



WWF Spain: Illustrating Factors at Play, Impacts, and Tensions in Cause-Related Marketing for Global Sustainability

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Learning Objectives

1. To understand the role of firms and of collaboration between firms and non-profit organizations, in the context of the current global sustainability challenges and the Agenda 2030
2. To reflect on the importance of cause-related marketing (CRM) on this regard
3. To explore key aspects of CRM actions for global sustainability, illustrated by the case of WWF Spain
4. To explore the impacts of the actions and the factors underlying them, in the case of WWF Spain
5. To critically examine WWF Spain actions, in order to unveil the limits, tensions, and contradictions of CRM actions of WWF and of CRM more in general for addressing global sustainability challenges

5.1 Introduction: Global Sustainability Challenges, Agenda 2030, and the Role of CRM

In September 2015, 193 Member States of the United Nations adopted the Agenda 2030, a plan for achieving a better and more sustainable future for all and a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect the planet. At the very heart of this Agenda, there are the 17 Sustainable Development Goals (SDGs), designed to be a blueprint to achieve a better and more sustainable future for all, applying to all nations and leaving no one behind (United Nations Global Compact, 2020).

Enthusiasts have celebrated the new agenda for several reasons: it goes further than its political predecessor, the Millennium Development Goals (MDGs); it has succeeded in combining the goals of economic and social development with those of the environment; it is conceptualized as universal (Koheler, 2016); it boosts processes of accountability between stakeholders (Cimadamore, 2016); and it emphasizes issues related to quality partnerships, equal relations, and accountability. Nevertheless, critical voices point out that it does not question the status quo, the existing development model, the global unequal power relations, and the structural causes at the bases of impoverishment and unsustainability (Belda-Miquel, Boni, & Calabuig, 2019).

In any case, most voices agree in that the Agenda 2030 has a collaborative approach. It calls for the responsibility of very different stakeholders, from business and social organizations to “common” citizens. It puts at the center the recognition of the key importance of creating new quality partnerships and committing various stakeholders, both public and private, in order to achieve the SDGs (Belda-Miquel et al., 2019). Particularly, the Agenda emphasizes the role of the private sector in partnerships for global sustainable development. This new emphasis opens new ways, debates, and controversies and calls for reflection and discussion.

Of particular interest is the role of partnerships between the private sector and global environmental non-governmental organizations, as they have been tradi-

tionally considered key actors in global sustainability debates and have gained renewed importance in the current context of the Agenda 2030. These organizations have in common the fact that they come out of conservation or environmental movements and that they seek to protect, analyze, or monitor the environment against misuse or degradation from human forces. However, they are diverse in the strategies they develop. Some are more critical and more focused in lobbying, denouncing, campaigning, and influencing governments and the public opinion, being more reluctant to collaboration with big firms. The cases of Greenpeace and Friends of Earth can be representative of this trend (Klein, 2015). Others also campaign and try to influence, but they are more focused on collaborating with all kind of stakeholders, including partnerships with firms and global corporations. The case of the World Wide Fund for Nature (WWF) is paradigmatic of this strategy.

In partnerships between firms and environmental organizations, cause-related marketing (CRM) has been widely used in the last decades and has gained increasing importance. It has been considered as a relevant instrument for supporting specific environmental actions, for advancing global sustainability causes, and for obtaining mutual benefits. However, it has also been criticized because of the limits, risks, and contradictions that the use of this instrument involves.

All in all, it is very relevant in the current context to address the importance and limits of CRM for global environmental organizations. The case of WWF is very relevant on this regard, given its reputation, scale, and influence. In order to go into more detail into the case, we will focus in the specific case of WWF Spain, which can be considered as representative of WWF strategies regarding CRM.

5.2 Case Development

5.2.1 WWF, WWF Spain, and Marketing Strategies

WWF is an international environmental organization founded in 1961 and the world's largest organization in the field of environmental and wilderness preservation, with over five million supporters worldwide. It develops more than 2,000 actions a year in more than 100 countries. Its stated mission is “to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature” (WWF, 2020). WWF runs “a positive action towards conservation” (WWF, 2020) and focuses on six major goals – forests, oceans, wildlife, food, climate and energy, and freshwater – and three key drivers of environmental problems: markets, finance, and governance.

