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CSR COMMUNICATION THROUGH SOCIAL MEDIA

A NEUROPHYSIOLOGICAL AND SELF-REPORTED PERSPECTIVE

DOCTORAL DISSERTATION

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A mi madre y mis abuelos, por su cariño y apoyo incondicional.

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[1] Figures and tables listed belong to the global summary of the thesis. To look up references for each of the studies, please refer to each of the articles in their published version.

Preface

This research thesis has been submitted as a compendium of three published articles in internationally indexed journals. The first article, entitled *Engaging customers through user-and company-generated content on CSR*, has been published in Spanish Journal of Marketing-ESIC, indexed in the Scimago Journal Rank (SJR) of the Scopus database (IF: 0.512; Q2 in Marketing). The second article, called *Impact of cause-related marketing on consumer advocacy and cause participation: A causal model based on self-reports and eye-tracking measures*, has been published in Psychology & Marketing, indexed in the Journal of Citation Reports (JCR) of the Web of Science database (IF: 5.51; Q2 in Business, Q1 in Psychology, applied in 2021). The third article, titled *Visual attention paid to negative comments in cause-related posts: visual style and emotionality matter* has been published in International Journal of Advertising, indexed in the Journal of Citation Reports (JCR) of the Web of Science database (IF: 5.88; Q1 in Communication, Q2 in Business in 2021). Together with the three articles, we hereby present a global summary of the subject, together with the main results and conclusions, highlighting the original contribution of the author. The research thesis is structured as follows:

In Chapter 1, we include the introduction to the research thesis. First, we introduce and justify the relevance of the research problem. Second, we represent the most relevant theoretical aspects that give sense to the three studies, as well as establish the general objective of the thesis and outline the specific research objectives for each of the three studies included in this PhD project. Third, we depict the methodological approach employed along the thesis. In Chapters 2, 3 and 4, we include each of three articles that conform the thesis project, in their published version. In chapter 5, we incorporate the conclusions of this work. First, a general description of the results is presented. Second, theoretical contributions are outlined to each of the theories and research areas of interest. Third, we elaborate on implications for practitioners. The hyperlinks to the three articles in their respective journals are included as an Appendix at the end of this document. Finally, we present the references for chapters 1 and 5. The references of the articles (chapters 2 to 4) can be checked at the end of each chapter.

Abstract

After more than 30 years of interest, Corporate Social Responsibility (CSR) remains a strongly relevant topic in academic research and the managerial world. After CSR formulation, CSR communication becomes a crucial decision that connects the brand with its stakeholders, particularly with customers. Social media have become a preeminent option to inform about and persuade with CSR, both due to their acceptance and intensity of use among customers and the possibilities they offer in terms of interaction, diffusion and effect on positive attitudes and behaviors towards the brand. CSR communication, also known as cause related marketing (CRM) from an advertising perspective, influences the customer based on different aspects of the visual presentation of the message. This thesis considers three variables of interest. First, message source, as a key element in establishing message credibility. Second, cause brand-fit or visual focus of the CRM initiative, which establishes the relationship between the brand's activity and the cause that is involved in CSR. Third, the emotionality in pictorial content, which may affect processing fluency. The effects of these manipulated variables are considered upon customer perceptions (i.e. CSR perceptions, corporate image or visual attention), attitudes (i.e. trust, customer-company identification) and behavioral intentions (i.e. customer engagement, cause participation, brand advocacy). The studies included in the thesis are developed in tourist services (hotels and restaurants) and self-reported techniques are combined with non-conscious measures for data collection.

The results show that CSR perceptions out of CRM communication through social media yield customer engagement, cause participation intention and consumer advocacy. User-generated content (UGC) as message source fosters reliance on CSR messages more than corporate senders. Visual attention to the picture and brand feedback in social media posts affects evoked attitudes and behavioral intentions towards the brand. Visual attention also varies according to the execution style of CRM through visual-based social media, and specifically influences brand advocacy when there is a product-focussed CRM initative. The results of this thesis actively contribute to persuasion theory, theoretical streams from consumer behavior (i.e. trust-commitment theory, social identity theory, persuasion theory) and models and theories related to

visual attention and mental processing (i.e. AC-TEA model, selective exposure theory, processing fluency theory), providing new insights from CSR communication, CRM and social media. Implications are also provided to managers and marketing experts in the hospitality industry.

Resumen

Después de más de 30 años de interés, la Responsabilidad Social Empresarial (RSE) sigue siendo un tema de gran relevancia en la investigación académica y el mundo empresarial. Después de la formulación de la RSE, su comunicación convierte en una decisión crucial que conecta a la marca con sus grupos de interés, en particular con los clientes. Las redes sociales se han convertido en una opción preeminente para informar sobre y persuadir a través de la RSE, tanto por su aceptación e intensidad de uso entre los consumidores como por las posibilidades que ofrecen en términos de interacción, difusión y efecto en las actitudes y comportamientos hacia la marca. La comunicación de RSE, también conocida como marketing causal (CRM), influye en el cliente en función de diferentes aspectos de la presentación visual del mensaje. Esta tesis considera tres variables de interés. Primero, la fuente del mensaje, como elemento clave para establecer la credibilidad del mismo. En segundo lugar, el encaje de la marca o enfoque visual de la iniciativa de CRM, que establece la relación entre la actividad de la marca y la causa involucrada en la RSE. En tercer lugar, la emotividad en el contenido pictórico, que puede afectar a la fluidez de procesamiento. Los efectos de estas variables manipuladas se consideran sobre las percepciones de los clientes (percepciones de RSE, imagen corporativa o atención visual), actitudes (confianza, identificación cliente-empresa) e intenciones de comportamiento (*engagement* del cliente, participación en la causa, *brand advocacy*). Los estudios incluidos en la tesis se desarrollan en servicios turísticos (hoteles y restaurantes) y se combinan técnicas *self-reported* con medidas no conscientes para la toma de datos.

Los resultados muestran que las percepciones de RSE de la comunicación por redes sociales generan engagement, participación en la causa y defensa del cliente. El usuario como fuente del mensaje fomenta la confianza en los mensajes de RSE más que los remitentes corporativos. La atención visual a la imagen y la retroalimentación de la marca a los comentarios negativos afecta las actitudes evocadas y las intenciones de comportamiento hacia la marca. La atención visual también varía según el estilo de ejecución de CRM a través de las redes sociales de base visual, e influye específicamente en la defensa de la marca cuando hay un CRM centrado en el producto. Los resultados de esta tesis contribuyen a la teoría de la persuasión, las corrientes teóricas del

comportamiento del consumidor (la teoría del compromiso-confianza, la teoría de la identidad social y la teoría de la persuasión) y los modelos y teorías relacionados con la atención visual y el procesamiento mental (el modelo AC-TEA, la teoría de exposición selectiva, la teoría de la fluidez del procesamiento), proporcionando nuevos conocimientos de la comunicación de la RSE, CRM y las redes sociales. También se proporcionan implicaciones para los gerentes y expertos en marketing en la industria hotelera.

Resum

Després de més de 30 anys d'interés, la Responsabilitat Social Empresarial (RSE) continua sent un tema de gran rellevància en la investigació acadèmica i el món empresarial. Després de la formulació i implementació de la RSE, la seua comunicació es converteix en una decisió crucial que connecta a la marca amb les seues grups d'interés, en particular amb els clients. Les xarxes socials s'han convertit en una opció preeminent per a informar de i persuadir mitjançant la RSE, tant per la seua acceptació i intensitat d'ús entre els consumidors com per les possibilitats que ofereixen en termes d'interacció, difusió i efecte en les actituds i comportaments cap a la marca. La comunicació de RSE, també coneguda com a màrqueting causal (CRM), influeix en el client en funció de diferents aspectes de la presentació visual del missatge. Aquesta tesi considera tres variables d'interés. Primer, la font del missatge, com a element clau per a establir la credibilitat del missatge. En segon lloc, l'encaix de la marca o enfocament visual de la iniciativa de CRM, que estableix la relació entre l'activitat i el resultat de la marca, i la causa involucrada. En tercer lloc, l'emotivitat en el contingut pictòric, que pot afectar la fluïdesa de processament. Els efectes d'aquestes variables manipulades es consideren sobre les percepcions dels clients (percepcions de RSE, imatge corporativa o atenció visual), actituds (confiança, identificació client-empresa) i intencions de comportament (engagement del client, participació en la causa, *brand advocacy*). Els estudis inclosos en la tesi es desenvolupen en serveis turístics (hotels i restaurants) i es combinen tècniques *self-reported* amb mesures no conscients per a la presa de dades.

Els resultats mostren que les percepcions de RSE per xarxes socials generen compromís del client, causa intenció de participació i defensa del client. L'usuari com a font de missatges fomenta la confiança en els missatges de RSE més que els remitents corporatius. L'atenció visual a la imatge i la retroalimentació de la marca als comentaris negatius afecta les actituds evocades i les intencions de comportament cap a la marca. L'atenció visual també varia segons l'estil d'execució de CRM a través de les xarxes socials de base visual, i influeix específicament en la defensa de la marca quan hi ha un CRM centrat en el producte. Els resultats d'aquesta tesi contribueixen activament a la teoria de la persuasió, els corrents teòrics del comportament del consumidor (p. ex., la teoria del compromís- confiança, la teoria de la identitat social, la teoría de la persuasió)

i els models i teories relacionats amb l'atenció visual i el processament mental (p. ex., el model AC-TEA, la teoría de exposició selectiva, la teoria de la fluïdesa del processament), proporcionant nous coneixements de la comunicació de la RSE, CRM i les xarxes socials. També es proporcionen implicacions per als gerents i experts en màrqueting en la indústria hotelera.

CHAPTER 1:

INTRODUCTION

General introduction to the research topic

Corporate Social Responsibility (CSR) is living a second golden age, where economic, social and environmental performance of firms and business models is given greater prominence than product or service quality. The CSR dimension of corporate strategy, which has been extensively studied in the academic field at a macro and organizational level (Lindgren & Swaen, 2010), now takes on a particularly relevant interest from the perspective of consumer behavior. What was before a source of differentiation and competitive advantage to promote a value proposal and increase customer loyalty and reputation perceptions (Brønn & Vrioni, 2001), is now an indispensable element to sustain the activity in the long-term, particularly in tourism (Madanaguli et al., 2021). Many firms bet on recycling of products, sustainability in production processes or support to locally-grown or locally-produced goods as the main focus of their promotion strategy.

The stronger approach to CSR communication is linked to a cultural and social shift where there is greater awareness about corporate social performance, or at least greater demand to obtain such information (Zhang & Ahmad, 2021). and more important consideration to these aspects of corporate image when raising interest on a particular brand (Gilal et al., 2021), deciding to purchase or being willing to recommend a brand online, advocate for it, or engage into an active dialogue with the company to improve the brand's marketing strategies and decisions. In view of the new raise of CSR, it acts as a central pillar to corporate strategy in order to achieve greater economic performance (or simply survival) more than ever.

CSR is of particular relevance in the hospitality industry, due to the idiosyncrasy of this sector. Hotels and restaurants are focused on reducing negative environmental and social externalities derived from their activity, and improving work conditions and commit with employees' well-being. Opting for CSR promotes purchase intention and positive eWOM communication from customers, given that they are aware of such initiatives (Guzzo et al., 2020). CSR actions affect, and have been studied in academic research, behavioural intentions, affecting attitudes towards the firm i.e. trust and

identification) and intention to remain loyal to the hotel and advocate positively towards it (Serra-Cantallops et al., 2018).

Since the outbreak of COVID-19 pandemic, and considering the increasing concern about social and environmental issues, especially among the youngest and most socially involved segment of the market, hospitality firms are switching to a greater focus on sustainable development for their growth strategies. The inclusion of ethical objectives in terms of environmental concerns, support of local communities, digitalization and energy consumption is key to be sustained and profitable in the long term (EHL, 2022).

If we focus on restaurants inside the hospitality industry, plastic and food waste are two of the main environmental effects, especially in the sectors that account for the greatest share after covid-19, namely those specialized in take away, delivery and drive-thru. McDonalds is including recycling policies in their packaging and fuel for their delivery trucks, as well as lower water and light consumption in the restaurants (McDonald's, 2022). Domino's pizza also follows the principles of environmental, social and corporate governance with a full Domino's for Good campaign, that considers support for employees, with gender equality policies and measures to ensure safety in the workplace, local community giving support for local charities and providing meals to people in need, and food quality, giving priority to food safety and animal welfare, among others (Domino's, 2022). Furthermore, restaurants offer experience-based services, therefore the inclusion of CSR aspects in their corporate strategy can increase trust perceptions and identification with firm values, and hence increase intentions to contribute to the firm along time and patronise it (Kaur et al., 2022). Restaurants usually focus on social contributions, and customers engage more with social and economic activities. Particularly fast-food restaurants are more prone to CSR social activities justification through social media, even though they also receive greater criticism from customers (Kim & Stepchenkova, 2021).

With respect to hotels, legal obligations are perceived as an essential element, followed by social and philanthropic contributions and environmental aspects covered by hotels, with economic dimension being the less highlighted (Wong et al., 2021). Hotel companies worldwide are committed to social support and environmental preservation. For example, Hilton accounts for environmental and social impact with their Watts,

Water and Waste, and Careers, Communities and Conduct programs, respectively (Hilton, 2022). Accor Hotel Group establishes a Planet 21 program with support to different aspects of social and environmental performance, including low carbon subsidiary hotels and reducing 30% of food waste levels (Accor, 2022).

Therefore, the focus of the debate is no longer on CSR undertaking, but rather on its adequate dissemination to stakeholders. Hotels and restaurants are searching for the adequate channel to communicate about CSR. In this sense, social media are one of the preferred alternatives for socialization and information retrieval nowadays. In terms of CSR communication, social media achieve the double purpose of generating greater awareness about CSR issues and favouring generation and evaluation of content related to the social performance of firms (Colleoni, 2013). Social media have been profoundly analysed from an academic perspective as determinants of competitiveness in the tourist industry. Social media can succeed in stakeholder engagement when there is a participatory approach (Leung et al., 2013). The fact that social media can foster active engagement from customer and dialogic interaction also favour the co-creation of CSR meanings and practices and promoting a shared value between both actors, customers and managers (Verk et al., 2021) CSR communication to the external dimension of the company, as one of the dimensions of CSR implementation, is still relevant from an academic perspective as it has not been as explored as the formulation stage (Fatima & Elbanna, 2022).

In particular, this research thesis focuses on two social media platforms: Twitter and Instagram. Twitter focuses on short text messages, which are easy to be shared, and can generate highlighted keywords in terms of their popularity (the so-called trending topics), and use hashtags to group messages on a particular topic. Twitter has raised academic interest as a means to disseminate CSR-related information. In fact, previous studies have analysed how companies increasingly opt for this social network for CSR communication mainly due to two reasons: its allowance for content interaction and diffusion among groups of followers, and the fact that it contributes to generating larger brand communities that commit thanks to the social interest evoked by the company (Araujo & Kollat, 2018). Instagram mostly focuses on pictures, which can be pre-produced, shared and interacted with. Instagram is becoming one of the most popular

social media platforms, where it is a crucial resource for influencer marketing (Jiang & Park, 2021). Furthermore, it is growingly used for information seeking in general terms, but also in consumption situations (Song et al., 2019).

CSR communication in social media explains its success based on factors related to the message, the platform and the customer features. With respect to the content, CSR fit with the customer and the brand, as well as CSR appeals are relevant (He et al., 2022). Furthermore, the structure of the platform is also relevant, also because of the possibility to include negative comments posted by other users (Fernández et al., 2022). Personal values and predisposition to consider CSR actions in purchase behaviour is also important to know about CRM efficacy (Sepasi et al., 2021). CSR communication related to social media is identified as a relevant topic that still has opportunity of growth, particularly focusing on which factors of the communication strategy allow to enhance CRM effectiveness (Quezado et al., 2022)

General theoretical framework

Corporate social responsibility (CSR) and cause-related marketing (CRM)

CSR is a concept firstly examined by the organizational research literature. CSR has received numerous definitions and remains a broad and inconclusive field of knowledge, as it is approached from a variety of perspectives, disciplines and ideologies (Crane et al., 2008). One of the most accepted characterisations of CSR comes from the body of academic literature on management, and is proposed by Aguinis (2011). The author exposes CSR as the set of "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance." (p. 855). Therefore, CSR entails all activities from the company performs in terms of involvement with the economy, society and the environment to satisfy extra-personal demands from customers and other groups of interest beyond the main activity of the company. Marketing has also studied CSR and analysed more closely the link between the company and the actors and forces of the environment where it operates. Recent research from CSR in the field of marketing stresses the importance of enhancing customer wellbeing without damaging the rest of stakeholders (Vaaland et al., 2008; Singh & Mishra, 2021). The other focal point is placed on the importance of an adequate CSR communication strategy that employs diffusion channels widely used and validated by the company's groups of interest. Using such communication channels provide organizational legitimacy and promote positive stakeholder relationships, who enjoy an empowerment as never seen tanks to the relevance of their opinions for other users and the companies (Nasr et al., 2022).

Cause-related marketing (CRM) is a closely intertwined concept to that of CSR, now that CRM refers to the communication and advertising of CSR activities, especially those centred on donating or contributing to a particular cause (Brønn & Vrioni, 2001). Cause-related marketing was originally conceptualized as the "process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue

providing exchanges that satisfy organizational and individual objectives" (Varadarajan & Menon 1988, p. 60).

In practical terms, CRM appears as an alternative where a company donates an amount of money to a cause that is relevant for a majority of the target market, and at the same time increases brand attractiveness, as most of the times the support to the cause entails purchasing a specific product from the brand or being loyal to it, which will guarantee the consistency of the partnership in time.

Therefore, the brand is in charge of developing the CRM campaign to guarantee the financial and reputational benefits. At the same time, the cause receives the donation (Varadarajan & Menon, 1988) and obtains greater media exposure (Lafferty & Goldsmith, 2005). After this, the partnership has evolved allowing the cause to benefit from financial and marketing capabilities of the brand, and the brand to take advantage of the social capabilities of the cause.

Previous research confirms that the customer becomes a decisive factor for CRM success. Two factors are fundamental to increase sales based on a CRM campaign: the affective or emotional signalling arising from the CRM advertisement (Kim & Johnson, 2013) and the identification with the cause (Grau & Folse, 2007). After the CRM campaign has been developed, the next fundamental step has to do with the communication option chosen to report CRM: the message and channel chosen summarize the cycle of information exchange between customer and brand. Such exchange includes the transmission of information plus reciprocity and feedback. Feedback from the customer to the brand can be performed both in a direct manner, purchasing its products, or indirect manner, generating positive perceptions and fostering the generation of positive user-generated content (UGC) content to support it (Lafferty et al., 2016).

CSR communication in its varied forms accounts for a very fragmented body of literature. One of the most recent additions to this field of research involves the digital interaction frame: the inclusion of online media, particularly social media, is considered as a revolutionary approach to CSR communication. This direct, interactive format for the brand to exchange impressions with customers and other stakeholders about CSR

initiatives forces a deliberative approach to CSR communication, where both parties discuss, weight and decide on its aspects and engage in an open, participative discourse that allows to decide on CSR democratically (Seele & Lock, 2015; Verk et al., 2021).

Visual attention on advertising

Visual attention is a critical element of interest when studying advertising and communication from companies and brands (Maslowska et al., 2021). Based on the eye-mind assumption, what a person is looking at can be identified with perceptual, emotional or cognitive processing at that moment, showing what is perceived or the impression the content generates on the person (Jacob & Karn, 2003; Maslowska et al. 2020). In terms of marketing communications, attention helps identifying which elements have greater importance for customers, and hence should be prioritized when designing promotional materials (Maslowska et al., 2020).

Visual attention depends on the advertisement physical properties and customer features. The capability of different advertising cues to attract and maintain attention has been studied in communication theory, where the Attention Capture and Transfer of Elements of Advertisements (AC-TEA model, Pieters & Wedel, 2004) is central. The AC-TEA model examines the power of advertising elements to gather attention or triggering it in elements nearby, depending on their physical features or the customer preferences. According to this model, there are two main processes for attention. Bottom-up selection shows that attention is explained by characteristics in the media message. Among the various factors that affect message format, we highlight two: vividness (in the picture, which explains fixation priority) and density (in the text, which causes fixation intensity). Bottom-up is an automatic process. Top-down selection is driven by internal factors that come into play when exposed to a particular advertising stimulus (i.e. personal goals, previous experiences with the sender of the message). In this case is a goal-oriented process. In this thesis, we have focused on bottom-up processing (less analysed than top-down because it requires of more objective and precise instruments), minimizing interferences from top-down processing by 1) not establishing a specific task and 2) using a fictitious/unknown brand to avoid previous experiences biasing visual behaviour. We have also fostered systematic processing, as

we consider social media posts that include both picture and text, hence require of a detailed dispensation of the included information.

One of the main concerns with respect to visual attention is its adequate measurement to ensure results' validity and applicability to the business context. Previous evidence shows that visual attention is not profoundly measured through self-reported measures; rather, eye-tracking allows to obtain objective data for visual behaviour, and is particularly used in the field of advertising (King et al., 2019).

CSR communication/CRM execution style

This thesis considers two different focuses or orientations for reporting CRM, based on processing fluency theory (Winkielman et al., 2003): product-focussed and cause-focussed. Ads focused on the product, that is, highlighting how the CRM initiative contributes to improving the final good or service, resort to rationally oriented information, which uses more cognitive information processing resources, and cause-focussed ads, that build the discourse over the cause, its relevance and how the brand contributes to its success, and therefore induce a stronger emotional reaction on the customer (Chang and Chen, 2017) and shorter fixation duration (Qin et al., 2013). In terms of emotionality, pictorial content is fundamental for social media. Processing fluency theory (Winkielman et al., 2003) discusses the factors of advertising cues related to how fast and smooth can be processed by individuals, in other words, the cognitive load that each particular visual cue entails. The theory confirms that emotional content can be processed in a faster way.

Processing fluency has recently been applied in the advertising field, showing that congruency leads to higher fluency (Ahmadi et al., 2022). This theoretical stream has also investigated the emotional engagement evoked out of persuasion and the processing of narrative stories (Hamby & Jones, 2022). This thesis further contributes to the integration of neuroscience to the field of consumer behaviour, particularly dealing with CSR, employing this psychological theory.

Message source (UGC vs FGC)

Social information processing theory suggests that the sender of the message affects customer behavioural intentions (van Zoonen and van der Meer, 2015). In fact, one of the key elements that defines the relevance of a message is source credibility (Petty and Cacioppo, 1986). In the context of interest of this thesis, that is social media, the gatekeeping process or filtering of relevant or trustworthy information is responsibility of the customer (Westerman et al., 2014). Even though user reviews in the hotel industry consider CSR-related issues as a very relevant part of their experience, with topics such as environmental activities or diversity in the workplace, the importance of the relationship between CSR and UGC remains an open and largely unexplored area in social media and eWOM literature (Serra-Cantallops et al., 2018).

One of the most relevant characteristics of the message source in order to attribute credibility is skepticism. In this sense, messages generated by users may diminish the scepticism that arises when CSR actions are closely related to the hotel's main business activities (van Rekom et al., 2014). The information recipient perceives that these clients have extrinsic or disinterested reasons to highlight the hotel's CSR initiatives and the message is, therefore, more persuasive (Kim and Kim, 2014). Focusing on communication through Instagram, attitudinal and behavioural persuasion favourable to the brand is stronger when information is reported by an external user rather than the corporation itself (Jiang & Park, 2021). Other recent studies find that message source is not critical to derive message credibility, but it will be conclusive in terms of triggering WOM and initiating conversation in social media (Dalla-Pria & Rodriguez de-Dios., 2021).

