



# Application of Cause-Related Marketing in the Fight Against Hunger: Case “Good Restaurants”

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### Learning Objectives

1. Understand the current situation of hunger and malnutrition of millions of people in the world, as well as the main reasons that cause this world scenario of famine
2. Through a case study, analyze what cause-related marketing (CRM) is and its usefulness, as well as its determining factors to achieve its objectives
3. Learn about the activities of the nonprofit organization (NPO) Action Against Hunger to combat child malnutrition, specifically in the application of CRM “Good Restaurants” initiative
4. Examine the application of different promotional instruments applied by an NPO, offline and online, in this CRM campaign

## 8.1 Introduction

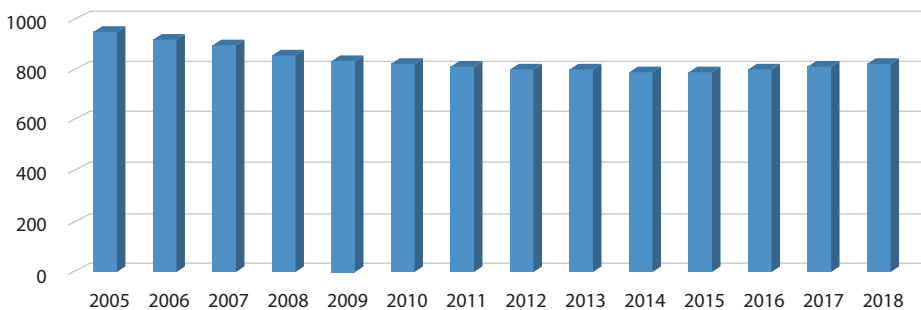
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World hunger, as well as malnutrition, constitutes one of humanity’s greatest threats. In **Fig. 8.1**, we can see that slightly more than 820 million people suffer from hunger or malnutrition, that is, one in nine people in the world. Therefore, achieving the number two goal of the United Nations Sustainable Development Goals by 2030 (zero hunger) is an immense challenge.

The incidence of hunger in the world has among its consequences the delay of child growth in the countries. According to data from the Food and Agriculture Organization (Naciones Unidas, 2019), in first-world countries, high levels of economic and income growth, as well as adequate access to food and basic services, play a very important role in fighting hunger and stunting children’s development. Hunger and malnutrition are estimated to kill over three million children a year.

All these data contrast with the close to three million people that according to the World Health Organization (WHO) die in the world from being overweight (World Health Organization, 2017) and with the huge amounts of food that are thrown in the garbage daily (Naciones Unidas, 2019).

In the fight against this situation of famine and malnutrition, the various reasons that provoke them must be analyzed. Among them, there are two that stand



**Fig. 8.1** Number of underfed people in the world (in millions)

out: the warfare conflicts, especially in third-world countries, which continue inexorably in our days, and the most recent climate change, but with devastating consequences, and which has acquired great relevance in recent years.

The armed conflicts that shake the third-world countries have as a direct consequence the increase of hunger in the population that suffers these conflicts (Yuste, 2013). According to the NPO Action Against Hunger (2019a), seven out of ten children suffering from malnutrition live in the middle of a war zone. In total, 489 million people in the world go hungry during armed conflict, although when it comes to conflicts in the world, they do not have to be violent to produce famine.

On the other hand, the unstoppable climate change that affects our planet is presented as a reality that will influence future global changes and the functioning of ecosystems (Durán & Sánchez, 2017; Müller, 2008). This phenomenon will also be responsible for numerous diarrheal diseases, malaria, and acute respiratory diseases (Moreno, 2018). Various authors also associate climate change with the reduction of crops and food, which can lead to malnutrition, hunger, and delayed child growth (Battisti & Naylor, 2009; Behnassi & Yaya, 2011; McMichael, Butler, & Dixon, 2015; Shindell et al., 2012; Tirado, Clarke, Jaykus, McQuatters-Gollop, & Frank, 2010). The forecasts of the World Food Program of the United Nations (2019) indicate an increase in droughts and storms, as well as sea levels, which will produce the destruction of land suitable for agriculture. The FAO in its reports “State of Agricultural Commodity Markets” and “State of Food Security and Nutrition in the World 2019” indicates that all this will bring about a considerable increase in the price of food products, with the consequent increased malnutrition and hunger. These problems will affect the most disadvantaged sectors and countries in a more considerable and important way, which are already suffering greatly from the problem of hunger. The effects of climate change on food will also lead to an increase in conflicts in these areas (Methmann & Rothe, 2012), which will transform the entire process into a vicious circle of poverty, since climate change will further affect the most needy areas of the planet, which in turn will cause more conflicts that will increase hunger in those areas.

