



MARKETING PLAN ON THE EMPLOYABILITY PROGRAM OF ACTION AGAINST HUNGER IN SPAIN

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1. EXECUTIVE SUMMARY

Action Against Hunger (AAH) is an NGO focused on performing different social actions in order to help people the who need it the most. Due to the consequences of the crisis, there are many people who lack the basic needs. Therefore, AAH places access to different types of services and projects.

Most of the actions are aimed at providing help or support to those who need it the most. However, they also carry out other projects such as the employability program, which aims at eradicating social exclusion in Spain.

In recent years, there has been an increase in the Spanish people's solidarity. Nevertheless, due to the crisis originated in 2008 many people who provided social work whether economic or not for NGOs have stopped doing it or they still do it but in smaller measure. At present, however, there has been an advance in terms of economic or non-economic contributions because there have been certain improvements concerning Spanish economic crisis.

In this marketing plan, an internal analysis has been done in order to study the interior resources of the organization. In addition, an external analysis has also been carried out to study the situation of the third sector. It should be noted that more and more people are committing to this sector. There has also been an analysis of the competence that AAH has in its employability program, highlighting NGOs such as Cáritas and Cruz Roja. Finally, the most important objectives have been established. These are: to increase the number of volunteers participating in the employability program as well as to increase the satisfaction and loyalty of the volunteers of this program. The purpose is to achieve the objectives set through this marketing plan.

In order to achieve these objectives; twelve actions have been performed. These, have been divided according to the variable of marketing to which they were directed to. The most outstanding proposal of this marketing plan is to publicize the employability program for more communities. This way, their image and positioning would improve. Consequently, the number of volunteers would increase too.

These actions have been established a time or a period in which they must be performed. In addition, some control systems have been set to evaluate that they are implanted correctly and a budget passes their implementation.

2. INTRODUCTION

The reason why I have chosen Action Against Hunger (AAH), is because I find the work carried out by non-governmental organizations really interesting, besides doing a great social work through the different activities they perform.

Action Against Hunger is an international humanitarian organization that fights against the causes and effects of hunger. This organization was founded in 1979 in France but with the aim of intervening worldwide. They work in more than 70 countries and their team consists of approximately 7.000 people, including men and women who follow the company's vision.

The priority of Action Against Hunger is to save lives since situations such as earthquakes, droughts, hurricanes, etc. determine and affect millions of people's lives. That is why AAH is an expert in humanitarian aid and responds quickly to any emergency through a huge logistical deployment and with thousands of committed volunteers. In case of emergency, the most important thing is to guarantee the protection and safety of affected children, but not only during the emergency, since previously and later these children, like their own families, will need humanitarian aid, such as access to medicines, food, etc.

As Nelson Mandela (2016) stated: " Action against Hunger supports local populations and refugees in their most basic needs and in the most dangerous regions of the world, providing nutrition, health care, hygiene and food security, teaching the populations to be self-sufficient ".

AAH carries out different interventions depending on the diverse existing cases such as a serious crisis which threatens the nourishment security of a population or provokes a famine situation. Another situation could also be a disintegration of the social fabric linked to internal or external reasons which place certain populations in a defenseless situation. AAH also get involved in those places or territories where humanitarian assistance becomes a matter of survival.

That is why the objective of this NGO is to guarantee access to basic products such as safe water, food, medicines, training, basic care, etc. It also performs different projects to eradicate global malnutrition or social exclusion, such as the campaign "Operation Coffee" or "restaurants against hunger" whose purpose is that a percentage of the price of these products reach those places where they do not have access to food, drinking water, etc.

It is important to highlight the importance of some developments such as the "Vives Emplea" project or the "MICRO" project created in order to support or increase the possibilities of immigrants who wish to undertake or those who are in a situation of social exclusion and, as a result, they have a greater struggle in getting a job.

All over this marketing plan we will be able to better analyze the actions of this NGO through a general vision but we will especially focus, in order to propose new actions, in the project Action Against Hunger initiated to promote entrepreneurship and this way to increase the chances of finding employment through self-knowledge, motivation, and improvement of skills and abilities.

3. ANALYSIS OF THE SITUATION

3.1. Internal analysis

Now, the internal analysis of Action Against Hunger in its delegation in Spain will be detailed. Here, we will talk about the mission, the view, the values and the resources of the organization.

3.1.1. Mission

In the first place, the AAH mission is precise and concrete. As stated on its website (www.accioncontraelhambre.org/es, 2018): "end with the hunger in the world, since it is in our hands where the power to achieve equality between developed countries and countries that are in a situation of development and therefore have greater difficulty in accessing basic resources".

3.1.2. View

Regarding the view, AAH wants to become the international and national reference of development NGOs and to contribute to achieve a world without hunger.

3.1.3. Values

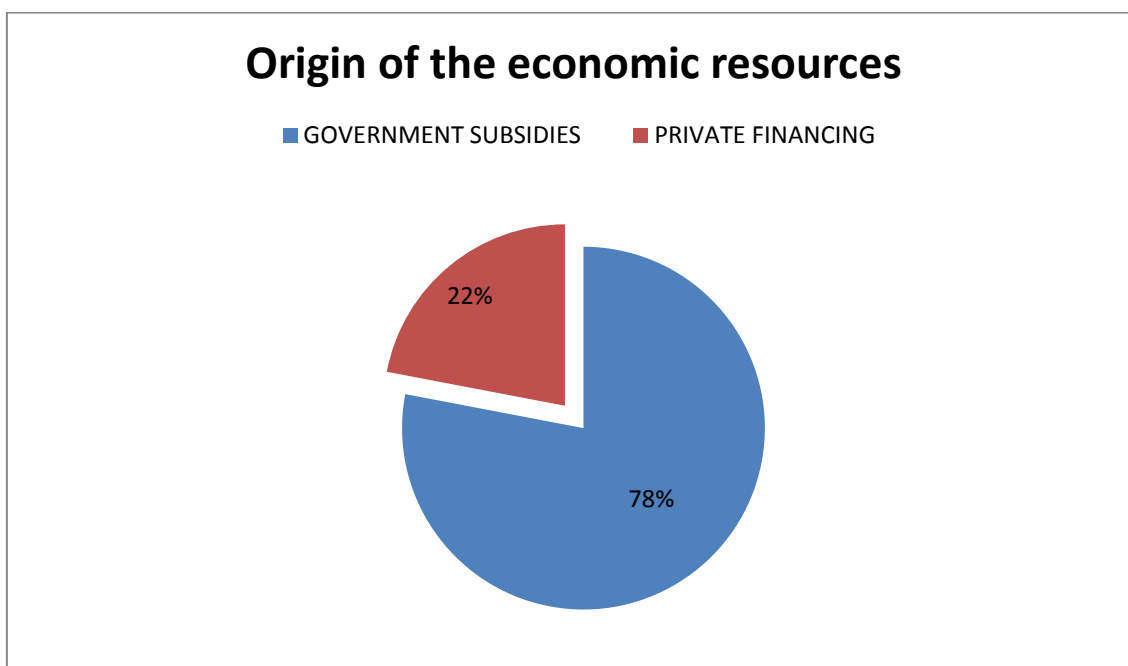
The values of Action Against Hunger are neutrality, independence, non-discrimination, free and direct access to victims, professionalism and transparency. It should be noted that transparency is a significant aspect. Since it is a non-profit organization, it wants to show in detail how the donations or resources that the organization receives are distributed. For them, being clear is not only publishing their accounts but also being transparent day by day concerning the actions they perform as it is one of the principles of the organization. In this regard, they have more than seventy external audits that hold them and also carry out internal audit processes.

3.1.4. Resources

3.1.4.1. Economic resources

There are two types of sources in order to obtain sponsorship in AAH. The following graph shows how the different incomes are divided depending on whether they are public or private.

Graph 1: Origin in ACH of the economic resources in 2017



Source: Own elaboration (NGO Guide / Action Against Hunger, 2017).

There is a great variety regarding the public subsidies that AAH receives. These public subsidies come from the different territorial levels of the public sector at local, provincial, autonomous and central levels.

On the other hand, concerning the private financing of AAH, contributions from individuals or companies have been found. These aids have been affected as a result of the global crisis and therefore, the majority of economic resources come from public subsidies.

It is worth mentioning some of the public or private institutions that endorse AAH, such as:

- The Spanish Agency for International Cooperation for Development (SAICD)
- The Humanitarian Aid Department of the European Commission (HADEC)
- Ernst & Young

- The Spanish NGO Coordinator for Development (SNGOCD)
- FORETIC

Below is a table of the 2016 AAH report. In it, we can see the income and expenses that have been made during 2015 and 2016. In addition, the source of income is presented, distinguishing between grants, funds of private origin and others.

Table 1: AAH's income and expenses in 2015 and 2016

	2015	2016
EARNINGS	295.923	307.596
Subventions	219.554	228.630
Funds of private origin	69.993	73.863
Others	6.377	5.103
EXPENDITURE	2.88.261	310.741
Operational expenses	231.496	239.974
Operational support	17.514	22.685
Fundraising and communication	23.860	29.786
Running costs	10.194	11.680
Others	5.197	6.615
RESULT	7.662	-3.145

Source: Own elaboration, based on the Action Against Hunger Report (2016).

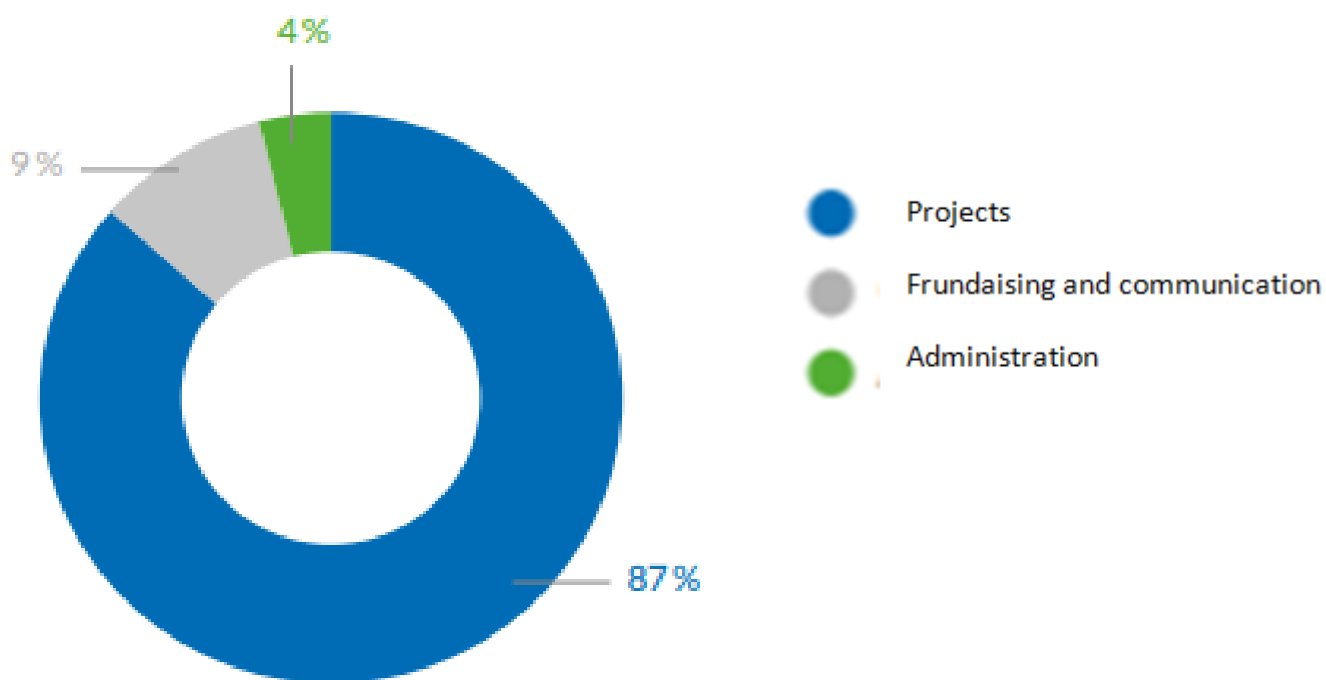
The total expenses that AAH has made in 2016 (total expenses: 310.741€) have been destined to different types of needs to achieve its objectives such as administrative expenses, leases, insurance, travel expenses, etc.

It should be noted that the 2015 and 2016 data have been compared due to the fact that the report of Action Against Hunger during 2017 is not yet available.

Regarding the distribution of AAH funds in Spain in 2017 (Graph 2), most of the economic resources have been destined for the realization of projects with 87%. These

projects are programs related to nutrition and health, sanitation and hygiene, food security, livelihoods, incidents on the ground and in direct support to networks. On the other hand, the 9% is related to raising funds, communication, and awareness. Finally, the remaining 4% goes to administrative expenses and for the proper functioning of the organization.

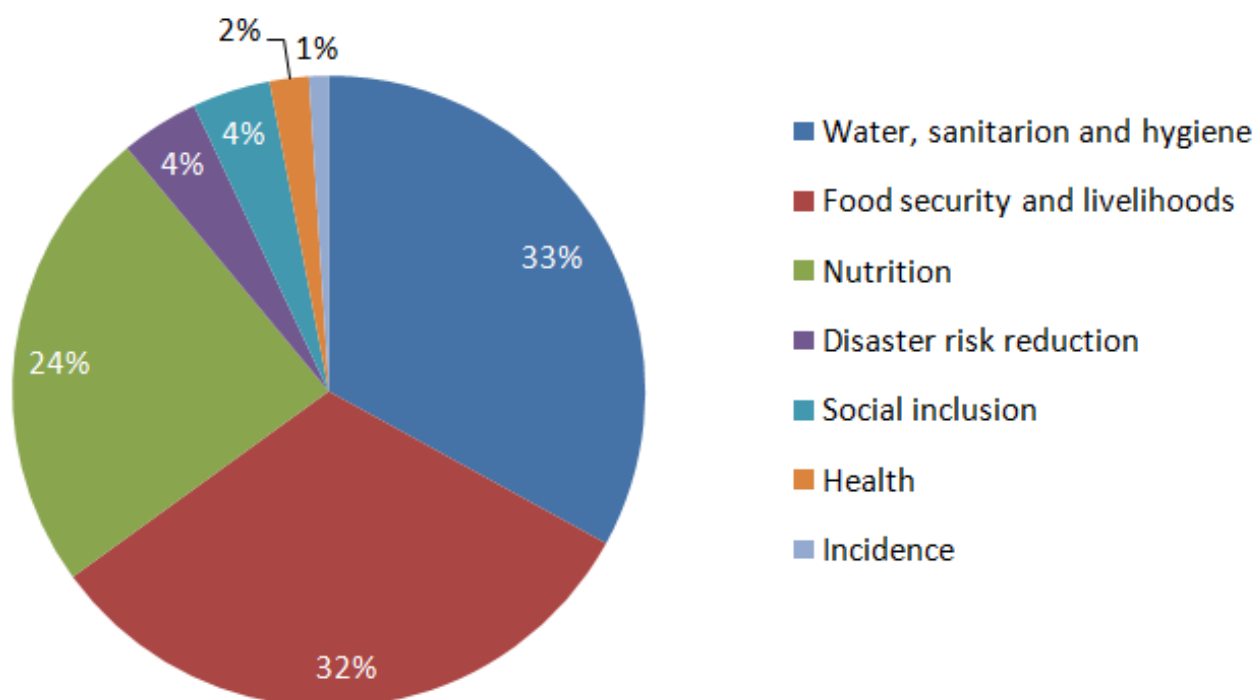
Graph 2: Distribution of funds 2017



Source: Action Against Hunger Memory, (2017).