Customer perceptions, attitudes and behavioural intentions

CSR communication features through social media, as well as neurophysiological perceptions in terms of visual attention, are combined in this thesis with a series of self-reported measures of attitudes and behavioural intentions. This wide-ranging approach intends to help understanding the linkages between how customers react to CSR information visualized in social media and the attitudes and behavioural intentions towards the brand and the cause supported in the CRM initiative.

In the perceptual side, CSR customer perceptions and corporate image are measured. Both constructs refer to the image in terms of the set of mental ideas attributed to a specific company or brand. CSR customer perceptions focuses more on the impression of customers about the company being socially committed, following the sustainable development paradigm of economic development, social equity and environmental protection, also referred to as the triple bottom line (Alvarado-Herrera et al., 2017). Corporate image refers to customers' perceptions of a company resulting from previous interactions, in this case, based on brand-related content. This second conceptualization also considers other CSR strategic elements besides social involvement, and more focused on internal CSR, such as employee welfare. It also combines CSR perceptions with other elements that build up the idea that customers have about the brand, including product quality and customer consideration.

In Study 2, CSR support for responsible business is also included as a relevant factor to understand brand advocacy and cause participation apart from perceptions arising out of CRM communication. This variable was included to keep into consideration a personal factor that is related with general attitude towards CSR in companies (Maignan, 2001), importance given in consumer behaviour, purchase decisions and brand attitudes.

Different attitudes from the customer to the brand represented in the CSR communication initiative are also included. Trust acts as a central construct in this research project, as it is argued to mediate the relationship between CSR customer perceptions and CE in Study 1, as well as explain the impact of corporate image on cause participation and brand advocacy intentions in Study 2. Customer trust, understood as the combination of beliefs about the company, in terms of competence (i.e., rendering a professional and quality service), honesty (i.e., providing reliable and realistic information to the customer), and benevolence (i.e., the company's good intentions toward its customers, Flavián et al., 2006) is critical for building long-term relationships with the firm and engage in cooperative behaviours, namely recommendation or co-creation, according to the principles of trust-commitment theory (Morgan & Hunt, 1994). CCI describes the emotional bond derived from the similarity in the personal value system and values defended by the company in CSR actions, and is presented as a

fundamental part that connects CSR perceptions with voluntary customer engagement behaviours that make the company better-off (Pérez & Rodríguez del Bosque, 2013).

The outcome variables in the research models of all three studies are behavioural intentions, that involve either financial contributions to the brand, or extra-role, cooperative behaviours that involve positive eWOM, co-creation with the company or contribution to the involved cause in CRM situations. Customer/brand advocacy includes behaviours that favour companies, including positive WOM communication, resilience to company-directed negative inputs and intention to financially contribute to the company (Xie et al., 2019). Closely related to advocacy is the intention to share particular pieces of CRM communication in social media, usually considered as a formative sub-dimension of the construct of advocacy. Cause participation expresses the intention to contribute to the involved cause, also by supporting the company and purchasing its products.

Customer engagement is the studied variable in Study 1, and approaches the concept from a behavioural perspective, considering the voluntary contributions made by customers to the company beyond purchase (Alexander and Jaakkola, 2016). The three-dimension conceptualization is borrowed from Kumar et al. (2010). The first dimension is customer lifetime value (CLV) as the current value of all the expected financial returns that customers will provide to the firm throughout the entire relationship with the company. Second, customer influencer value (CIV) as actions from customers to persuade other customers to purchase, advocate for or remain loyal to the company. Such actions include information sharing, interactivity, positive eWOM and assistance to other clients, Finally, customer knowledge value (CKV) as the customer's participation in the development of new, improved products and processes, which helps achieving a fuller integration of customer preferences into the hotel strategy. The different theoretical streams used to substantiate the proposed variables and the relationships among them are gathered in Table 1.

Table 1. Theories, variables and involved studies

STUDY	THEORY/BODY OF LITERATURE	VARIABLES/RELATIONSHIPS
Study 1: *ENGAGING CUSTOMERS THROUGH USER-AND COMPANY-GENERATED CONTENT ON CSR*	**Trust-commitment theory**	Mediating effect of trust between CSR customer perceptions and customer engagement
	Social Identity Theory	Mediating effect of Customer-Company Identification (CCI) between CSR customer perceptions and customer engagement
	Customer engagement theory/Service dominant logic	Customer engagement (CLV, CIV, CKV) as a three-dimension consequence of CSR communication
Study 2: *IMPACT OF CAUSE-RELATED MARKETING ON CONSUMER ADVOCACY AND CAUSE PARTICIPATION:* *a causal model based on self-reports and eye-tracking measures*	**Trust-commitment theory**	Trust as the key construct that is derived from CSR customer perceptions and drives cause participation and brand advocacy
	Selective exposure theory	Visual attention to different cues and its effects on trust,
Study 3: *VISUAL ATTENTION PAID TO NEGATIVE COMMENTS IN CAUSE RELATED POSTS:* *visual style and emotionality matter*	**AC-TEA model**	Visual attention patterns to textual and pictorial content in visual-based social media CRM posts
	Processing fluency theory	Execution style (visual style and picture emotionality) and effects on visual attention patterns

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Objectives

The general objective of this thesis project is to delve into the particularities of CSR communication within the hospitality sector, through social media. It seeks to know how CSR reporting affects the customers' perceptions about the company, both objective and subjective, and how it marks certain attitudes and behavioral intentions. The target behaviors go beyond future economic transactions and consider the intention of recommendation and positive eWOM communication, provision of feedback to the company, its advocacy and participation in the cause defended. Specific objectives for each of the thesis' studies are depicted in Figure 1.

The aim of Study 1 is to unveil the pathway between CSR customer perceptions and customer engagement with the hotel company from a behavioural perspective. Particularly, three specific research objectives are outlined. First, to identify the mediating role of trust and CCI in the relationship between CSR customer perceptions and CE. Second, to determine which (if any) are the effects of CSR perceptions on CE behaviours beyond loyalty towards the hotel, namely recommendation and co-creation intentions. Third, to learn about the moderating effect of message source, considering the differences between FGC and UGC, on the relationships between CSR customer perceptions, trust, CCI and CE.

The objective of Study 2 is threefold. First, to unveil how CRM drives positive eWOM toward companies through consumer advocacy, intention to share posts, and cause participation intention. Second, to analyse the impact of visual attention as moderator on customer attitudes and behavioural intentions. Third, to expand trust-commitment theory and selective exposure theory to the visual-based social media communication context.

The purpose of Study 3 is to examine execution style of CRM communication through visual-based social media and its effects on visual attention patterns to the information, plus consider visual attention together with subjective corporate image perceptions on customer brand advocacy. We also present three specific objectives for this last study. First, to identify which elements of CRM messages posted on brand-owned media (i.e., Instagram brand profile managed by the company), that is, textual and pictorial cues,

attract greater attention. Second, to assess the impact of the execution advertising styles of CRM posts (namely the focus of CRM argumentation and the emotionality of pictures included in the CRM post) on the visual attention paid to the informational cues in CRM posts. Third, to know more about visual attention's effect on customer brand advocacy, this time placing it as an antecedent together with corporate image perceptions, therefore combining neurophysiological and self-reported measures to explain this particular behaviour.

The originality of this thesis project can be justified from a both a theoretical and methodological perspective. First, considering the theoretical value, we extend trust-commitment theory, social identity theory and customer engagement to the field of CSR communication effects. Works on visual brand research are complemented by analysing visual attention to CRM social media posts with the particularity of negative UGC included. We also consider the impact of visual style and emotional appeal of the pictorial content on customer attitudes and behavioural intentions. Furthermore, we apply AC-TEA model and processing fluency theory to new and specific communication contexts, namely microblogging and visual-based social media platforms. Eventually, new mediation (i.e. trust and CCI) and moderation (i.e. message source and visual attention) relationships are proposed to understand perceptual, attitudinal and behavioural outcomes of CRM.

Second, from the methodological point of view, this thesis benefits from a mixed methods' approach to the research questions and hypotheses to acquire comprehensive knowledge about CSR communication and its effects on customers of hotels and restaurants. In Study 1, we combine structural equation modelling with in-depth interviews to hotel managers and experts, which allows to give further sense to the results of hypotheses testing. In Study 2 and Study 3, the complementation of self-reported and neurophysiological measures allows to grasp a unique understanding about customer perceptions and behavioural intentions derived from the differential features of CRM though specific social media, that is Twitter and Instagram.

Figure 1. Graphical summary of the research objectives

GENERAL OBJECTIVE: effects on customer perceptions, attitudes and behavioural intentions of CSR communication through social media in the hospitality sector

Study 1	**Study 2**	**Study 3**
Effect of CSR customer perceptions on customer engagement Mediation of trust and CCI Moderation of message source (UGC vs FGC)	Effect of CRM on advocacy, intention to share (eWOM) and cause participation intention Moderation of visual attention to the CRM post on social media Apply trust-commitment and selective exposure theories to social media communication	Visual attention to cues of CRM communication through visual-based social media Differences in visual attention based on CRM focus and picture emotionality) Role of visual attention and corporate image perceptions on advocacy

Methodology

Data gathering and sampling

The present research intends to give a comprehensive view to the CSR communication phenomenon through social media. Hence, the thesis combines a quantitative focus, which allows validation of causal relationships and generalization of the results, and qualitative, which is used to give further sense to the results of part of the quantitative, empirical findings. Inside the quantitative part, we wanted to approach the constructs of interest employing techniques that captured adequate and reliable data and, at the same time, looked at the subjective perceptions of customers and at neurophysiological, objective reactions to CRM communication. Therefore, a mix of survey and eye-tracking data is collected along the whole project.

In all studies, experimental settings where designed in order to infer causality between variables and recreate situations of CSR information retrieval that where as close as possible to reality and everyday nature. In Study 1, an experimental design was developed, with single-factor, between-subjects design, resulting in two scenarios based on the message source: FGC (i.e. CSR information was issued by the company, in this case the hotel) and UGC (i.e. CSR information was issued by independent users, in this case, hotel's previous customers). Each scenario consists of four tweets related to the CSR initiatives of the hotel, that covered all possible dimensions of CSR following the sustainable development paradigm.

For Studies 2 and 3, the experimental design focused on a fast-food (hamburger) restaurant as the study context. In Study 3, data were considered in a 2x2 between subject experimental design. The two variables manipulated were CRM fit-visual style (fit or focus on the product vs no fit or focus on the cause). In this case, the stimuli were Instagram posts about a CRM initiative carried out by the restaurant. The data for these studies were obtained combining two different methods: (i) neurophysiological measures of visual attention through ET technology recorded during the visualization of the stimulus, (ii) an online survey. The stimuli were Instagram posts about a CRM initiative carried out by the restaurant. Each stimulus contained an image on the left‐hand side, the caption explaining the CRM initiative on the right-hand side, and an

anonymous user's negative comment on the post and, in those with company responses, a reply by the company. In all studies, immediately after stimuli visualization, subjective data was collected by means of the online survey.

The population of interest in this thesis were customers from hotels and restaurants, both related to the tourism industry, that had been in touch with companies in these sectors shortly before data collection. For the first study, customers who stayed in a hotel, with a rating of three stars or greater, during the previous month to data gathering were recruited using a convenience sample. The questionnaire was distributed during June 2018, to hotel clients in Valencia, with a valid sample of 227 participants.

In the second and third study, the initial sample consisted of 128 participants from Valencia, Spain. The data for 123 participants were finally considered acceptable for the analysis. Five participants were excluded from the initial sample either because: (1) the eye-tracking data did not achieve a minimum level of 90% validity based on the software measurements; and/or (2) the survey had not been fully completed.

A mixed sampling method was used to recruit the sample: 100 participants were recruited by a marketing research company, and another 28 through snowballing (to obtain a larger sample). The marketing agency used to recruit the sample was instructed to provide candidates based on age, gender, social media usage and a quota-based sampling method. The sample is representative of Valencia, which has approximately 700,000 inhabitants. An analysis of variance (ANOVA) was conducted to check for variability in the results between both groups, recruited and snowballing, but no significant differences were detected for any of the study variables.

Measures

In Study 1, all the scales were adapted from previous hotel, and social media literature. The CSR customer perception data were obtained using the scale used by Bigné et al. (2010) that considers social responsibility in the company's culture, strategy and tactics. For CCI, we used Homburg et al. (2009)'s scale with mentions to an internal and external identification, and adapted to hotels. To measure customer trust, we used a 3-item adaptation of the scale validated by Flavián et al. (2006), covering the dimensions of honesty, benevolence and competence. For CE in its behavioral conceptualization, we

used the measurement tool of Kumar and Pansari (2016), taking its CLV, CIV and CKV dimensions. The CLV items relate to the customer's previous experience with the hotel and his/her future intentions based on this experience. The CIV and CKV items were adapted and recast in the conditional tense to elicit the behavioural intentions of customers following hotel stays and after having read the FGC and UGC tweets about the hotel's CSR activities.

Second, and in order to complement and give further insights to the results obtained from the structural equations testing, three structured, in-depth interviews were undertaken with three hotel industry experts working in different sub-sectors. In particular, one was an entrepreneur and hotel manager with experience in tourism innovation, one was a manager of a small hotel in an urban area and one was the Valencian community manager of an international hotel chain.

The questions were as follows:

Q1. What is the effect of CSR initiatives on trust felt toward the hotel?

Q2. To what extent can the client identify with the hotel if (s)he perceives it to be socially responsible?

Q3. What role do social media play in CSR communication? Do they contribute to generating trust and/or identification toward the hotel?

Q4. Do you think that trust between the customer and the hotel makes the identification process with the hotel easier?

Q5. With respect to the effects of CSR communication on trust, do you think the effects are greater when the message is sent by the hotel itself or by an independent customer who previously stayed at the hotel?

Q6. How do trust and identification with the hotel affect CE? The interviews were performed via skype and lasted on average between 15 and 20 min. The sessions were recorded with the prior consent of the interviewees, which allowed the contents to be transcribed.

Questions to retrieve attitudinal, behavioural, and sociodemographic data were posed using SurveyMonkey. The scales used to measure the constructs were adapted from previous literature on restaurant and social media settings, ensuring content validity. Corporate image was measured resorting to the scale by Pope et al. (2009), customer trust uses the scale by Flavián et al. (2006) already employed in the first study. Consumer advocacy is approached using Melancon et al. (2011) scale, which contemplates positive eWOM recommendation and defence of the brand after others. Intention to share is based on Lee and Ma (2012), and adapted to sharing behaviour of CRM content in social media. CSR support considers the intention to support socially responsible businesses, the rejection to irresponsible companies and the result on purchase intent and willingness to pay, based on the scale used by Ramasamy et al. (2010) that measured support for responsible business. Cause participation departs from Folse et al. (2010), focused on the CRM initiative and the direct and indirect support (i.e. through the brand) of the cause.

In order to retrieve information related to visual attention we resorted to eye-tracking. The participants' visual behaviours were recorded using a 23-inch, 1920x1080-resolution PC monitor (which also displayed the experimental instructions and stimuli). A Tobii X2-30 Compact Eye Tracker was used to collect the data (with a sample rate of 30 Hz [velocity threshold = 30 degrees/second]). The eye-tracking device was calibrated to the participants' eye movements. The latest version of iMotions 8.1 (iMotions 2020) software was used.

Visual attention was measured using four different fixation-based metrics. Fixation-based indicators provide data about the moments when, and places where, the eye stops to process information cues in the stimulus. First, time to first fixation, which is the time, in milliseconds (ms), elapsed until the eye fixates for the first time on a particular cue. Second, total fixation duration, which is the time in ms that the eye remains fixated on a particular cue. Third, the number of fixations or number of times the eye stops on a specific cue. And fourth, the number of revisits, that is the count of times that the eye comes back to a specific cue.

Facial reading data were collected during the third study to guarantee that the levels of emotion evoked by the two different pictures in each scenario were similar. Facial

gestures were captured by a C920 HD PRO Webcam FullHD 1080p installed in the monitor, and processed through AFFDEX software integrated into the iMotions platform. Emotion was measured as the percentage time that a specific emotional reaction was displayed while viewing the stimulus.

Data analysis

Partial least squares structural equation modeling (PLS-SEM), based on variance, with SmartPLS software, was used to test the hypotheses in Study 1 and 2. To ensure measurement validity and reliability we undertook a confirmatory factor analysis (CFA) for all constructs and their indicators in the measurement models

Furthermore, we considered mediation and moderation analyses. Mediating effects were obtained by analysing indirect effects between variables and the variance accounted for (VAF) was checked in SmartPLS. Moderation analyses were calculated with SmartPLS as well, specifically looking at Henseler's multigroup analysis (MGA) nonparametric significance test. Before the moderation analysis was carried out, the invariance of the measurement instrument was examined using measurement invariance of composite models (MICOM). First, configural invariance was confirmed as both groups of ET metrics followed the same factor structure, with the same number of factors and indicators in each construct. Metric invariance and scalar invariance were calculated through a permutation test (5000 permutations), and both were validated for the relationships under study.

In Study 3, we combine Kruskal-Wallis to check differences between the different AOIs. Mann Whitney U-tests are applied to find significant differences in eye tracking metrics based on the manipulated variables. Finally, regressions are calculated to establish relationships between variables using SPSS. All techniques for data collection and analysis have been summarized in Table 2

Table 2. Summary of methods in the thesis' studies

STUDY	DATA GATHERING TECHNIQUES	DATA ANALYSIS TECHNIQUES
Study 1: *ENGAGING CUSTOMERS THROUGH USER-AND COMPANY-GENERATED CONTENT ON CSR*	Survey through an experimental design	PLS-SEM Mediation analysis (SEM) Moderation analysis (SEM)
	Structured, in-depth interviews with 3 hotel managers	Descriptive results, complementation of empirical model
Study 2: *IMPACT OF CAUSE-RELATED MARKETING ON CONSUMER ADVOCACY AND CAUSE PARTICIPATION:* *a causal model based on self-reports and eye-tracking measures*	Eye-tracking Survey through an experimental design	PLS-SEM Moderation analysis (SEM)
Study 3: *VISUAL ATTENTION PAID TO NEGATIVE COMMENTS IN CAUSE RELATED POSTS:* *visual style and emotionality matter*	Eye-tracking Facial reading Survey through an experimental design	Kruskal-Wallis tests Mann-Whitney U tests Regressions (SPSS)

CHAPTER 2: ENGAGING CUSTOMERS THROUGH USER-AND COMPANY-GENERATED CONTENT ON CSR

Engaging customers through user-and company-generated content on CSR

Engagement del cliente mediante contenido de RSC generado por el usuario y la empresa

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Abstract

Purpose – This study aims to analyze the role of corporate social responsibility (CSR) customer perceptions, customer–company identification and customer trust on customer engagement (CE), paying special attention to the moderating effects of two types of social media communication, firm-generated content and user-generated content.

Design/methodology/approach – The study uses a mixed-methods' approach. First, a single-factor experiment using Twitter posts as stimuli with 227 hotel guests. The structural model was analyzed using SmartPLS 3.2.7. Second, structured in-depth interviews were undertaken with three hotel industry experts to complement the conclusions of the quantitative study.

Findings – The results show that when a customer trusts a hotel and identifies with its corporate values, CSR tweets generate CE toward the hotel. CSR communications made by customers reinforce the impact of CSR tweets on customer trust more than CSR tweets posted by hotels. Hotel industry experts give insights to explain these results in different types of hotels.

Practical implications – CSR communications made through Twitter affect customers' perceptions of a hotel's CSR activities and customer trust in hotels, especially if they originate from a source external to the company. This result can be of use for hotel managers who have not previously given importance to active CSR communications or the interactivity of social media.

Originality/value – The authors show the moderating effect of user-generated content in the relationship between CSR customer perceptions and customer trust, thus contributing to the research into the effectiveness of social media. They use a mixed-methods' approach to increase the validity of the results.

Keywords CSR communication, Customer engagement, Message source, Firm-generated content, User-generated content, Twitter

Paper type Research paper

Resumen

Propósito – Este estudio analiza el papel de las percepciones de RSC, la identificación cliente-empresa (CCI) y la confianza en el engagement del cliente (CE), prestando especial atención al efecto moderador de dos tipos de comunicación en redes sociales: Contenido Generado por la Empresa (FGC) y Contenido Generado por el Usuario (UGC).

Diseño/metodología/enfoque – Se emplean métodos mixtos: un experimento de un factor usando publicaciones de Twitter como estímulo con 227 huéspedes del hotel, cuyo modelo estructural se analizó con SmartPLS 3.2.7., y 3 entrevistas en profundidad con expertos de la industria hotelera.

Hallazgos – Los resultados muestran que, cuando un cliente confía en el hotel y se identifica con sus valores corporativos, los tweets de RSC generan engagement. La comunicación de RSC emitida por usuarios refuerza el impacto de los tweets de RSC en la confianza del cliente más que los tweets publicados por hoteles. Los expertos de la industria hotelera aportan nociones para explicar estos resultados en diferentes tipos de hoteles.

Implicaciones prácticas – La comunicación de RSC realizada a través de Twitter afecta las percepciones del cliente sobre las actividades de RSC del hotel y la confianza en el mismo, especialmente si proceden de una fuente externa a la empresa. Este resultado puede ser útil para gerentes de hoteles que no se benefician de la comunicación activa de RSC o la interactividad de las redes sociales.

Originalidad/valor – Se valida el efecto moderador del UGC en la relación entre las percepciones de RSC y la confianza de los clientes, contribuyendo así a la investigación sobre la efectividad de las redes sociales. Se emplea un diseño mixto para incrementar la validez de los resultados.

Palabras claves – Comunicación de RSC, Engagement del Consumidor, Fuente del mensaje, Contenido generado por la empresa, Contenido generado por el usuario, Twitter, Compromiso con el cliente

Tipo de artículo – Trabalho de investigação

1. Introduction

Corporate social responsibility (CSR) (for a review, see Riera and Iborra, 2017) is especially important in the hotel sector for two main reasons:

(1) The hotel stay affects the tourist experience and its evaluation (Ettinger *et al.*, 2018).

(2) Hotel customers are becoming more concerned about hotels' contributions to society and the environment (Farrington *et al.*, 2017).

The increasing importance of social media is challenging managers and scholars to analyze the different ways to effectively communicate CSR activities (Bigné *et al.*, 2019). Despite the calls to use social media to engage consumers through effective CSR communications (Du *et al.*, 2010), the CSR literature has scarcely compared he effect of the different sources of CSR content. Wang and Huang (2018) compared the CSR-related posts made by CEOs and by their organizations, but not user-generated content (UGC). Majority of messages posted by tourist companies on social media (firm-generated content [FGC]) describe service attributes and neglect customers' concerns about social issues. However, there is an increase in the volume of messages posted by tourists on this issue, and these might be the key to reaching the customer (Navío-Marco *et al.*, 2018). Two ideas underlie this study. First, CSR is playing an increasing role in consumer decisions. Second, the implications of the social media message source for CSR communications. Therefore, we aim to compare the influence of UGC and FGC on the impact of consumers¨ perceptions of companýs CSR activities on tourists' engagement, trust and customer–company identification (CCI).