The organization is very focused in partnerships: it envisions “a world in which people and nature thrive. We'll only get there if we work together (...). Collaborations and partnerships are key to success” (WWF, 2020). On this regard, WWF “seeks to work with those who have the greatest potential to reduce the most pressing threats to the diversity of life” and given that “the private sector drives much of the global economy (..) is also primed to lead on rapid adaptation and on the innovative solu-

tions needed to drive change” (WWF Spain, 2018). As an example, WWF has developed well-known and long-term partnerships with major companies in very different sectors, such as Coca-Cola, HP, H&M, and Google. The organization classifies these partnerships in sustainable business practices, philanthropic partnership, and communications and awareness raising. This last kind of partnership is strongly based in shared marketing actions (WWF Spain, 2018). WWF deploys a comprehensive marketing strategy, combining different marketing actions with partners, depending on the particular case. ■ Table 5.1 depicts the different marketing initiatives, as described by WWF.

WWF Spain is the Spanish section of WWF and one of the most relevant environmental organizations in the country. ADENA, precursor of WWF, was founded in 1968. It later joined the WWF network and changed its name to WWF/Adena. From 2009, it is called WWF Spain. It runs a number of conservation projects both in Spain and abroad and has also been very active in working for the real application of the global commitments, particularly of the Agenda 2030, in the Spanish context. For these aims, it works together with other major organizations (as UNICEF Comité Español [UNICEF – Spanish Committee] and Oxfam Intermon) and close to public administrations.

As its global matrix, it has been characterized by its strong orientation to the establishment of solid partnerships with international and national firms, developing different actions and comprehensive marketing strategies. These include several CRM campaigns. Some of these partnerships developing CRM are part of global alliances of WWF translated to the Spanish context, as the one with H&M. Others are specific of WWF Spain, as those with *Correos* or *Marca* (please see information on ■ Table 5.2 on the different firms mentioned). We will focus in some of these partnerships. The campaigns we will address have gained visibility and illustrate key features and the diversity of WWF Spain marketing and CRM actions.

■ Table 5.1 WWF marketing actions with partners

Type of marketing actions	Description
Licensing and co-branding	Using the famous WWF panda logo and WWF name to secure revenue and to build brand awareness
Sponsorship	Allowing corporations to show corporate support of conservation through sponsoring WWF campaigns and events
Workplace giving	Employer-sponsored programs that offer employees the opportunity to make a charitable contribution through payroll deduction
Cause-related marketing promotions	Connect more deeply with existing customers, employees, and prospects by supporting initiatives that are important to them

Source: Authors' proposal based on WWF (2019)

Table 5.2 WWF Spain's relevant CRM actions in 2019

Company	Information on company and partnership	Product	Revenue
Eroski	Supermarket chain with nearly 1,000 outlets spread across Spain. It is run as a worker-consumer hybrid co-operative within the Mondragón Corporation group. Establishments vary in size from big hypermarkets to local small supermarkets Partnership with WWF Spain since 2005	Reusable “solidarity” bags sold at <i>Eroski</i> supermarkets	100% of the benefits from bag sales are donated to WWF Spain for forest conservation projects
Correos	100% state-owned company responsible for providing postal services in Spain With more than 53,000 employees, it is one of the largest postal services in the world. It runs around 2,200 multiservice offices all around Spain Partnership with WWF Spain since 2010	Eco-friendly line of products (“Green Line” or <i>Línea Verde</i>), including envelopes, boxes, and packaging made out of recycled materials	For each packaging of the “Green Line” sold, two cents for reforestation projects and one cent for fire prevention are donated to WWF Spain
H&M	Swedish multinational company and one of the world's biggest fashion retailers Partnership with WWF Spain since 2016	New children's clothing collection, organic cotton-based and featuring animals at risk	10% of price of clothes in the collection is donated to WWF Spain for conservation projects
<i>Marca</i>	Spanish national daily sport newspaper owned by <i>Unidad Editorial</i> . The newspaper focuses primarily on football. It has a daily readership of over 2,500,000 people, the highest in Spain for a daily newspaper, and more than half of sports readership Partnership with WWF Spain since 2017	Edition of <i>Marca</i> on the World Environmental Day (the “Green <i>Marca</i> ” newspaper). It is a regular edition with some changes in the design	10% of sales of all <i>Marca</i> newspapers on the World Environmental Day are donated to WWF Spain for forest conservation projects
allSisters	Small swimwear brand based in Barcelona, focused in selling quality and eco-friendly women swimsuits, using reused plastic. Partnership with WWF Spain since 2019	Women swimsuits sold during #FriendlyFriday, 1 week at the end of November, including Black Friday	20% of sales donated to WWF Spain for sea conservation projects