But there are more reasons that make this situation worse. Factors such as the intensive use of land to produce a single crop, burning methods, and deforestation that damages mineral resources and displaces animals from their habitats are also related to the increase in world hunger (Maffra, 2017).

For many, the situation is such that they understand that the steps forward in the fight against hunger are less than the steps back, with the current generation being unable to eradicate hunger in the world (Yebes, 2019). However, it is necessary to continue combating this scourge, especially in those regions where rapid action is necessary to prevent hunger and malnutrition from growing further. And it is in this objective that some NPOs such as Action Against Hunger focus their attention. But to carry out their activity, they need financing, both public and private. It is in this last field where cause-related marketing (CRM) activities are developed. Among its characteristics, the collaboration of different parties stands out – NPOs, for-profit companies, and consumers – where each of them achieves their own objectives, but all united around a social cause, in this case study fighting hunger and child malnutrition in the world and the causes that produce it.

CRM is therefore considered as an alternative for NPOs, – in most cases with a great dependence on public funds – to obtain resources in the private sector. The decrease in public financing, the greater “competition” to obtain it, and the feeling of greater independence are some of the factors that have fostered its development (Penelas, Galera, Galan & Valero., 2012). But the CRM really appears as a source of competitive advantage for all the members of the relationship: the companies that do it, because their image and motivation to buy their products will be improved, in addition to obtaining tax advantages; the NPO, because it obtains resources, either monetary or in kind (goods, services), to carry out its activity, in addition to achieving greater visibility; the consumer, because he will feel that he collaborates and that the product incorporates a greater added value, for which he obtains greater personal satisfaction; and the social cause itself for which he acts will be better known, acquiring greater social recognition.

However, for this activity to work, there must be a correct relationship between all the protagonists of this relationship, the company, the NPO, the consumer, and the cause, since finally the donation obtained by the NPO depends on the success of the campaign. For this, the existence of coherence between the different parties involved is very important. There must be an affinity between the company, the social cause, and the NPO, so that satisfactory collaborations can be established for all parties.

It is not difficult to understand that, for society, the motivations of companies to join this activity can be questioned, so CRM programs must be credible. This can be achieved by guaranteeing to consumers that the company has not increased the price of the product or has decreased its quality and demonstrating that the program is not a “polished image”; that it is a serious, long-term commitment; and that it respects the different codes of conduct, both from NPOs and companies, of course, offering the maximum information to favor transparency (Galan Ladero & Galera Casquet, 2014).

## 8.2 The NPO “Action Against Hunger”

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Action Against Hunger is an international humanitarian organization that fights against the causes and effects of hunger. In their annual report (Action Against Hunger 2019a) they indicate that their mission is to save lives by eliminating hunger through the prevention, detection, and treatment of malnutrition. They act both in emergencies and in the long term, addressing the consequences and causes of hunger. In 2018, the United Nations estimated the number of people in need of humanitarian aid to be at 135 million. The international network Action Against Hunger reached up to 21 million children, women, and men from all over the planet. They work within the framework of the Code of Conduct of the Spanish Coordinator of Non-Governmental Development Organizations (CONGDE), the codes of ethics and good practice of the Spanish Fundraising Association, and the Code of Conduct of the International Red Cross. Likewise, the organization also has its own code of conduct.

In its International Strategic Plan 2016–2020, the three main objectives are to mitigate the consequences of hunger, attack the causes of hunger, and modify the way of considering and addressing hunger. These goals contribute to the achievement of the 2030 Agenda for sustainable development. Zero hunger, good health, gender equality, clean water, and sanitation are the sustainable development goals that they emphasize (Action Against Hunger, 2019a: 13).