Customer engagement (CE) has been recognized as a key construct in analyzing customer responses (Kumar *et al.*, 2010). Indeed, CE is a research priority of Marketing Science (MSI) in 2018-2020 (MSI, 2018) and CSR communication has been highlighted as a potential way to engage consumers (Du *et al.*, 2010). This study will not analyze CSR content in social media in isolation but will include CE as a key multidimensional response.

Therefore, our research integrates four constructs: CSR customer perceptions, customer trust in the hotel, CCI and CE, in a causal model of customer responses to two types of social media communications, FGC and UGC. This study focuses on message source as a determinant peripheral cue (Filieri *et al.*, 2018) of CSR communication through Twitter, that is, FGC (Kumar *et al.*, 2016) when made by the hotel, and UGC (Ukpabi and Karjaluoto, 2018) when initiated by customers.

The present study contributes to the literature on CSR communications about hotels in three main aspects. First, we compare two mediating factors in the relationship between CSR customer perceptions and CE: trust and CCI. Second, we show the value of the CE construct, based on its behavioral perspective, to expand knowledge of actual behaviors that have repercussions for loyalty toward firms, that is, recommendation and co-creation as a result of CSR customer perceptions. Third, we shed light on the moderating effects of two different social media message sources, FGC and UGC. Recent research (Colicev *et al.*, 2018) posits that there is insufficient evidence as to how FGC and UGC impact on the sequential stages of the marketing funnel. We complement other studies that examine the impact of differences in tweet format, characteristics such as the valence of hotel reviews (Mauri and Minazzi, 2013), number of retweets (Bokunewicz and Shulman, 2017), type of content (Bigné *et al.*, 2019) and graphical content (Yang *et al.*, 2017) on different marketing outcomes.

The paper is structured as follows: Section 1 includes the literature review and the proposed hypotheses. In Sections 3 and 4, the methodology and results of the studies are presented, respectively: a single-factor experimental design with 227 hotel guests, and three structured, in-depth interviews, assess the effect of CSR customer perceptions, CCI and trust on CE. In addition, we test the moderating effect of the CSR message source on the proposed relationships. Finally, in Section 5 we discuss the theoretical contributions, in Section 6 we comment on practical implications, and on Section 7 we present potential future research lines.

2. Conceptual framework

2.1 Customer engagement

CE in this study is considered from a behavioral perspective, that is, as the voluntary contribution made by customers to the company, aside from the basic commercial transaction, which is motivated by the company's actions (Alexander and Jaakkola, 2016). According to Harmeling *et al.* (2017), the majority of the existing literature confirms that CE is a behavioral response to a firm or brand rather than a psychological state of the customer. The different definitions of CE from the behavioral perspective are presented in Table I.

Our CE conceptualization is adapted from Kumar *et al.* (2010), who introduced four dimensions characterized by value creation by the customers for the firm, motivated by intrinsic and external factors. We use only three of the four dimensions, customer lifetime value (CLV), customer influencer value (CIV) and customer knowledge value (CKV). We consider only actions and behaviors that do not involve monetary incentives made by the hotel. Previous studies demonstrate that recommendations to members with strong ties of belonging to their social networks are unaffected by monetary incentives, rendering impotent the influence of incentivized referrals (Ryu and Feick, 2007). In addition, in the hotel industry, monetary incentives have been found to have no positive significant relationship with eWOM behavior toward hotels (Hu and Kim, 2018). Based on these arguments, we removed the customer referral value dimension.

CLV (Gupta *et al.*, 2004) is the current value of all the expected financial benefits that customers will provide to the firm throughout their lives. In our study context, engaged customers have enjoyed the service experience, consider it as valuable and, thus, are willing to purchase the hotel's services in the future. CIV (Kumar, 2013) includes information

Author(s)	Definition
Verhoef *et al.* (2010)	"Behavioral manifestation toward the brand or firm that goes beyond transactions" (p. 247)
Van Doorn *et al.* (2010)	Introduces the concept of CE Behaviors (CEB), centered in the behavioral relationship from the customer to the firm, whose different behaviors (positive or negative) are caused by motivation and can influence other existing or potential stakeholders beyond the firm/brand itself
Vivek *et al.* (2012)	"Beyond the purchase... events and activities engaged in by the customer that are not directly related to search, alternative evaluation and decision making involving brand choice" (p. 127). Such activities include positive WOM communication, feedback to the firm and participation in activities proposed by the company
Verleye *et al.* (2014)	"Voluntary, discretionary customer behaviors with a firm focus" and "customers" interactive cocreative experiences with a firm" (p. 69). The concept includes helping other customers, complying with company's rules, cooperation and feedback
Jaakkola and Alexander (2014)	"Voluntary resource contributions that have a brand or firm focus but go beyond what is fundamental to transactions, occur in interactions between the focal object and/or other actors, and result from motivational drives" (p. 248)
Kumar and Pansari (2016)	"Customer attitude, behavior, and level of connectedness among themselves and with the firm" (p. 499)
Harmeling *et al.* (2017)	"Customer's voluntary resource contribution to a firm's marketing function, going beyond financial patronage" (p. 316)
Pansari and Kumar (2017)	"The mechanics of a customer's value addition to the firm, either through direct or/and indirect contribution." (p. 4). The direct contribution consists of customer purchases, and the indirect contributions consist of incentivized referrals, the social media conversations that customers have about the brand, and the customer feedback/suggestions given to the firm

Table I.
CE definitions following the behavioral perspective

sharing, interactivity, WOM and assistance to other clients. This dimension reflects how engaged customers can persuade others to use the hotel, or help it to retain current clients. CKV (Kumar and Bhagwat, 2010) is the customer's participation in the creation of new products and processes, and helps to achieve a fuller understanding of customer preferences. In keeping with the principles of service-dominant logic and value co-creation, if customers are engaged, they assist in creating customized experiences, working hand in hand with the company (Vargo and Lusch, 2017; Hernández-Ortega and Franco, 2019).

2.2 Corporate social responsibility customer perceptions and customer engagement
CSR customer perceptions refer to the status, in the customer's eyes, of the company's social responsibility (Alvarado-Herrera *et al.*, 2017). Previous studies acknowledge that customers positively value CSR initiatives and attribute them to the social commitment of the company (Currás *et al.*, 2009). CSR customer perceptions are used in this research to verify if messages sent through Twitter elicit positive views of corporate social and environmental activities, taking into account that fulfilling customer expectations about social concerns is particularly important for identification, loyalty and willingness to recommend a firm (Pérez and Rodríguez del Bosque, 2013). CLV in the hotel industry will be enhanced if the customer intends to stay at the establishment in the future, based on his/her perceptions of the hotel; and CSR communications contribute to building a positive image where they inform the consumer about actions undertaken by the hotel that support society and the environment (Martínez and Rodríguez del Bosque, 2013).

CIV is also influenced by CSR activities (Gao *et al.*, 2016). A hotel's social and environmental performance causes customers to post positive messages and recommend the hotel, since they feel an obligation to respond equally to its socially responsible attitude (Hu and Kim, 2018). Finally, based on service-dominant logic and social identity theory, customers that perceive a hotel to behave beyond its strict moral and legal requirements respond by undertaking pro-organizational behaviors, such as knowledge sharing and value co-creation with the organization (Luu, 2017). A significant proportion of the intention to provide feedback (i.e. CKV) about the hotel's CSR practices is based on the beneficial results that this collaboration triggers in other stakeholders (Iglesias *et al.*, 2018). Based on these points, CSR customer perceptions arguably positively affect CE behaviors:

H1. CSR customer perceptions have a positive effect on CE

2.3 Corporate social responsibility customer perceptions and trust

In online environments, trust is defined as one party's expectations about the other party's motives and behaviors (Jarvenpaa *et al.*, 2000). Previous research discussed three dimensions (Flavián and Guinaliu, 2006; Sanz-Blas *et al.*, 2014):

(1) honesty (the belief that the company will fulfill its promises and obligations);

(2) benevolence (the belief that the company is interested in achieving joint benefits); and

(3) competence (the level of training that each party must have to perform the relevant tasks).

CSR activities have two different impacts on customer trust: direct, when they immediately benefit the customer with improved goods and services, and indirect, as the impact on society of these activities also enhances the welfare of each individual customer (Fatma *et al.*, 2018). Trust is also generated, and customer skepticism dispelled, by CSR communication through social media, if companies establish an open discourse with their stakeholders, absent of self-interested motives and unmet expectations, in which the provision of honest, understandable and appropriate information is the norm (Scherer and Palazzo, 2007; Seele and Lock, 2015). Where a hotel successfully follows social norms this legitimates its activities and makes it trustworthy in the customers' eyes (Kim, 2017), which leads to increased positive electronic word-of-mouth (Du *et al.*, 2010).

The positive impact of CSR communications and trust has been confirmed in tourist services, including restaurants (Swimberghe and Wooldridge, 2014) and accommodation (Jalilvand *et al.*, 2017). CSR communication by hotels greatly improves their brand image and prestige, since the consumers' rights are seen as being protected and their expectations fulfilled. Therefore, trust is developed toward the hotel and its products and services (Jalilvand *et al.*, 2017). Moreover, as more customers come to realize that the hotel implements socially responsible policies, trust increases quicker, due to the trust transfer process in virtual communities (Liu *et al.*, 2018). Based on this argument, we propose that there is a positive connection between CSR customer perceptions gained from social media and trust in the hotel:

H2. CSR customer perceptions have a positive effect on customer trust in the hotel.

2.4 Trust and customer engagement

Trust has been found to have significant impact on customers' propensity to continue to patronize a firm and spread positive word of mouth (Harris and Goode, 2004;

Morgan and Hunt, 1994; Chumpitaz and Paparoidamis, 2005; Hazra and Srivastava, 2009; Ruiz-Mafé *et al.*, 2014; Sanz-Blas *et al.*, 2014). Customer trust in the company is included in our research model as it is an important factor in measuring CE with hotels that communicate CSR initiatives through social media. Responses made to users' contributions are rewarded by a greater level of trust for messages published on the medium and greater intention to carry out positive eWOM (Eberle *et al.*, 2013). In virtual communities, several behaviors are observed as consequences of trust in the sponsor or firm that manages the community:

- the sharing of personal information with the firm;
- working together on new product development, providing creative and innovative ideas; and
- becoming loyal to the firm (Porter and Donthu, 2008).

According to commitment-trust theory (Morgan and Hunt, 1994), trust is the basis of the creation and maintenance of positive, long-term relationships with customers. Trust is mandatory for the customer and the company to be engaged, interested in the other party's situation and for an active and productive interaction (Pansari and Kumar, 2017). Trust, therefore, has an effect on CE due to the positive emotions evoked in the customer with respect to the brand, and the result of repeated positive experiences only strengthens this mutual interaction (Martínez-López *et al.*, 2017). We propose that customer trust positively affects CE:

H3. Customer trust in the hotel has a positive effect on CE.

2.5 Corporate social responsibility customer perceptions and customer-company identification

CCI is rooted in the definition of organizational identification provided by Mael and Ashforth (1992, p. 109); it is "the (cognitive) perception of oneness with or belongingness to an organization where the individual defines him or herself, at least partly, in terms of their organizational membership". This identification fulfills the customer's self-definitional needs (Huang *et al.*, 2017). According to social identity theory, social connections with other groups and organizations that share similar, or at least compatible, principles and values play an important role in the process (Fatma *et al.*, 2018). Service quality, reference groups and boundary-spanning agents are facilitating factors for the customer to identify with the hotel (Ahearne *et al.*, 2005; Deng and Xu, 2017).

The action-based theory of persuasion perceived corporate values play a role in customer identification and perceptions of attractiveness during the consumer's accommodation decision-making process (Funkhouser and Parker, 1999). In this sense, CSR is essential in defining corporate principles and initiating the identification process (Lichtenstein *et al.*, 2004; Marín *et al.*, 2009; Pérez and Rodríguez del Bosque, 2012). Customers relate to socially responsible companies as this helps satisfy their self-enhancement and self-esteem needs (Martínez and Rodríguez del Bosque, 2013). In particular, CSR actions promote an identity associated with responsiveness to society, awareness and appreciation of resources (Marín *et al.*, 2009), and a willingness to undertake pro-social behaviors that take account of civic interests (Pérez *et al.*, 2013).

Positive emotions arising from CSR customer perceptions are facilitators of CCI, whereas negative emotions related to perceived unfair corporate behaviors do not have the opposite effect and are not determinant in the identification process (Su *et al.*, 2017). Nonetheless,

hotels need to communicate their CSR initiatives to customers to ensure that they know they share common values; otherwise, the identification is unlikely to be as fast or lasting (Fatma *et al.*, 2018). Therefore, we propose a positive relationship between CSR customer perceptions and CCI:

H4. CSR customer perceptions have a positive effect on CCI.

2.6 Customer–company identification and customer engagement

Following social exchange theory, customers feel the need to help the company if they perceive it to perform well in economic, social and environmental terms (Jalilvand *et al.*, 2017). As for CLV, when the customer identifies with the company, he/she tends to value the quality of its service and places greater trust in the hotel brand. This positive brand evaluation leads to a greater intention to stay loyal to the hotel in the future (So *et al.*, 2013). Identification with the hotel is based on a strong, mutually beneficial relationship between the hotel and the customer. CCI dissuades the customer from switching to other hotel brands (Casidy *et al.*, 2018).

In terms of CIV, the customer's self-identification with the hotel increases WOM intention and behavior, since the higher the identification, the greater will be the likelihood that the customer will praise the company and recommend it to friends, relatives and acquaintances (Yang and Mattila, 2017).

The previous literature on CKV acknowledges that, once the customer has gone through a process of social identification with the hotel, co-creation is more likely and valuable for both parties (Luu, 2017). To summarize, company identification is aligned positively with CE, from disseminating positive eWOM through social media (Brown *et al.*, 2005), to providing input to the firm as part of an active co-creation process (Bhattacharya and Sen, 2003; Romero, 2018). Based on these arguments, we posit that CCI exerts a positive effect on all the CE dimensions:

H5. CCI has a positive effect on CE

2.7 Trust and customer–company identification

Previous research acknowledges that, for CCI to be created and developed over time, it is imperative that customers know about the company's activities and principles and that they believe the company to be trustworthy (Palacios-Florencio *et al.*, 2018). To satisfy their self-esteem and self-enhancement needs, customers identify with honest, competent and benevolent companies, since this is the profile that they wish to display to society (Keh and Xie, 2009). The positive relationship between trust and CCI has been examined and supported in previous literature related to the hotel industry (García de Leaniz and Rodríguez del Bosque, 2015) and online environments. All these ideas support the notion that trust is positively related to CCI:

H6. Customer trust in a hotel has a positive effect on CCI.

2.8 Mediating effects

In addition to the direct relationships already proposed, we argue that customer trust and CCI exert a mediating effect on CSR customer perceptions and CE. We argue that trust mediates the effect of CSR customer perceptions on CE. CSR initiatives and the subsequent

customer perceptions evoked create trusting and durable company-customer relationships (Park *et al.*, 2017). Furthermore, Hollebeek (2011) points out that, in the case of existing customers, this enduring relationship of trust is an antecedent of CE. An effective CSR communication strategy, again in the hotel sector, has been found to strengthen perceptions of trust in companies (Martínez and Rodríguez del Bosque, 2013): customers are more likely to make repeat purchases from companies that behave in a socially responsible manner. In this sense, trust developed from CSR activities has been explored and confirmed as a mediating variable for the development of CLV in the hotel sector (Palacios-Florencio *et al.*, 2018). Committed customers, who already trust the company, are usually keen on generating eWOM (i.e. CIV) (Morgan and Hunt, 1994; Serra-Cantallops and Salvi, 2014). Finally, CKV and the "win-win" approach on which it is based, is dependent on the hotel developing a trust relationship with its customers, which encourages both parties to maximize the mutual benefit (Chathoth *et al.*, 2013). Consequently, we argue that trust acts as a mediator in the positive effect of CSR customer perceptions on CE:

H7. Customer trust in the hotel mediates the positive relationship between CSR customer perceptions and CE.

A solid conceptual proposal is to consider the CCI generated by the company's social responsibility messages as a key mediator variable in individual behavioral responses to CSR communications (Marín *et al.*, 2009; Bigné *et al.*, 2010). An analysis of CCI can provide more effective explanations for the influence of CSR on CE, because individuals can satisfy self-definitional needs through their relationship with a socially responsible hotel (Martínez and Rodríguez Del Bosque, 2013). The previous literature confirms that, if customers are particularly aware of an environmental or social cause, they positively value CSR actions taken by the hotel related to that issue and will consequently identify themselves with the hotel (García de Leaniz and Rodríguez del Bosque, 2015). This applies even if the focus is on societal issues that go beyond the customer's own interests and that are only indirectly related to him/her (Pérez and Rodríguez del Bosque, 2015). In turn, this CCI is related positively to all the CE dimensions. Regarding CLV, affinity with a hotel's values and beliefs shapes the customer's social identity and, with a pleasant brand experience, results in higher revisit intention (Brakus *et al.*, 2009; So *et al.*, 2017). Socially responsible behavior contributes to the generation of a positive moral image for the company, which facilitates identification and leads to loyalty (Fatma *et al.*, 2018). In terms of CIV, a high level of identification also results in positive eWOM recommendations, to reinforce one's own sense of belonging and need for self-enhancement (Chu *et al.*, 2018). As for CKV, CCI in social media environments encourages active participation and knowledge sharing with no expectation of specific reward through either assisting other members, taking part in activities or displaying positive behaviors toward the company (Hammedi *et al.*, 2015). Hence, we also posit that CCI mediates the relationship between CSR customer perceptions and CE:

H8. CCI mediates the positive relationship between CSR customer perceptions and CE.

Lee and Yoon (2018) show that trust and willingness to endorse a particular company is highly driven by its CSR profile. Customers who perceive a hotel to be truly involved in CSR have an enhanced trust relationship, have reduced skepticism of corporate hypocrisy, more strongly identify with the company and are more tolerant of corporate misbehavior (Kim *et al.*, 2015). Furthermore, it is demonstrated that customers who firmly identify with a hotel's corporate values develop stronger and more positive brand relationships with the

company (Rather, 2018). As a consequence of CCI, customers choose to have an active relationship with the company and engage in behaviors that benefit the company (Bhattacharya and Sen, 2003), including

- positive evaluations of the company and its products;
- choosing the company over alternatives;
- positive eWOM; and
- providing product improvement suggestions (Ahearne *et al.*, 2005).

It is argued that trust creates customer identification with the brand, which, in turn, explains CE from a behavioral perspective:

H9. Customer trust in the hotel and CCI jointly mediate the positive relationship between CSR customer perceptions and CE.

2.9 Message source
In accordance with the integrated marketing communications paradigm, social media have become very important in terms of interaction and ubiquitous communication (Porcu *et al.*, 2017). In contrast to other traditional sources of corporate ethics information, social media help hotels to be aware of CSR customer perceptions (Zeng and Gerritsen, 2014); and, at the same time, they influence customer behaviors toward firms, even if the CSR initiatives are not directly aimed at these particular stakeholders (Wang and Huang, 2018).

Social information processing theory and the MAIN model (van Zoonen and van der Meer, 2015) suggest that the source of a message impacts on customer behavioral intentions. In this study, we differentiate between two CSR message sources, those posted by the hotel (i.e. FGC) and those posted by the customer (i.e. UGC). FGC messages posted on social media usually come from organizational accounts, considered as "official sources". The possibility of frequent interactions between users and official sources fosters CSR customer perceptions and purchase intention (Wang and Huang, 2018). In addition, hotels report CSR activities for two reasons: they seek

- to increase the awareness of customers and other stakeholders of their CSR activities to enhance their corporate credibility; and
- legitimacy to improve their competitive positioning and to comply with social, political and cultural norms (Du and Vieira, 2012).

In social media, the gatekeeping process or filtering of relevant information is directly transferred to the customer (Westerman *et al.*, 2014), who determines source credibility in an individual way (van Zoonen and van der Meer, 2015).

Customers (UGC) speak about their hotel involvement in CSR, which then exerts a significant effect on purchase intentions (Sparks *et al.*, 2013). Ettinger *et al.* (2018), in their study of social media communications made by hotels, note that almost half (42 per cent) of the reviews mentioned one or more CSR-related issues, especially environmental activities, diversity topics and supplier relations, showing the importance placed by customers on these aspects of a hotel's activity. Nevertheless, the importance of the interrelation between CSR and UGC remains an open and largely unexplored area in social media and eWOM literature (Serra-Cantallops *et al.*, 2018); the present study explores the moderating role of message source on the proposed hypotheses.

2.10 Moderating effects: user-generated content vs firm-generated content

One of the key elements that defines the importance of message source is source credibility (Petty and Cacioppo, 1986): if the message source is credible, the content of the message will be considered objective and reliable (Goldsmith *et al.*, 2000). In this sense, messages generated by users may diminish the skepticism that arises when CSR actions are closely related to the hotel's main business activities (van Rekom *et al.*, 2014). In these cases, the customer may attribute intrinsic or selfish motives to the actions (Du *et al.*, 2010), or regard differences between what the hotel says and does as a signal of incoherence in the hotel's social and environmental discourse, which will be punished with lower perceived trustworthiness (Christensen *et al.*, 2013).

When customers are the source of CSR information, they are perceived as proximal to other customers and, thus, as more reliable (Ukpabi and Karjaluoto, 2018); the information recipient perceives that these clients have extrinsic or disinterested reasons to highlight the hotel's CSR initiatives and the message is, therefore, more persuasive (Kim and Kim, 2014). In fact, eWOM puts the customer into the role of an honest CSR advocate for the hotel (Du *et al.*, 2010), and UGC is highly valued for its integrity (Dickinger, 2011). On the other hand, social media posts from organizational sources are thoroughly scrutinized, as readers attribute to them commercial purposes or ulterior motives, and they are thus considered less trustworthy (van Zoonen and van der Meer, 2015). Consequently, it is argued that UGC strengthens the relationship between CSR customer perceptions and customer trust:

> *H10.* UGC messages about CSR strengthen the effect of CSR customer perceptions on customer trust in the hotel more than FGC messages.

CCI is also dependent on message source. The aim of CSR communications, which are basically related to reducing skepticism and generating positive attributions of corporate motives for carrying out the initiatives, are easier to achieve when the CSR message source is not directly related to the hotel (Wang and Huang, 2018). Personal posts are seen by other users as having values more aligned with their own, and their intentions are perceived to be unrelated to profit seeking; in the case of an organizational social networks, the general image is the contrary, which makes the trust and identification processes more difficult (Wang and Huang, 2018). The fact that the message source is a hotel customer makes interaction more frequent and facilitates the development of stronger company-customer ties. In such cases, the message sender acts as a strong reference element and identification is facilitated (Phua *et al.*, 2017). Thus, we propose that CSR communication generated by customers reinforces the impact of CSR messages and customer trust on CCI more than FGC messages:

> *H11.* UGC messages about CSR strengthen the effect of CSR customer perceptions on CCI more than FGC messages.

> *H12.* UGC messages about CSR strengthen the effect of customer trust in the hotel on CCI more than FGC messages.

Message source is also said to affect the impact of CSR communications on CE. UGC is proposed in the previous literature as increasingly more credible than organization-sourced messages (van Noort and Willemsen, 2012). In relation to CLV, source credibility impacts on eWOM communication adoption, which has an impact on customer loyalty (Aghakhani *et al.*, 2018). Through a peripheral route, message source credibility is shown to have a significant effect on the customers' information sharing intentions, because they are

interested in building and maintaining relationships with the company (Hur *et al.*, 2017), and thus CKV is also promoted. Based on these arguments, the effects of CSR customer perceptions, customer trust and CCI on CE can be positively moderated by UGC more than by FGC:

H13. UGC messages about CSR strengthen the effect of CSR customer perceptions on CE more than FGC messages.