Among the axes of action or projects to develop, AAH distributes its funds according to the different axes with which it tries to eradicate hunger by making use of dissimilar projects for the purpose of improving people’s living conditions.

Graph 3: Distribution of funds according to the axes (2017)



Source: Own elaboration based on Action Against Hunger (2017).

Firstly, we will talk about water, sanitation, and hygiene. Different practices related to basic needs have been carried out. More than 5.5 million people have been beneficiaries thanks to the incorporation of tankers to access drinking water, installation of emergency latrines, management of excrement, control of epidemics, etc. They have provided 1.385.196 cubic meters of drinking water and improved 50.716 water points.

Secondly, regarding food security and livelihoods. Besides addressing problems related to production, they help to prevent and to anticipate future outbreaks of malnutrition. AAH launches different plans to boost agricultural production, activity in labor markets, etc. They try to find the underlying causes of hunger and malnutrition. Climate, geography, and socioeconomic systems affect the food security of a territory. A total of 2.6 million people have been beneficiaries thanks to 336.545 kits of distributed agricultural inputs and more than 61.528 tons of food.

On the other hand, 24% of the funds are intended to combat worldwide existing malnutrition. In order to do this, it is necessary to investigate the causes that provoke underfeeding, such as access to resources and skills, access to infrastructures,

geography, etc. In 2017, 311.517 people have been treated for severe acute malnutrition and 264.523 for moderate water malnutrition. Improving the nutrition of one population, reinforcing its resources and capabilities and therefore leading to a reduction in poverty.

4% is destined to reduce the risk of disasters or emergencies. In order to intervene in emergencies, AAH has a team available 24 hours a day, 365 days a year. There are a number of factors that determine the implementation of the Action Against Hunger intervention. For instance, the degree of crisis, the vulnerability, which is defined as the degree of exposure of the population to the disaster or natural disaster, the resources available for interfering, etc.

AAH tries to work in the three emergency phases. These are; the contingency, that is, preparing the population to act in that particular situation before the crisis or catastrophe occurs. Then, the intervention phase in the emergency consists of making quick decisions such as mobilizing the population if necessary, assessing the needs, etc. Finally, carry out a post-emergency and rehabilitation, rebuild infrastructures, farming systems, etc. This phase originates three weeks after the catastrophe and can last until a year so that everything returns to the situation before the catastrophe. Around 218.000 people have been beneficiaries of these projects.

On the other hand, 4% of these funds are destined for social inclusion, since AAH has promoted the realization of several projects or programs with the aim of ending social exclusion. These projects promote cooperation for development, awareness and the fight against poverty and exclusion.

In this area, the projects that began in 2013 at AAH are VIVES Emplea, VIVES Proyecto, and VIVES Emprende. They have been performed in some Spanish metropolises such as Madrid, Pamplona, Barcelona, Zaragoza, Castellón, Murcia, Seville, Malaga, Toledo, Cáceres, A Coruña, Pontevedra, and Oviedo.

In 2016, AAH doubled its efforts in order to fight against unemployment due to the fact that it was the main concern for 50% of the Spanish population.

In 2017, the main support that Action Against Hunger received to consolidate these projects came from the European Social Fund and through the involvement of more and new collaborators (public administrations, financial entities, and companies), helping to find a job or to undertake 1.500 people, the double that of the previous year.

The one before the last place concerns health. This concept has a direct relationship with nutrition since depending on the nutrition we have, our health status will be defined. That is why AAH directly treat the pathologies associated with malnutrition and foresee the nutritional deterioration that can lead to different types of diseases.

Only 2% of the funds are destined for health, but as we have said before, 24% of these funds are destined to achieve stable nutrition. Because if many of the children do not have necessary food, their future health will be damaged. More than 90.000 awareness-raising practices have been carried out.

The last axis and, as a result, the one that receives the least funds with 1%, is the incidence. AAH works to influence policies, programs and budgets that can reduce hunger in the long term. Especially in acute malnutrition in children under five years old. The incidence of Action Against Hunger is based on humanitarian principles, on the needs of the population and on evidence. It has five fundamental pillars that are:

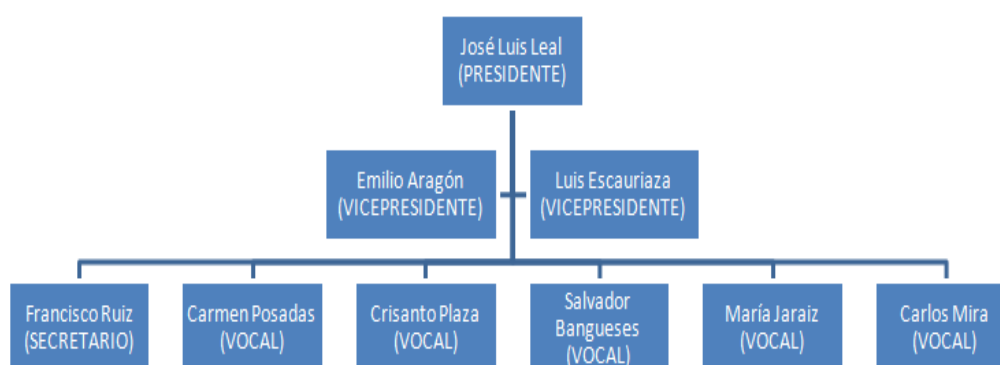
- Expand the treatment, prevention, and diagnosis of acute malnutrition.
- Investigate the effects of seasonal hunger and recurrent crises.
- Promote sustainable access to food and basic water as well as sanitation and hygiene services.
- Promote change in humanitarian issues on a global scale.
- Develop the incidence of Action Against Hunger in its full potential.

3.1.4.2. Human resources

When we talk about HR in Action Against Hunger we are talking about the different people that are part of the organization through a contact relationship.

The organizational chart of the organization in Spain will be detailed below in order to show through a graphic representation of the structure of the organization at its level of the board of directors.

Graph 4: Organizational chart of Action Against Hunger in Spain



Source: Own elaboration based on the website of AAH (2018).

✓ Workers

In Spain, Action Against Hunger has approximately 140 employees in branches and offices. All these workers have a labor contract. In addition, AAH continuously reviews the conditions they offer to their employees.

The workers' profiles are very diverse since there is a multiplicity of jobs, those that entail a greater responsibility require therefore more academic studies.

Concerning the remuneration that the workers receive, it is divided into 14 annual payments according to the profile of the worker taking into account the experience and the job position that he/she carries out. In addition, they are entitled to 25 working days of vacations for each year at the headquarters and have access to restaurant's tickets.

It should be noted that the workers are complemented by volunteers' actions which are impartial public who provide their effort and time in the actions of AAH but who do not have a working contact with the organization.

3.1.5. Marketing Mix of AAH in Spain

3.1.5.1. Product

In reference to the product, it can be said that it is the axis from which all the actions originate. In this case, being an NGO, what we find is a variety of services rather than a product. It distinguishes two basic lines of services that are cooperation, humanitarian aid and emergencies, and social action on the other hand.

In reference to humanitarian aid, cooperation, and emergencies, it is worth mentioning that both public and private funds are raised in Spain. Also, different programs are carried out so that the collections reach those developing countries that suffer any kind of catastrophe or simply lack basic needs. For this reason, some projects have been carried out in Spain, such as the *Restaurants Against Hunger*, the *Operation Café* or the *Charity Runs*.

Regarding social action of AAH in Spain, different projects appear as we have previously commented.

- ✓ VIVES Emplea: Promotes the personal development, identifying the strengths and weaknesses of the participants, strengthening their self-esteem, motivation, mobilizing resources and tools.
- ✓ VIVES Proyecto: Program aimed at women who have the idea or desire to start a business using specific programs with the possibility of receiving some microloans offered by the Nantik Lum entity.
- ✓ VIVES Emprende: Project aimed at young people (under 35), immigrants and women. Providing individual technical and financial advice, with several training possibilities.

The purpose of these three projects is to eradicate social exclusion in Spain, strengthening and facilitating the social inclusion of those people who in some way have greater inconvenience to enter the working world.

Thanks to an innovative teamwork methodology, all participants in these projects improve their work skills by strengthening their self-knowledge, their motivation and the improvement of their skills and abilities.

In order to realize these projects, AAH has professional experts who are in charge of evaluating the correct functioning of the programs. But, in addition, it also has

volunteers, in which we can distinguish two blocks: on the one hand, university students. On the other hand, we have people with great professional experience, irrespective of having academic training or not, who want to provide some social work for NGOs.

3.1.5.2. Price

All organizations place a lot of emphasis on the variable price, whether it is a non-governmental organization or not. Within the price variable, we find monetary costs and non-monetary costs. In this case, the price will be defined according to the different economic contributions or not made by potential target audiences of AAH (economic collaborators, volunteers, and beneficiaries).

On the one hand, we have the monetary aid that, as we have said before, most of the funds come from public entities. In addition, there are individual donors who are in charge of making contributions either monthly, weekly, etc. These donors can be individuals or companies. Both public and private economic partners contribute money based on the perceived value. It should be noted that there is no minimum or maximum fee to pay.

Some economic partners are the European Union, the Spanish Government, the Ministry of Employment and Social Security, the "Caixa" Foundation, Caja Navarra Foundation, Cáceres City Council, Seville, Castellón, etc.

On the other hand, we have non-monetary help or social assistance, where volunteers who perform social work have a psychological, time and effort cost. The higher the perceived value is, the more willing they are to help.

Finally, the beneficiaries of the AAH's shares do not pay any monetary cost because they are free for them. However, they do have a non-monetary cost in terms of time and effort. It should also be noted that they may have a psychological cost because if your social status has been damaged by the crisis or any other factor, joining an NGO such as Action Against Hunger can affect the self-esteem and the social image of a person.

3.1.5.3. Distribution

Action Against Hunger operates world wide so that the distribution it carries out in order to accomplish its actions is very diverse. We will focus on the two lines of action in Spain.

In terms of humanitarian aid, cooperation and emergencies, the ways they use to access AAH, is through the online or in the organization's own headquarters. Therefore, we can conclude that they make use of a multichannel distribution.

It is an exclusive distribution and directly channeled since people access to AAH straightly without intermediaries, either by going to the headquarters or through the website.

In reference to social action, the employability programs that have been created in Spain, are distributed in more than ten provinces. To access these programs there are several ways to go to the AAH headquarters, such as Castellón, Sevilla, Pamplona, etc. Therefore, we would be facing a direct channel. Moreover, you can access these programs through the online way too in order to receive information on the operation of the projects or for the realization of them since it is available in some programs the realization of the course through the online route. Thus, we would also speak of a direct channel.

3.1.5.4. Communication

In AAH, two types of communication predominate; Offline communication and online communication. We cannot differentiate communication depending on who the information is intended for or on the basis of the target audience.

- ✓ Offline Communication: it consists of those communication channels that are not on the web.
 - Advertising on television and in the press
 - *20 Minutos, La Razón y El País*, among others.
 - Promotions
 - Coupons, gifts, raffles and contests.

- Public relations
 - Promote and bestow prestige on the image of the organization through the organization of events such as restaurants against hunger or charity runs, for example.
 - Force of sale
 - The work of workers and volunteers which AAH has in order to attract private and public collaborators.
- ✓ Online Communication: consists of those communication channels that are on the web.
- Webpage
 - The website of AAH is structured in a clear and simple way. They search at all times the interaction with the user who is browsing.
 - At the top, there are two parts: menu on the left side to perform a clear and segmented navigation; and on the right side, two calls to action: Become a member and Donate now.
 - It is an easy navigating web, very visual, with clear and direct words and phrases. It is really interesting to highlight the different forms of action that the user has throughout the web: different buttons to interact, chat at the bottom, form, etc.
 - Social networks
 - Facebook, Instagram, Twitter and Youtube
 - Videos, spots, and articles are published through the social network.
 - SEO-SEM positioning
 - SEM (Search Engine Marketing) is the use of tools and strategies that help us optimize visibility and increase the accessibility of websites and websites thanks to search engines. In order to position itself in the top positions of Google, AAH uses AdWords. That is, AAH opens two

campaigns and/or segmented ads to reach its target audience. In this case, use keywords and bids (CPC).

- SEO (Search Experience Optimization) focuses on organic search results, that is, those that are not paid. It consists of appearing in the top positions of Google through the optimization of content. The strategies that ACH carries out on SEO are:
 1. Webpage: optimization of the texts and content of the web through the use of keywords and search terms. Quality content is included.
 2. The opening of a blog: where articles of interest for the AAH target audience are written and work is carried out in the production of quality content.
 3. Collaborations: Links are placed on other websites that benefit the search and the AAH web position.
- For that reason, when we put in the search engine the word "hunger" or "malnutrition" in the search engine we see the website of Action Against Hunger in the first positions.