Although most of its funding is from public sources, 19% of the funds obtained by the organization are from private sources, specifically, 14% from partners and donors, 3% from companies and other donors, and 2% from other income (Action Against Hunger, 2019a: 66).

### 8.3 Case Development: Restaurants Against Hunger, Good Restaurants

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This initiative, which developed in Spain in 2010, was promoted by the NPO Action Against Hunger and a group of restaurants that offered “solidarity” dishes and menus. The action is that a part of the price of this dish would be donated to the NPO for the active fight against hunger. To facilitate the action, the consumer can search the NPO’s website where the closest solidarity restaurant is located and select the solidarity dish from the menu or a full menu. For each dish, the establishment allocates an amount for the prevention, diagnosis, and treatment of child malnutrition.

Throughout the ten editions of “Restaurants Against Hunger,” more than 7,400 establishments have joined together, offering their diners the option of ordering a solidarity menu with which to contribute to child malnutrition. The type of establishments and the gastronomic supply is varied, offering both national and foreign dishes. For the NPO, they all have in common their belief that the hospitality sector must be in the battle against hunger. The adjective “good” of the participating restaurants refers not only to their gastronomic offer but also to their commitment to the cause of a world without hunger. The NPO Action Against Hunger indicates on its website that the amount collected in these ten editions totals 1.2 million euros, an amount that saves the lives of 30,000 children with acute malnutrition.

In 2019, the 10th edition was held. All the restaurants that participated in this project donated between € 0.5 and € 2 to the NPO. In total, 1,300 “Good Restaurants” joined this initiative. The novelty of this year was the launch of a guide, the “Guide to Good Restaurants” (■ Fig. 8.2), presented by “Chef godparents” Susi Díaz and Quique Dacosta. This Guide can be considered as revolutionary in the way it values restaurants, which will not only be good gastronomically, but also because they have solidarity dishes. As indicated on their website, they are considered *Good Restaurants* in every way, which means an improvement in the image of this and a differentiating element for the consumer. It also offers an online search engine that allows you to select Good Restaurants by province and types of cuisine on a map.



■ Fig. 8.2 Guide of the *Good Restaurants* 2019. (Source: Action Against Hunger, 2019b)

### 8.4 Initiative Development “*Good Restaurants*”

The “*Good Restaurants*” initiative starts from the definition of the cause in which it is acting on – fighting hunger and in particular child malnutrition. In order to raise the necessary funds for the actions of the NPO, a system is articulated through the donation, by restaurants (also bars and cafes) of an amount to be determined, by establishing solidarity dishes and menus.

To make this initiative known, various promotional activities are carried out on the cause, serving the different target audiences: on one hand, restaurants that are invited to participate and collaborate by registering for the campaign and, on the other, consumers, who go to these restaurants not only to eat but also to support.

In order to obtain the collaboration of the hoteliers, the NPO Action Against Hunger carries out various promotional activities, appealing with messages about the importance and leading role of their participation in saving lives and their motivating effect on their team while facilitating their registration (■ Fig. 8.3).

■ Fig. 8.3 Messages intended for the participation of restaurants. The main messages are: *Nothing can unite us more; Restaurants against hunger are back: sign up! Restaurants against hunger is possible thanks to establishments like yours, Participate; Sign up! It's simple.* (Source: Action Against Hunger, 2019b)

## RESTAURANTES CONTRA EL HAMBRE CUMPLE 10 AÑOS

Este año, establecimientos de toda España se unirán ofreciendo platos y menús. En 2019 queremos ser aún más, ¡inscribete! solidarios para recaudar fondos contra la desnutrición infantil. ¡Te esperamos!

■ Fig. 8.4 Messages to the consumer. (Source: Action Against Hunger, 2019b)

They also send messages to the consumer, making him a participant in the cause (■ Fig. 8.4). The consumer will obtain a greater reward when eating in these *Good Restaurants*, since in his cooperation he not only obtains a restaurant service but also collaborates with the cause, feeling solidarity with it.