H14. UGC messages about CSR strengthen the effect of customer trust on CE more than FGC messages.

H15. UGC messages about CSR strengthen the effect of CCI on CE more than FGC messages.

We propose a causal model, based on these hypotheses, moderated by the source of the social media communication. The proposed conceptual model is at Figure 1.

3. Methodology

This study adopts a mixed research method approach (Molina-Azorín, 2016). Mixed methods offer a better understanding of research problems by triangulating two sets of results and thus enhancing the validity of inferences. Accordingly, a two-step study was implemented. First, an experimental design among tourists was carried out. Second, a qualitative analysis using in-depth interviews was conducted with three hotel managers.
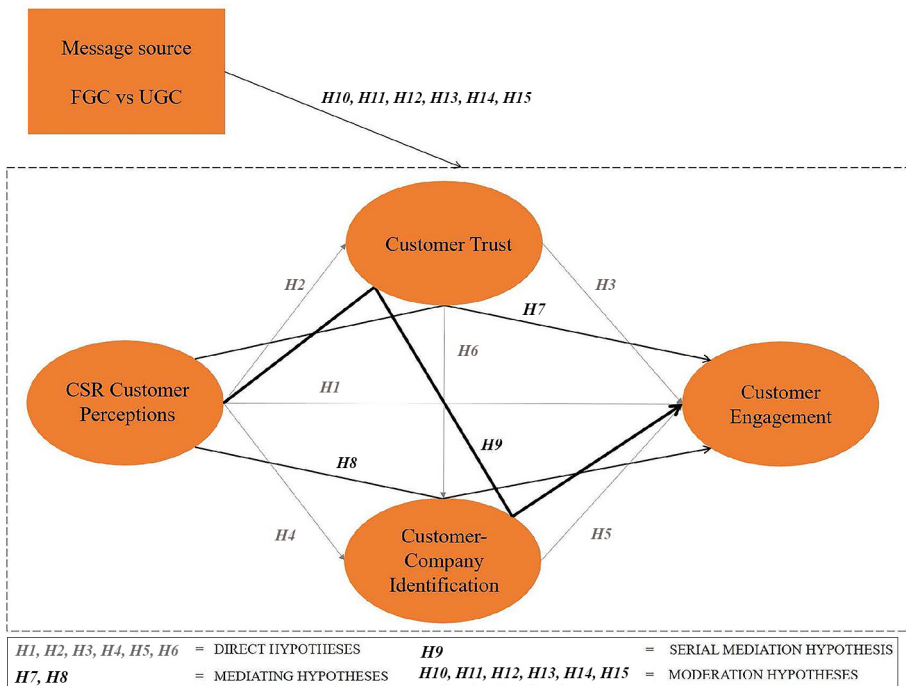

Figure 1.
Conceptual model

3.1 Study 1: single-factor experimental study

3.1.1 Design of the experiment and stimuli. The purpose of the experiment is to examine how the message source, specifically UGC, might influence CSR customer perceptions and the direct and indirect relationships with CE in a more positive way than communications from the hotel. The experiment was a single-factor (tweet source: FGC vs. UGC), between-subjects design, resulting in two scenarios, each with four tweets, meeting the following conditions:

- tweets about CSR initiatives were made by the hotel (i.e. FGC); and
- tweets about CSR initiatives were made by an independent third party, in this case former clients of the hotel or hotel chain (i.e. UGC).

Respondents were explicitly asked that they should think of the information in the tweets as if they had been posted by the actual hotel they stayed at during the previous month.

The stimuli (i.e. the tweets) were based on actual examples from hotel corporate profiles, taking into account that many customers may be entirely unaware of their chosen hotel's CSR policies (Serra-Cantallops *et al.*, 2018). Several design conditions were established. The tweets must actually have been published by a hotel chain on its official Twitter profile, or another profile specifically devoted to social activities and initiatives of the firm or group. The tweets were then made generic (i.e. not citing specific organizations, locations or brands) so that they could be applicable to any respondent. In the FGC scenario, we used the name of a fictitious hotel chain (@CadenaDeHoteles) for both the name of the Twitter profile and references to it in the tweets. We included a fictitious, generic hotel chain so that the experiment could be applicable to customers of different hotels, thus avoiding a bias effect from the hotel. Although the hotel chain is fictitious, the material presented to the participants was based on online posts made by real hotels. We asked the participants to accept that these posts were made by the hotels in which they had stayed during the month prior to the experiment. This allowed us to target respondents who had stayed in the specific tourist destination during the previous month, albeit in different hotels. The modifications of the scenarios involved, in the UGC case, changing the profile picture and name to create an anonymous customer account; hence, the customer accounts were fictitious but based on real accounts. To imitate the clients' ways of expressing themselves, slight modifications were made to the UGC scenario, by adding referrals to the hotel, additional opinions, exclamations and emojis. Apart from this, the content of the message in both scenarios was the same as in the tweets published by the real hotel companies and the focus of the differences between the scenarios remained on the message source. To ensure that the stimuli and questions were appropriate and understandable, we carried out a pre-test with 27 respondents, 15 for the FGC scenario and 12 for the UGC.

To address all the relevant CSR dimensions, we included all references to the economic, social and environmental actions taken by the hotel. Moreover, to avoid cultural biases, and reach the highest possible number of respondents, we created customer profiles of different national origins. Finally, to ensure stimuli homogeneity, three formal conditions were established:

(1) only text was used, with no attached contents or hyperlinks;
(2) message length was three lines; and
(3) the colors used in the tweets were Twitter's official colors.

These conditions were introduced and accepted during the pre-test stage. The tweets used in each scenario are shown in Figure 2.

Figure 2.
Experimental stimuli
(FGC versus UGC)

3.1.2 Data collection and sample. The population used for the hypotheses testing was hotel customers who stayed in a hotel, with a rating of three stars or greater, during the previous month. The questionnaire was distributed during June 2018, to hotel clients in Valencia, a city that ranks in the top five urban tourism destinations in Spain; this allowed us to minimize the bias related to data collected in different destinations. Of the 235 hotel clients recruited, 227 completed the experiment ($n = 227$). The profile of the sample is given in Table II. Of the 227 questionnaires, 159 were distributed online and 68 in paper format.

The online and paper questionnaires were exactly the same. To verify that there was no method bias, a one-way ANOVA was performed between both questionnaire formats (Table III). This yielded no statistically significant differences between variables in any of the cases.

Of the 227 hotel clients, 74 per cent stayed at the hotel for leisure and 26 per cent for professional reasons; 52 per cent had a Twitter profile; 26 per cent connected to it more than once a day, 14 per cent once a day, 20 per cent 2 or 3 times a week, 10 per cent once a week and 31 per cent signed in less frequently. As to how they made their hotel bookings, 15 per cent used the hotel website, 57 per cent used a travel website (e.g. Booking.com and Trivago), 7 per cent made a phone call, 7 per cent used a travel agency and 14 per cent had a third party book the hotel for them. From the total sample, 59 per cent stayed at a hotel of a chain with an active CSR communication policy and 41 per cent at a hotel chain or an independent hotel with no CSR communication policy.

3.1.3 Measures. All the scales were adapted from previous hotel and social media literature. The CSR customer perception data were obtained using the scale used by Bigné *et al.* (2010). For CCI, we used Homburg *et al.* (2009)'s scale adapted to hotels. To measure customer trust we used Ruiz-Mafé *et al.* (2014)'s 3-item adaptation of the scale validated by Flavián *et al.* (2006), covering the dimensions of honesty, benevolence and competence. For CE in its behavioral conceptualization, we used the measurement tool of Kumar and Pansari (2016), taking its CLV, CIV and CKV dimensions. The CLV items relate to the customer's previous experience with the hotel and his/her future intentions based on this experience. The CIV and CKV items were adapted and recast in the conditional tense to elicit the behavioral intentions of customers following hotel stays and after having read the FGC and

								Total
Trip motivation				Leisure	168	74%	Work	59	26%	227

Category									Total
Trip motivation			Leisure 168 74%	Work 59 26%		227
Twitter user			Yes 117 51.5%	No 110 48.5%		227
Twitter Frequency of Use	More than once a day 30 25.6%	Once a day 16 13.7%	2 or 3 times a week 23 19.7%	Once a week 12 10.3%	Less frequency 36 30.8%	117
Hotel booking	Hotel website 33 14.5%	Travel website 129 56.8%	Phone call 16 7%	Travel agency 17 7.5%	Booked by someone else 32 14.1%	227
Hotel chain with active CSR communication			Yes 134 59%	No 93 41%		227
Gender			Male 105 46.3%	Female 122 53.7%		227
Age	18-24 41 18.06%	25-44 107 47.1%	45-64 74 32.6%	>64 5 2.2%		227

Table II.
Sample profile

Variable	Sum of squares	df	Mean square	F	Sig.	Engaging customers
CSRP						
Between groups	3.266	1	3.266	1.900	0.169	
Within groups	386.759	225	1.719			
Total	390.025	226				
TRU						
Between groups	0.613	1	0.613	0.472	0.493	
Within groups	291.929	225	1.297			
Total	292.541	226				
CCI						
Between groups	1.745	1	1.745	0.998	0.319	
Within groups	393.459	225	1.749			
Total	395.204	226				
CLV						
Between groups	0.172	1	0.172	0.124	0.726	
Within groups	313.089	225	1.392			
Total	313.260	226				
CIV						
Between groups	0.178	1	0.178	0.062	0.803	
Within groups	645.238	225	2.868			
Total	645.416	226				
CKV						
Between groups	5.250	1	5.250	2.094	0.149	
Within groups	564.170	225	2.507			
Total	569.420	226				
ENG						
Between groups	1.087	1	1.087	0.664	0.416	**Table III.** ANOVA between in-person and online questionnaires
Within groups	368.556	225	1.638			
Total	369.643	226				

UGC tweets about the hotel's CSR activities. The complete list of items included in the measurement of the variables can be seen at Table IV.

Partial least squares structural equation modeling (PLS-SEM), based on variance, with SmartPLS 3.2.7 software, was used to test the hypotheses; this is a good fit for our study (Hair *et al.*, 2011). PLS-SEM involves a two-step process:

(1) the measurement of the model; and

(2) the assessment of the structural model.

3.1.4 Measurement model. To ensure measurement validity and reliability we undertook a confirmatory factor analysis (CFA) for all constructs and their indicators. The CFA was measured by SmartPLS 3.2.7, given that an endogenous factor, namely CE, was conceptualized as a second-order formative construct. The consistent PLS algorithm was used to correct the estimations of the reflective constructs (Dijkstra and Henseler, 2015).

The results for the validity of the measurement model are very good. Content validity is assumed as all the proposed relationships between the theoretical concepts are based on a review of the literature. The results of the analyses of convergent validity and reliability are shown in Table V. Standardized loadings from indicators are all above 0.6, with average

Construct	Authors	Indicators
CSR customer perceptions	Bigné *et al.* (2010)	CSRP1. The hotel chain is aware of environmental matters CSRP2. The hotel chain fulfills its social responsibilities CSRP3. The hotel chain puts something back into society CSRP4. The hotel chain acts with society's interest in mind CSRP5. The hotel chain acts in a socially responsible way CSRP6. The hotel chain integrates philanthropic contributions into its business activities
CCI	Homburg *et al.* (2009)	CCI1. I am well identified with this hotel chain CCI2. I feel good to be a customer of this hotel chain CCI3. I like to tell that I am a customer of this hotel chain CCI4. This hotel chain fits well to me CCI5. I feel attached to this hotel chain
Trust	Flaviän *et al.* (2006)	TRU1. The information offered by this hotel chain is sincere and honest TRU2. This hotel chain is concerned with the present and future interests of its customers TRU3. This hotel chain has the necessary resources to successfully carry out its activities
CE	Kumar and Pansari (2016)	CLV1. I will continue staying at this hotel chain in the near future CLV2. My stays at this hotel chain make me content CLV3. I get my money's worth when I stay at this hotel chain CLV4. Staying at this hotel chain makes me happy CIV1. I would actively discuss this hotel chain in social media CIV2. I would love talking about my experience at this hotel chain in social media CIV3. I would discuss the benefits that I get from this hotel chain with others in social media CIV4. I am part of this hotel chain and would mention it in my conversations in social media CKV1. I would provide feedback about my experiences at the hotel to the hotel chain CKV2. I would provide suggestions for improving the performance of the hotel chain CKV3. I would provide suggestions or feedback about the new services of the hotel chain CKV4. I would provide suggestions or feedback for developing new services for this hotel chain

Table IV.
Measurement scales

Factor	Indicator	Standardized loadings	p-value	Standardized weights	p-value	t-value	VIF	CA	rho_A	CR	AVE
CSR Customer Perceptions	csrp1	0.800	***			17.611		0.929	0.931	0.929	0.688
	csrp2	0.822	***			22.777					
	csrp3	0.752	***			18.604					
	csrp4	0.867	***			18.772					
	csrp5	0.897	***			22.171					
	csrp6	0.829	***			14.489					
CCI	cci1	0.871	***			39.660		0.931	0.865	0.932	0.735
	cci2	0.899	***			37.860					
	cci3	0.862	***			39.335					
	cci4	0.872	***			33.781					
	cci5	0.775	***			28.103					
Trust	tru1	0.838	***			23.196		0.856	0.934	0.859	0.670
	tru2	0.880	***			25.332					
	tru3	0.732	***			18.743					
CLV	clv1	0.823	***			26.519		0.897	0.902	0.898	0.689
	clv2	0.837	***			25.139					
	clv3	0.736	***			19.654					
	clv4	0.887	***			25.774					
CIV	civ1	0.950	***			31.745		0.954	0.956	0.954	0.838
	civ2	0.940	***			39.827					
	civ3	0.936	***			42.204					
	civ4	0.832	***			37.003					
CKV	ckv1	0.974	***			24.142		0.952	0.953	0.951	0.829
	ckv2	0.909	***			28.389					
	ckv3	0.915	***			35.906					
	ckv4	0.839	***			28.157					
CE	clv	0.977	***	0.814	***	14.830	1.641	N/A	1.000	N/A	N/A
	civ	0.696	***	0.089		1.459	2.042				
	ckv	0.713	***	0.200	**	3.004	1.959				

Notes: VIF = Variance Inflation Factor; CA = Cronbach's Alpha; CR = Composite Reliability; AVE = Average Variance Extracted; **p < 0.01; ***p < 0.001

Table V.
Measurement model.
Convergent validity
and reliability

standardized loadings above 0.7 in all cases. Average variance extracted (AVE) for all factors is above the minimum level of 0.5 recommended by Fornell and Larcker (1981). The reliability results show that the measurement model is consistent, even if used repeatedly, with Cronbach's alpha for all variables well above the minimum acceptable value of 0.7 recommended by Nunnally and Bernstein (1994). Composite reliability values are also greater than 0.6 for all latent variables (Bagozzi and Yi, 1988).

The discriminant validity results, displayed in Table VI, are also satisfactory. The HTMT ratio levels are below 0.9 in all cases (Teo *et al.*, 2008). In addition, cross-loadings show that none of the indicators have greater loads in different factors. After applying bootstrapping with 5000 resamples, all factor loadings are found to be significant at a $p < 0.001$ level. As CE is included as a second-order formative construct, the model was estimated in a two-stage approach. This approach avoids collinearity problems and includes the higher-order construct as the dependent variable of the model (Ringle *et al.*, 2012; van Riel *et al.*, 2017). The results of the validity test show no collinearity problems (VIF <5) in the different weights. All standardized weights are found to be significant, except for CIV. Given that the intention to recommend the hotel online is an important indicator of CE, and that its corresponding loading was above 0.5 (std. loading = 0.696, $p < 0.001$), this dimension was kept in the model.

3.2 Study 2: in-depth interviews with practitioners in the hotel industry

A second, qualitative study was performed to give further validity to the results of Study 1. Structured in-depth interviews were undertaken with three hotel industry experts working in different sub-sectors. In particular, one was an entrepreneur and hotel manager with experience in tourism innovation, one was a manager of a small hotel in an urban area and one was the Valencian community manager of an international hotel chain. Six questions were posed in the interview, covering most of the relations between the variables in Study 1. The questions were as follows:

Q1. What is the effect of CSR initiatives on trust felt toward the hotel?

Q2. To what extent can the client identify with the hotel if (s)he perceives it to be socially responsible?

Q3. What role do social media play in CSR communication? Do they contribute to generating trust and/or identification toward the hotel?

Q4. Do you think that trust between the customer and the hotel makes the identification process with the hotel easier?

Factor	1	2	3	4	5	6
1. CSR customer perceptions						
2. CCI	0.698					
3. Trust	0.661	0.772				
4. CLV	0.629	0.875	0.752			
5. CIV	0.476	0.619	0.457	0.625		
6. CKV	0.472	0.603	0.528	0.602	0.698	

Table VI.
Measurement model.
Discriminant validity
(HTMT ratios)

Q5. With respect to the effects of CSR communication on trust, do you think the effects are greater when the message is sent by the hotel itself or by an independent customer who previously stayed at the hotel?

Q6. How do trust and identification with the hotel affect CE?

The interviews were performed via skype and lasted on average between 15 and 20 min. The sessions were recorded with the prior consent of the interviewees, which allowed the contents to be transcribed. We assured the interviewees that personal data and anonymity and confidentiality would be protected in all cases. Quotes in this study are directly reproduced from the interviewees' responses.

4. Discussion of results

4.1 Structural equations model
Having confirmed the validity and reliability of the measurement instrument, the structural model was calculated for the general model. The results of the structural model evaluation and hypotheses testing are displayed in Table VII.

The structural model evaluation shows adjusted R^2 values for the factors in the general and scenario models significantly above the minimum recommended level of 0.1 (Falk and Miller (1992)). The Q^2 statistics for all dependent latent variables are positive, confirming that the proposed model has predictive validity with respect to all its variables.

The relationship between CSR customer perceptions and CE was found to be non-significant (*H1*, β = 0.017, $p > 0.1$), therefore it cannot be stated that customers who

Direct effects	Coefficient	Bootstrap 95% CI				
		Percentile		Bias corrected		
H1: CSRP → ENG	0.017ns	−0.077	0.107	−0.084	0.103	
H2: CSRP → TRU	0.665***	0.574	0.747	0.568	0.743	
H3: TRU → ENG	0.162*	0.038	0.299	0.029	0.288	
H4: CSRP → CCI	0.330***	0.179	0.466	0.179	0.467	
H5: CCI → ENG	0.710***	0.581	0.834	0.588	0.841	
H6: TRU → CCI	0.551***	0.421	0.687	0.414	0.678	
Indirect effects	Point estimate	Percentile		Bias corrected		VAF (%)
H7: Via TRU (*H2 × H3*)	0.108	0.026	0.207	0.024	0.205	70.4
H8: Via CCI (*H4 × H5*)	0.234	0.116	0.358	0.124	0.364	96.7
H9: Via TRU → CCI (*H4 × H6 × H3*)	0.260	0.183	0.352	0.189	0.363	79.8
Total indirect effect	0.603	0.508	0.707	0.294	0.515	97.3

Notes: ***$p < 0.001$; **$p < 0.01$; *$p < 0.05$; ns= non-significant, VAF = variance accounted for R^2 (CCI) = 0.651; R^2 (Trust) = 0.440; R^2 (CE) = 0.518; Q^2 (CCI) = 0.409; Q^2 (Trust) = 0.259; Q^2 (CE) = 0.412

Table VII.
Summary of mediating effects tests

Differential effect	Coefficient	Bootstrap 95% CI			
		Percentile		Bias corrected	
CCI − TRU = (*H4 × H5*) − (*H2 × H3*)	0.126ns	−0.091	0.333	−0.086	0.337

Note: ns non-significant

Table VIII.
Comparison of mediating effects

perceive that a hotel undertakes CSR activities directly display positive engagement behaviors. Nevertheless, the effect of CSR customer perceptions on trust (*H2*, β = 0.665, $p < 0.001$) and of trust on CE (*H3*, β = 0.162, $p < 0.05$) are positive and significant, meaning that customers who perceive that the hotel undertakes social and environmental activities tend to develop feelings of trust, and that those who believe the hotel to be honest, competent and benevolent are likely to display positive CE. Similarly, the positive relationship between CSR customer perceptions and CCI (*H4*, β = 0.330, $p < 0.001$) and CCI and CE (*H5*, β = 0.710, $p < 0.001$) are confirmed: CSR customer perceptions are an important antecedent of the CCI process, which, in turn, encourages CE behaviors beneficial to the hotel. Customer trust positively influences CCI, (*H6*, β = 0.551, $p < 0.001$).

4.2 Mediating effects

Table VI also shows indirect effects. The indirect effect of CSR customer perceptions on CE through trust is positive, but less powerful than via CCI. Nonetheless, this difference is found to be non-significant (Table VIII). In addition, there is a joint effect of trust and CCI, which involves a multiple mediation of these two factors between CSR customer perceptions and CE. The total indirect effect has a variance accounted for (VAF) above 90 per cent, providing further evidence of the positive mediating effect (Cepeda *et al.*, 2017). Given that both indirect effects are significant and that the direct effect (i.e. *H1*) is not, both trust and CCI fully mediate the CSR customer perception-CCI relationship. The serial mediation also shows that one of the mediators (i.e. trust) has an effect on the other (i.e. CCI).

4.3 Moderation

To verify that the message source, FGC or UGC, moderates the proposed relationships, we performed a multigroup analysis, using SmartPLS 3.2.7, and used two different procedures, Henseler *et al.* (2009)'s MGA non-parametric significance test and permutation test. The first compares group bootstrap estimates obtained from all bootstrap samples: this shows significant differences, at the 5 per cent level, between path coefficients across the two scenarios, if the associated *p*-value is lower than 0.05 or higher than 0.95 (Sarstedt *et al.*, 2011). The permutation test assesses if two data groups, in this case the FGC and UGC respondents, show statistically significant differences in their group-specific path coefficients (Hair *et al.*, 2018). The results of this analysis are at Table IX.

Henseler's MGA identified a significant difference between UGC and FGC regarding the effect of CSR customer perceptions on trust. As shown in Table VIII, the UGC results demonstrate a greater correlation between customers' perceptions of the hotel's responsiveness to society and their development of trust than in the case of FGC. Hence, *H10* (*p*-value difference = 0.953, $p > 0.95$) is supported.

4.4 In-depth interviews

With respect to *Q1*, practitioners in the hotel industry agree that the effects of CSR on trust are yet to be completely clarified. The hotel manager who was expert in tourism innovation declared that:

> "CSR initiatives undoubtedly have an impact on hotel trust, but lower than service, and depend on the segment and type of product".