3.2. External Analysis

3.2.1. General Environmental Analysis

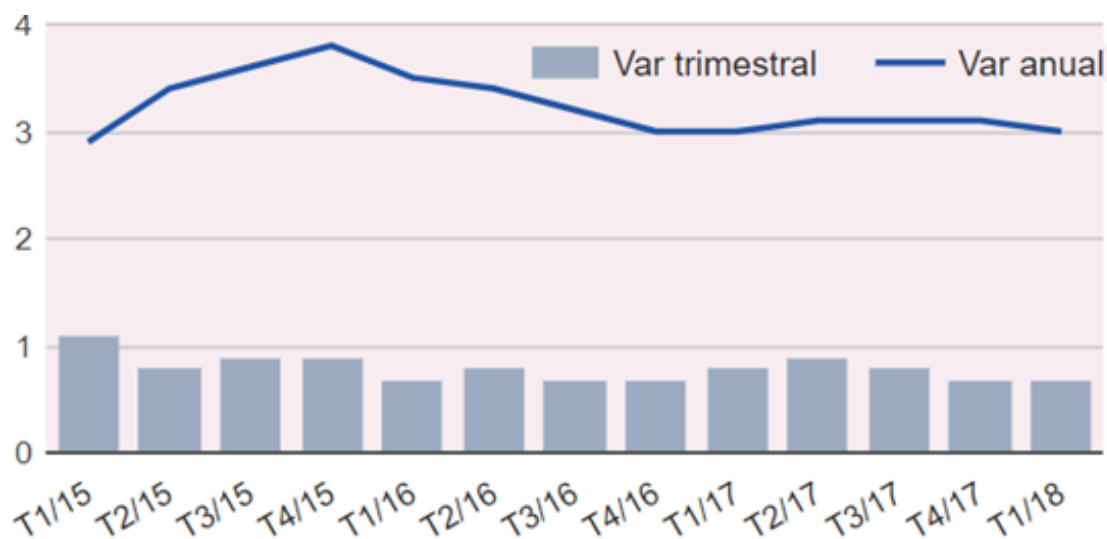
Once the internal analysis of the organization is detailed, we must present the external analysis. In this case, we will carry out a general analysis of how external factors affect the NGOs at the national level.

A Pestel analysis will be detailed that allows analyzing economic, political, social, legal, technological and environmental factors. It is essential for any organization to do an external analysis in order to detect possible threats and opportunities.

First, we will talk about the economic factors. The Spanish crisis began a decade ago. Since 2008, millions of families have been affected in some way as a result of the crisis. Some people lost their jobs, lost their homes and, therefore, the purchasing power of most families decreased significantly.

In order to demonstrate the above statements with numerical data, the following graph shows the evolution of GDP per capita in Spain.

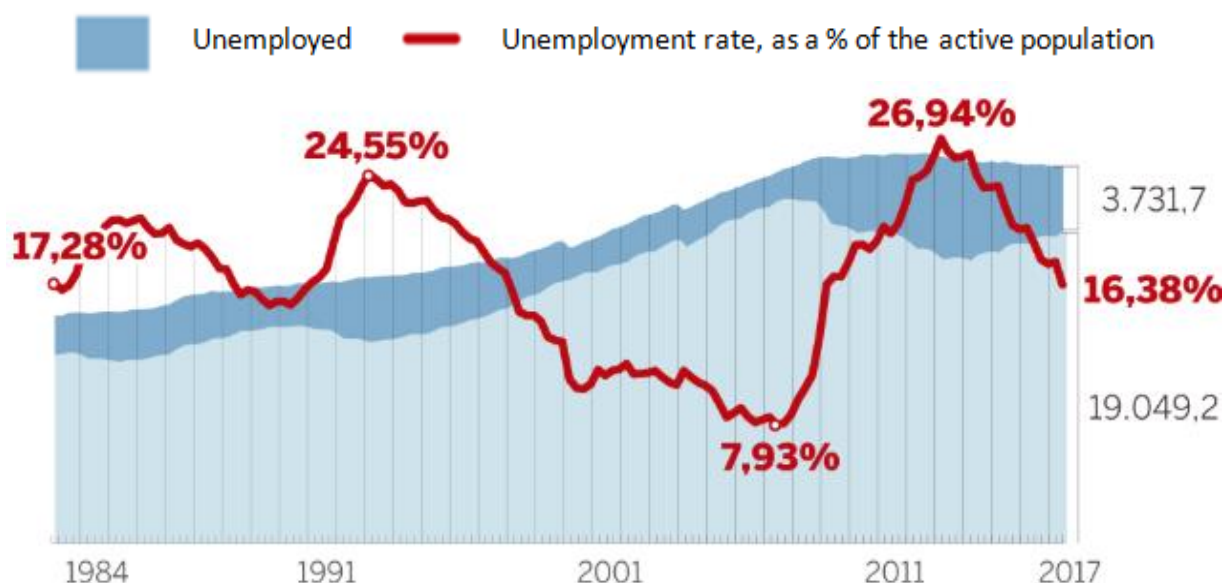
Graph 5: GDP Per Capita Evolution in Spain



Source: National Statistics Institute (INE) 1st Quarter, 2018.

As we have previously mentioned, the crisis caused many people to lose their jobs and, consequently, a growth in the unemployment rate. The following graph displays the evolution of the unemployment rate from 1984 to 2017. It is important to mention that nowadays, a recovery has been reached since unemployment decreases to 16.4%, data that was not obtained since 2008.

Graph 6: Unemployment rate from 1984 to 2017 in Spain

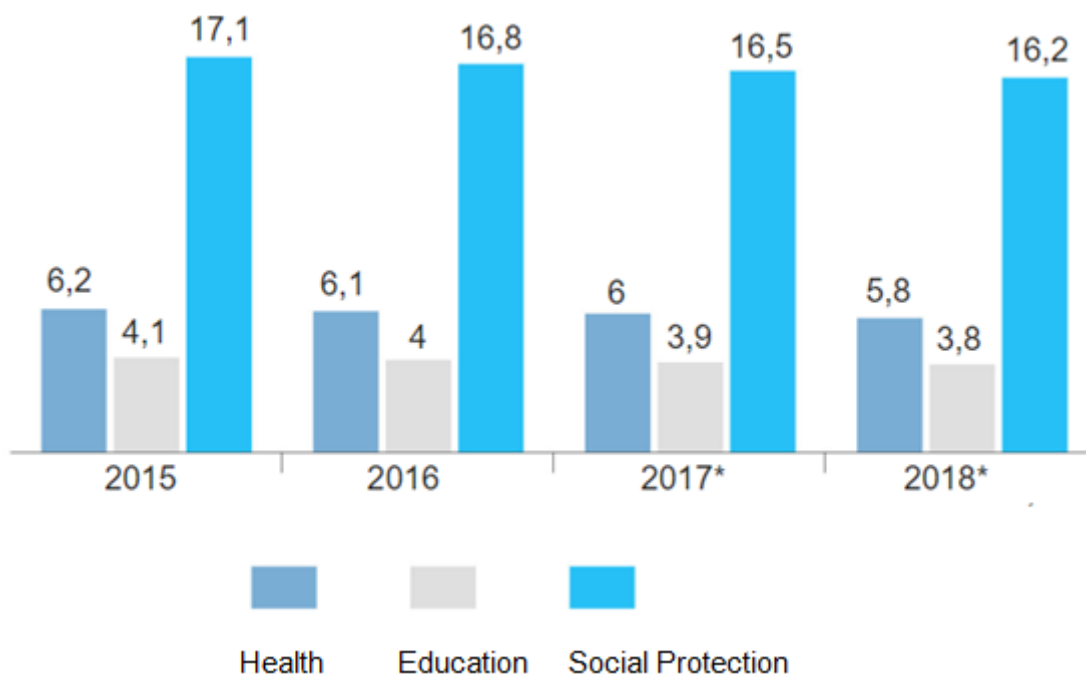


Source: National Institute of Statistics, INE. (2018)

In addition, the crisis has affected many sectors such as the third sector (non-profit organizations, including NGOs) since not all organizations have been able to survive the crisis. Specifically, between 20% and 30% of NGOs have not survived due to the fact that the economic crisis triggered significant cuts in donations from individuals and companies. This means that those who donated an amount of their income or benefits to the non-profit organizations stopped doing so due to the lack of resources. This caused a reduction of partners and therefore the quantity that destined to solidarity projects decreased. NGO funding sources come not only from private funds but also from public funds. However, due to cuts in public budgets, these organizations are increasingly forced to focus on private sector financing looking for new private partners or companies that are willing to help the different NGOs that exist in Spain and thus, be able to carry out the different charity programs they perform.

Finally, Figure 7 shows the proportion of GDP destined for health, education and social projects. As can be seen, the trend in recent years has been downward in the public contributions for social protection programs.

Graph 7: Variation between 2015-2018 of GDP based on three variables



Source: El Mundo (2018).

Secondly, we will discuss the political/legal factors, whose variables affect an organization, in this case, an NGO, both directly and indirectly in its operation and performance. Action Against Hunger operates in different countries and territories, and therefore not all regions have the same type of legislation. In this plan, we will focus on the Spanish legislation that affects NGOs.

According to the NGO-Spain coordinator (2017), there are different laws that regulate the correct functioning of the diverse standing NGOs:

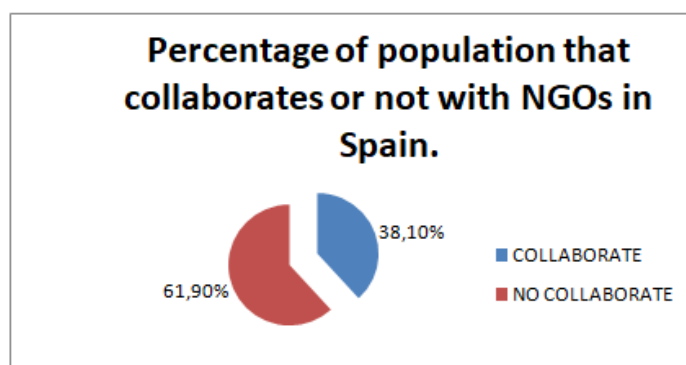
- ORGANIC LAW 1/2002, of March 22, regulating the Right of Association. It is established that an association is constituted by an agreement between three or more legally constituted natural or legal persons, committing to the sharing of knowledge, means, and activities in order to obtain a common interest.
- Royal Decree 1270/2003, October 10, approving the Regulation for the application of the tax regime of non-profit entities and tax incentives for patronage. It makes the requirements to benefit from the fiscal incentives that it establishes and gives sufficient security to the entities in the development of the activities they carry out.

- Law 19/2013, of December 9, on transparency, access to public information and good governance. To greater transparency and standards in good condition, stronger institutions are created which favor economic growth and social development.
- Law 45/2015, of October 14, on Volunteering. It requires a new legal framework that adequately responds to the configuration and dimensions of volunteering in the early twenty-first century. (Law 6/1996, January 15, is updated to Law 45/2015, October 14). The present Law is committed to an open, participatory and intergenerational volunteering, having a necessary balance, with the dimensions of help and participation, and focused more on quality than quantity.
- European Directive on data protection (2016). Data Protection Law (LOPD) 15/1999. This law allows the user to decide on the use and destination of the information that belongs to him. Protects the right of honor, personal privacy, and the image of natural persons. In Spain, the Law 15/1999, has not yet been adapted to the European Directive.

Next, we are going to talk about social factors. Nowadays the term Non-Governmental Organization (NGO) is known all over the world but it was not always like that. It was in the 70s when the beginning of the non-governmental movement for social, economic, environmental, cultural, etc., was established

At the level of Spain, it should be noted that in 2017 a report was made on the global trends of the donation carried out by the Volunteering Platform. This study originates a series of conclusions. First of all, 38.1% of the population does collaborate with an NGO.

Graph 8: Percentage of population that collaborates or not with NGOs in Spain



Source: Own elaboration. Volunteer Platform of Spain Platform (PVE) 2017.

These data have been increasing year after year, but not all people who collaborate do so with the same type of collaboration. There are only economic collaborations and non-economic or voluntary collaborations, which are governed by the complete availability of the volunteer to help at the necessary time and place.

In general, collaborating with an NGO causes a high degree of satisfaction whether you are a volunteer or if the contribution is economic.

Regarding technological factors, the internet has brought about a communicative revolution that Non-Profit Organizations have been able to exploit. At the beginning of the ICT revolution, it was clear that NGOs were not linked to new technologies because they had not exploited them correctly.

But with the passage of time, these associations have made the most of these technologies since the Internet has become the main income of communication that allows a long-range dissemination at a very low cost. Nevertheless, it has not only become a means of communication but also as a means of financing and acting. In addition, the use of ICTs provides greater ease in terms of transparency and participation.

Through the web pages, the NGOs make themselves known in a broader way, which improves the possibilities of mobilization and participation and the obtaining of economic resources since from their web pages donations of different amounts can be made. Also, the fact of being visible worldwide provides a greater facility to increase the number of members as well as available donations.

It is also worth mentioning the recent use of many available applications that have created most organizations allowing the user a total communication. Through the app, the user is in continuous contact with the NGO and is aware of any catastrophe that originates, any action that has to be undertaken or simply get access the updated information about the organization.

Finally, many NGOs work due to ecological or environment al factors in order to improve the living conditions of human beings through the conservation of the planet.

They try to act in advance of any catastrophe such as earthquakes, hurricanes, landslides, floods, etc; even though sometimes they cannot prevent them. The areas where these catastrophes occur need prior help, at the time of the catastrophe and subsequent help, saving lives, rebuilding homes, schools, etc.

Emphasize the importance of NGOs, as organizations, to perform proper waste management either in Spain or anywhere in the world. Therefore, the collection, transport, and treatment of waste must be taken into consideration.

More and more NGOs are launching programs to recycle plastics, to promote an efficient use of natural resources, to opt for industrial ecology, generate minimal waste, etc.

For example, AAH has already started solid waste management since they can become a problem due to the deterioration they cause in natural resources and in population's quality of life. That is why they have launched a program in charge of the sanitary disposal of garbage and other waste to control the diseases deriving from flies, mosquitoes, fleas, lice, etc.

In addition, they have also launched programs to try to raise awareness among a greater percentage of the population about the need to properly manage solid waste, thus creating new landfills, areas to dispose of waste and recycling when possible.

3.3. Specific environment analysis

Once the internal analysis of the organization has been done and the analysis of the general environment has been defined, the specific environment of Action Against Hunger must be analyzed. Here we will talk about the suppliers, the customers, and the competition.

3.3.1. Suppliers

In this case, we talk about those companies that offer goods and services so that AAH develops its activity but does not offer it for free but in exchange for selling it to AAH like to any other company.