Source: Authors' proposal based on WWF (2019), Correos (2019), and Eroski (2018)

5.2.2 WWF Spain and CRM Campaigns

WWF Spain adapts its marketing partnership strategy to each case. In some cases, different strategies are combined. For example, the actions with *Correos* combine co-branding (a new line of “green products” under *Correos* and WWF brands) and CRM (as 10% of sales of these products are donated to WWF Spain projects).

Moreover, partnerships combine marketing strategies with other activities, such as the improvement of sustainable practices in the firms. This is the case, for example, of the partnership with *Eroski*, in which CRM actions are combined with joint work for developing a new sustainability policy in the firm regarding fishery products and for raising awareness among children at schools on healthy and sustainable dietary habits. In any case, the approach of WWF Spain is to build long-term partnerships, in which the kind of shared actions and collaborations may evolve.

Regarding CRM, the specific strategy and the particular features of the campaigns adapt to the different companies and products. ■ Table 5.2 identifies some of the main CRM partnerships and campaigns developed in 2019, the products sold, and how the revenue for donation to WWF Spain is established.

As seen in ■ Table 5.2, the CRM strategy is varied in terms of products, commercialization, collecting of revenue for donation, and also the specific destination of the donated funds (i.e., the type of WWF Spain projects). Even if some partnerships are older than others, all have had continuity over time.

5.2.3 Impact of CRM Campaigns

It is difficult to have a complete and detailed picture of the very different impacts that these CRM campaigns may have had regarding the different stakeholders. However, we can assume that different positive impacts for the interests of some key stakeholders, WWF Spain, the firms involved in the partnerships, and consumers, take place due to the campaigns.

In order to identify some of these impacts, we consider categories and ideas on CRM advantages proposed by Galan-Ladero, Galera-Casquet, Valero-Amaro, and Barroso-Mendez (2013). Drawing on information and evidences from WWF Spain and different media, ■ Table 5.3 gathers several advantages for the different stakeholders, as well as some examples and considerations. More than a complete picture, this illustrates the scope and interest of these WWF Spain CRM actions.

5.2.4 Key Drivers of Impact

Although WWF Spain CRM campaigns adapt to different companies and specific aims, contexts, and situations, they seem to present some common key features that may explain the success of these marketing actions. We can recognize in the case some of the ideas on Buil, Melero, and Montaner (2012) on the key factors driving the success of CRM actions.

■ **Table 5.3** Advantages of WWF Spain CRM actions for key stakeholders

Stakeholder	Advantage	Examples and explanations
Company	Visibility in the media and publicity	WWF Spain CRM campaigns have appeared in specialized press (e.g., <i>Pinker Moda</i>), theme magazines (e.g., <i>Telva</i>), or general media (e.g., <i>La Vanguardia</i> newspaper, Telecinco TV channel).
	Reputation	Companies may benefit from the brand image of WWF Spain, one of the most known and reputed environmental organizations in the country
	Innovation and added value in products and lines	WWF Spain CRM actions seem to have served as drivers of innovation in some products. For example, the Correos' <i>Línea Verde</i> and the new H&M's children collection are innovative lines for these companies which offer new added value to buyers
	Strengthening other environmental actions	CRM actions may reinforce other aspects of corporate social responsibility of companies. For example, in the case of Eroski, building stronger relationships with WWF Spain through CRM seems to reinforce other joint actions, such as the development of corporate sustainability policies regarding fishery products
	Product and brand promotion	Considering these impacts, companies seem to improve brand equity
WWF Spain	Increase and diversification of funding sources	There are no specific data available on donations for each CRM campaign. Nevertheless, as an example, WWF Spain declared a 22,500 euro donation from Eroski's "solidarity bags" sales in 2018 and reported having planted 40,200 trees, thanks to the partnership with Correos since 2010. In 2018 public accounts, WWF Spain declares that 12% of a total income of 894,886 euros came from "marketing" activities (WWF-Spain, 2020)
	Visibility in the media and publicity	Campaigns have appeared in specialized press, theme magazines, and general media, among others. Moreover, WWF Spain has had access to in-store spaces (e.g., in the 2,200 multiservice offices of Correos). Like this, it arrives to very specific segments (e.g., clients of sustainable clothing such as allSisters) as well as to a broad audience (e.g., those of Correos)
	Strengthening other actions with partners	CRM actions may reinforce other actions by WWF Spain with partners
	Spreading the cause and mission. Awareness rising in wider publics	CRM reinforces messages and awareness rising campaigns, arriving to massive audiences. For example, it spreads WWF Spain messages on the World Environmental Day through the 1,800,000 newspapers sold by <i>Marca</i> . As another example, WWF Spain messages are present in the wide network of Eroski supermarkets or Correos post offices

