of Greenpeace, will tour the main Spanish ports.

**Image 12: Main Spanish ports**



*Source: Investinspain (2020)*

The ship will stay two days in each port and visitors will be offered the opportunity to visit it for free. On the inside, an exhibition on marine problems and the actions Greenpeace is carrying out to solve the problem will be set.

The starting point of the tour will be the Mediterranean Sea, it will go through the ports in the Atlantic Ocean and will end in the Cantabrian Sea. This journey will start on April 4th in Barcelona's port and will go through the 15 ports of Eastern and Southern Spain during the next 44 days. It will stop two days in each port, and one between them to rest, so the spring tour will end on May 17th in Huelva.

On July 3rd the summer tour will start in Tenerife and will end on August 12th in Pasaia port, after having visited all Canarian and northern Spain ports. The ship will rest three days between Las Palmas and Vigo.

### **Action 8: environmental awareness sessions**

Objective/s to be achieved: Increasing the number of post-compulsory non-university volunteer students of Greenpeace Spain by 5%.

Establishing a collaborative relationship with 40 post-compulsory Spanish educational centres during 2020-2021 school year.

Target audience: Students of post-compulsory public educational centres. A levels or professional training.

For 2020/2021 school year, four environmental teachers will be hired to give talks in the different post-compulsory educational centres through the whole Spanish territory. Talks will be organised depending on the area so that teachers can cover the whole Spanish territory.

From the headquarters of Greenpeace Spain educational centres will be contacted to set the dates, times and audience of the talk. These talks will have similar topics, although they will be adapted to the specific area to draw the audience's attention on problems they are most related to. All talks will take place during November, December, January, and February.

### **Action 9: ecological action sessions**

Objective/s to be achieved: Increasing the number of volunteers of post-compulsory students of Greenpeace Spain by 5%.

Establishing a collaborative relationship with 40 Spanish post-compulsory educational centres during 2020-2021 school year.

Target audience: Students of post-compulsory education public centres, professional training, and A levels.

Taking advantage of established relationship with the educational centres in action 8, sessions of ecological action will be organised. The action will be managed from Greenpeace Spain and will be carried out by Greenwire. From local groups of Greenwire ecological sessions like cleaning of beaches, mountains, or rivers, or reforestation of forests. Greenwire volunteers will decide locally in which situations students can participate, since they are who are on the street and know the specific environmental problem on their area. Once actions are decided, Greenpeace will



contact the educational centres to manage the different actuations. These sessions will take place in March, April, and May

### **Action 10: Guerrilla marketing to rise people's awareness**

Objective/s to be achieved: Increasing environmental awareness in the Spanish population.

Target audience: The whole Spanish society

Two guerrilla marketing actions will be carried out in the centre of the main Spanish cities.

On Saturday, October 24th, the first act will take place in Plaza Mayor of Madrid. It will consist of a big fish tank installed in the middle of the square. The fish tank will be filled with water and the different plastics more frequently found at sea will be seen in it. In order to have a great impact, the fish tank will be 5 meters wide, 10 meters long and 4 meters high, and will be equipped with a system of turbines to resemble the movement of sea currents, so plastics will be in continuous movement.

**Image 13: Plaza Mayor of Madrid**



*Source: Te gusta viajar (2020)*

The fish tank will be surrounded by posters with the following information:

- Problems of unsustainable fishing, the overexploitation of many species and the lack of regulation in international waters.
- The solution for the conservation and protection of the oceans.

- Measures that Greenpeace is taking to solve the problem.
- Proposals to help solve the problem individually.

The hashtag #letssaveoceansGreenpeace will appear in all posters.

The second act will take place in Barcelona on Monday, February 15th, specifically in Plaza de Catalunya.

**Image 12: Plaza de Catalunya, Barcelona**



*Source: disfruta Barcelona (2019)*

The action will be focused on climate change and it will consist of a giant ice block that will be gradually melting. This action will condemn the ice melt caused by climate change. The ice block will be made of smaller ice blocks. In order to get the desired effect on people, the blocks will be 4 metres wide, tall, and long. This action will last until Friday, although the ice melts before this day.

Moreover, informative posters will be placed on 2 meters high by 1 meter wide tripods.