We will distinguish two types of providers: on the one hand, those linked to the headquarters and on the other hand, those related to the actions.

Concerning the venues, AAH has suppliers that supply them with computer equipment, administration elements (paper, printers, pens, etc.), furniture, computer technicians, advertising experts, etc.

Regarding the actions, AAH needs certain products to be able to carry out its two main outstanding lines of action. On the one hand, humanitarian aid requires having facilitating suppliers of raw materials such as food, clothing, medicines, etc. They do not come from contributions made by the collaborators but they are products purchased by AAH. Without these products they cannot act in any situation of humanitarian aid.

On the other hand, in order to develop social integration actions, such as the employability project, certain elements are required, such as facilities to develop these programs, computer equipment, necessary furniture, etc.

AAH conducts an evaluation questionnaire to identify potential suppliers and thus accelerate the selection process. Before this questionnaire is guaranteed to confidentiality of information and documents requested, which will be used for internal organizational information.

3.3.2. Clients

Every NGO has three types of target public: the *economic collaborators* who are those investing money, also known as benefactors. On the other hand, there are *non-economic* contributors, which can be divided into two groups: the ones that offer in-kind

collaborations such as furniture, food, etc. Or the volunteers who are those offering their time and effort. Finally, the beneficiaries are those who receive the actual help.

✓ Economic collaborators or benefactors

AAH receives economic contributions from both companies and individuals. However, the economic crisis has triggered a decrease in both types of aids.

It is imperative to highlight that there are different types of donations to AAH. On the one hand, we have occasional donations, which are those in which you donate only once. On the other hand, there are recurring donations which are the ones donated frequently with the aim of providing money for intended projects or social actions. The crowd funding also exists and it consists of creating your own campaign to collect donations. Micro donatives can also be found since AAH has no limit on donations. This means that it is able to contribute from one euro to infinity.

Concerning the companies that collaborate with AAH and therefore also operate in the employability program. Some of the more important ones are; Pascual, Eroski, H&M, Seur, Makro, Ineco, Telefónica Foundation, Mapfre Foundation, Ferrovial, etc.

Finally, it is crucial to mention those companies that collaborate in emergency programsthat are; Gestamp, Omron, Res Eléctrica Ambilamp.

Lastly, the amount of financial contributions received from the Employability Program in 2017 is 2.366.972€.

✓ Non-economic collaborators or volunteers

The volunteers are those people who dedicate their free time to a solidarity action. The reward for doing this action goes beyond profit, it is about growing internally and favoring social integration. There are different areas within AAH regardless of which one is carried out. All these actions serve to provide a great experience that is not even taught in the best schools or universities.

Some of the reasons why people choose to become a volunteer of AAH is because it helps you to position yourself in the place of other people. Meeting new people favors social awareness, you acquire experience and it also helps to change the world. However, above all the affection that these people receive, your help is even greater than any financial compensation.

The functions that a volunteer can perform are really varied. For instance, offering guidance, advice, training, direct support and assistance, promoting information, managing and maintaining organizations and also serve to defend and denounce.

At a general level, AAH has almost 100.000 volunteers who have come together to fight hunger.

Regarding AAH's employability program, most people who have shown an interest in participating in these missions to help socially excluded people have been students or persons with certain academic studies but who are unemployed. There are 59 people volunteering in the employability program in Spain.

✓ Beneficiaries

Over the last few years, there has been an increase in the number of people who need certain types of help. We not only speak of those countries that are in a situation of development, and therefore have deficiencies in basic products such as food, water, sanitation, medicines, etc. but we also include families that because of crisis, they have lost their jobs, have been evicted, etc. This had a direct relationship with the income levels of most families since they were significantly affected.

Action Against Hunger Spain has benefited 4.850.573 people thanks to the actions carried out by the NGO. Next, the number of beneficiaries will be distinguished according to the axes in which they operate.

- Water, sanitation, and hygiene: 2.510.846 beneficiaries.
- Food security and livelihoods: 1.023.911 beneficiaries.
- Nutrition: 880.562 beneficiaries.
- Health: 393.792 beneficiaries.
- Disaster risk management: 41.462 beneficiaries.
- Social action: 2.281 beneficiaries.

In addition to the great problems caused by unemployment, there is a great lack of training and professional preparation. That is perhaps caused because a percentage of the population is in a situation of social exclusion. Almost 13 million people in Spain are suffering from poverty and social exclusion. More than a million people have material

shortages, low income and little employment. And around 3 million people suffer severe poverty and live on less than 342 euros per month.

According to the VII Annual Report on the Risk of Poverty and Social Exclusion of 2017 in Spain, poverty has increased for the entire Spanish population, although some sectors of the population have been more affected than others. This is the case of women, people who are over 60 years old, single-parent families, unemployed people and those who only have primary and even university studies.

In 2017, the indicators published by the European Statistical Office (Eurostat) affirm that the Poverty and Social Exclusion Risk rate went up from 2008 to 2016. This statistic positioned Spain as the seventh country in the European Union with the highest risk. Spain was only exceeded for Bulgaria, Romania, Greece, Lithuania, Croatia, and Latvia.

To conclude, it should be noted that more than 2000 people have been beneficiaries of the employability programs of AAH in Spain.

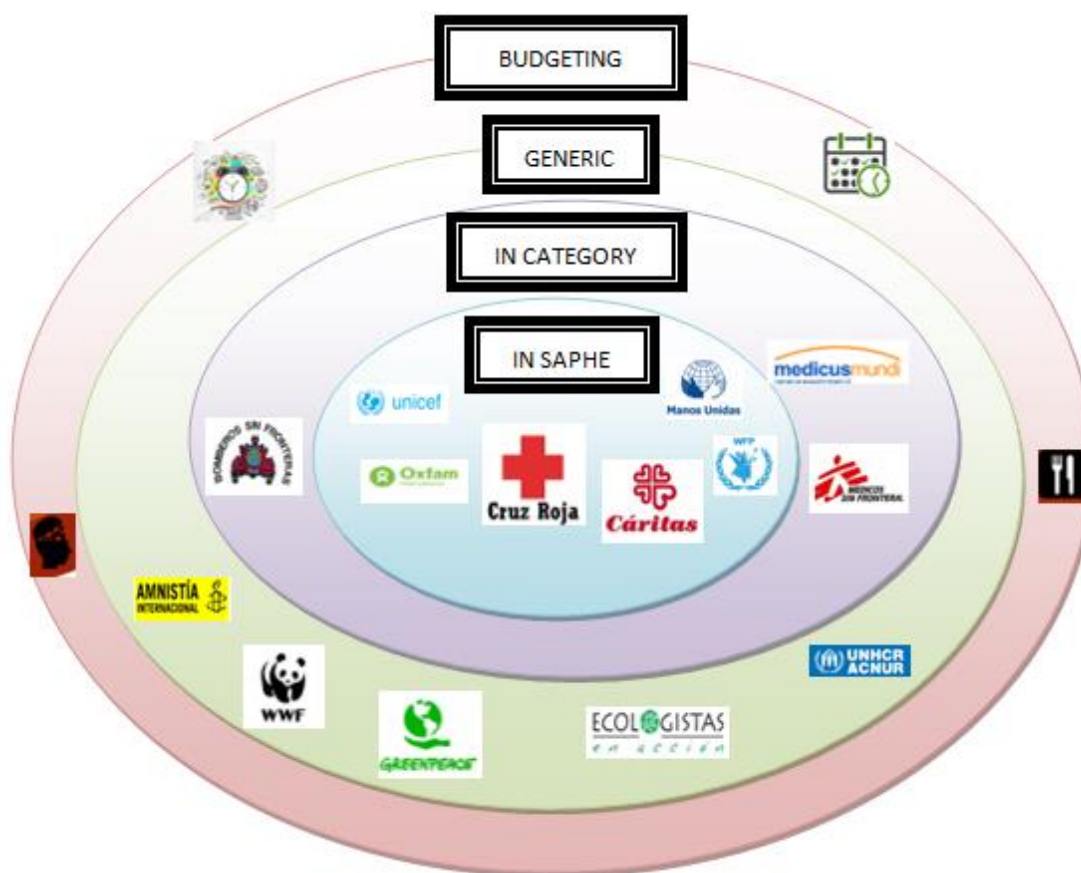
3.3.3. Competition

As it has been previously mentioned, Action Against Hunger operates internationally. AAH not only undertakes actions in Spain because its goal is to end hunger all around the globe. In addition to its primary objective, which is fighting against the causes and effects of hunger, they also operate in more sectors such as acting when a catastrophe occurs, promoting employment in different regions, also in Spain, in sectors such as education, medicines, development, etc.

That is why at a general level, there are different NGOs in Spain as major competitors. However, depending on the campaigns carried out there are differences in its possible competitors AAH.

For this reason, competition will be analyzed according to the different existing levels: shape, category, generic and budgeting.

Image 1: Four levels of AAH competence



Source: Own elaboration

First of all, we will talk about the first level, that is, the competition in the shape of a product. At this level are those NGOs that use similar lines of action that AAH uses for the same target audience.

All of these NGOs have as their primary objective to end hunger in the world and get access to basic products for all people. These entities are directed to the same beneficiaries which are those people who live in developing countries and who lack basic needs. These people do not have a high access to economic resources, they are in a negative job situation, they have less medicines, food, etc. Volunteers and donors are those who wish to collaborate and help these beneficiaries.

Therefore, the main competitors of Action Against Hunger are; Oxfam, UNICEF, World Food Program (WFP) and Manos Unidas. All these NGOs act all over the world, caring for the rights of children, that is to say, that children play, grow and learn as children. They do not want children to suffer from famine situations, which entails very high levels of malnutrition and provoke very early deaths. They fight through different

programs and actions for the right to food, clean water, sanitation, medicines, etc. They also act in case of any emergency, before, during and after the emergency.

In addition to AAH's main line of action, there are other lines in which Action Against Hunger intervenes. In this case we are talking about the Employability program whose objective is to eradicate social exclusion in Spain through the implementation of three projects.

AAH has not been the only one starting projects for this purpose but there are other organizations that have already launched their projects with the same goal. In this case, as the main direct competitors, we find Cruz Roja and Cáritas. Again, donors and volunteers will be motivated to help these beneficiaries.

Concerning the second level, that is, the competition in the product category, we find those development NGOs that focus on offering humanitarian aid through specific actions such as Bomberos Sin Fronteras, Médicos Sin Fronteras or Médicos Mundi, not only in Spain but also all over the world.

Nevertheless, as mentioned above, the present plan is especially focused on employability projects that Action Against Hunger has launched in Spain. Therefore, it is important to mention that other NGOs that have developed projects for the same purpose. However, these plans are targeted at a different audience, minors. In this case we find Oxfam-Intermon and Save the Children who fight against extreme inequality, against poverty and social exclusion of children in the world but do not aim to improve adults' employability. In addition, public employment services such as SERVEF have similar programs to those offered by AAH but they take less personalized attention. Also, the unions offer comparable facilities in exchange for the payment of a fee. Finally, the Temporal Employment Agents and private services receive a payment for the training and advisory facilities they provide.

Generic competition is the third level and it includes all those NGOs that are directed to all kinds of activities apart from humanitarian aid such as fair trade, animal protection, care of the environment, human rights, etc. Therefore, some NGOs that are included in the generic competition can be Greenpeace, Ecologists in Action, WWF, Amnesty International, EACNUR, etc.

Finally, there is the budgeting competition. Most NGOs try to maintain or increase the number of volunteers. Moreover, they try to rise the amount of donations.

From the point of view of economic contributions, there are alternatives such as contributing economically in cultural groups, sports entities, unions or political parties.

From the perspective of volunteering, there are alternatives in terms of how to manage time. For instance, taking part of cultural, artistic, sports or leisure groups or entities.

When describing all the dimensions of competence in general, we will focus on the direct competitors that AAH has in Spain concerning the employability actions, which are at the product competence level. The following table shows the core characteristics.

Graph 9: AAH direct competitors in Spain

	Lines of action	Number of participants	Financing	Achievements during 2017	Main objectives
Cruz Roja	<ul style="list-style-type: none"> • Fight against poverty • Employment • Training • Environment • Youth • Aid and emergencies 	<ul style="list-style-type: none"> • 66.358 partners • 11.651 volunteers 	<ul style="list-style-type: none"> • 4% Grants • 41% Sales and service provision • 17% Fundraising • 6% Donations • 2% Other 	<ul style="list-style-type: none"> • 97.000 people assisted in their social intervention area, 75% of them in an extreme vulnerability situation. • More than 4,000 people in social difficulty have improved their employment thanks to the 28 projects that the Cruz Roja Employment Plan has. 	<ul style="list-style-type: none"> • Increase the number of volunteers. • Capture more economic resources (increase the number of partners and donors). • Increase the number of assisted people.
Cáritas	<ul style="list-style-type: none"> • Social Action • Solidarity economy • Cooperation • Emergencies 	<ul style="list-style-type: none"> • 4,939 hired people • 84,449 voluntaries 	<ul style="list-style-type: none"> • 75.3% Private Contribution • 24.7 % Public Contributions 	<ul style="list-style-type: none"> • Almost 15,000 people acceded to a job. • 70,851 people have participated in employment programs. • 57,456 people have participated in job guidance services. • 711 training actions. 	<ul style="list-style-type: none"> • Visualize and denounce the situation of inequality when accessing a decent job. • Social and environmental objectives. • Increase the fund of donations.

Source: Own elaboration

4. ANALYSIS OF THE SECTOR AND DEMAND

4.1. Analysis of the sector

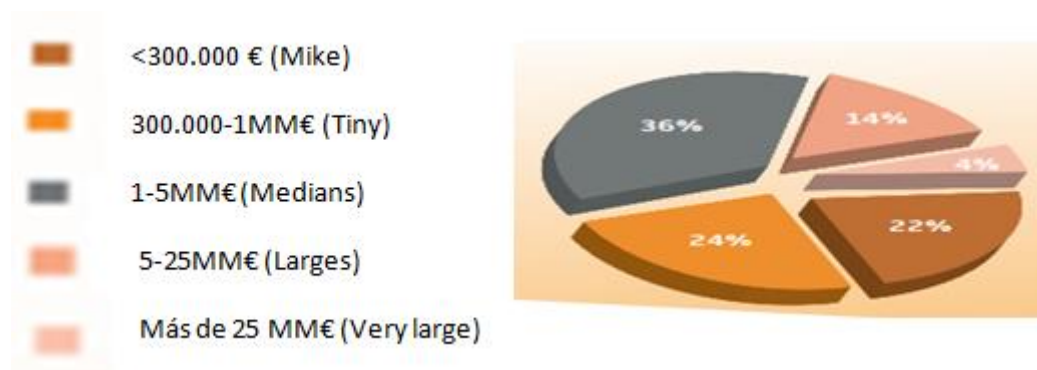
When we talk about the third sector we mean non-profit and non-governmental entities.