This highlights that the impact of social and environmental activities is stronger in higher-quality hotels, where the service is generally satisfactory, and where customers

Hypotheses	Path coefficient		Confidence interval (95%)		Path coefficients difference (FGC vs UGC)	p-value difference (one-tailed)		Status
	FGC	UGC	FGC	UGC		Henseler's MGA	Permutation test	
H10: CSRP → TRU	0.520	0.672	0.394, 0.621	0.550, 0.757	0.152	0.953*	0.065**	Accepted
H11: CSRP → CCI	0.311	0.454	0.130, 0.474	0.329, 0.566	0.143	0.868	0.143	Rejected
H12: TRU → CCI	0.524	0.393	0.377, 0.663	0.252, 0.517	0.131	0.133	0.145	Rejected
H13: CSRP → ENG	0.077	0.086	−0.031, 0.173	−0.040, 0.192	0.010	0.547	0.458	Rejected
H14: TRU → ENG	0.108	0.225	−0.009, 0.242	0.077, 0.364	0.116	0.846	0.156	Rejected
H15: CCI → ENG	0.713	0.593	0.597, 0.813	0.441, 0.731	0.121	0.135	0.137	Rejected

Notes: In Henseler's MGA method, a p-value lower than 0.05 or higher than 0.95 indicates significant differences between specific path coefficients across groups at the 5% level. **$p < 0.05$; *$p < 0.1$

Table IX.
Moderating effect of message source

truly appreciate CSR contributions. Another issue raised by the interviewees was the importance of communication for CSR to have a definitive effect on trust. The international hotel chain manager confirmed that, as part of the phenomenon of the "economy of reputation", both hotels and customers realize the importance of communicating these actions. At the same, it was highlighted that hotel managers devote little effort to this goal. In their own words:

> "There is a significant gap between the orthodox definition of CSR and what companies do".

The expert in tourism innovation and the urban hotel manager agreed that, in practice and in most cases, CSR communication is reduced to little bits of information at the "foot of the corporate webpage" and that its level of influence is low or even non-existent.

The interviewees also gave their opinions in answer to *Q2* about the relationship between CSR customer perceptions and consequent CCI. The urban hotel manager stated that "CSR is a natural extension of what the company does beyond its main activity", meaning that CSR communication has to be sufficiently effective to create identification "before the customer has formed an opinion about the company".

For the expert in tourism innovation, CSR can have a significant effect in hotels in which "the impact of price is much lower", and the hotel product is "more experience-based and environment-oriented". The strong effect on CCI is explained, according to the international hotel chain manager, by the fact that:

> "hotels are every time more sensitized to CSR".

Therefore; "CSR should not be seen just a commercial matter, but as a part of the philosophy of the company".

In the case of the international hotel chain, the company is more sensitized toward CSR and makes visible actions that are already part of the core values that define the company's activity.

Speaking of communication of CSR initiatives (*Q3*) the experts agreed that social media are crucial, and often underused tools. According to the expert in tourism innovation, "generating CSR content on social networks is a challenge for hotels", and CSR-related inputs can generate enormous customer value even for hotels less sensitive to CSR perceptions, that is, whose market segment is not particularly interested in these initiatives. The urban hotel manager regarded social media as useful, very dynamic channels that allow content generation without using intermediaries, keeping in mind that "the user has to enter into contact with the community in advance", so that CSR communications can actually have an impact.

In terms of *Q4*, the responses of all three experts were unanimous: the effect of trust on CCI is positive and obvious when it comes to customers in the hotel industry, but only if it is accompanied with a positive experience at the hotel. The international hotel chain manager highlights how it contributes to the "social prestige" of the hotel.

Q5 covered the importance of the message source on the effects of CSR on trust and CCI. Here opinions differed. The expert in tourism innovation and the manager of the international hotel chain believed there is a clear tendency to regard UGC as being the more legitimate source of information:

> "The impact of reviews comes mainly because the sender is different to the entity discussed in the message [. . .] customers give much more legitimacy to external messages".

On the other hand, the hotel manager of the urban destination argued that both sources could be considered as trustworthy as regards CSR. Specifically:

"The opinions of the clients, as long as they are not paid for and are spontaneous, are commonly regarded as more credible than FGC [. . .]. In the case of CSR, the hotel has more scope to communicate its activities than its clients, and this can rebalance this reach and impact. The hotel is able to communicate more, and more nuanced, information than the customer, who may focus only on a small part of what (s)he has perceived".

This insight helps to explain the lack of significance of the moderating effect of the message source in some of the proposed relationships. Although hotel guests can, and do, act as CSR message sources, and have been in the same situation as the potential customer, and hence more neutral, the information provided by them is usually less complete and can be perceived by potential customers as providing only a limited picture that does not represent the whole range of the hotel's social and environmental activities.

Finally, in *Q6* the experts were asked about the effect of customer trust and CCI on CE from a behavioral perspective. The expert in tourism innovation argued that CLV in this sense is not necessarily a consequence of trust and CCI in the case of the hotel industry, as repeat visits depend heavily on destination and other factors:

"If we depart from a more traditional concept of engagement, understood as simple repetition, it strongly depends on the segment and the destination. I may love a hotel in Japan, but I will probably travel there only once again in my life".

This view is the contrary to that of the international hotel chain manager, who feels that repetitive hotel stays are motivated by trust and identification with the company.

Nonetheless, if we extend the concept of engagement to word of mouth or active collaboration with the hotel, then the result is positive in the view of all experts. In fact, the urban hotel manager agreed with the definition of engagement that takes into consideration the recommendation and co-creation dimensions. The urban hotel manager found that trust and CCI had the strongest effect on CIV, as:

"When I see that a hotel goes beyond with its core activities, is aware of the impact of its activities on the environment, and develops activities in which even the customer can take part, I also talk about the hotel positively".

5. Theoretical implications

This study analyzes the role of the message source when using Twitter to report CSR activities, on the basis that UGC strengthens the effect on CE. Our findings suggest that CSR customer perceptions gained through Twitter affect CE when customers develop trust in the hotel due to its environmental and societal-supportive activities and when they identify with its corporate values and principles. Furthermore, CSR perceptions develop stronger trust when the message comes from a customer than a corporate source. This study makes several contributions. The findings contribute to the growing body of knowledge on consumer engagement in social media platforms and provide theoretical and managerial implications that may help both researchers and hotel managers understand the mechanisms underlying consumer–brand engagement with tourism services in the social media context.

The literature has recognized the emerging importance of CE as a strategic imperative for building customer–brand relationships. In testing the role of CSR perceptions, CCI and trust in developing tourism services engagement, this study has addressed calls for more research into CE to further the understanding of this emerging construct (Kumar *et al.*, 2010; MSI, 2018). The findings provide insight into the relationships between the focal constructs that underlie the process of service engagement formation and afford a greater appreciation of how CSR

perceptions interact with the key drivers of CE in creating truly committed and loyal customers.

The positive effect of hotel trust and CCI on CE can be understood in the framework of social exchange theory (Cropanzano and Mitchell, 2005). The findings of the present study suggest that, if consumers trust hotel managers, and feel identified with the hotel values, they are likely to reciprocate by increasing their engagement levels. The positive impact of trust on customers' beyond-purchase connections with the hotel, also supports prior research proposing that behavioral dimensions of CE are a likely outcome of trust for both new and existing customers (Martínez and Rodríguez del Bosque, 2013; Yen and Tang, 2015). As argued by Martínez and Rodríguez del Bosque (2013), where the client believes that the hotel and its employees are capable of providing the necessary services, infrastructure and information, and to put themselves in the customer's position when providing services, this increases customer revisit intention. Furthermore, the customer's trust in the hotel's performance encourages them to altruistically share their experiences to assist others going through the same decision-making processes (Yen and Tang, 2015).

In line with previous research, the results prove the positive impact of the CSR activities on the customers' trust in hotels (Jalilvand *et al.*, 2017; Martínez and Rodríguez del Bosque, 2013; Yen and Tang, 2015). This result offers new insights into the action-based theory of persuasion: as more customers come to perceive that a hotel is socially responsible and participates in activities that benefit the community, a larger number of them will trust the hotel (Jalilvand *et al.*, 2017). This result supports service-dominant logic (Vargo and Lusch, 2017); trust is an integral part of value co-creation, since it encourages dialogic, long-term interaction between customer and company, which helps to reduce customer skepticism (Ballantyne and Varey, 2006)

The findings confirm that CCI generated on Twitter, and induced mainly due to CSR communications, is a powerful cognitive connection that can generate positive behavioral responses in relation to the brand. CCI encourages customers to spend more time and money on and in the hotel, which is a fundamental part of CE from a behavioral perspective (Pansari and Kumar, 2017). A double mediating effect has also been observed: customers trust the hotel because of its pro-environmental behavior, and identify with its corporate principles because of its support of specific causes, and display positive CE behaviors. This final contribution has not been seen in the extant literature; it provides a refinement of the CSR-CE relationship concept in the hotel industry.

As tourist companies increasingly rely on social media to engage with customers, recent studies have attempted to clarify the impact of firms' engagement through social media (FGC) and the effects of UGC on consumer engagement. In this study, we extend and contribute to this stream of literature by examining the moderating effect of message source (FGC vs. UGC) on the relationship between customer perceptions of CSR and customer trust. Our findings are consistent with the solid framework of consumer trust and source credibility (McGinnies and Ward, 1980; van Zoonen and van der Meer, 2015).

It should be noted that the arguments in the literature are contradictory (Serra-Cantallops *et al.*, 2018). Filieri *et al.* (2015) suggested that source credibility does not influence consumer trust in UGC. However, recent research showed that the effectiveness of social media content on company evaluations is more positive when the source is independent and external to the company (Dickinger, 2011; Sparks *et al.*, 2013). Our findings are aligned with the second research stream. Thus, trust in external sources (i.e. customers) reinforces the impact of CSR perceptions on hotel trust particularly as the customer develops awareness and wants to obtain information about a company (Colicev *et al.*, 2018).

The present paper focuses on the relationship between CSR communications made through Twitter, CSR customer perceptions and the effects on CE from a behavioral

perspective. These show that customer trust and CCI are full, independent and joint mediators in this relationship. Even more important is the moderating effect caused by CSR message source, with UGC generated by third-party independent sources being considered more credible, outside corporate control and lacking in self-interest (Du and Vieira, 2012).

6. Managerial implications

The results of the study provide insights that can help hotels improve their CSR communications to produce an effective impact on CE. First, hotels should prioritize Twitter for their CSR communications. The messages should emphasize their corporate values and principles so that customers can easily find commonality with their own defining values. In this sense, hotel industry experts point out that CSR should no longer be a mere promotional tool with no relation to the hotel's activity; CSR must be fully integrated into the hotel's philosophy and be aligned with the company's main activity and the impact it has on the different stakeholders.

Although customers prioritize self-centered values and attach more trust to companies that care for their personal situations (Korschun *et al.*, 2014), growing concerns at the societal level are slowly transforming these into community-centered values, such as solidarity, welfare and environmental protection (Schmeltz, 2012). Therefore, messages should emphasize actions that take account of stakeholders' concerns and that contribute to social and environmental issues that affect society as a whole. The hotel industry experts agree that social media are fundamental for hotels in their interaction with current and potential customers; this is especially important for small hotels, which currently do not prioritize active CSR communications in social media. Following their insights, social media are fundamental to interact with hotel current and potential customers, especially for small hotels, which are not giving priority to these means to actively communicate about CSR and give a predominant presence to this content.

The generation of customer trust and CCI results in engaged customers more likely to act toward the company in three ways:

(1) to value the experience and repeat it in the near future;

(2) to start conversations on social media networks about the positive aspects of the hotel; and

(3) to share their experience with the company and to contribute to the development of new and improved products and services that integrate customers' requirements (Pansari and Kumar, 2017).

From the point of view of practitioners, CSR is a main tool for generating customer trust and CCI, if well communicated and accompanied by the expected service quality. In particular, the strongest perceived effects are on CIV and CKV, which are considered as fundamental sources of customer value by the industry. As to which is the more appropriate message source, UGC is shown to be better for the generation of customer trust. Nevertheless, the question of control should be considered by the hotel: although both sources can be used to engage customers, as external sources are more difficult to control, the content of the messages might be more difficult to handle from the corporate point of view (Skard and Thorbjørnsen, 2014).

In addition, Twitter communication can have several advantages for hotels in CSR communication. CSR is an important source of social media content generation which, according to hotel managers, remains a problem in the communication strategies of companies in this sector. Moreover, CSR information can be condensed into tweets and made more accessible than reports aimed at investors and other financial stakeholders. Although

hotel companies may encounter lower interaction with CSR-related tweets in their general hotel profile, this can be addressed by the configuration of a specialized CSR profile, which can then enjoy greater attention and interaction (Etter, 2013). To obtain the maximum benefit from their CSR activities, to enjoy greater communication symmetry and to build enduring relationships with their customers, companies should publish CSR-related information in a systematic way and proactively respond to customers' inquiries and observations (Etter, 2014).

7. Limitations and future research lines

The study has some limitations. First, future investigations should examine the effect of customers' previous knowledge of the CSR initiatives and reputation of the hotel. Second, the study focuses on the customer's perspective, leaving unanswered questions about the economic effects on the firm and destination. The hypotheses might be tested in different destinations (e.g. a beach resort) to verify whether this shows differences in the proposed relationships, as found in other studies (Singh *et al.*, 2008). Third, we have examined only behavioral intentions related to CE. Academicians call for more research into real behaviors to obtain insights into emotional and behavioral reactions to specific stimuli (Inman *et al.*, 2018); future studies should measure actual CE behaviors to obtain a more realistic profile of the hotel customer with respect to CSR communications. Fourth, in future developments of the proposed model we will include individual attitudes toward CSR, such as the conceptualization proposed by López-Davis *et al.* (2017) in their definition of personal social responsibility. Fifth, we might examine customer satisfaction, as this might influence final behavioral intentions. Sixth, we might consider the feelings of proximity that may be developed in readers based on their cultural background/nationality.

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CHAPTER 3: IMPACT OF CAUSE-RELATED MARKETING ON CONSUMER ADVOCACY AND CAUSE PARTICIPATION

A CAUSAL MODEL BASED ON SELF-REPORTS AND EYE-TRACKING MEASURES

Psychology Marketing WILEY

Impact of cause-related marketing on consumer advocacy and cause participation: A causal model based on self-reports and eye-tracking measures

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Abstract

Cause-related marketing improves corporate image and consumer attitudes toward brands. An important research gap is how the visual attention paid to cause-related cues in social media affect consumer attitudes and behaviors. In the present study, we analyze the moderating role of the visual attention paid to Instagram-based, cause-related posts on the impact of consumer perceptions (i.e., corporate image), beliefs (trust), and attitudes (i.e., corporate social responsibility [CSR] support) on behavioral intentions (i.e., cause participation, consumer advocacy, and intention to share posts) for fast-food restaurants. Data for the study were collected in a between-subjects experiment with 123 participants. Visual attention was measured using eye-tracking technology, and consumer attitudes and behavioral intentions through an online survey. The results show that the greater the attention paid to images (amount and duration of fixations) and the more revisits made lead to more positive attitudes and behaviors toward the cause and the company. On the other hand, the more time spent looking at the company's responses to negative user-generated content weakens the relationship between trust and consumer advocacy toward the company. These results can help practitioners design appropriate cause-related marketing strategies in social media.

KEYWORDS
cause participation, cause-related marketing, consumer advocacy, eye-tracking, fast-food restaurants, social media

1 | INTRODUCTION

Cause-related marketing (CRM) is a core strategy for achieving long-term engagement with consumers (Lafferty et al., 2016). Previous research has identified positive effects of CRM on consumer attitudes and behaviors, such as purchase intention and loyalty (Patel et al., 2017; Randle et al., 2019). Consumer participation has been

shown to be particularly important for restaurants conducting CRM campaigns, and hence they must develop programs that engage and motivate consumers to participate (Huang & Liu, 2020). Furthermore, CRM has been especially important for restaurants during the coronavirus disease 2019 (COVID-19) pandemic, as it allowed those unable to operate to maintain relationships with consumers and other stakeholders. Nielsen (2020) reported that 72% of consumers

considered companies' economic support for people affected by COVID as an important argument to buy their products, and that 84% of consumers identified companies supporting COVID-linked causes as being positively differentiated from their competitors. At the same time, the increasing consumer health awareness and the unknown long-term impact of the COVID-19 pandemic on patterns of consumer behavior are expected to have a lasting effect on the fast-food market (Dube et al., 2020; Slack et al., 2020).

In terms of CRM communication, social media provide a faster and more efficient interaction with consumers, and therefore have become one of the most important for this purpose (Bialkova & Te Paske, 2021). Consumer intention to participate in CRM initiatives is positive when communicated through social media, considered as an opportunity to improve self-image (Choi & Seo, 2017). Interest in visual-based social media such as YouTube, Instagram, or TikTok is increasing (Liu et al., 2020), as these platforms develop a series of technology-related needs that contribute to the gratification after its use (Nanda & Banerjee, 2020). However, as Babic-Rosario et al. (2020) argue, the role of visual-based social media needs further research. Therefore, in this study we examine CRM content posted on visual-based social media and its effect on consumer attitudes and behavioral intentions toward the restaurant brand.

Visual attention has been recognized as a primary factor in advertising effectiveness since the appearance of the earliest models, for example, attention, interest, desire and action (Strong, 1925). Advertising cannot persuade consumers if it does not attract their attention. Visual attention can be very effectively measured by eye-tracking (Orquin & Wedel, 2020). In line with Babic-Rosario et al. (2020), we propose that eye-tracking should be used to identify what consumers are actually looking at in social media posts rather than what they are presumed to be viewing. Eye-tracking methodologies have been used in advertising research due to their linkage to cognitive processing (Pieters & Wedel, 2004). In particular, fixation measures (i.e., the point where the eye stops) such as fixation duration, number of revisits, and number of fixations have been used as proxies for interest and intensity of processing (King et al., 2019). Previous studies have applied eye-tracking to online advertising (e.g., Muñoz-Leiva et al., 2019) but, to the best of the authors' knowledge, very few have examined CRM in social media (for an exception, see Bigné et al., 2021). Existing works have focused on direct relationships, with visual attention as the dependent variable (e.g., Chang & Chen, 2017), but not as a moderator between consumer attitudes and behaviors.

Based on trust-commitment theory and selective exposure theory, we propose a model that combines consumer perceptions (i.e., corporate image), attitudes toward corporate social responsibility (CSR) and the company (i.e., CSR support and trust) and behavioral intentions (i.e., consumer advocacy, cause participation, and intention to share) with visual attention, measured through eye-tracking. Yun et al. (2019) study demonstrates how consumer's attitude toward a brand, along with the attitude toward a cause, predicts perceptions of CRM compatibility. This study gives further understanding to the CRM triad (Heider, 1946), adding the link between consumer

attitudes toward the company and CSR on brand advocacy and cause participation. The goal of this study is to identify the effects of CRM content posted by companies on visual-based social media on consumer trust in the company, participation in the cause, and positive electronic word-of-mouth (eWOM), that is, advocacy for the company and intention to share posts on social media.

This study makes three contributions to the literature. First, we develop an integrative model that explains how CSR drives positive eWOM toward companies through consumer advocacy, intention to share posts, and cause participation intention. Second, this is among the first studies to hypothesize and empirically examine the moderating effect of visual attention paid to CRM campaigns on visual-based social media on the relationship between consumer attitudes and behavioral intentions. We extend previous research on the impact of attitudes toward CRM on consumer perceptions of these actions (Yun et al., 2019) by adding the relevance of visual attention as an important moderator that affects attitudes and behavioral intentions toward the brand through CRM communication in social media. Third, we employ two methodological perspectives: (a) eye-tracking is used to examine consumers' visual attention patterns; (b) an e-survey measures consumers' attitudes and behavioral intentions toward social media-based CRM campaigns. By using two methods, the study aims to provide a more holistic understanding of consumers' behavioral intentions in the specific context of fast-food restaurants. The remainder of the study is structured as follows. First, the theoretical framework is discussed, and the research hypotheses are developed to explain how consumers pay visual attention to CRM posted on social media. Next, the study methodology is explained, and the model is empirically tested. Last, the conclusions, limitations, future research lines, and managerial implications are presented.

2 | THEORETICAL FRAMEWORK AND RESEARCH HYPOTHESES

2.1 | CRM, trust, and cause participation

Corporate image refers to consumers' perceptions of a company resulting from previous interactions during the consumption process and/or based on company-related messages (MacInnis & Price, 1987). Consumer trust in the company has been defined, from a cognitive perspective, as the combination of beliefs about the company, in terms of competence (i.e., rendering a professional and quality service), honesty (i.e., providing reliable and realistic information to the consumer), and benevolence (i.e., the company's good intentions toward its customers, Flavián et al., 2006). The behavioral component of trust is a consequence of consumers' cognitive perceptions about the company (Casalo et al., 2007). Commitment-trust theory (Garbarino & Johnson, 1999; Morgan & Hunt, 1994) proposes that trust is the basis for successful customer-company engagement in which the company acts as the trustee, and

the consumer as the trustor. Van Der Merwe and Puth (2014) added ethical behavior to the three-dimensional conceptualization of trust based on competence, honesty, and benevolence.

Studies have confirmed the relationship between CSR perceptions and corporate reputation (e.g., Bianchi et al., 2019), although the mechanisms through which this relationship operates need further examination. Moreover, Lin and Lu (2010) confirmed the relationship between corporate image and trust; this relationship can be extended to the CSR image created through the company's CRM and other social activities. A positive CSR image has been related to higher levels of consumer satisfaction, trust, and identification with hospitality services (De Leaniz et al., 2019). When consumers trust in the company' ability to perform in accordance with socially responsible principles, they are willing to behave toward it favorably (Ramesh et al., 2019), and engage in long-term, mutually profitable relationships (De Oliveira Santini et al., 2020). Hence,

H1: *A better corporate image favors a higher level of trust in fast-food restaurants*

Consumers may support causes in different ways, for example, through purchasing local products, allocating a proportion of the product price to the cause, or directly collaborating financially with the association supporting the cause. No matter the approach, corporate credibility is the key factor explaining consumer intention to participate in the cause (S. Y. Lee et al., 2019). Based on the theory of planned behavior, Treiblmaier and Pollach (2006) argued that consumer trust in an organization predicts donation intention. Providing interactive and detailed information about the initiatives promotes trust in the organization, which leads to higher donation intention and positive WOM communication about the company's actions (Feng et al., 2017). Trust is also a determinant factor in donations made through crowdfunding (Zhang et al., 2020). Hence,

H2: *The higher the consumer's trust in fast-food restaurants the higher his/her cause participation*

Personal values influence consumers' actions toward the company, assessment of its strategic decisions, and impact on ethical consumption behavior (Bigné et al., 2009). Baskentli et al. (2019), based on moral foundations theory, argued that individuals' moral values influence the support they give to CSR initiatives that match their cultural principles. Individuals displaying prosocial behaviors, which involve supporting CSR in a business context, are motivated by concerns for their self-image (Choi & Seo, 2017). Kuokkanen and Sun (2020) suggested that when CSR decisions and consumer concerns with societal issues are congruent, this promotes consumer identification with the company. Yun et al. (2019) found that consumer's attitude toward a brand, along with their attitude toward a cause, predicts CRM compatibility perceptions. Cause participation depends on the consumer's perceptions of corporate motives: when consumers attribute intrinsic motivations to the company, that is, when they believe it honestly wants to carry out CSR activities without self-interest, this is perceived favorably (Hur & Kim, 2017). Personal costs that consumers face in being involved in a cause affect their prosocial behaviors, and eventually modify cause participation intention (Howie et al., 2018). Therefore,

H3: *CSR support has a positive relationship with cause participation in fast-food restaurants.*

2.2 | Effects of trust on consumer advocacy and intention to share on social media

Consumer advocacy includes behaviors that favor companies, including positive WOM communication, resilience to company-directed negative inputs and intention to financially contribute to the company (Xie et al., 2019). Advocacy toward a company or its products can be manifested in two dimensions: the social and the physical. Social advocacy takes place when consumers recommend the company's products or activities to others (e.g., through social media); physical advocacy is reflected in the consumption of the company's products and any other items featuring the company's name, brand, and/or logo (Kumar & Kaushik, 2017).