- On the first poster, the problem of climate change will be explained.
- On the second poster, potential solutions to the problem will be stated.
- On the third one, actions that are being carried out regarding climate change by Greenpeace will be explained in detail.



- Finally, on the fourth one, every way in which people can individually help will be explained.

The hashtag #letsstopclimatechangeGreenpeace will appear on all posters.

Both actions will be recorded and uploaded to social networks of Greenpeace Spain.

### **Relation between objectives and actions**

Increasing environmental awareness of Spanish population	Acción 7 : Tour Esperanza Action 10: guerrilla marketing to raise awareness
Increasing the number of university volunteers of Greenpace Spain by 5%.	Action 1: Online contest Action 2: university work placement in Greenpeace Acción 3 : free configurable credits
Increasing the number of post-compulsory non-university volunteer students of Greenpace Spain by 5%.	Action 8: ecological awareness sessions Acción 9: ecological action sessions
Establishing a collaborative relationship with 20 public Spanish universities during 2020-2021 school year.	Action: Online contest Action 2: university work placement in Greenpeace Action 3: free configurable credits
Establishing a collaborative relationship with 40 Spanish centres of post-compulsory education during 2020-2021 school year.	Action 8: environmental awareness sessions Action 9: ecological action sessions
Establishing a commitment with at least 200 university professors and post-compulsory education teachers.	Action 4: online courses of environmental awareness Action 5: Greenpeace masks
Building up the loyalty of new volunteers and getting 20% of them to become members within 8 years.	Action 6: emails to show gratitude and other loyalty actions Action 10: Greenpeace masks

## 10. BUDGET

Action	Marketing Mix	Description	Budget
Action 1: Online contest	Communication/ service	Awards	3,000€
Acción 2: university work placement in Greenpeace	Communication/ services	No cost	
Action 3: free configuration credits	Communication/ services	No cost	
Action 4: online courses of environmental awareness	Communication/ services	Video editors	€2,000
Action 5: Greenpeace masks	Product/ Communication	Masks and distribution	€10,000
Action 6: Emails to show gratitude and other loyalty actions	Communication/ Cost (lower psychological cost)	Discounts, merchandising, greetings and school material	€1,500
Action 7: Tour Esperanza	Communication/ distribution	Installation, exhibition,	1,000€
Action 8: environmental awareness sessions	Communication/ distribution	Professor's salaries	€1,500/month x 4 months x 4 teachers= €24,000
Action 9: ecological action sessions	Communication/ distribution	Material for sessions	€2,000
Action 10: Guerrilla marketing	Communication	Fish tank and posters	5,000€
		Ice blocks and posters	5,000€

Total budget €53,500

## **11 TIMELINE ANS CONTROL SYSTEMS**

Proposed actions during 2020-2021 school year can be seen in the following table. It is organised this way because most set objectives concern education-related collectives. It must be pointed out that some actions are not meant to be carried out only during one school-year, as it is the case of action 3 (free configuration credits), action 4 (online courses), action 5 (Greenpeace masks) and action 6 (emails showing gratitude).

<b>ACTION:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
September										
October										
November										
December										
January										
February										
March										
April										
May										
June										
July										
August										

Control measures to be studied at the end of the school year to check if the objectives set have been achieved are shown on the following table.

Aim	Measurement frequency	Control measure
Increasing Spanish people's environmental awareness	Every four months	Nº. of visits to the website Nº. of donations Nº. of volunteers
Increasing the number of university volunteers of Greenpeace Spain by 5%	Every three months	Rise in the number of university volunteers
Increasing the number of Spanish post-compulsory and non-university students of Greenpeace Spain by 5%	Every three months	Rise in the number of post-compulsory and non-university students
Establishing collaborative relationships with 20 public Spanish universities during 2020-2021 school year	Every six months	Number of relationships with public universities where some action is made
Establishing collaborative relationships with 40 post-compulsory Spanish educational centres during 2020-2021 school year	Every six months	Number of relationships with educational centres where some action has been made
Establishing a commitment related to education with at least 200 university and post-compulsory teachers	Every six months	Number of relationships with teachers using online videos
Building up the loyalty of new volunteers and getting 20% of them to become members within 8 years	Annually	Follow-up of the students who became students

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