Non-profit organizations are considered private organizations that cannot distribute their benefits to the people who control them. Thus, they have to allocate them either to the realization of their objectives or to the help of people who do not exercise any control over the organization.

NGOs are an example of these organizations. In Spain, there are more than 15.000 NGOs dedicated to different types of social values such as solidarity, cooperation or humanitarian aid.

Below is a graph in which we can distinguish the size of the NGOs according to the distribution of annual expenditure.

Graph 10: NGO size classification



Source: Lealtad foundation. (2017)

In the graph, it can be seen that most of the organizations that carry out a social action are micro, small and medium. The small NGOs have an annual budget of between 300.000 and 1 million euros. And the medium-sized NGOs have an annual budget between 1 and 5 million.

In addition, it should be noted that we can distinguish NGOs, depending on the type of activities they organize. There are four types of NGOs: Developing (DNGO), of Social Action, Human Rights, and the Environmental.

In Spain there is a coordinating platform of the NGDOs, formed by almost a hundred NGOs and 17 automatic coordinators. In total, there are more than 450 organizations dedicated to international cooperation and humanitarian aid, including AAH.

The NGDOs that belong to the coordinating platform are present in more than 110 countries and work with 35 million people. Its main areas of action are education, health, gender, governance and human rights.

The profile of NGO professionals usually has the following characteristics: the majority are women (for each man, there are four women who work in the sector), most are under 40, with university training, and the majority has a full-time job. However, a significant percentage (22.7%) does part-time jobs. The third sector has employed almost 645.000 people.

Regarding the NGOs focused on social action, where AAH also participates through its employability programs, more than 30.000 entities work in order to help, to educate, to care for and to guarantee the social rights of those who are most vulnerable in Spain. These entities attend people who, due to various reasons, are in a situation of social exclusion. They include women, homeless people, young people, children, elderly people, victims of trafficking, people with drug addiction, etc. The study of the TSAS (Third Sector of Social Action) in Spain in 2016, shows that the majority of people served in this sector are people with disabilities and their respective families. The number reached 37%.

4.2. Analysis of demand

Regarding the analysis of the demand of the third sector, we referred to the market or the target audience to which non-governmental organizations (NGOs) are directed to.

We highlight three target audiences, which are non-economic volunteers or collaborators, donors or economic partners and beneficiaries.

- ✓ Non-economic collaborators or volunteers

First of all, in terms of volunteers or non-economic collaborators, the availability to become a non-economic collaborator is as of 14 years of age. According to the Volunteer Platform of Spain (PVE), there has been an evolution in terms of citizen participation and therefore an increase in the volunteer movement organized by the Third Sector. However, it is important to mention that in many cases there is a lack of important knowledge about volunteering in Spain.

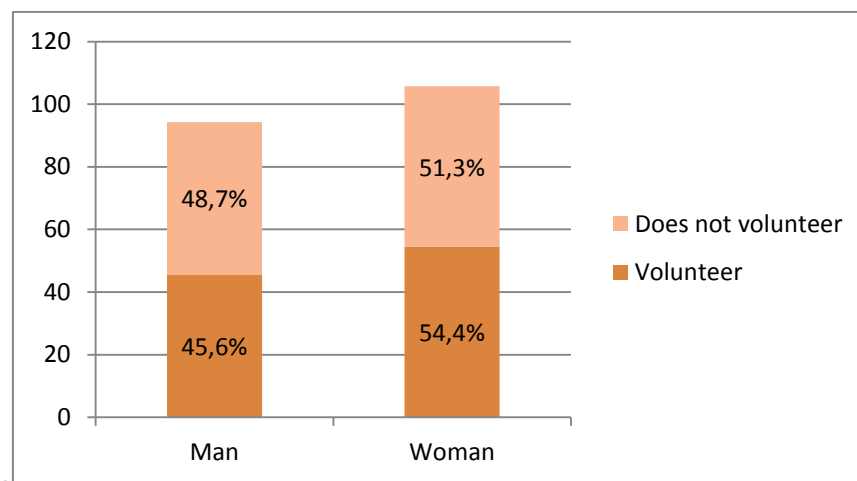
Due to the lack of employment, the number of volunteers has increased to a greater extent Spain. The majority of these volunteers are young people between 35 and 40 years old. They do not have a job, consequently, they need to do some work that satisfies them in a certain way. They do that because the fact of not having a job at that age can cause psychological problems.

It should be noted that there is a higher percentage of women who collaborate, compared to men. The population that contributes the most are people over 65, pensioners and that part of the population that has high educational and socioeconomic levels. On the contrary, those people who collaborate in a lower percentage with NGOs are unemployed people, students and those with low educational and socioeconomic levels.

It is essential to say that most volunteers carry out actions that are aimed at social work. But, there is also a voluntary service of leisure and free time, for sports, cultural, educational, health, etc. All these tasks coincide in the need to help people who have unmet needs.

The following graph shows the percentage of volunteering based on gender. It is key to highlight the role of the volunteer woman.

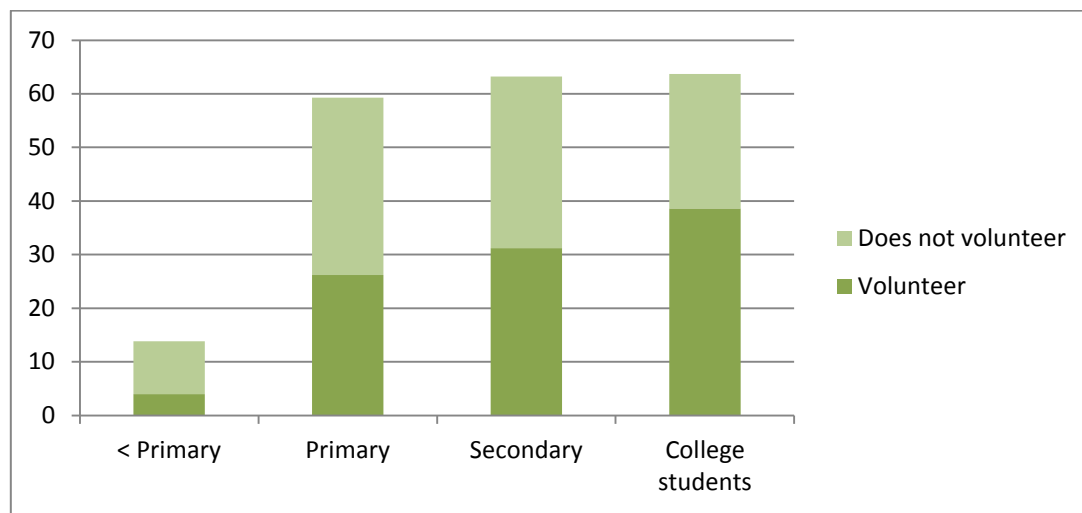
Graph 11: Percentage of volunteers according to gender



Source: *Acción Voluntaria. (2017)*

Figure 12 shows the volunteer profile according to the level of studies. The higher the level of studies is, the greater the number of volunteers is.

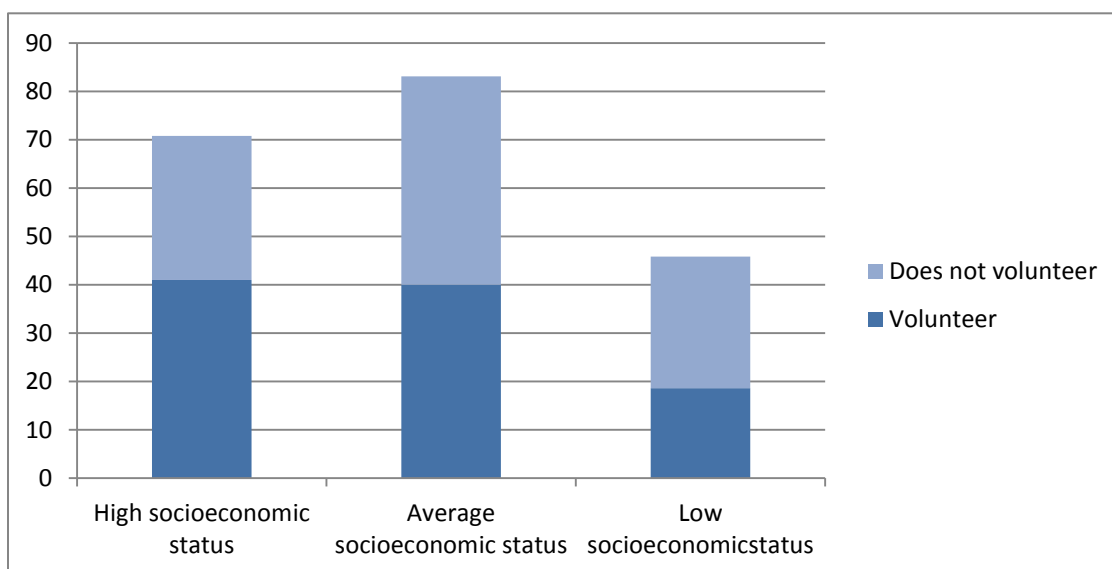
Graph 12: Volunteers according to the level of education



Fuente: Acción Voluntaria (2017).

The following graph, it classifies the volunteers according to the purchasing level. Three remarkable groups are distinguished: high, medium and low socioeconomic status.

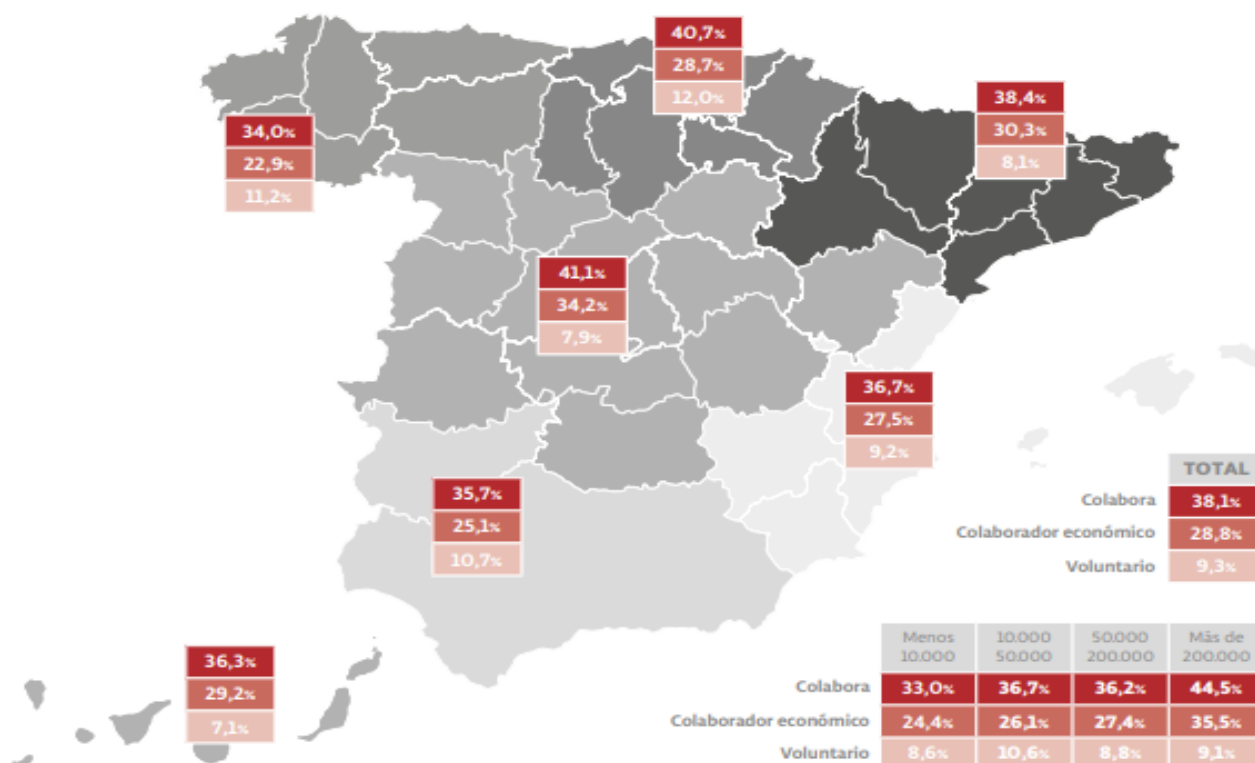
Graph 13: Volunteers according to the purchasing level



Source: Acción Voluntaria (2017).

The highest percentages of collaboration, whether an economic or voluntary benefit, are originated in the following areas: Basque Country, Catalonia, the Valencian Community, Madrid, Galicia, Canary Islands and Seville. The following map shows the areas where economic and non-economic collaborations occur. It also shows the percentages of benefits they produce.

Image 2: Population that collaborates with NGOs



Source: *Acción Voluntaria*. (2017)

Since fields of action receive a greater percentage of volunteers, the greater part is destined for tasks related to the social action.

The following table shows the percentage of distribution by volunteers' gender according to the field of activity.

Graph 14: Percentage distribution by sex of the volunteers according to the field of activity

Campos de actuación	% de personas sobre el total de personas voluntarias
Acción Social	65.2%
Integración-Inserción	64.4%
Socio-Sanitario	64%
DD.HH-Participación	60%
Otros	63.9%

Source: self-made. (Volunteering Platform of Spain (PVE)). (2017)

It should be noted that the number of volunteers is directly related to the size of the organization; the larger the organization, the greater the number of volunteers. The number of volunteers almost reaches 68.000 people in Spain.