To publicize the campaign and facilitate the activity of interested restaurants, they are provided with the possibility of downloading, through the NPO website, different materials to promote both their restaurant and the campaign, among them a series of posters that can be hung on the facade of the restaurant identifying their participation in the cause, posters addressed to the staff of the establishment in order to motivate them by making them participate in the campaign (by explaining its dynamics to customers), and a leaflet placed on the table, so that

diners know the participation of the restaurant and how to collaborate in it (asking for a dish or solidarity menu). The restaurant is also provided with some piggy banks identifying the campaign, which in turn allow, if a client prefers to make, a direct contribution to the initiative (■ Fig. 8.5).

This initiative has always had the collaboration of great chefs with numerous Michelin stars (■ Table 8.1), which has given the campaign great notoriety. In each edition, these chefs have been sponsoring the campaign, being a source of

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■ Fig. 8.5 Materials for restaurants. (Source: Action Against Hunger, 2019b)

■ Table 8.1 Some great collaborating chefs

Susi Díaz	Mario Sandoval	Quique Dacosta
Albert Adrià	José Carlos García	Joan Roca
Carme Ruscalleda	Paco Morales	Juan Carlos Padrón
Koldo Rodero	Ángel León	Pepe Rodríguez
María Marte	Daniel Yranzo	Nandu Jubany
Pepa Muñoz	Julio Fernández	Pedro Subijana
Adolfo Muñoz	Antonio Arrabal	Carles Gaig
Carlos Gamonal	Enrique Sánchez	Ignacio Echapresto
Javier Díaz		Jesús Sánchez

Source: Action Against Hunger (2019b)





■ **Fig. 8.6** Sponsors inviting collaboration. Newspaper headlines: *El Pozo invites hoteliers to join the “Restaurants against hunger” campaign, and “Restaurants against hunger” begins, a new challenge against child malnutrition.* (Source: Action Against Hunger, 2019b)

encouragement and prestige for it. Through various media, with their appearances and interviews, they have transmitted the objective of the campaign, also promoting new additions from the restaurant sector.

There have also been various sponsors in all editions who support this initiative. Along with the special help of the Spanish Hospitality Association and the Pascual Group as a special sponsor, other prominent sponsors are Makro, ElPozo, Sierra de Cazorla Mineral Water, and The Fork, an online restaurant reservation platform. Institutions such as Barcelona City Council; media such as *El Periódico de Cataluña*; Up Spain, a specialist in managing social benefits for employees; and the SEUR Foundation have also collaborated, as head of Solidarity logistics. Their collaboration has been varied, also collaborating in the dissemination of the campaign (■ Fig. 8.6).

The media used in the “Good Restaurants” campaign have been diverse, including both conventional (above the line) and unconventional (below the line). In conventional media such as television, press, and radio (off and online), the most frequent messages were to promote awareness of the campaign in general and to encourage restaurant registrations to it (■ Fig. 8.7), with the chef collaborators being the ones who promoted the news on numerous occasions.

Unconventional media were also used in a massive way, with gastronomic bloggers to reach a more specialized audience and social networks, both from professionals and people related to the initiative (mainly blogs, Facebook, Instagram, Twitter, and YouTube). This digital communication strategy is having great relevance in the campaign (■ Fig. 8.8).

## 8.5 Restaurants Against Hunger in the World

But this campaign has not focused solely on Spain. Various countries such as Colombia, Peru, and Guatemala have also wanted to join this CRM initiative.

In the case of Peru, in 2019, it was the 8th edition and, as in the case of Spain, it had the participation of renowned chefs in the country such as Betzi Albornoz and Moma Adrianzén, among others. In this case, for each dish consumed in the



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Fig. 8.7 Conventional media communication campaign. Headlines: 1,200 Restaurants will offer solidarity dishes to fight hunger; Restaurants against hunger begin their fight against child malnutrition; 350 Madrid restaurants against child malnutrition; Chef José Carlos García encourages Andalusian restaurants to show solidarity. (Source: Action Against Hunger, 2019b)

promotion, 2 pesos (0,48 €) were donated to the NPO. In addition to developing various projects nationwide, this year, everything that is raised will go to the project to reduce child malnutrition in the Santiago de Lucanamarca District, in Ayacucho. Since 2018, the work of the organization has reduced chronic malnutrition by 2.4% in the said district in children under 5 years of age and anemia by 11% in children under 3 years, thanks to a comprehensive work articulated with the families of the community and the support of public and private institutions, collaborating to end malnutrition in the country itself (Action Against Hunger, 2019c).