Morgan and Hunt (1994) identified mutually beneficial company-consumer cooperation and interactions as consequences of trust. Exercising consumer advocacy has been defined as a way of cooperating (Fullerton, 2011). Positive relationships with companies promote consumer advocacy in the online setting, in the shape of eWOM. Trust has been identified as one of the relational factors that foster consumer advocacy (Bhati & Verma, 2020). CSR influences the consumer's trust in the company, which promotes advocacy behaviors and recommendation intention (Nguyen & Pervan, 2020). In the tourism industry, destination trust has been shown to be one of the antecedents of destination advocacy and loyalty (Kumar & Kaushik, 2017). The relationship between trust and consumer advocacy has been shown also in the context of the use of virtual reality technologies in restaurant settings (Farshid et al., 2018): experiential trust in a virtual reality setting leads to consumers advocating the experience (Wu et al., 2019). Therefore,

H4: *Consumer trust in fast-food restaurants has a positive relationship with consumer advocacy*

Consumer advocacy includes actions taken to defend the company or improve its image in the eyes of other consumers. One way to advocate is by spreading positive word-of-mouth, either offline or online; hence, consumer advocacy is strongly linked to intention to post online. Online sharing via social media is a way for consumers to demonstrate their brand advocacy (VanMeter et al., 2018). In fact, in previous studies about fast-food restaurants, the number of "shares" of social media posts have been used as the indicator of consumer advocacy (Sashi et al., 2019). Even consumers who are not open to offline advocacy may exhibit the behavior if they are highly attached to a particular social network (VanMeter et al., 2018). Therefore,

H5: *Consumer advocacy has a positive relationship with intention to share CRM posts about fast-food restaurants on social media*

2.3 | Moderation effects of visual attention

Visual attention has been described as a proxy of interest and preference, particularly when measured through eye-tracking (for a

review, see Orquin & Wedel, 2020), in various fields including tourism services (for a review, see Scott et al., 2019). The variations in viewer attention paid to social media content are explained by selective exposure theory (Aruguete & Calvo, 2018): applied to the social media context, users seek, and pay greater attention to, content which fits their values and preferences. The attention capture and transfer model (Pieters & Wedel, 2004) explains which mechanisms capture and transfer attention when stimuli are being viewed in printed ads based on eye-tracking. In particular, selective visual attention derives from top-down factors related to the individual and his/her attentional processes, and bottom-up factors, which are related to the characteristics of the advertisement viewed. This model has been also extended to social media content (Bigné et al., 2020). Based on the top-down path, those elements in CRM posts that match consumers' beliefs are given more attention, remembered for longer and shape their consequent actions. Therefore, we adopt such model for identifying the main drivers of visual attentions measured through eye-tracking data.

Attention-based marketing focuses on the explanatory power of visual attention on consumer behavior and company performance (Orquin & Wedel, 2020). The eye-tracking metrics provide rich data for analyzing gaze but also about what elements attract attention of the elements of a stimulus and the revisits to such elements, namely, areas of interest (AOI). Among them, the most popular ones are time to first fixation (TTFF), fixations count, total fixation duration, and number of revisits, whose definitions are detailed in the methodological section. Visual attention measured through eye-tracking has been related to consumer variables such as involvement, attitude toward companies, and ad recall (Aribarg et al., 2010, Scott et al., 2019). Previous studies have found a relationship between the visual attention paid to product information in online stores and attitudes toward products (Hwang & Lee, 2018). An online experiment by Khachatryan et al. (2018) linked visual attention paid during impulse buying and purchase intention. Ad preference and visual attention have also been correlated (Scott et al., 2016). In this study, we propose that the different levels of visual attention paid to the

informational cues in CRM posts lead to varied effects in the relationships between consumer beliefs, perceptions, and behavioral intentions.

RQ1. *Does visual attention moderate the relationship between corporate image and consumer trust in fast-food restaurants?*

RQ2. *Does visual attention moderate the relationship between consumer trust in fast-food restaurants and cause participation?*

RQ3. *Does visual attention moderate the relationship between CSR support and cause participation for fast-food restaurants?*

RQ4. *Does visual attention moderate the relationship between consumer trust in fast-food restaurants and consumer advocacy?*

RQ5. *Does visual attention moderate the relationship between consumer advocacy and intention to share posts about fast-food restaurants?*

The direct and moderating hypothesized effects are depicted in Figure 1

3 | METHOD

3.1 | Design and stimuli

The data for the study were obtained through an experimental design. A fast-food (hamburger) restaurant was chosen as the study context. Fast-food restaurants are one of the most iconic forms of globalization. Zion Marketing Research (2020) predict that the global fast-food and quick-service restaurant market will grow by $63.25 billion during 2020–2024, progressing at a Compound Annual Growth Rate of 12% during the period. These restaurants have spread rapidly to major cities all over the world in response to the changing habits of urban consumers: convenience, time saving, low price, extensive menus, and service speed (Izquierdo-Yusta et al., 2019). Despite their importance, fast-food restaurants are usually stigmatized as offering unhealthy, low-quality products; they use CRM to counteract this negative stereotype (Choi & Seo, 2019). The experimental restaurant name was invented to avoid brand bias.
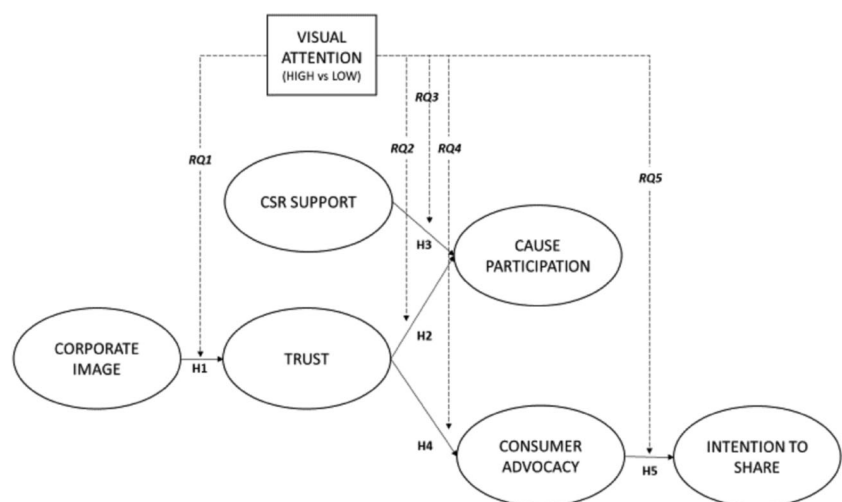

FIGURE 1 Research model. Direct and moderating effects

Time exposure was controlled at 45 s to obtain standardized data for the analysis. The participants received an economic reward after the experimental session.

Since we aimed to focus on visual-based social media, we chose Instagram as it is the leading photo-sharing social network, and it is expected to get 1.2. billion Instagram users worldwide in 2023 (Statista, 2021). The stimuli were Instagram posts about a CRM initiative carried out by the restaurant. Instagram was chosen as the study context because it generates stronger information sharing-based relationships than Facebook, deeper emotional relationships than Twitter (Phua et al., 2017). Each stimulus contained an image on the left-hand side, the caption explaining the CRM initiative on the right-hand side, and an anonymous user's negative comment on the post and, in those with company responses, a reply by the company. To measure the visual attention to each component of the Instagram post, we created five AOIs (see Appendix A): the image (AOI$_{IMAGE}$), the Instagram profile name of the restaurant (AOI$_{NAME}$), text placed next to the image with information about the CRM initiative (AOI$_{CAPTION}$), the user's response to the post (AOI$_{USER}$), and the company's reply to the user's response (AOI$_{COMPANY}$).

3.2 | Data gathering

The data for the study were obtained combining two different methods: (i) neurophysiological measures of visual attention through ET technology recorded during the visualization of the stimulus, (ii) an online survey. Participants' visual attention was recorded using device-mounted eye-tracking equipment available at the lab. The eye-tracking hardware used was a Tobii X2-30 Compact Eye Tracker (sample rate = 30 Hz), which has been shown to have a very high level of accuracy (0.4°) and precision (0.32°). To minimize distractions, the procedure was carried out in an evenly lit, widely spaced out room, where the participants were physically separated from the researcher and the monitoring station by a small wall. The software used for eye-tracking process was iMotions 8.1. (iMotions, 2020). Any results which the software showed to have tracked less than 90% of the subjects' visual behavior were discarded.

The online survey was completed by the participants during the experiment, immediately after exposure to the stimulus. Questions to retrieve attitudinal, behavioral, and sociodemographic data were posed using SurveyMonkey. The scales used to measure the constructs were adapted from previous literature on restaurant and social media settings, ensuring content validity. They are presented in Table 1. The experiment was performed in a European university's eye-tracking laboratory facilities (*at this stage the name is omitted to preserve anonymity*). All participants explicitly gave their consent to participate in the study and to use their data for this study; consent was granted through a consent form approved by the ethical committee of the University of Valencia.

The content of the Instagram posts was split into the five AOI already mentioned (see Appendix A). Each area of interest captures one specific element of the post and allows an accurate measurement of each one. Visual attention to each of the five AOI was measured using four eye-tracking metrics: TTFF, total fixation duration, number of revisits, and

fixation count. These are included in the fixation-based metrics category; they provide data about the moments when, and places where, the eye stops to process information cues in the stimulus. TTFF is the time elapsed until the eye first stops at a particular element. Total fixation duration is the aggregate fixation time given to a specific point. Revisits calculate the number of times that the eye comes back to a specific cue. Fixation count is the number of fixations made on an element of the post. The choice of these metrics is based on the eye-mind assumption, which proposes there is direct connection between what humans look at, and the cognitive processing of the information that point contains (Just & Carpenter, 1980). Therefore, shorter TTFFs represent the visual saliency of an object, whereas longer fixation times, and greater number of revisits/fixations, indicate the viewer is paying more attention to a specific cue (King et al., 2019).

3.3 | Sample

The initial sample consisted of 128 participants recruited in Valencia, Spain; 123 responses were finally considered valid for the analysis. The impact of missing data on reliability and validity is insignificant because of the relatively large sample size. The sample included 60 males and 63 females, of which 40 were between 18 and 24 years, 26 between 25 and 34, and 57 between 57 and 60; 33 were students, 14 were self-employed, 69 were employed and 7 were unemployed. A mixed sampling method was used to recruit the sample: 100 were recruited by a specialist marketing research company, and another 28 through the snowballing effect (to obtain a larger sample). The total sample is representative of the city, which has approximately 700,000 inhabitants. An analysis of variance (ANOVA) was conducted to check for variability in the results between both groups, but no significant differences were detected for any of the study variables.

4 | RESULTS

To test the direct effects hypotheses we used partial least squares structural equation modeling (PLS-SEM) with SmartPLS 3.3.3. A confirmatory factor analysis (CFA) was carried out, using the consistent PLS algorithm, to assess the validity and reliability of the measurement model (Dijkstra & Henseler, 2015). Content validity is supported based on the literature review. The convergent validity and reliability results are presented in Table 2. The standardized loadings of all the indicators were above 0.6, and the average standardized loadings were above 0.7 in all cases. The average variance extracted (AVE) values exceeded the Fornell and Larcker (1981) criterion (a minimum of 0.5). Regarding reliability, the Cronbach's α exceeded the .7 threshold proposed by Nunnally and Bernstein (1994), and the composite reliability values were greater than 0.6 for all variables (Bagozzi & Yi, 1988).

No discriminant validity problems (see Table 3) were identified. The HTMT ratios were less than 0.9 for all combinations of variables (Teo et al., 2008). Moreover, the cross-loadings showed that none of the indicators had greater loads in other factors. After applying

TABLE 1 Measurement scales

Construct	Authors	Indicators
Corporate image	Pope et al. (2009)	The restaurant Hamburguesería Grill has good products
		The restaurant Hamburguesería Grill is well managed
		The restaurant Hamburguesería Grill is involved in the community
		The restaurant Hamburguesería Grill responds to consumer needs
		The restaurant Hamburguesería Grill is a good company to work for
Consumer trust	Flavián et al. (2006)	The information offered by the restaurant Hamburguesería Grill is sincere and honest
		This restaurant Hamburguesería Grill is concerned with the present and future interests of its customers
		This restaurant Hamburguesería Grill has the necessary resources to successfully carry out its activities
Consumer advocacy	Melancon et al. (2011)	I try to get my friends and family to buy the restaurant Hamburguesería Grill's products and services.
		I seldom miss an opportunity to tell others good things about the restaurant Hamburguesería Grill.
		I would defend the restaurant Hamburguesería Grill to others if I heard someone speaking poorly about the organization.
		I would bring friends/family with me to the restaurant Hamburguesería Grill because I think they would like it.
Intention to share	C.S. Lee and Ma (2012)	I would share CRM posts of the restaurant Hamburguersería Grill in social media in the future
		I would share CRM posts contributed by other users
		I would share social media CRM posts regularly
CSR support	Ramasamy et al. (2010)	I would pay more to buy products from a socially responsible company
		I consider the ethical reputation of businesses when I shop
		I avoid buying products from companies that have engaged in immoral actions
		I would pay more to buy products from companies that show care for the well-being of our society
		If the price and quality of two products are the same, I would buy from the firm that has a socially responsible reputation
Cause participation	Folse et al. (2010)	I think this cause-related marketing campaign is a good idea.
		I would be willing to participate in this cause-related marketing campaign
		I would consider purchasing from Hamburguesería Grill to help the cause
		It is likely that I would contribute to this cause by getting involved in this cause-related marketing campaign.

Abbreviations: CSR, corporate social responsibility; CRM, cause-related marketing.

bootstrapping with 5000 resamples, all factor loadings were found to be significant at a $p < .001$ level.

4.1 | Direct effects

After confirming the measurement validity and reliability, the structural model was estimated. The results of the structural model evaluation and direct hypotheses testing can be seen at Table 4. The adjusted R^2 values for the model's factors are well above the minimum threshold of 0.1 set by Falk and Miller (1992). The Q^2 statistics for all the dependent latent variables were positive, thus the research model has predictive validity with respect to all its variables.

The hypotheses testing confirmed all the proposed direct effects. The effects of corporate image on trust (H1, $β = .649$, $p < .001$), trust on cause participation (H2, $β = .563$, $p < .001$), CSR support on cause participation (H3, $β = .284$, $p < .01$), trust on consumer advocacy (H4, $β = .651$, $p < .001$), and consumer advocacy on intention to share (H5, $β = .557$, $p < .001$) were all positive and significant.

4.2 | Moderation effects

A multigroup analysis was performed with SmartPLS 3.3.3, using Henseler's multigroup analysis (MGA) nonparametric significance test. This test compares group bootstrap estimates obtained from all bootstrap

Factor	Indicator	Standardized loadings	p value	t value	CA	rho_A	CR	AVE
Corporate image	ci1	0.795	***	18.461	0.805	0.808	0.865	0.563
	ci2	0.783	***	14.676				
	ci3	0.700	***	11.888				
	ci4	0.784	***	13.552				
	ci5	0.683	***	10.043				
Consumer trust	tru1	0.912	***	47.413	0.769	0.843	0.865	0.685
	tru2	0.899	***	40.651				
	tru3	0.645	***	7.330				
Consumer advocacy	adv1	0.873	***	22.719	0.907	0.919	0.934	0.781
	adv2	0.926	***	63.947				
	adv3	0.866	***	34.408				
	adv4	0.869	***	29.321				
Intention to share	sha1	0.947	***	80.190	0.933	0.949	0.957	0.881
	sha2	0.944	***	64.707				
	sha3	0.926	***	42.164				
CSR support	csr1	0.725	***	8.284	0.797	0.812	0.860	0.553
	csr2	0.818	***	14.656				
	csr3	0.629	***	5.324				
	csr4	0.764	***	9.397				
	csr5	0.768	***	10.792				
Cause participation	cp1	0.851	***	24.919	0.904	0.905	0.933	0.777
	cp2	0.875	***	35.633				
	cp3	0.890	***	31.994				
	cp4	0.908	***	49.349				

Note: Convergent validity and reliability.

Abbreviations: AVE, average variance extracted; CA, cronbach's alpha; CR, composite reliability; CSR, corporate social responsibility.

***$p < .001$.

TABLE 3   Measurement model

Factor	Corporate image	Consumer trust	Consumer advocacy	Intention to share	CSR support	Cause participation
Corporate Image						
Consumer trust	0.793					
Consumer advocacy	0.773	0.735				
Intention to share	0.423	0.480	0.589			
CSR support	0.201	0.141	0.092	0.094		
Cause participation	0.623	0.659	0.740	0.651	0.347	

Note: Discriminant validity (HTMT ratios).

Abbreviation: CSR, corporate social responsibility.

TABLE 4 Direct hypotheses testing

Hypotheses testing	Standardized β	t value
H1: Corporate Image -> Trust	0.649***	8.873
H2: Trust -> Cause Participation	0.563***	6.915
H3: CSR Support -> Cause Participation	0.284**	3.475
H4: Trust -> Consumer Advocacy	0.651***	10.292
H5: Consumer Advocacy -> Intention to Share	0.557***	7.276

Note: R^2 (Trust) = 0.421; R^2 (Advocacy) = 0.424; R^2 (Cause) = 0.407; R^2 (Share) = 0.310 Q^2 (Trust) = 0.276; Q^2 (Advocacy) = 0.322; Q^2 (Cause) = 0.302; Q^2 (Share) = 0.262.

**p < .001; ***p < .01.

samples: this shows significant differences, at the 5% level, between path coefficients across two groups, if the associated *p*-value is lower than .05 or higher than .95 (Sarstedt et al., 2011). In our case, two groups were created for the results of the eye-tracking (ET) metrics: HIGH for those who displayed visual attention above, or equal to, the median, and LOW for those with figures below the median. Before the moderation analysis was carried out, the invariance of the measurement instrument was examined using MICOM. First, configural invariance was confirmed as both groups of ET metrics followed the same factor structure, with the same number of factors and indicators in each construct. Metric invariance and scalar invariance were calculated through a permutation test (5000 permutations), and both were validated for the relationships under study.

The results depicted in Table 5 showed that the ET measurements of AOI_{IMAGE} and $AOI_{COMPANY}$ had significant moderating effects on the model relationships. Taking AOI_{IMAGE}, a significantly stronger relationship between corporate image and trust (RQ1; p value difference = .220, p < .05), and between consumer advocacy and intention to share (RQ5; p-value difference = .273, p < .05), were demonstrated, with more revisits to the image. Participants who fixated more times on the image (RQ2; p-value difference = .268, p < .05) and spent more time viewing the image (RQ2; p-value difference = .273, p < .05) showed a stronger impact of trust on cause participation. Participants who spent less time looking at the image are more likely to engage in cause participation due to their attitude toward CSR support (RQ3; p-value difference −.341, p < .05). No differences were found between the groups for visual attention paid to $AOI_{CAPTION}$ or AOI_{USER}. In terms of $AOI_{COMPANY}$, individuals who spent less time looking at the company's responses developed a stronger relationship between trust and consumer advocacy (RQ4; p-value difference = −.352, p < .05).

5 | DISCUSSION

All the direct effects of the research model were validated. H1 was accepted, which suggests that a good corporate image, that is, when the restaurant is customer-centered, has a good product range and cares about the community in which it operates, coincides with higher consumer trust. Similarly, H2 was confirmed, that is, those consumers who

TABLE 5 Moderation effects

	Path coefficient		Confidence interval (95%)		Path coefficient difference (HIGH vs. LOW)	p-value difference	
	HIGH	LOW	HIGH	LOW		Henseler's MGA	Status
Research questions (AOI1)							
RQ1: Corporate Image -> Trust (REVISITS)	0.795	0.576	0.665, 0.865	0.363, 0.735	0.220	.035	yes
RQ2: Trust -> Cause Participation (FIXATIONS)	0.722	0.455	0.601, 0.834	0.161, 0.669	0.268	.042	yes
RQ2: Trust -> Cause Participation (TIME SPENT)	0.719	0.446	0.599, 0.827	0.165, 0.660	0.273	.032	yes
RQ3: CSR Support -> Cause Participation (TIME SPENT)	0.118	0.439	−0.328, 0.269	0.139, 0.621	−0.341	.043	yes
RQ5: Consumer Advocacy -> Intention to Share (REVISITS)	0.732	0.459	0.591, 0.824	0.236, 0.647	0.273	.021	yes
Research questions (AOI5)							
RQ4: Trust -> Consumer Advocacy (TIME SPENT)	0.495	0.848	−0.357, 0.777	0.731, 0.901	−0.352	.021	yes

Abbreviations: AOI, areas of interest; MGA, multigroup analysis.

trust the company will be highly likely to get actively involved in the CRM cause, for instance by purchasing the company's products. H3 was also accepted, confirming that consumers interested in social causes, who consider CSR when purchasing, and give preference to products produced by socially responsible entities, also participate in causes highlighted in visual-based social media posts. H4 was also accepted, confirming that the higher is the consumer's perception that the restaurant is competent, benevolent, and honest, the more (s)he will be willing to encourage friends and relatives to consume its products and spread positive eWOM about its activities. H5 was also validated, which suggests that those consumers who act as advocates of companies, and defend them from negative information provided by other consumers, develop the intention to share positive CRM-based posts on their social network profiles

Of even greater interest were the results of the analysis of the four eye-tracking variables (TTFF, total fixation duration, number of revisits, and fixation count) of the post's AOIs (designed to identify any moderating effects of visual attention on the direct relationships). With respect to RQ1, the more the consumer revisits the image after looking at other informational cues, the stronger will be the effect of corporate image on trust. Regarding RQ2, the greater the attention paid to the image the more likely it will be that the viewer will trust the firm's activities, which leads to intention to actively participate in the cause. This is the case also with total fixation duration time spent looking at the image; more time spent looking at the image is associated with greater intention to participate in the cause by, for instance, purchasing more products from the restaurant. As to RQ3, cause participation, more time spent looking at the image has a detrimental effect on prosocial consumers, who probably dismiss the idea as the image does not provide them with any data about the company's contribution to the cause; this is provided in the text. As to RQ4, it was found that those who spent less time looking at the company's response to the negative criticism are more prone, because they trust it, to defend the company. This result shows that, contrary to logic, company replies to negative comments do not result in greater customer advocacy. The examination of RQ5 showed that consumers who revisited the image are also those who defend the firm (and talk positively about it to others), and are more likely to do so by sharing this particular post, which indicates that visual attention to the image embedded in the post has a positive effect on intention to share.

6 | CONCLUSION

6.1 | Theoretical contributions

This study provides further knowledge about the role of the visual attention paid to CRM content posted on visual-based social media. In addition to analyzing visual attention as a dependent variable (Bergkvist & Zhou, 2019), we showed its importance as a moderator variable on consumer trust, advocacy, cause participation, and intention to share CRM posts. Important findings relate to how images correspond to the increase in trust between consumers and companies, and in cause participation intention among those who trust the

restaurant. Intention to share is also high among those who are willing to defend and support the firm. Contrary to prior expectations, part of the textual elements in the posts were also found to be of importance. This might be interpreted as consistent with Pieters and Wedel (2004), who found attention transfer from pictorial elements to text elements.