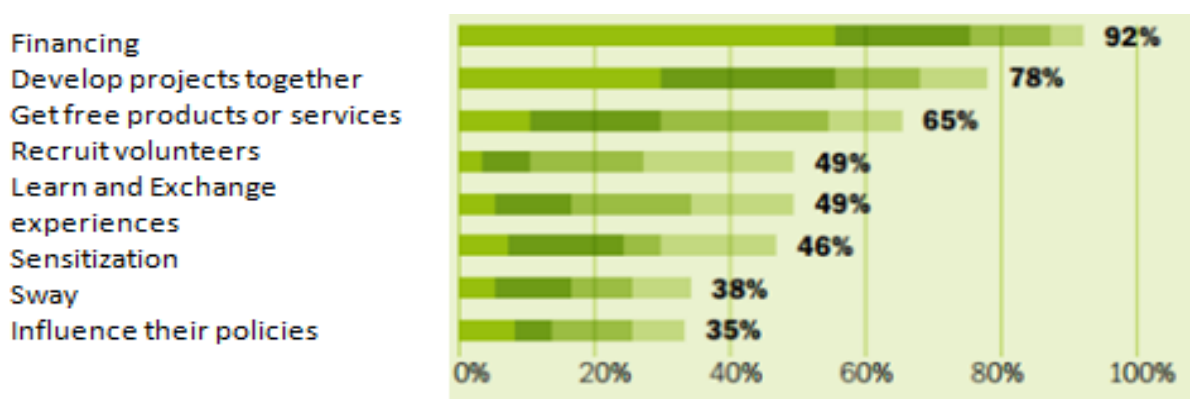
- ✓ Economic collaborators or donors.

In reference to economic partners or donors three groups can be spotted; the public sector, private companies, and individuals.

According to an article published in the newspaper *El Diario* in 2017, the last CONCORD report concerning the funds destined to the development aid in Spain it shows that these funds have been staked at 0.13% of the Gross National Income (1.400 million of euros). This percentage is the same as in the 80's. Since Mariano Rajoy has governed, the percentage of aid from Official Development Assistance (ODA) has fallen by 71%.

Concerning private companies, the following graph shows the reasons why NGOs collaborate with companies.

Graph 15: Main objectives of the NGOs for collaborating with companies



Source: Hazlo posible foundation, 2017.

There are different ways for companies to collaborate with NGOs.

- ❖ Adding efforts and thus gaining efficiency in a sustained way.
- ❖ Improving the quality of social intervention through complementary skills, that is, through hybrid value chains.
- ❖ Generating social innovation and entrepreneurial capacity, that is, adding new products or services that provide social action, etc.
- ❖ Promoting local and global changes, achieving improvements and changes or certain changes.

According to the report 'Study of the Collaboration of Spanish People' conducted by the Spanish Association of Fundraising (AEF) in 2017, the number of private economic donors has increased, reaching 9.3 million, which means 24% of the population. This study states that 12% (about 4.5 million people) of economic donors are members of an NGO. Note that the number of potential economic donors has increased from 5% to 9% since 2014.

In comparison with the rest of the countries of the European Union, the number of economic partners in Spain is very small. Without obtaining funds and private collaboration, the sustainability of the third sector would be indispensable.

The causes that origin greater awareness and therefore acquire a larger percentage of economic donations are: the fight against hunger and development in poor countries (35%), the fight for children (35%), followed by emergencies with 18% and finally there are those causes related to the defense of human rights (12%).

The most common social cause by which these people make economic donations is because it is fair for them to show solidarity with those most in need.

Regarding the reason for choosing between which NGOs to collaborate, 43% of the people take an NGO because they like the work they do. Also, 37% of the participants just feel able to help and the last 35% choose according to the confidence that the organization transmits.

On the contrary, there are several reasons why people feel disinterested in being economic donors. 63% affirm that their economic needs do not allow it. Then, 57% of them promise that they make other collaborations such as non-economic donations or volunteering. Also, 56% do not trust the NGO. Finally, 45% of them affirm that if their economic situation improves they would be willing to collaborate economically.

✓ Beneficiaries

In recent years, the number of people receiving aid has increased. There are different causes why these people have had to attend an NGO. On the one hand, there are the great problems caused by unemployment, neglect, lack of training and professional preparation, illness, abuse, personal crises, etc.

There is great diversity in this market since the beneficiaries can be divided according to the care needed (health, education, food, etc.), according to sex, age, income, country, etc.

It is important that all NGOs define the group or population groups to which they are going to focus. Also, or make their target audience shorter because trying to cover many fields may lead to a bad performing of the action. Therefore it would be more advantageous to address a specific group of the population.

The organizations of cooperation for development and humanitarian action serve an average of 1.670.784 beneficiaries compared to the 42.765 on average attended by social action entities. This great difference is due to the fact that the number of beneficiaries of development cooperation and humanitarian action includes families or communities where the organizations work. Consequently, they are considered both in Spain and in the rest of the countries.

5. ANALYSIS OF THE TARGET AUDIENCE OF THIS MARKETING PLAN

5.1. Definition of the target audience

The target audience of Action Against Hunger is composed of beneficiaries, volunteers, and donors. The profile of AAH' beneficiaries and donors has already been described above. We are focusing on volunteers as the target audience of this marketing plan.

Concerning volunteers, there is no basic criterion by which they are governed. Regardless of gender, age (always over 14 years old), religion, culture or political ideologies, they are trying to raise awareness to the whole world of the need for help that exists not only nationally but also globally.

In this case, in AAH people are aware of the social problems related to the social exclusion that arise in Spain. Therefore, we will try to segment what is the most common profile of the volunteers to which this marketing plan focuses.

5.2. Segmentation criteria

✓ Volunteers

Regarding the most common psychographic profile of potential and current volunteers of AAH:

- ❖ Personality: noble, empathetic, caring, responsible, committed, honest, fair and understanding people.
- ❖ Lifestyle: altruistic people who fight against injustice, poverty and for human and social rights around the world.
- ❖ Motivations and attitudes: committed people, people who are involved in any injustice, people who fight for rights worldwide, with an open mind, without prejudice, with a positive attitude, who value teamwork, in a spirit of solidarity and help the others.

AAH does not require a specific profile to be able to volunteer. The only thing needed is people who have a certain inclination or connection with the social problems that are occurring in Spain, providing their help and participation in the social programs that AAH is carrying out.

In the employability programs there are two types of volunteers needed to successfully perform social projects; On the one hand, there are people who have a certain

academic level to be able to successfully develop the different activities integrated into the projects. On the other hand, there are people who, regardless of their academic level, they have the practical experience that is very necessary to be able to act in challenging situations, to help or just making decisions. Hence, in these two groups, we can distinguish university students of degrees related to Administration and Business Management, Human Resources or Psychology, among others. And, leaders, regardless of their training.

Currently, more and more people are committing to these programs, providing assistance based on their interest or availability of time.

One way to classify not only current volunteers but also potential ones is according to two criteria: whether they develop a desirable social behavior (they are voluntary or not of the AAH employability program) and whether they have a positive attitude or have not been doing this program. (See Chart 16: Segmentation and target audience). Since being professionals in the business world, both university students of such degrees have (current volunteers) or can have (potential volunteers) with the program.

Graph 16: Segmentation and target audience

	Desirable social behavior (voluntary AAC employability program)	Undesirable social behavior (not currently volunteering in AAH' employability program)
Favorable attitude to the employability program	Current volunteers with a positive attitude. Reinforce volunteers' current attitude	Potential volunteers with a positive attitude Achieve new volunteers among potential
Unfavorable attitude to the employability program	Current volunteers with a negative attitude Change current volunteers' attitude	Potential volunteers with a negative attitude. Change attitude and achieve new volunteers among potential

Source: Own elaboration

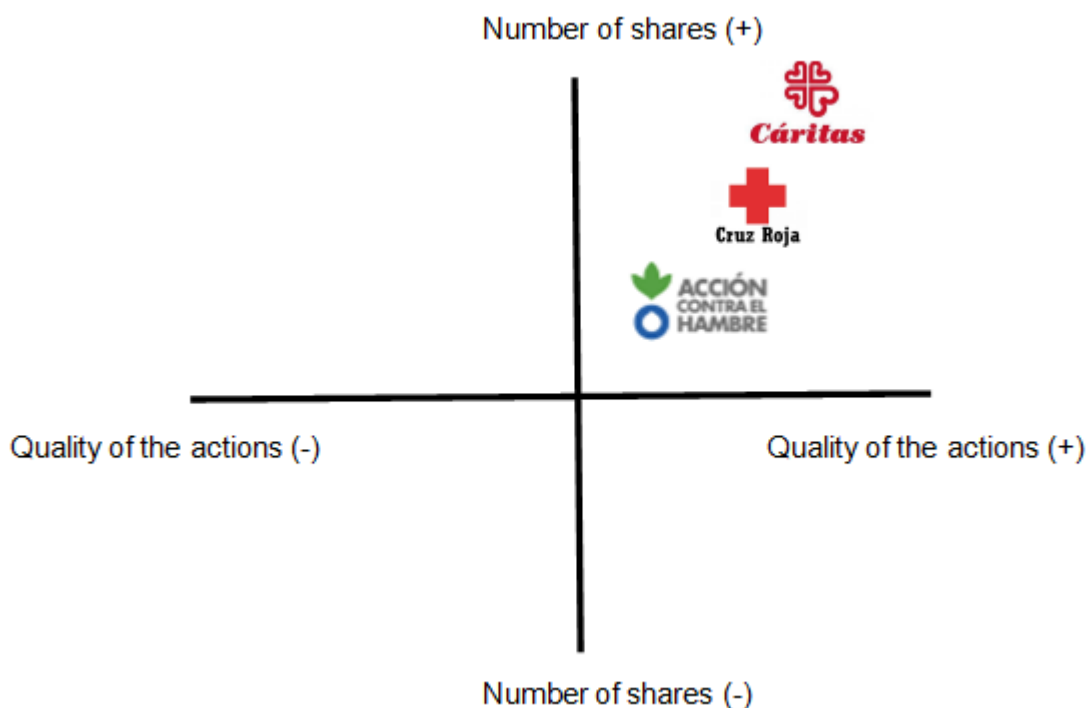
Currently, AAH is especially aimed at attracting the part of potential volunteers with a positive attitude by not having relevant loyalty actions with current volunteers.

We believe that through this plan, AAH should also address the sections of current volunteers with positive and negative attitude, and therefore improve their loyalty actions. Those potential volunteers who have undesirable social behavior and also have an unfavorable attitude in reference to the employability program are not considered target audiences.

This separation criterion will be the one taken into account in the present project because it is better adapted to the characteristics of the current and potential volunteers of the employability program.

5.3. The positioning of AAH' employability program

Graph 17: Current positioning map



Source: Own elaboration

Through the positioning map of the current ACH employability program, it can be seen that Caritas is the best positioned in the market both in terms of the number of actions and their quality. Followed by Cruz Roja and Action Against Hunger.

6. DIAGNOSIS OF THE SITUATION (SWOT)

▪ WEAKNESSES:

- Difficulty to maintain and strengthen the different types of volunteers.
- Not having a continuous communication plan.
- Employability programs are present only in areas that receive public funding.
- Traditional image.
- The volunteers lack information.
- Resistance to change of volunteers.
- Little staff hired or staff hired insufficiently.
- Little formalization of internal processes.
- Inadequate brand of the employability program.
- Lack of training courses for volunteers.
- The absence of information on the web exclusively for volunteers.
- Little relationship between volunteers outside the NGO.
- The absence of communication between the town halls and AAH in the employability program.

▪ THREATS:

- Reduction of public subsidies because of the crisis.
- The existence of both direct and indirect competitors.
- Political instability in Spain. Budgets have not yet been approved in 2018.
- Little awareness at the national level regarding social assistance.
- Bad practices of other NGOs in reference to the management of grants.

STRENGTHS:

- To be a group united towards a common cause.
 - Have hope for the work they do, both at the organization level and among volunteers.
 - Diversity and experience of volunteering.
 - Great international image of AAH NGO.
 - The existence of agreements with public entities.
 - Support of organized voluntary action.
 - The high tendency in the participation of volunteers in training activities.
- **OPPORTUNITIES:**
- To partner with public and private organizations to mobilize public opinion on issues such as employability in those with common interests.
 - Greater awareness of some companies for CSR issues.
 - The existence of training courses for the areas of interest.
 - New laws in favor of social action.
 - The high rate of unemployment, therefore more and more people at risk of social exclusion.
 - Increase in social and communal solidarity among people.
 - The possibility of working in a network with other institutions through ICT.
 - The RRSS, apps for use at the NGO level.

7. OBJECTIVES

The general goal of this marketing plan is to increase the number of volunteers and their loyalty in Action Against Hunger in order to accomplish the different projects that are performed in Spain.

7.1. Specific objectives of marketing

The specific objectives of marketing are governed by having a shorter term than corporate objectives. They are essential for the organization to successfully carry out the different strategies. They require a deadline date, be well defined, achievable, measurable and quantifiable. All these objectives must be in accordance with the general objective of the organization.

▪ COMMERCIAL RELATIONS MANAGEMENT

- 1.** To increase the satisfaction of volunteering in the employability program by 95%.
- 2.** To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
- 3.** To achieve the loyalty of 90% of the current volunteers of the employability program.

▪ MANAGEMENT OF MARKETING MIX ACTIVITIES

- 4.** To increase the number of volunteers participating in the employability program in 2019 by 5% more than in 2018.
- 5.** To develop the employability program into three new provinces: Cádiz, Córdoba, and Almeria as they are the provinces with the highest unemployment rate in Spain in 2018.

8. MK'S STRATEGIES

When we talk about marketing strategies we talk about the actions that are carried out to achieve the previously planned objectives. In order to do that, it is necessary to identify and prioritize those products that have the greatest potential (employability program.), to select the target audience (volunteers), and define the positioning of the organization that we want to get. Finally, to work strategically with the different variables that form the marketing mix (product, price, distribution, and communication).

8.1. Depending on the invested resources

Not all the products or services offered by AAH have the same efficacy or the same potential. For this reason, AAH must make strategic decisions regarding the services offered, prioritizing those that are most important to achieve the marketing objectives previously set.

In this case, we will focus on the employability program that AAH has carried out in different cities but which aim to improve the positioning and attractiveness in the market. Also, it is going to be an emphasis on the implementation of this program in areas or regions where it has not been performed.

Through the Boston Consulting matrix Group, we can easily detect at which stage of the life cycle the program is located. In addition, this matrix serves as a tool to make investment decisions or divestments.