■ Fig. 8.8 Unconventional online media. Headlines: *In Paradores we join one more year in "Restaurants against hunger, table for all"; Restaurants against hunger; Susi Díaz encourages you to join the cause.* (Source: Action Against Hunger, 2019b)

In Colombia, the 5th edition has had international exceptional sponsors such as Quique Dacosta and national sponsors such as Charlie Otero and Diana García, chefs of recognized prestige. The money raised is used to promote projects against child malnutrition in the country. Following similar characteristics with other campaigns, the amount to contribute is a percentage of the price of the dish (Action Against Hunger, 2019d).

Regarding the 3rd edition in Guatemala during 2019, the ambassador of this action was the famous Guatemalan chef Mirciny Moliviatis, in addition to other famous chefs such as Roberto de la Fuente or foodie Karen Ascoli. The proceeds were donated to Chorti communities of origin in the municipalities of Jocotán,

Camotán, Olopa, San Juan Ermita, and Chiquimula, to bring water to the so-called dry corridor. A total of 750 families benefited from this initiative. In this case, each restaurant will decide independently how much it will donate and what products will participate in this initiative. According to sources from the NPO itself, Guatemala is the Latin American country with the most chronic malnutrition, 49% of the population, reaching the figure of 80% in the Department of Chiquimula (García, 2019).

## Conclusions

World hunger and child malnutrition are causes of complex solution, which is not an impediment to continue fighting against them and the causative factors. Therefore, the NPO Action Against Hunger, in addition to public funding, is looking for ways to obtain private funds and thus continue fighting in this field. The CRM allows, through the agreement between a company and an NPO, to collaborate in a social cause and thus obtain a mutual benefit. It appears as a source of competitive advantage for all members of the relationship: companies, the NPO, the consumer, and the social cause itself. However, not everything works, and there are several requirements that must be met for the relationship to work, including coherence between the parties to the initiative and long-term commitment.

The initiative studied is characterized in that it is favorable to all parties. It enables the NPO to obtain funds for the fight against world hunger. Specifically, it is used to carry out campaigns against child malnutrition in the countries most affected by famine. Restaurants also obtain a series of benefits, among which the following stand out: promoting the image of the restaurant, obtaining a differentiating element compared to other restaurants, increasing employee motivation, obtaining promotional material on the free initiative to attract and retain customers, and advertising and promoting themselves through different online and offline media, in addition to tax advantages. Consumers who come to these restaurants also benefit and feel that they are not only obtaining a restaurant service, but they are collaborating with this important social cause, the fight against hunger and child malnutrition, cause that, in turn, will acquire greater recognition and notoriety in society.

To make this initiative work, it must be properly promoted in two target segments: restaurants and consumers. In the case of restaurants, they are invited to participate and collaborate by registering for the campaign, and in the case of consumers, they go to these *Good Restaurants* where they not only eat well but also support the cause.

The study shows that the collaboration of prestigious people in this field (chefs) who join the cause and the deployment carried out both offline and especially through online media with the use of social networks allow this greater approach.

This CRM activity, which in Spain reaches the 10th edition, has been successfully extended to other countries such as Peru, Colombia, and Guatemala.

## ? Discussion Questions

1. Do you consider that the private sector and consumers must collaborate to eradicate a cause like hunger in the world?
2. Can CRM be a financing alternative for NPOs? Indicate the parties involved in a CRM action in general, and in particular in the CRM action “*Good Restaurants*”, as well as the benefit that each of the parties involved achieves.
3. Do you consider that “*Good Restaurants*” is a coherent CRM action? Why? Do you think there is a lasting commitment between Action Against Hunger and restaurants?
4. Which are the two target audiences of the promotional activities carried out in the “*Good Restaurants*” case? What are the messages of these activities?
5. Do you think that the participation of prestigious chefs as godparents is appropriate? What types of media have been used to promote the analyzed cause?
6. Do you consider that this application of CRM is exportable to other countries? If so, should they be adapted to the conditions of each country?

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