The conclusions of this study can be applied to three main theoretical streams. First, to the theory of selective exposure (Aruguete & Calvo, 2018), by clarifying the effects of visual attention and cognitive elaboration on consumers of CRM campaigns in social media, where there is the possibility to combine pictorial and textual information with user interaction. Consumers who pay more attention to pictures about the CRM initiative derive more positive perceptions from the post. Furthermore, they place greater trust in the company, to develop intention to participate in the cause and to share the post in social media. Second, the study also contributes to trust-commitment theory (Morgan & Hunt, 1994). In particular, we concluded that the visual content on social media is important for generating consumer trust based on perceptions of corporate image. This article contributes to the CRM triad model (Heider, 1946; Yun et al., 2019), explaining the effects of consumer attitude toward the company (consumer's trust) on cause participation, which becomes stronger when attention paid to the image is higher. Nonetheless, when attention paid to the company response is greater, the effects of trust on consumer advocacy decrease. Even though it may seem contrary logic, we find a possible explanation in previous studies arguing that, in social media and due to the abundance of information, heuristic processes reduce the credibility of firm-generated content in comparison to individual users' generated content (van Zoonen & van der Meer, 2015). Third, by examining CRM posts in visual-based social media we provide insights into CRM persuasion literature (Bergkvist & Zhou, 2019). Our research supports the importance of images for enhancing trust, cause participation and intention to share. Finally, from a methodological viewpoint, we contribute by using eye-tracking techniques to minimize bias and obtain objective measurements of visual attention (Orquin & Wedel, 2020), specifically in a visual-based social media, in this case, Instagram.

6.2 | Practical implications

The results of the study should be of interest to different groups of practitioners, including fast-food restaurant managers and online community managers. Furthermore, recommendations are extendable to different social media tools, as the possibility to combine images, text, and user interaction are available in a wide variety of formats. We provide advice for two stages of CRM strategy, formulation (deciding on the cause, how to contribute, and communication strategy) and implementation (how to present CRM activities appropriately in social media), following the results of other studies (i.e., Nanda & Banerjee, 2020) to take advantage of opportunities that social media provide to foster consumer advocacy and sharing CRM

information. First, the importance of CRM for developing consumer trust, advocacy, and intention to share posts makes the choice of cause and visual and textual stimuli crucial: correct decisions in these aspects can develop a caring and concerned corporate image. Companies must associate with causes with which consumers can easily feel identified (Kuokkanen & Sun, 2020). Second, the image chosen to present the post matters. Our findings suggested that it is important to use trust-enhancing images, as this increases consumers' donation intentions. We suggest that companies use images that show the beneficiaries displaying positive emotions, as this triggers empathy and fosters positive attitudes toward the initiative and the company (Lundqvist & Ohman, 2005).

6.3 | Limitations and future lines of research

This study has some limitations, which can be used to direct future research into CRM in social media. First, the experiment was carried out using static images, which loses the more realistic behavior displayed in field experiments. Future studies might use free-to-navigate spaces that better capture interest in particular CRM stimuli. Second, only behavioral intentions, that is, not actual behaviors, were measured. Future experimental designs should incorporate incentives that allow consumers to make an actual donation to the cause and/or to share the Instagram post. Third, only the desktop version of Instagram was used, as the experiment was desktop PC-based. Due to the large numbers who download the Instagram App it would be interesting to recreate the experiment using mobile devices such as tablets and/or smartphones. Fourth, even though the study is based on two sources, namely, self-reported and eye-tracking, cross-sectional data were retrieved out of both. Future studies may address this issue by obtaining longitudinal data to establish causality in the theoretical relationships.

This study may stimulate the opening of other promising avenues for future research. First, we suggest that future studies should combine survey and eye-tracking data with other neurophysiological indicators (e.g., facial reading and electroencephalography); this might provide even greater understanding of the perceptual and emotional reactions to CRM stimuli and, thus, identify if they cause different attitudes and behaviors. Second, we encourage researchers to examine whether the consumer's social-cause involvement is a mediator/moderator of the relationships between CRM perceptions and attitudes/behaviors. Third, our model should be replicated with other product and restaurant types, such as durables and/or products/services with high-customer involvement.

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Authors elect to not share data.

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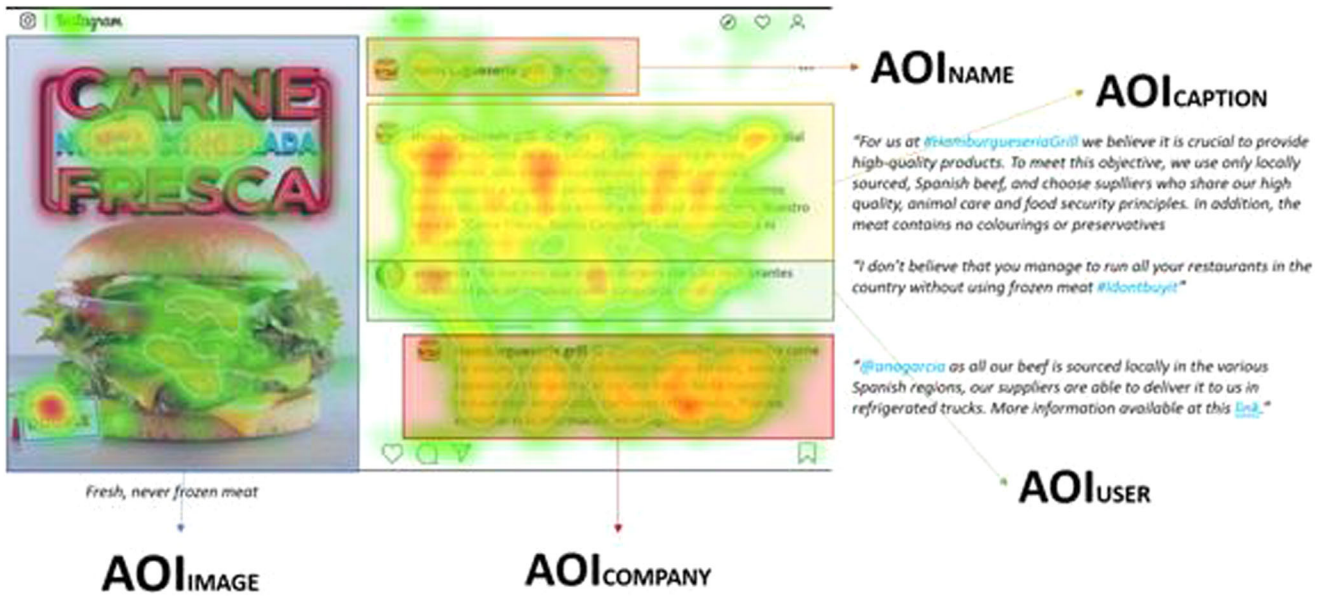
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APPENDIX A

Heatmap and AOIs in the Instagram Post.

CHAPTER 4: VISUAL ATTENTION PAID TO NEGATIVE COMMENTS IN CAUSE RELATED POSTS:

VISUAL STYLE AND EMOTIONALITY MATTER

Visual attention paid to negative comments in cause-related posts: visual style and emotionality matter

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Visual attention paid to negative comments in cause-related posts: visual style and emotionality matter

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ABSTRACT

The goal of this study is to explore how the execution style (product vs. cause) and the emotionality of pictures in brand-generated cause-related marketing (CRM) posts accompanied by negative user comments impact on visual attention. A between-subjects eye-tracking-based experiment was conducted in which 123 participants were exposed to CRM posts published by a fast-food restaurant. The findings showed that the text in CRM posts attracts longer fixation duration than do pictures, although pictures attract attention first. The attention paid to pictures is significantly greater in product-focussed posts, whereas text attracted greater attention in cause-focussed posts. Emotional images received significantly less attention than non-emotional images. Corporate image perceptions and visual attention paid increase customer brand advocacy. We outline theoretical contributions and practical implications for the restaurant sector and make suggestions for future research in the field of CRM persuasion.

Introduction

Cause-related marketing (CRM), companies' contributions to social causes for marketing purposes (Varadarajan and Menon 1988), has been shown to be among the most important causes of positive consumer attitudes (Chang and Chen 2017) and behaviours (Partouche et al. 2020) towards brands. A recent study reported that 80% of global consumers believe that businesses should address social issues; hence company spending on CRM initiatives is increasing exponentially (Woodroof et al. 2019). CRM activities are publicised through various communication tools, among which brand-owned social media is gaining momentum (Tanford, Kim, and Kim 2020; Bialkova and Te Paske 2020).

The visual attention that readers pay is a key element of any communications initiative. Its importance in marketing communications is fuelled by two factors. First, as the amount of information available grows, attention span decreases, which makes

it even more important to understand how cues compete for attention (Pieters and Wedel 2004; Myers et al. 2020; Wang et al. 2020).

Most of the previous literature has addressed the effectiveness of pictures versus text in print ads (see Pieters and Wedel 2004), focussing less on social media (see Bigné, Chatzipanagiotou, and Ruiz 2020), and even less on Instagram (Boerman and Müller 2022; Zhou and Xue 2021). Further, in social media, two sources of information, brand content disclosure and user feedback, compete for attention, particularly when the user's message contradicts the brand statement. Social media are very different to other media because user feedback often accompanies brand content disclosures. Advertising dual-process models focus on the relationship between the recipient and message when they delineate consumer processing, based on the elaboration type (e.g. elaboration likelihood model, ELM, or the heuristic-systematic model, HSM). However, these models were conceived based on one-way communication processes, which is not the case with social media (see, in the context of social media, (Wojdynski and Evans, 2020). Assessing if consumers process brand content disclosures accompanied by users' comments using central versus peripheral cues, or if they follow systematic versus heuristic rules, requires extensive research. An effective way of assessing the role of user-generated feedback to brand content disclosures in SM posts is to measure the visual attention the viewer pays to these components. The visual attention the viewer pays to the individual components is a measure of their salience to the viewer. Salience, in this context, is vital for information processing.

Second, clear connections have been noted between the visual attention consumers pay and their attitudes and behaviours (Orquin and Wedel 2020). Neurophysiological tools, such as eye-tracking (ET), have been shown to measure visual attention accurately (Orquin and Wedel 2020).

Third, the attention consumers pay to CRM posts is also influenced by how products and causes are portrayed (Chang and Chen 2017; Han and Lee, 2022). CRM tends to use product-focussed images more widely, while cause-focussed visuals play a secondary role (Chang 2012). Recently, CRM has begun to emphasise pictures related to the promoted cause. Given that CRM posted on SNSs is heavily reliant on visual elements, the influence of visuals on the effects of CRM messages needs further investigation (Han and Lee 2022). In addition, the emotionality of pictures and picture-text fit influence the effectiveness of CRM campaigns (Bergkvist and Zhou 2019). As Pieters and Wedel (2004) noted, the debate about the influence of ad elements is complicated because it is unclear if they compete or complement each other. Thus, the influence of the visual style and layout of CRM posts on visual attention needs further research.

We focus on two CRM execution style-related factors: the visual style of the post (product focussed vs. cause focussed), and the perceived emotionality of the images used (high vs. low). Previous studies have shown that ad style (product vs. cause focussed) provokes different brand attitudes and influences ad effectiveness (Chang 2012; Chang and Chen 2017; Peloza and Shang 2011). However, these studies did not analyse the effect of the visual style of CRM messages on attention in the context of social media (SM). Moreover, there are growing calls to know how pictures affect consumer engagement with SM posts and brand advocacy (Li and Xie 2020; Wilk,

Sadeque, and Soutar 2021), and if emotionally charged pictures attract more attention than non-emotional pictures (Lundqvist and Ohman 2005).

This study investigates how the content of brand-generated CRM posts accompanied by negative UGC affects consumers' visual attention, corporate image (i.e. the consumer's perceptions of the corporation) and behavioural responses towards brands (i.e. customer brand advocacy). Recent research into CRM campaigns on social media has analysed their effectiveness based on the nature of the relationships involved (e.g. partnerships vs. one-time donations, Waymer, Gilliland, and Barbour 2022), which SM message strategies help audiences process CRM messages (Fernández, Hartmann, and Apaolaza 2022) and consumers' attributions of companies' motives to post CRM messages (Han and Lee 2022); but they have neglected the impact of negative consumer feedback to brand-generated CRM posts. Hayes, Holiday, and Park (2022) identified a research gap in the understanding of the influence that other consumers exert in consumer responses to CSR advertising. Thus, understanding the part that negative UGC plays in mediating the influence of CSR ads on visual attention and consumer behaviour can increase our understanding of how consumers process the ads, whether these relationships strengthen or weaken behavioural intentions towards the brand and the cause, and at what point in the consumer journey these outside associations have the strongest influence.

Sceptical consumers react unfavourably to advertising and disbelieve its claims in social media, which has a negative influence on other consumers' brand perceptions and CRM-related decisions (Bhandari and Rodgers 2018). To the best of the authors' knowledge, no previous studies have focussed specifically on the visual attention paid to negative comments about CRM in brand-owned media. The specific research goals are: (i) to identify which elements of CRM messages (i.e. textual or pictorial cues) posted on brand-owned media (i.e. the Instagram brand profile managed by the company) accompanied by negative UGC attract greater attention; (ii) to assess the impact of the execution styles of CRM posts accompanied by negative UGC (the visual style and emotionality of images) on the visual attention paid to the informational cues in CRM posts; (iii) to analyse the impact of visual attention, together with corporate image, on customer brand advocacy.

Building on the processing fluency literature (Winkielman et al. 2003) and on the attention capture and transfer by elements of advertisements model (AC-TEA) of Pieters and Wedel (2004), extended to the social media context following Bigné, Chatzipanagiotou, and Ruiz (2020), this work makes three contributions to the CRM and attention-based marketing literature (Orquin and Wedel 2020). First, we extend visual brand research by exploring consumers' viewing behaviours when they are presented with different elements (text and pictures) in CRM-based posts accompanied by negative UGC. Brand-generated content in Instagram posts combines images and text, so both elements might compete with, and complement, each other. Although online ad effectiveness has been extensively analysed through various measures, including eye-tracking (Orquin and Wedel 2020), scant attention has been devoted to analysing CRM posts in visuals-based social media using neurophysiological tools (for an exception, see Zhou and Xue 2021). Second, this study considers the simultaneous joint impact of two variables (hitherto unaddressed in the previous visual attention literature) featured on social media (visual style and the emotional appeal

of the image) on visual attention. We distinguish four types of CRM post: (1) product focussed (i.e. a cause directly linked to the product), with an emotional picture of a consumer; (2) cause focussed (i.e. a cause independent of the company's activities), with an emotional picture of the cause beneficiary; (3) product focussed (with a non-emotional picture of the product); and (4) cause focussed (with a non-emotional picture of the cause). Third, this paper combines objective (neurophysiological) measures, in this case visual attention as measured by eye-tracking, and subjective (self-reported) measures, of corporate image, to explain customer brand advocacy. Eye-tracking provides data about the moments when, and places where, the eye stops to process information cues. The literature review found few SM-based studies that used both eye-tracking and self-reported recall measures to examine the impact of visual advertising stimuli on behavioural intentions (Muñoz-Leiva, Hernández-Méndez, and Gómez-Carmona 2019). We examine the effects of the visual styles of CRM posts and corporate image on brand advocacy, due to the importance of SM for the consumer engagement strategies of many companies (Rietveld et al. 2020).

Literature review and hypotheses development

Visual attention in CRM in visuals-based social media

Visual attention has been described as the allocation of an individual's processing capacities to stimuli in his/her visual field (e.g. Bundesen, Habekost, and Kyllingsbaek 2005). Several authors have examined the visual attention paid to the various elements in ads to identify the combinations that best capture attention (Pieters and Wedel 2004; Myers et al. 2020; Wang et al. 2020). The informational cues in cause-related ads provoke different levels of emotional reaction, but the underlying mechanisms are still not completely clear (Guerreiro, Rita, and Trigueiros 2016). The eye-mind assumption proposes there is a direct connection between what humans are looking at and their cognitive processing (Just and Carpenter 1980). Therefore, by tracking eye movements, it is possible to identify the cognitive processes that the consumer is undergoing when looking at CRM posts (Maslowska et al. 2020).

The AC-TEA model (Pieters and Wedel 2004) posits that visual attention is driven by two basic determinants, that is, the bottom-up elements in the stimulus (the features in ads that determine their perceptual salience) and the top-down elements that reside in the person and in his or her attentional processes. Whereas individuals direct their top-down attention consciously (e.g. Wolfe and Horowitz 2004), bottom-up attention is directed automatically, and more rapidly (Itti and Koch, 2000). The amount of bottom-up attention paid is driven mainly by an object's visual saliency (Orquin and Mueller Loose 2013), with more salient objects grabbing attention quicker and for longer. Eye-tracking provides direct measures of visual attention that distinguish between the top-down and bottom-up attention paid to the stimuli in marketing communications (Pieters and Wedel 2007). Eye-tracking metrics shed light not only on visual attention through identifying the number of fixations made, and duration of time spent viewing, but also on an advertisement element's effectiveness in attracting initial attention through an assessment of time to first fixation (TTFF) (Myers et al. 2020). Longer fixation times, and a greater number of fixations, indicate the viewer

is paying more attention to a specific cue (King et al. 2019), whereas shorter TTFF represents the visual saliency of an object. TTFF can be used to measure the effectiveness of an informational cue in an ad at attracting attention, given that the eyes focuses on it due to its salience or importance (Myers et al. 2020); shorter TTFFs are associated with higher levels of attention.

The AC-TEA model proposes that pictures attract more attention than text in print ads, regardless of their size, due to their saliency. Furthermore, attention paid to text increases with text surface size (Pieters and Wedel 2004). In the SM context, Li and Xie (2020) produced one of the few works that has examined the influence of pictures on consumer engagement; they argued that the mere inclusion of a picture in an Instagram post fosters engagement. In addition, Zhou and Xue (2021), in an Instagram context, recently showed that images stimulate visual branding processing, but picture type, products versus people, matters. Social media feature users' text comments, that is, input not managed by the brand. In related research, Boerman and Müller (2022) showed that, although readers can distinguish commercial from non-commercial (e.g. influencers) content in Instagram, this is not always the case. Chang and Chen (2017) showed that the images in CRM ads impacted on ad effectiveness as consumers process ads differently based on whether they are product or cause focussed.

Moreover, position is also relevant, as visual patterns normally traverse from left to right, and up and down. While some studies have shown that position is important for visual attention, others have shown that other elements are also relevant, such as colour and the size of the text surface (Smit, Boerman, and van Meurs 2015). Some bottom-up elements of pictorial content (i.e. those that distinguish it from surrounding elements; Vriens, Vidden, and Schomaker 2020) are also important for explaining eye movements and fixations (Orquin and Wedel 2020). Salience is determined by contrast, colour and dynamic elements (Carmi and Itti 2006), which are more present in pictures than in text . The saliency of an element explains fixation priority; that is, more salient elements are looked at earlier (Peschel and Orquin 2013; Rumpf, Boronczyk, and Breuer 2020). Therefore;

> H1a. Consumers will pay visual attention first to pictures, then to the text, in a brand-generated CRM post accompanied by negative UGC.

Due to the difficulty of explaining the aim of CRM campaigns using only images, brands add text to provide details about the cause and how they support it. Because this text is critical for a complete understanding of the initiative, consumers allocate it attention. Some works have shown that viewers fixate longer on ad text than on other elements when the information is designed to aid a purchase decision (Rayner, Miller, and Rotello 2008). Pictures are of more interest when the reader is under time pressure, while text is given greater attention when (s)he is not under time pressure (Pieters and Warlop, 1999). Previous studies into online product reviews (Maslowska et al. 2020) and tourism reviews (Li, Huang, and Christianson 2016) have shown that text attracts longer attention. Since delivering CRM content in SM often requires supporting text and two-way conversations with users, it is expected that text will attract more attention (more fixations and longer fixation duration) than will pictures, while pictures will attract earlier attention (shorter TTFF). On the other hand, pictures require less time to process, and can be processed holistically, which enhances the

individual's ability to process advertising information (MacInnis, Moorman, and Jaworski 1991), and use less cognitive resources. Thus, we posit that:

> H1b. Consumers will pay longer visual attention to text than to pictures in a brand-generated CRM post accompanied by negative UGC.

Brand-generated CRM posts and visual attention

Cause-related advertising is a switch from product orientation, in which the ad focuses on the company's products, to a focus on the cause (Lafferty and Edmondson 2009).

We use processing fluency theory (Winkielman et al. 2003) as the basis for developing hypotheses about how the execution style of CRM posts (product vs. cause) influences consumers' processing. In general, the theory distinguishes two modes of information processing: fluent processing, which is largely holistic and involves little deliberate reasoning, and less-fluent processing, which is more step-by-step and deliberate. Processing fluency has been defined as the ease with which external stimuli are processed, and is directly related to mental effort (for a review, see Winkielman et al. 2003). Fluency leads individuals to adopt a quick, effortless and spontaneous judgment rendering process. In contrast, less fluency, due to difficulties experienced during information processing, leads to systematic processing and elaboration (Brakus, Schmitt, and Zhang 2014). Processing fluency elicits more positive affective responses towards ads (Winkielman et al. 2003). Higher levels of visual attention have been linked to systematic cognitive processing, and fixation is considered a reliable indicator of information complexity and task difficulty (Ausin-Azofra et al. 2021).

Product-focussed ads provide rationally oriented information, which uses more cognitive information processing resources (Winkielman et al. 2003). In contrast, cause-focussed ads deliver more information regarding causes, which might induce affective responses in the consumer (Chang and Chen 2017) and shorter fixation duration (Qin et al. 2011). Previous research has found that the type of picture used in ads for utilitarian products makes a difference to consumers' behavioural intentions towards brands (Lafferty and Edmonson 2009), brand-centric pictures being more effective than cause-centric pictures. Thus, we propose:

> H2a/b. The visual attention paid to pictures (text) in a product–focussed brand-generated CRM post accompanied by negative UGC is greater than the visual attention paid to pictures (text) in a cause–focussed brand-generated CRM post accompanied by negative UGC.

Emotions evoked by pictures in CRM posts, and visual attention

The emotional arousal evoked by pictures in different types of advertising has been extensively examined. The meta-analysis of Rosengren et al. (2020) proposed that creative ads foster the consumer's intrinsic motivation to process information, which creates positive affect.

Processing fluency theory (Winkielman et al. 2003) posits that SM posts that evoke emotional reactions receive less attention than informational posts, because responses are quicker and content processing is smoother; Bae (2016) showed that informational cause-related appeals create longer fixations than emotional cause-related appeals,

or combined appeals. Since affective responses occur rapidly, they should accelerate processing fluency (Winkielman et al. 2003) and, consequently, shorten fixation duration. Qin et al. (2013) found that higher levels of emotive content inhibit counterarguments and are easier to process, being associated with significantly shorter fixation duration. On the assumption that a similar relationship exists between emotional stimuli and visual attention, we propose:

> H3. The visual attention paid to non-emotion-evoking pictures in brand-generated CRM post accompanied by negative UGC is greater than the visual attention paid to emotion-evoking pictures.