Chart 18: Boston Consulting Matrix

<u>2nd PHASE</u> Star GROWING	<u>1st PHASE</u> Dilemma BIRTH
<u>3rd PHASE</u> Cow MATURITY	<u>4th PHASE</u> Dog DECLINE

Source: Own elaboration. Unit 1: Product and Brand decisions, AE1025 Operational Marketing (2017).

From the analysis of the Boston Consulting Matrix Group, we can conclude that the AAH employability program is in a growth stage, being a star project for it.

As we have said before the main objective of AAH is to increase the number of volunteers. Hence, the organization must make communication strategies to try to raise awareness of the importance of participating in this program. For instance, it can set meetings, participatory talks, conferences, etc. These communication techniques are carried out by the current volunteers of AAH. As a result, the organization, as well as its main actions, are becoming world famous.

In terms of communication tools to achieve the objective of recruiting new volunteers in its employability program, AAH should carry out actions such as:

- Informative talks at universities to try to raise awareness of the large percentage of social exclusion that exists in Spain. If this group of society is not aware of the seriousness that this means for certain people, it also will not be for the future children of these current people.
- Meetings or conferences in local councils with the aim of building loyalty to young people (over 14 years old) or of any age.
- Speak out through social networks due to the fact that today most young people have profiles on the web and therefore it could be a good strategy to promote social inclusion.

In order to keep the current volunteers of the employability program loyal, from the point of view of communication, AAH should improve the direct attention of volunteers, thus offering emotional formations and group activities in complex circumstances.

8.2. Depending on the competitive advantage

These types of strategies are those related to the competitive advantage that AAH tries to achieve. AAH focuses on improving the quality of its services and improving the image of the brand. In short, it aims to differentiate itself from the rest of the NGOs (Cáritas or Cruz Roja) that offer services and programs related to employability.

On the one hand, AAH wants to increase the quality of the services offered, through the increase in the number of young volunteers since the youth has more creative, original and different ideas; and with an offer of efficient courses and activities for the achievement of improving the employability possibilities of the beneficiaries.

In reference to the image of the brand, AAH aims to increase the information of its activities in order to facilitate the process of identification with the brand of volunteers, thereby increasing their level of satisfaction and improving the positioning of the organization.

8.3. Segmentation based on desirable social behavior and attitude towards the employability program

Here, we refer to the strategies linked to the desirable social behavior and the attitude of the current and potential volunteering of the employability program.

- *Strengthening and maintenance strategies.*

Two groups can be highlighted:

- People with a positive attitude and desirable social behavior (they are volunteers) → A reinforcing strategy must be completed through the recognition and reward of the actions carried out by volunteers.
- People with a negative attitude but with a desirable social behavior (they are volunteers) → A strategy of rationalization must be carried out, reinforcing or convincing people that the acts or actions they perform as volunteers are important both for the beneficiaries and for themselves.

- *Conquest strategies*

In this case, two groups can also be divided according to the possible volunteers.

- People with a positive attitude but with undesirable social behavior (they are not volunteers) → An induction strategy is required in order to motivate and encourage those people who have a positive attitude to help others but do not put it into practice.
- People with a negative attitude and undesirable social behavior (they are not volunteers) → A confrontation strategy is necessary to try to capture a higher percentage of volunteers as well as expressing the general objective

of AAH. Since the demand for resources (time and financial) required by this group of people is very high. Strategies for this group are not developed as they are not part of the target audience.

9. SUMMARY OF THE ACTION PLANS

Therefore, AAH's employability program would develop marketing mix strategies using a selective specialization because the proposed actions are aimed at three segments: current positive and negative volunteers and potential volunteers with a positive attitude. Also, they do not address those people who are not AAH volunteers and also have a negative attitude.

ACTIONS	OBJECTIVES
Action 1: Creation of the brand of the employability program.	<u>2:</u> Improve the image and positioning of the NGO among the current and potential volunteering of the employability program. <u>4:</u> Increase the number of volunteers in the employability program in 2019 by 5% more than in 2018.
Action 2: Preparation of a descriptive video of the employability program.	<u>2:</u> Improve the image and positioning of the NGO among the current and potential volunteering of the employability program. <u>4:</u> Increase the number of volunteers in the employability program in 2019 by 5% more than in 2018. <u>5:</u> Develop the employability program in three new provinces: Cádiz, Cordoba, and Almería.
Action 3: The celebration of dinners with a gift for the volunteers of the employability program	<u>1:</u> Increase the satisfaction of the volunteering of the employability program by 95%. <u>2:</u> Improve the image and the positioning of the NGO among the current and potential volunteering of the program. <u>3:</u> Achieve 90% of the loyalty of the current volunteers of the employability program.
Action 4: Outdoor training among the employability program volunteers.	<u>1:</u> Increase the satisfaction of the volunteering of the employability program by 95%. <u>2:</u> Improve the image and positioning of the NGO among the current and potential volunteering of the employability program. <u>3:</u> Achieve the loyalty of 90% of the current volunteers of the employability program.
Action 5: Emotional training for volunteers.	<u>1:</u> Increase the satisfaction of the volunteering of the employability program by 95%.

	<p><u>3:</u> Achieve 90% of the loyalty of the current volunteers of the employability program.</p>
<p>Action 6: Incorporate the municipalities as a channel of access to the employability program.</p>	<p><u>2:</u> Improve the image and positioning of the NGO among the current and potential volunteering of the employability program.</p> <p><u>4:</u> Increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.</p> <p><u>5:</u> Develop the employability program in three new provinces: Cádiz, Cordoba, and Almería.</p>
<p>Action 7: Creation of volunteer tables for the employability program.</p>	<p><u>2:</u> Improve the image and positioning of the NGO among the current and potential volunteering of the employability program.</p> <p><u>4:</u> Increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.</p> <p><u>5:</u> Develop the employability program in three new provinces: Cádiz, Cordoba, and Almería.</p>
<p>Action 8: Conferences in universities to promote the employability program.</p>	<p><u>2:</u> Improve the image and positioning of the NGO among the current and potential volunteering of the employability program.</p> <p><u>4:</u> Increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.</p> <p><u>5:</u> Develop the employability program in three new provinces: Cádiz, Cordoba, and Almería.</p>
<p>Action 9: Accessible information on the WEB only for the AAH' volunteers from the different programs, including the employability program.</p>	<p><u>1:</u> Increase the satisfaction of volunteering in the employability program by 95%.</p> <p><u>2:</u> Improve the image and positioning of the NGO among the current and potential volunteering of the employability program.</p> <p><u>3:</u> Achieve 90% of the loyalty of the current volunteers of the employability program.</p>
<p>Action 10: Creation of information brochures on the employability program.</p>	<p><u>2:</u> Improve the image and positioning of the NGO among the current and potential volunteering of the employability program.</p> <p><u>4:</u> Increase the number of volunteers in the employability program in 2019 by 5% more than in 2018.</p>

	<p><u>5</u>: Develop the employability program in three new provinces: Cádiz, Cordoba, and Almería.</p>
<p>Action 11: Creation of an app for the employability program.</p>	<p><u>2</u>: Improve the image and positioning of the NGO among the current and potential volunteering of the employability program.</p> <p><u>4</u>: Increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.</p> <p><u>5</u>: Develop the employability program in three new provinces: Cádiz, Cordoba, and Almería.</p>
<p>Action 12: Support the new offices (Cádiz, Córdoba, and Almería).</p>	<p><u>2</u>: Improve the image and positioning of the NGO among the current and potential volunteering of the employability program.</p> <p><u>4</u>: Increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.</p> <p><u>5</u>: Develop the employability program in three new provinces: Cádiz, Cordoba, and Almería.</p>

10. ACTIONS

When the goals and the strategies through which it is intended to achieve the objectives are set, a series of actions that are related to the 4Ps of the organization should be raised. That is the product, the price, the distribution and the communication.

- *Action 1: Creation of the employability program brand (Product and Communication).*
 - 2st objective: Improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 4th objective: To increase the number of volunteers in the employability program in 2019 by 5% more than in 2018.
- *Target Audience:* Current and potential volunteering.

To improve the image and positioning of the employability program, a new brand that includes all the programs related to this topic has been created.

Through the new name of the brand and logo, it aims to publicize the program to reach more people that they had not known and better define its positioning, associating the attribute that each person has the ability to work on.

The brand that has been raised for the employability program is " Work on You ", since these programs, as we have commented previously, facilitate access to work through working on your personal skills and abilities.

Several proposals have been created before choosing the denomination and the definitive logo, followed by the processes that have been carried out for the selection of the logo and the name of the brand of the program.

The name of the brand, " Work On You "has been selected since its meaning is to work on oneself. As we have already mentioned, the purpose of these programs is to strengthen the skills and abilities of each person, working on oneself.

By looking at the logo, the purpose was that two united hands meaning help, equality, trust and a heart that showed respect, love, being the vital core, appeared at the same time in order to reach the targets.

To do this, two drafts have been drawn, which have been subsequently given color and brightness.

Sketch 1: Work on You in black and white



Sketch 2: Work on You in black and white



Once the first process of creating the logo for the brand " Work on You " is done, the second process consisted in giving color to the two sketches. We have chosen a color that is in accordance with the image of Action Against Hunger since they are the ones who have launched this project.

Sketch 1: Work on You in color



Sketch 2: Work on You in color



Once the two processes that have been done for the two elaborated sketches have been captured, one of the sketches must be chosen to be the " Work on You " logo. The logo selection process has been based on the visual perspective, that is, the logo that captures the clients' attention the most has been chosen. Hence, in my opinion, the second sketch is more visual, clear and easier to remember, which is one of the key features in making a correct logo.

The budget to carry out this action is free as it is a contribution made by the publicity and public relations graduate Paula Piqueras Alonso, by the graphic design graduate Antonio Cardó Roselló and by the future graduate in Business Administration Belén Piqueras Alonso. This action will be available all year long.

- *Action 2: Preparation of a descriptive video of the employability program (Communication)*
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 4th objective: To increase the number of volunteers in the employability program in 2019.
 - 5th objective: To the employability program in three new provinces: Cadiz, Cordoba, and Almeria.
- *Target audience: Current and potential volunteering.*

This action requires the elaboration of a video which reflects the different attitudes of the employability program. The duration of the video must be 30 seconds in order to be precise and direct and thus capture the interest of the target audience we are targeting.

The motto of the video is "Reinforce your skills and demonstrate attitude" since through the realization of these projects skills are improved, that is, the security of all participants is increased.

The content of the video includes an explanation of the purpose of this program. Also, some of the physical locations in which they are made are shown. But, the highlights of the solutions or results of some of the former participants were the highlights of the video. Three participants of these projects will tell their own experiences and how they have improved the implementation of this program to find employment, reduce social exclusion and especially to increase confidence in themselves. Finally, the video ends up showing some of the group dynamics that they carry out in order to attract more users who wish to promote their employability. In addition, the video briefly explains what the profile of the volunteering is wanted by the employability program. These are university graduates in Administration and Business Management, Human Resources or Psychology.

The video can be watched on the website of Action Against Hunger in its section for the Work on You program, throughout the year of 2019. Note that this video has been made by Micrea Films Projects and the budget of this video will reach 500 euros.

- *Action 3: The realization of dinners with a gift for volunteers of the employability program. (Communication and public relations)*
 - 1st objective: To increase the satisfaction of volunteering in the employability program by 95%.
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 3rd objective: To achieve 90% of the loyalty of the current volunteers of the employability program.
- *Target Public: Current volunteering.*

The realization of a joint dinner at the regional level among all the volunteers of the organization once a year improves the relations between them and the level of satisfaction with the same increases.

During these dinners, all the actions that have been developed by the different volunteers of Action Against Hunger for over a year are manifested. These actions will be reflected through a projector which will be installed by the AAH staff members. The purpose is to honor or reward in some way the effort they have made. For this reason, they are given a trophy, with the year and the name of the corresponding voluntary service as a symbol of affection and courage.

First, different videos in which the actions that have taken place throughout the year, then the president of AAH in each province offer a pep talk and thanks for all of them were translated are displayed. Finally, as we have previously mentioned, a figure is given as a symbol of appreciation for their effort and time spent on all volunteers. Once these activities are completed, all the participants can enjoy dinner.

The cost of these dinners is free for volunteers, but it costs 15€ per person. The purpose of AAH paying the volunteer dinner is so that half of the amounts collected, are allocated to actions carried out throughout the year.

These dinners will take place on the last Friday of May. It will occur on May 31 at 8:00 p.m. in 2019. The place where these dinners will be held is in the current capitals and in the new capitals too (Cádiz, Cordoba, and Almeria). In the case of the Valencian Community, the place where the dinner will be held is in Valencia, at the Burjassot Colonial buffet.

The budget for this dinner: (Assuming that the average number of volunteers is 100).

Dinner at the regional level: $100 \text{ volunteers} \cdot 15 \text{ euros} = 1.500 \text{ €}$.

The current provinces: $1.500 \text{ €} \cdot 13 \text{ current provinces} = 19.500 \text{ €}$.

New Provinces: $1.500 \text{ €} \cdot 3 \text{ new provinces} = 4.500 \text{ €}$.

Regional gift: $100 \text{ volunteers} \cdot 4 \text{ €} = 400 \text{ €}$.

Gift for the current provinces: $400 \text{ €} \cdot 13 \text{ provinces} = 5.200 \text{ €}$.

Gift for the new provinces: $400 \text{ €} \cdot 3 \text{ provinces} = 1.200 \text{ €}$.

Total budget: $19.500 \text{ €} + 4.500 \text{ €} + 5.200 \text{ €} + 1.200 \text{ €} = 30.400 \text{ €}$.

The realization of these dinners aims at rewarding AAH volunteers.

- *Action 4: Outdoor training among the volunteers of the employability program (Product).*
 - 1st objective: To increase the satisfaction of volunteering in the employability program by 95%.
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 3rd objective: Achieve 90% of the loyalty of the current volunteers of the employability program.
- *Target Public:* Current volunteering.

The outdoor training is a medium consisting of games or outdoor activities in open spaces with a methodology based on experiential education and experiential learning.

AAH wants to implement this type of activities in order to improve the positioning of the NGO, their satisfaction, and their loyalty.

The outdoor training of Action Against Hunger will be the last weekend of September so this tool or technique will be carried out on two consecutive days. These activities are carried out at the regional level and are carried out by the AAH volunteers, specifically by those volunteers who hold a bachelor's degree in teaching and psychology. In the case of the province of Castellón, for example, on the first day, the activities will take place in El Pinar park of Castellón. The second day, the activities will take place in the hermitage of La Magdalena. The schedule used to carry out these activities in all the provinces will be from 10 am in the morning to 6 pm in the afternoon.