■ **Table 5.3** (continued)

Stakeholder	Advantage	Examples and explanations
Consumers	Value added to the product	New values of sustainability and commitment with global challenges are incorporated in the value proposition of products
	Awareness and reflections	WWF Spain CRM campaigns may create new awareness and reflections on global sustainability challenges and solutions
	Ability to participate in causes	Campaigns provide an easy way for consumers to contribute to the solutions of global sustainability problems
	Feeling good in purchasing processes	Campaigns provide immediate and accessible feeling of good for being part of solutions for global sustainability

Source: Authors' proposal

Firstly, we have addressed how WWF develops *comprehensive marketing partnership* strategies, of which CRM campaigns are part. In some cases, WWF develops some specific strategies, and in some others, they are combined, as it was the case of co-branding and CRM with Correos. In turn, companies seem to develop campaigns also as part of a *comprehensive corporate social responsibility* strategy, as it is the case of Eroski.

Secondly, these CRM actions are framed as part of potential *long-term commitments*. As said, WWF Spain partnerships seem to be sustained in time. CRM may be a point of departure for new commitments and shared actions (as it may be the case with the recent agreement with allSisters) or may be a new action in the context of an older relation (as the case of Correos).

Thirdly, WWF is well-known for using very clear, simple, friendly, direct, and thus *effective messages*. This organization mostly uses constructive ideas focused on the solutions to environmental problems; it uses short messages, key ideas, and a lot of pictures in its website, campaigns, and reports; and it frequently uses the images of charismatic animals (as snow bears or koalas) in its communications on the media and in its products. It is not by chance that the world-famous panda logo is in fact the most recognizable image of any environmental organization worldwide.

Fourthly, the campaigns are grounded in the solid *reputation* of WWF Spain for the general public. However, it is to say that it has experienced some serious reputational problems recently in Spain.¹ It has also been criticized by journalists and scholars (see next section).

1 For example, some relevant newspapers (as El Mundo, 2019) have recently published that WWF has financed paramilitary forces which have attacked local communities in Asia and Africa.

Fifthly, consumers may perceive *consistency and adjustment* between the organization, the product, and the cause. WWF is very known because of its focus on conservation projects. Moreover, part of these projects are in very well-known natural spaces for the Spanish general population (such as Doñana National Park). In turn, firms take part in campaigns directly connected with their core business. In this way, consumers may find complementarity.

Finally, the *cause itself* seems to be relevant for Spanish consumers, as Spanish citizens seem to be increasingly concerned about global sustainability. Even if the issue of global challenges can be abstract for the public in general, WWF tries to make this more specific, by referring to the particular animals and ecosystems people know, may worry about, and identify with. Moreover, Agenda 2030 and SDGs are now more and more present in the public debate.

5.2.5 Critical Analysis

In spite of the advantages shown for the organization, the companies involved, and consumers, a critical analysis may reveal that WWF Spain actions may be not free from limitations, tensions, and contradictions. For this analysis, we draw on some of the types of concerns identified by Varadarajan and Menon (1988) regarding the potential adverse effects of CRM in general, in order to identify some specific questions regarding the case of WWF Spain.

Effects on the cause and mission. Critics may easily argue that the CRM actions above described may reinforce the existing unsustainable global model of production and consumption, so they do not really contribute to the cause. For example, encouraging buying physical copies of newspapers on the World Environmental Day (so the consumer can give a donation for a forest conservation program) may sound ironical and difficult to explain. The same could be said about buying clothes produced thousands of miles away from the selling point (even if they are made of sustainable wool, also carried along huge distances) or about encouraging consumerism and compulsory purchasing patterns, as those of Black Friday, in order to “save” people and ecosystems (Ponte & Richey, 2014). These practices of CRM have been criticized since long (Ballesteros, 2001; Smith & Higgins, 2000) for its ethical contradictions and for being counterproductive. From this critical perspective, the cause under study here, as it may happen in CRM campaigns, does not seem to be at the center.