The purpose of these tools is that volunteers perform a series of activities with a logical sequence. Through these activities, they can get conclusions that will improve the personal and professional environment. An example of these activities would be to make a chain of five people whose goal is to move from one end to another a ball, without using their hands, or the ball to fall to the ground. This exercise is done five times and each time it has to be more efficient, that is, it must be done in a shorter time. This activity encourages teamwork and provides participants to be more useful in carrying out tasks. Another example is the exercise of forming partners, which are placed one person after another, and must be dropped, trusting that the other person

holds him correctly. It is done several times exchanging positions. This activity fosters trust and teamwork.

The volunteers will learn through the accomplishment of diverse activities, which combine the competitiveness, the teamwork, the communication, but on all this technique allows to stimulate and develop trust, cooperation, and complementation among all volunteers. It also motivates the participants in the commitment of their tasks or actions and allows to increase the trust between the AAH volunteers.

The budget for this action is free since, as mentioned above, these activities are carried out by AAH volunteers with a degree in teaching and psychology.

- *Action 5: Emotional training for volunteers of the employability program (Product)*
 - 1st objective: To increase the satisfaction of volunteering in the employability program by 95%.
 - 3^d objective: To achieve 90% of the loyalty of the current volunteers of the employability program.
- *Target Public*: Current volunteering.

In order to increase the satisfaction and loyalty of the current volunteers, it is proposed to implement a previous emotional formation throughout the year in each of the provincial headquarters of AAH.

Emotions constitute a warning mechanism that leaps inside us every time we need to solve a critical situation. As is common in an NGO, as in the case of AAH, complicated situations of many types are attended or perceived. That is why AAH wants to prepare or adapt volunteers to these situations so that they do not cause their own negative consequences.

The emotional formations for volunteering Action Against Hunger will be divided into twelve sessions. These sessions will be held the last Friday of every month, from January to December and its hours will be from 16:00h to 18:00h. The budget for these sessions is free as it is given by the most experienced volunteers, who transmit those difficult situations they have experienced.

In these formations, activities related to hunger, poverty, natural catastrophes, social exclusion, etc. are carried out. Where various situations related to the topics discussed above are raised and what is the response and the consequence that volunteers have to participate in these actions are assessed. For both aspects as the level of capacity value both to control your own emotions as to detect the emotions of others, develop frustration tolerance, learn to generate positive emotions, overcome traumas and disappointments, etc.

A comparison of the first session to the twelfth and final session will be made in order to detect improvements and changes in the emotional formations of AAH volunteers.

- *Action 6: Incorporate municipalities as access channel employability program (distribution and communication).*
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 4th objective: To increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.
 - 5th objective: To develop the employability program in three new provinces: Cádiz, Córdoba, and Almería.
- *Target Public*: Current and potential volunteering.

The incorporation of the municipalities through their social services as a means to access the employability program is a new channel to access program information on content, time, duration, etc. In particular, it is considered a priority to initiate this action in the current capitals and it will be implemented in the newly proposed provinces in the future.

It should be noted that there is an intermediary between users who want to participate in the program and the employability program, which in this case would be the municipalities.

Some of the advantages that this action can bring is greater coverage, increase the number of volunteers for this program or even achieve greater specialization by areas or areas.

This action will begin at the beginning of 2019 in the month of January and will be maintained throughout the year in order to make a comparison with the data recorded in 2017, 2018 and 2019, in order to detect improvements in the employability program. For both municipalities should have updated information by Action Against Hunger.

In addition, this action may mean that other local councils where these projects have not been carried out, are curious and interested in these programs and therefore intend to start them as soon as possible.

The budget of this action does not involve an explicit economic cost because it will be the ones in charge of the employability program in each province those developing communication and negotiation with social services of every town council.

- *Action 7: Creation of volunteer stands for the employability program (Distribution and Communication).*
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 4th objective: To increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.
 - 5th objective: To develop the employability program in three new provinces: Cádiz, Córdoba, and Almería.
- *Target Public*: Potential volunteering.

The purpose of creating tables for the volunteers of the employability program is to improve the image, the positioning, increase the number of volunteers and distribute the employability programs around more autonomous communities.

The objective is to create volunteer tables in different areas both in the current capitals and in the three proposed provinces (Cádiz, Córdoba, and Almería). In the case of the province of Castellón for example, the stands will be located in frequented places such as the train station, the market, and the university. As for the three proposed provinces, the stand will be located in the main university of each are. The University of Cádiz (UCA), the University of Córdoba (UCO) and the University of Almería (UAL). The student welcome day (September) would be a good day to attract new volunteers among Administration and Business Management, Human Resources or Psychology university students.

Through these meetings, volunteers share their experiences, practices, and actions they have carried out, and above all the benefits that have arisen thanks to being a volunteer for the AAH employability program. The purpose is to increase the number of volunteers by exposing their actions and thus get the attention and interest of a larger audience.

The volunteers of the AAH employability program try to persuade all those of the importance that exists to have a new purpose in your life such as being a volunteer of AAH since it allows to grow and improve as people.

This action will be carried out in the month of September 2019. The schedule will be from 10:00 to 14:00. The budget to carry out this action will be free.

- *Action 8: Conferences at universities to promote the employability program. (Communication)*
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 4th objective: To increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.
 - 5th objective: To develop the employability program in three new provinces: Cádiz, Córdoba, and Almería.
- *Target audience*: Potential volunteering.

Conferences and talks are held in universities with the aim of raising awareness among young people (over 14 years of age) of the importance of volunteering. The action will begin in the three proposed new provinces: Cádiz, Córdoba, and Almería.

Through these talks and conferences, it is intended to convey to young people that the commitment to be a volunteer is very broad since a volunteer is interested in their environment, society, the environment, etc. There are multiple ways to help through volunteering and many times they are not known. Therefore, through these conferences, young people acquire knowledge that will be an opportunity for the future.

In AAH, they want to make young people aware that participation in employability programs or other projects is vital both for the society in which they live and for their own personal development. In addition, in many occasions the youth contributes opinions from another point of view which are crucial to being able to detect the attitudes of all the age groups of the population, providing original ideas and very diverse solutions.

These conferences are called "Join Employ Action." The conference hours will be two hours and will be held once a month during the months of October, November, and December. The budget to be able to carry out this action is 100 € since it covers the displacement and allowances of those responsible for the employability program of each province. For as much as we talk about three new provinces the total cost will be $100 \text{ €} \cdot 3 \text{ new provinces} = 300 \text{ €}$.

- *Action 9: Accessible information on the WEB only for AAH volunteers.
(Communication)*
 - 1st objective: To increase the satisfaction of volunteering in the employability program by 95%.
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 3rd objective: To achieve 90% of the loyalty of the current volunteers of the employment program.
- *Target audience*: Current volunteering.

This action is carried out with the purpose of creating a direct access on the website of Action Against Hunger for all its volunteer team.

This access will be available on the website of Action Against Hunger on the right side where you will find a section called "Volunteer Team". As a result, all AAH volunteers will have a user and a password to access this section.

The aim is that through this access all AAH volunteers have updated information about all projects and programs that are carried out. Nevertheless, that will only be available to those who are volunteers of the NGO.

This part of the website will have five important sections: Humanitarian Aid, Emergencies, Social Action, News, and Proposals.

In the section of humanitarian aid and emergencies, all actions related to these aspects that have been carried out by AAH volunteers. Moreover, those actions that are planned but have not been yet implemented will be available.

Concerning social action will be divided into two blocks. On the one hand, it will be a section of global social actions where those activities and its purposes will be reflected. On the other hand, a section for employability programs will be available. In this part, information about updated projects, videos of beneficiaries of these programs, etc. would be presented.

Finally, the news section wants that volunteers are aware that everything that happens day by day. They also have a section to propose ideas, improvements, plans, etc. This action will take place throughout the year 2019.

The budget for this improvement action on the website will be 800 € due to the fact that it will be done by an external professional in web design.

- *Action 10: Creation of information brochures for the employability program (Communication)*
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 4th objective: To increase the number of volunteers in the employability program in 2019 by 5% more than in 2018.
 - 5th objective: To develop the employability program in three new provinces: Cádiz, Córdoba, and Almería.
- *Target Public*: Current and potential volunteering.

Through brochures or informational pamphlets, it is intended to publicize the different programs implemented by AAH on the employability project. These brochures will be blue and green with white letters in order to follow in accordance with the corporate image of the organization.

The information available in the pamphlets will try to explain the purpose and purpose of these programs. In addition, it will try to capture the attention of users to increase the number of volunteers.

The highlight of these brochures is "Join Emplea Acción" because the more people who collaborate with these programs, the greater the number of beneficiaries will be.

These brochures would be available all year round in each of the venues (in the old provinces and the three new proposals) and in the aforementioned stands both in the current provinces and in the three universities of the three new provinces. This brochure would explain the profile of the volunteering that is sought (university degree programs that we have said before and professionals from the business world).

The budget per brochure is 0.25 € per unit. 1.000 leaflets are produced for each province.

Budget by province: 0.25 € • 1.000 brochures = 250 €.

Current provinces: 13 provinces • 250 € = 3.250 €.

New provinces: 3 new provinces • 250 € = 750 €.

Total budget: 3.250 € + 750 € = 4.000 €.

- *Action 11: Creation of an app for the employability program (Communication)*
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 4th objective: To increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.
 - 5th objective: Develop the employability program in three new provinces: Cádiz, Córdoba, and Almería.
- *Target Public*: Current and potential volunteering.

This action is carried out with the aim of creating a specific application for the employability program since the use of the mobile phone in recent years has not stopped growing and more and more users are using this device to access the Internet and download apps to directly access everything they like. In addition, the applications offer a host of unique features, very useful for users.

In addition, the fact of having an app makes your brand get more leads and retain current customers. Therefore, we can increase the visibility of the brand and expand the database.

Another key point of the creation of the app is to have a channel to promote the projects and create exclusive content for users (in order to offer valuable content to volunteers).

This action is proposed to be launched at the beginning of the year, in January 2019 and carried out throughout the year to verify its viability. The budget to create this action is 2.000 € to be made through a company specializing in the development of the app.

- *Action 12: Support to the new offices (Cádiz, Córdoba, and Almería) (Distribution and Communication)*
 - 2nd objective: To improve the image and positioning of the NGO among the current and potential volunteering of the employability program.
 - 4th objective: To increase the number of volunteers in the employability program by 5% in 2019 more than in 2018.
 - 5th objective: Develop the employability program in three new provinces: Cádiz, Córdoba, and Almería.
- *Target audience*: Potential volunteering.

Those responsible for the current headquarters will have to visit the new proposed sites in order to support or reinforce the development of the employability program.

For both those responsible for each site will try to establish a new relationship with the chambers of commerce in each of the three new provinces (Cádiz, Córdoba and Almería) so that through them can be to publicize the program and meet possible companies in the province that are characterized by their interest in corporate social responsibility (CSR). So the next step would be to contact them.

The budget for this action is not free since the displacement and the per diems of those responsible for each headquarters of the employability program of each province are covered.

The cost of travel plus the allowances would be 70 € for each responsible for each of the three new provinces. Budget per person responsible: 70 € • 3 new provinces = 210 € per person.

As there are thirteen provinces that have headquarters, we should multiply the cost per the thirteen existing managers. Total budget: 210 € / per responsible • 13 seats = 2.730 €.

This action would take place in the first four months of 2019.

11. TIMELINE

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: Creation of the brand of the employability program.												
Action 2: Designing a descriptive video of the employability program.												
Action 3: Creation of dinners with a gift for the volunteers of the program.												
Action 4: Outdoor training among the volunteers of the employability program.												
Action 5: Emotional training for the volunteers of the employability program.												
Action 6: Incorporate the municipalities as a channel of access to the employability program.												
Action 7: Creation of volunteers stands for the employability program.												
Action 8: Conferences in universities to promote the employability program.												
Action 9: Accessible information on the web only for volunteers of AAH												
Action 10: Creation of informative brochures of the employability program.												
Action 11: Creation of an app for the employability program.												
Action 12: Support the new headquarters.												

12. BUDGET

ACTIONS	¿Who does the action?	BUDGET
Action 1: Creation of the brand of the employability program.	Paula Piqueras Alosno Antonio Cardó Roselló Belén Piqueras Alonso	Free
Action 2: Designing a descriptive video of the employability program.	Micrea Films Projects	500€
Action 3: Creation of dinners with a gift for the volunteers of the program.	Own development	30.400€
Action 4: Outdoor training among the volunteers of the employability program.	Own development	Free
Action 5: Emotional training for the volunteers of the employability program.	Own development	Free
Action 6: Incorporate the municipalities as a channel of access to the employability program.	Employability programme managers	Free
Action 7: Creation of volunteers stands for the employability program.	Own development	Free
Action 8: Conferences in universities to promote the employability program.	Employability program managers	300€
Action 9: Accessible information on the web only for volunteers of AAH	Developed by a specialized company	800€
Action 10: Creation of informative brochures of the employability program.	Developed by a specialized company	4.000€
Action 11: Creation of an app for the employability program.	Developed by a specialized company	2.000€
Action 12: Support the new headquarters.	Employability program managers	2.730€

TOTAL BUDGET= 40.730€

13. CONTROL

In order to successfully achieve all the planned objectives, the following control systems will be followed:

Objectives	Measuring Frequency	Control Method
A: Increase the number of volunteers 5% more than the previous year.	Quarterly	Comparing the results of 2018 with the results of 2019.
B: Improve the image and positioning of the employability program.	Bi-monthly	Through questionnaires for current volunteers.
C: Achieve the loyalty of 90% of the volunteers.	Monthly	Database.
D: Increase volunteers' satisfaction by 95%.	Four-Monthly	Through comments on blogs and social networks and questionnaire for current volunteers.
E: Improve the positioning of the NGO through good relations with volunteers.	Four-monthly	Questionnaires for current volunteers.
F: Increase the number of volunteers participating in the employability program in 2019 by 5% more than in 2018.	Monthly	Database. Comparing current results with those of last year.
G: Spread the employability program in more communities.	Quarterly	Comparing data for the year 2018 with respect to 2019.

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