Effects on consumer awareness. It can be argued that, in most of CRM campaigns, only very superficial awareness is created (Ballesteros, 2001). Consumers do not really reflect on the real and structural causes of problems and on the complexity of the solutions. As several authors have pointed, messages in CRM campaigns can make global development problems appear simplified, manageable, and depoliticized (Ponte & Richey, 2014). Like this, the deep and urgent problems of global sustainability – modelled by the political economy of global resources and by power relations between countries, companies, and social groups – are obscured. Images of charismatic animals and simplistic messages may be particularly misleading in this sense.

Effects on consumer giving behavior and attitude toward the cause. Considering all this, the solutions offered in the campaign may be demobilizing and counterproductive for the cause. Consumers may believe that they are doing enough by consuming (and donating), thus preventing deeper attitudinal changes to emerge. For example, thinking that buying “better” is enough may prevent attitudes as reducing consumption, re-using and repairing, buying local and organic products, etc. which may have much more impact.

Effects on the behavior of environmental organizations. Well-known journalists and academics have pointed at the risks of partnerships between environmental organizations and big firms of questionable reputation regarding sustainability. WWF has been openly criticized for greenwashing of environmentally damaging practices of some global corporations (Huisman, 2014; Klein, 2015) – denied by WWF. Some WWF partners have experienced solid accusations of human rights violations.² Independently of these particular accusations, the question is that some partnerships and CRM practices may focus more on financial profits than on the cause itself (Klein, 2015).

Effects on public perception. As Varadarajan and Menon (1988:70) state, organizations “can endanger public approval that has been built over a number of years.” The case of WWF illustrates that CRM practices can be a risk for global environmental organizations in general, as they may be increasingly perceived by public opinion as doing greenwashing practices for their own gains (Klein, 2015).

Conclusions

The new global Agenda 2030 and its Sustainable Development Goals recall for the responsibility of very different stakeholders, from business and social organizations to “common” citizens, to address the pressing global sustainability challenges. Building quality partnerships between firms and social organizations may be of key importance, and CRM may play a key role on this regard. In this sense, the case of WWF Spain illustrates the potentials, drivers, and tensions of CRM actions for addressing global sustainability.

The case illustrates that CRM can provide very different advantages to the different stakeholders: firms and nonprofit organizations, for example, may gain reputation, visibility, and learning. Consumers receive an added value and a chance to contribute to global sustainability. The cause itself is reinforced as WWF receive funds and recognition for its conservation projects.

Key success factors – present in the case of WWF Spain – may be adaptation of campaigns to different types of firms, sectors, products, and contexts; development of comprehensive partnership and marketing strategies; long-term visions; development of clear messages; existence of solid reputation; and perception of consistency by consumers and identification with the cause.

However, these actions are also problematic and can be critically examined regarding their principles and effects: CRM actions may reinforce the existing

2 For example, prestigious global newspapers such as *The Guardian* (2018) have denounced labor conditions of workers producing H&M products in Asian countries.

unsustainable and unfair practices of production and consumption; messages can be counterproductive in terms of consumer's awareness and education, preventing deeper changes; the interest of partners can be more important than the cause itself, so greenwashing may become the focus of these practices, and not a real commitment to global change.

For these reasons, it seems that deep reflection on CRM campaigns and practices is needed. Managers need to address all aspects of CRM campaigns and to be critical and creative, in order to explore ways to overcome potential contradictions.

5

? Discussion Questions

1. Do you believe that companies should have more commitment and responsibilities regarding global sustainability challenges?
2. Which impacts and which factors of success do you find more relevant or interesting for explaining the alleged success of WWF Spain? Do you find some other impacts or factors which have not been identified in the case?
3. Do you agree with the warnings toward CRM and the particular case of WWF Spain and with the arguments provided?
4. Which changes or which new kind of actions could be undertaken in CRM campaigns like those of WWF Spain in order to address the tensions and contradictions explained?

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