Visual attention and customer brand-related responses

Brand advocacy in the marketing domain embraces positive word-of-mouth, which is characterised by strong recommendations for, and defence of, the brand, which leads to beneficial consumer behaviours (Sweeney et al. 2020). Advocacy includes informal communications directed towards other consumers about brands and their actions. This advocacy is facilitated by SM, which allow the immediate, widespread sharing of information. Brand advocacy may also encourage people close to the consumer to show interest in the company and consider it for future purchases (Pérez, García de los Salmones, and Baraibar-Diez 2020). Companies' CSR activities (e.g. sustainable development) positively affect customer advocacy (Wang and He 2022). CSR actions foster positive corporate image, which leads consumers to perceive firms as innovative and increases brand advocacy (Shah, Ali, and Khan 2021). Corporate image is heavily influenced by company actions and is a fundamental intangible resource that builds positive reputations (Kim, Yin, and Lee 2020). Corporate image plays a role in brand choice: CSR activities strengthen companies' reputations and boost stakeholders', including customers', advocacy behaviours (Ramesh et al. 2018). Consumers develop a sense of responsibility towards companies when they perceive they have a positive image and tend to tolerate negative actions as part of their advocacy (Kim, Yin, and Lee 2020). We argue that:

> H4. Corporate image has a positive effect on customer brand advocacy.

Mere exposure effect proposes that favourable brand attitude can be formed via a brief and repeated exposure to brand communications (Kunst-Wilson and Zajonc, 1980). Previous eye-tracking studies have reported inconclusive findings regarding mere exposure effect, thus it merits more investigation. Some studies have shown that quick, frequent saccades aimed at brand messages positively affect brand attitude (Goodrich 2011; Pieters, Warlop, and Wedel 2002). Zhou and Xue (2021) showed that neither fixation duration nor fixation frequency in Instagram posts was a significant predictor of brand attitude.

Visual attention has been conceived as being a conscious processing of advertising information, which leads to stronger ad engagement (Heath 2009; Ausin-Azofra et al. 2021). Behavioural outcomes of engagement include making recommendations and influencing other consumers' behaviours, including persuading them to become brand advocates (Bilro, Loureiro, and Guerreiro 2019). Advertising that captures attention
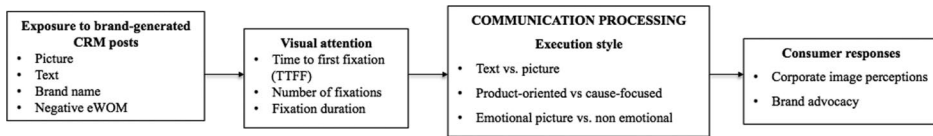
Figure 1. Conceptual framework.

leads to affective commitment towards companies, increasing advocacy intentions (Lacroix, Rajaobelina, and St-Onge 2020). Recent research grounded on the advertising response model showed that the visual attention paid to online ads leads to ad engagement and positive brand responses (Ausin-Azofra et al. 2021).

Therefore, we propose:

> H5a/b. The visual attention paid to pictures (text) in a brand-generated CRM post accompanied by negative UGC has a positive effect on customer brand advocacy.

Figure 1 depicts the conceptual framework

Method

Participants and design

The initial sample consisted of 128 participants from a European town.[1] The data for 123 participants were finally considered valid for the analysis. Five participants were excluded from the initial sample either because: (1) the eye-tracking data did not reach a minimum threshold of 90% validity based on the software measurements; and/or (2) the questionnaire data were incomplete. The missing data caused no problems for reliability and validity, given the relatively large sample size and the fact that the number of participants in the eight scenarios was balanced.

A mixed sampling method was used to recruit the sample: 100 participants were recruited by a marketing research company, and another 28 through snowballing (to obtain a larger sample). The marketing agency used to recruit the sample was instructed to provide candidates based on age, gender, social media usage and a quota-based sampling method. The sample is representative of the town, which has approximately 700,000 inhabitants. The characteristics of the sample are shown in Table 1. An analysis of variance (ANOVA) was conducted to check for variability in the results between both groups, recruited and snowballing, but no significant differences were detected for any of the study variables.

A 2 (CSR product focussed vs. cause focussed) × 2 (high picture emotionality vs. low picture emotionality) between-subjects experimental design was used, where participants viewed a CRM Instagram post, accompanied by a negative user comment, published by a fictitious restaurant company. Two manipulated variables were considered: execution style (product focussed vs. cause focussed) and picture emotionality (high vs. low). Based on Instagram publications of existing fast-food restaurant brands, several posts were created using various combinations of visual styles and picture emotionality. Fictitious brand names and logos were used to avoid brand familiarity bias, as in recent studies (e.g. Zhou and Xue 2021) that analysed the effect of the attention paid to visual themes on Instagram on brand attitude and recognition.

Table 1. Sample characterization.

				Male	Female	TOTAL
Gender				60	63	123
			18–24	25–34	35–50	
Age			40	26	57	123
	Primary education	Secondary education	Vocational training	Undergraduate studies	Postgraduate studies	
Education	1	15	35	43	29	123
	Less than 15,000€	15,000–29,999€	30,000–44,999€	45,000–59,999€	60,000€ or more	
Income level (year)	63	36	4	0	20	123
		Student	Self-employed	Employed	Unemployed	
Occupation		33	14	69	7	123
				Yes	No	
Instagram user				110	13	123
	Every day	2–3 times a week	Once a week	Less than once a week		
Instagram frequency of use	87	14	6	3		110

Stimuli and materials

The stimuli were Instagram posts based on the platform's desktop version. We opted for the desktop rather than the mobile interface for two reasons: first, to avoid the problems sometimes caused by head-mounted eye-tracking devices and, second, problems caused by tapping the mobile screen (Wojdynski and Bang, 2016). Recent studies have shown that users do not change their intention to read information and share posts based on whether they are using desktop versus mobile versions of SM (Keib et al. 2021). The posts discussed a CSR initiative carried out by a restaurant company. We focussed on the fast-food restaurant industry because of the negative reputation it has earned for problems related to customer health, environmental impact and employee conditions (Rhou and Singal, 2020); and we examined how CRM has been used by the industry to counterbalance these issues and recover a positive image in an increasingly socially concerned environment (Choi and Seo, 2019). Furthermore, restaurants are among the main sectors that make use of social media in their marketing communications (Li et al., 2022).

The choice of a CRM brand-generated post accompanied by negative UGC is justified for the following reasons: (i) negative feelings expressed by consumers towards brands advertised on SM cause negative brand perceptions and lower purchase intentions (Bhandari and Rodgers 2017), thus negative comments challenge the ability of CRM posts to foster brand advocacy; (ii) fast-food restaurants are more prone to negative social media-based UGC due to the controversy they often attract.

The manipulation of the post involved changes to both pictures and text: in the product-focussed stimuli, the caption included information about responsible sourcing of ingredients, which raises CSR-related elements important in the fast-food industry, such as the use of locally grown products and the treatment of cattle (Serra-Cantallops et al. 2018). In the cause-focussed caption information was provided about the company's donations to a non-profit organisation that cares for children, showing philanthropic support for a social issue. In the stimuli with emotional images, a photograph

showing the beneficiaries of the CRM initiative was used. In the stimulus displaying a non-emotional picture, the picture showed the company's logo, a picture of the product and the brand name. Only the picture was changed in the emotional picture manipulation, the cause and the text remained unaltered. All other elements, including picture and text sizes, the user-generated content (UGC) and the colours, were maintained. The stimuli, and the corresponding heatmaps, are depicted in Figure 2. Four areas of interest (AOIs) were specified, reflecting the key elements of the post: picture, brand logo, company text and consumers' negative eWOM.

Pre-test

We carried out a pre-test with 30 participants. Visual style (product focussed vs. cause focussed) and picture emotionality were measured on a 1 to 7 Likert scale. The manipulation checks achieved acceptable levels in terms of visual style, with the product-focussed initiative being M = 5.47, SD = 1.25, and the cause-focussed initiative being M = 2.86, SD = 1.28. In rating picture emotionality, the manipulation checks also identified no problems for the emotional product-focussed (M = 6.00, SD = 1.41) and cause-focussed pictures (M = 5.86, SD = 1.46), and for the non-emotional fit (M = 2.71, SD = 2.36) and non-fit pictures (M = 2.57, SD = 1.72). Furthermore, an additional pre-test with 5 people, whose data were not used in the study, verified that they correctly understood the instructions and how to use the eye-tracking equipment.

Equipment and procedures

In the main study the participants attended a European university's eye-tracking laboratory facilities and signed an informed consent form. They were told they were participating in a study into perceptions of advertising on social media. The participants' visual behaviours were recorded using a 23-inch, 1920 × 1080-resolution PC monitor (which also displayed the experimental instructions and stimuli). A Tobii X2-30 Compact Eye Tracker was used to collect the data (with a sample rate of 30 Hz [velocity threshold = 30 degrees/second]). The eye-tracking device was calibrated to the participants' eye movements. The latest version of iMotions 8.1 (iMotions 2020) software was used. This software is recommended by the hardware provider (tobiipro 2020) and has been used in several recent ET-based research articles (e.g. Bigné, Chatzipanagiotou, and Ruiz 2020; Aribarg and Schwartz 2020).

     The participants were exposed to the stimuli for 45 seconds in all the scenarios and treatments to ensure standardised data, facilitate comparisons and achieve greater control. The exposure time was calculated based on experience gained during the pre-test; this ensured the participants had enough time to view the stimuli. The online survey was completed by the participants during the experiment, immediately after exposure to the stimuli.

Variable measurements

Visual attention was measured using three different fixation-based metrics: time to first fixation, the time elapsed until the eye fixates for the first time on a particular
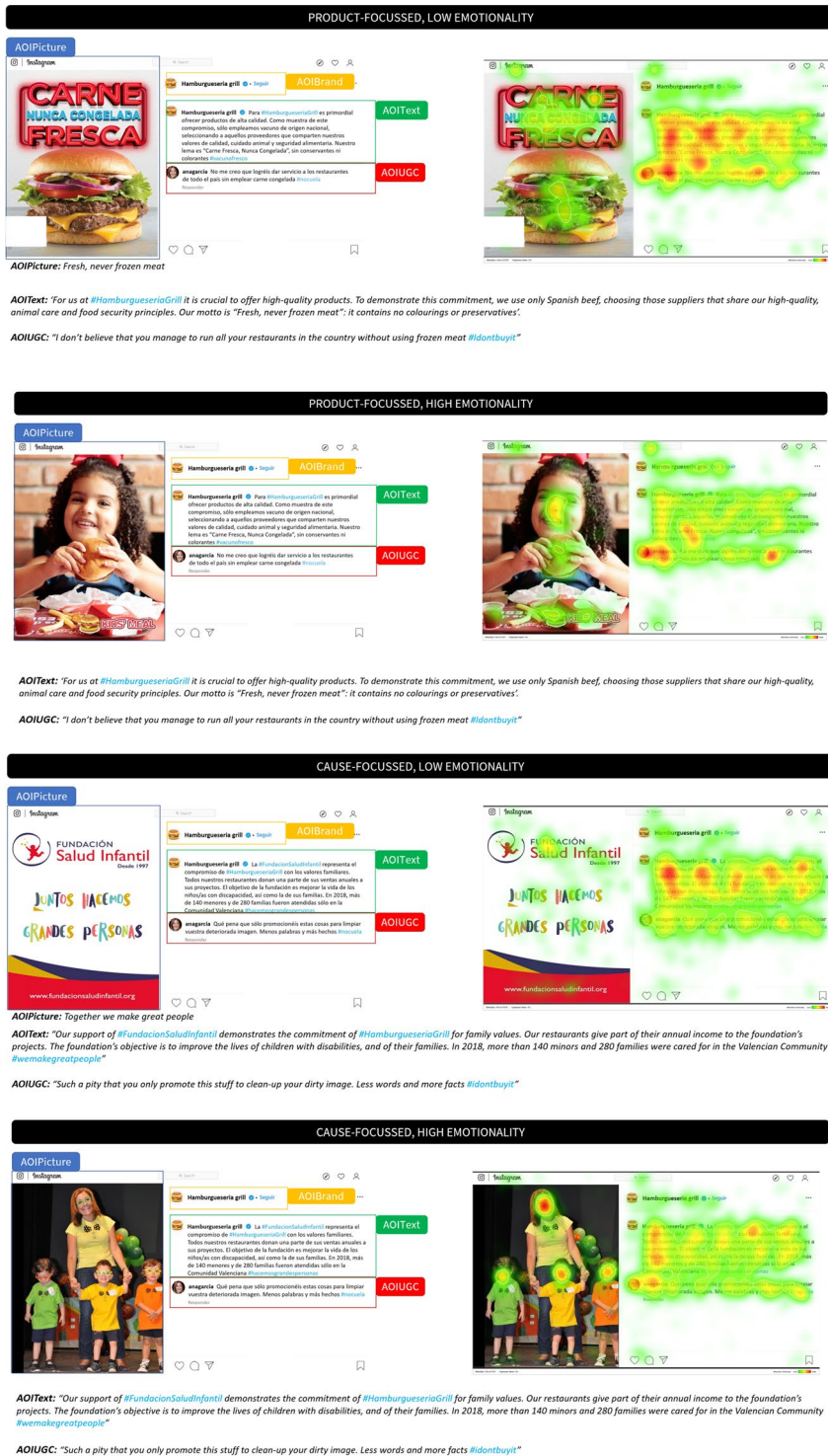
Figure 2. Experiment stimuli and heatmaps.

cue, total fixation duration (time the eye remains fixated on a particular cue) and number of fixations (number of times the eye stops on a specific cue).

The data for corporate image and brand advocacy were obtained through a questionnaire. The items for corporate image were based on Pope et al.'s (2009) scale, which includes five items: 'restaurant X has good products'; 'restaurant X is involved in the community'; 'restaurant X responds to consumer needs'; 'restaurant X is well managed'; 'restaurant X is a good company to work for'. To measure brand advocacy we used the 4-item scale of Melancon, Noble, and Noble (2011). This includes the items: 'I would defend restaurant X if I heard someone speaking poorly about the organisation'; 'I seldom miss an opportunity to tell others good things about restaurant X'; 'I try to get my friends/family to buy restaurant X products and services'; and 'I would bring friends/family with me to restaurant X because I think they would like it'.

Manipulation check

Facial reading data were collected during the experiment to guarantee that the levels of emotion evoked by the two different pictures in each scenario were similar. Facial gestures were captured by a C920 HD PRO Webcam FullHD 1080p installed in the monitor, and processed through AFFDEX software integrated into the iMotions platform (Liu et al. 2018). Emotion was measured as the percentage time that a specific emotional reaction was displayed while viewing the stimulus. This software has been used in recent studies examining facial reactions in advertising (Clark et al. 2018; Ausin-Azofra et al. 2021). A Kruskal–Wallis test reported that the emotional reactions, in terms of both positive and negative emotions, showed no significant differences ($p > 0.05$) between product- and cause-focussed posts. This applied both to the emotional and non-emotional pictures.

Results

To test H1a and H1b we conducted Kruskal–Wallis tests on the AOIs of the eye-tracking metrics due to the non-normality of the data. Area-normalised data were applied to remove any potential size-based bias (Table 2). For H1a, it was observed that the mean rank of TTFF was smaller for the picture ($AOI_{PICTURE}$, M = 118.75), followed by the main text (AOI_{TEXT}, M = 162.24), the Instagram profile (AOI_{BRAND}, M = 352.06) and the negative UGC (AOI_{UGC}, M = 402.89). The post-hoc analyses (Table 3) showed significant TTFF differences between the picture and the negative eWOM (-284.138, $p < .001$), but not between the picture and the main text. This result partially supports H1a.

The results for H1b showed through number of fixations and fixation duration that the text attracted the most attention, followed by the negative eWOM, Instagram profile and picture (Table 2). The post-hoc analysis (Table 3) showed that text attracted significantly more fixations than pictures; this applied to the post text (-334.033, $p < .001$) and the user's response (-296.846, $p < .001$). Similar significant differences were found with total fixation duration (Table 3) when comparing picture and post text (-230.382, $p < .001$). Therefore, visual attention was significantly greater for all text elements than for the picture: thus, H1b is supported.

Table 2. Mean rank of eye-tracking measures by AOI (area-normalized data).

	TTFF	Total fixation duration	Fixations count
AOI$_{PICTURE}$	118.75	89.37	83.79
AOI$_{BRAND}$	352.06	183.28	181.59
AOI$_{TEXT}$	162.24	422.83	417.82
AOI$_{UGC}$	402.89	381.35	380.63

Table 3. Post-hoc Kruskal-Wallis test between AOIs.

	Comparison of AOIs	Test statistic	Sig. (adjusted)
Time to first fixation (TTFF)	AOI$_{PICTURE}$ −AOI$_{BRAND}$	−233.309	0.000
	AOI$_{PICTURE}$ −AOI$_{TEXT}$	−43.488	0.331
	AOI$_{PICTURE}$ −AOI$_{UGC}$	−284.138	0.000
	AOI$_{BRAND}$ −AOI$_{TEXT}$	189.821	0.000
	AOI$_{BRAND}$ −AOI$_{UGC}$	−50.829	0.128
	AOI$_{TEXT}$ −AOI$_{UGC}$	−240.650	0.000
Total fixation duration	AOI$_{PICTURE}$ −AOI$_{BRAND}$	−172.593	0.000
	AOI$_{PICTURE}$ −AOI$_{TEXT}$	−230.382	0.000
	AOI$_{PICTURE}$ −AOI$_{UGC}$	−44.346	0.298
	AOI$_{BRAND}$ −AOI$_{TEXT}$	−402.976	0.000
	AOI$_{BRAND}$ −AOI$_{UGC}$	−216.939	0.000
	AOI$_{TEXT}$ −AOI$_{UGC}$	−186.037	0.000
Number of fixations	AOI$_{PICTURE}$ −AOI$_{BRAND}$	−97.797	0.000
	AOI$_{PICTURE}$ −AOI$_{TEXT}$	−334.033	0.000
	AOI$_{PICTURE}$ −AOI$_{UGC}$	−296.846	0.000
	AOI$_{BRAND}$ −AOI$_{TEXT}$	−236.236	0.000
	AOI$_{BRAND}$ −AOI$_{UGC}$	−199.049	0.000
	AOI$_{TEXT}$ −AOI$_{UGC}$	37.187	0.685

Table 4. Mann-Whitney U test by AOIs (product-focussed vs. cause-focused).

AOI	Eye-tracking metric	Mann Whitney U	Test statistic	Standard error	Standardized test statistic	Asymp. Sig. (2-tailed)
AOI$_{PICTURE}$	Total fixation duration	1448.000	1448.000	197.688	−2.241	0.025
AOI$_{BRAND}$		1197.500	1197.500	197.684	−3.508	0.000
AOI$_{TEXT}$		2315.000	2315.000	197.688	2.145	0.032
AOI$_{UGC}$		2259.000	2259.000	197.688	1.862	0.063
AOI$_{PICTURE}$	Number of fixations	1255.000	1255.000	197.596	−3.219	0.001
AOI$_{BRAND}$		1179.000	1179.000	196.971	−3.615	0.000
AOI$_{TEXT}$		2284.500	2284.500	197.649	1.991	0.046
AOI$_{UGC}$		2268.000	2268.000	197.534	1.909	0.056

To address H2a/b we performed Mann–Whitney U tests to identify differences in distributions between the product-focussed and cause-focussed CRM campaigns (Table 4). It was observed that there were significant differences in fixation duration (−2.241, $p < .05$) and number of fixations on the pictures (−3.219, $p < .01$). The mean rank was greater for product-focussed content fixation duration (M = 69.15) and number of fixations (M = 72.26) than for cause-focussed content (M = 54.74; M = 51.57). The text also showed significant differences in fixation duration (2.145, $p < .05$) and number of fixations (1.991, $p < .05$). The mean ranking of cause-focussed CRM ads in terms of fixation duration (M = 68.95) and number of fixations (M = 68.45) was greater than for product-focussed ads (M = 55.16; M = 55.65). The Mann–Whitney U test showed no significant differences between product-focussed and cause-focussed scenarios for negative UGC. Therefore, it is confirmed that the visual attention paid to the picture

was greater (i.e. a higher number of fixations and longer fixation duration) for the product-focussed ads, and to the post text for the cause-focussed ads; thus, H2a is supported, and H2b is rejected.

To address H3 another Mann–Whitney U test was carried out, this time on the distributions of the emotional and non-emotional picture campaigns (Table 5). The only significant difference was found in the picture (3.379, $p < .001$), where the number of fixations was significantly greater in the low emotionality scenario (M=72.60) than in the high emotionality (M=50.88), meaning that low emotional pictures receive more attention than high emotional pictures. Therefore, H3 is accepted.

A regression analysis was performed to test H4 and H5 (see Table 6). Corporate image had a significant positive effect on customer brand advocacy ($\beta = 0.624$, $p < 0.001$), as did the visual attention paid to the text ($\beta = 0.109$, $p < 0.05$), confirming H4, and partially supporting H5, because neither the attention paid to the picture

Table 5. Mann-Whitney U test by AOIs (high emotionality vs. low emotionality).

AOI	Eye-tracking metric	Mann Whitney U	Test statistic	Standard error	Standardized test statistic	Asymp. Sig. (2-tailed)
$AOI_{PICTURE}$	Total fixation	2145.000	2145.000	197.635	1.29	0.197
AOI_{BRAND}	duration	1507.000	1507.000	197.632	−1.938	0.053
AOI_{TEXT}		1967.000	1967.000	197.636	0.39	0.697
AOI_{UGC}		1544.000	1544.000	197.636	−1.751	0.08
$AOI_{PICTURE}$	Number of	2557.500	2557.500	197.544	3.379	0.001
AOI_{BRAND}	fixations	1658.500	1658.500	196.919	−1.176	0.24
AOI_{TEXT}		2110.500	2110.500	197.597	1.116	0.264
AOI_{UGC}		1916.000	1916.000	197.481	0.132	0.895

Table 6. Regression analysis (global and scenarios).

Hypotheses	Standardized β	t-value	Status
Global model			
Corporate image	0.624	6.984***	Accepted
Fixations to picture ($AOI_{PICTURE}$)	0.400	1.587	Rejected
Fixations to text (AOI_{TEXT})	0.109	1.822*	Accepted
Fixations to UGC (AOI_{UGC})	0.001	0.001	Rejected
Product-focussed post			
Corporate image	0.765	8.371***	Accepted
Fixations to picture ($AOI_{PICTURE}$)	0.619	2.591*	Accepted
Fixations to text (AOI_{TEXT})	0.263	3.510**	Accepted
Fixations to Negative UGC (AOI_{UGC})	−0.015	−0.223	Rejected
Cause-focussed post			
Corporate image	0.283	2.185*	Accepted
Fixations to picture ($AOI_{PICTURE}$)	−.035	−0.268	Rejected
Fixations to text (AOI_{TEXT})	0.027	0.204	Rejected
Fixations to negative UGC (AOI_{UGC})	0.040	0.303	Rejected
High emotionality			
Corporate image	0.452	3.901***	Accepted
Fixations to picture ($AOI_{PICTURE}$)	−0.119	−0.990	Rejected
Fixations to text (AOI_{TEXT})	0.153	1.207	Rejected
Fixations to negative UGC (AOI_{UGC})	0.098	0.799	Rejected
Low emotionality			
Corporate image	0.594	5.479***	Accepted
Fixations to picture ($AOI_{PICTURE}$)	0.174	1.610	Rejected
Fixations to text (AOI_{TEXT})	0.100	0.896	Rejected
Fixations to negative UGC (AOI_{UGC})	−0.045	−0.427	Rejected

R^2 (global): 0.318; R^2 (product-focussed). 0.585; R^2 (cause-focussed): 0.080.
R^2 (high emotionality): 0.262; R^2 (low emotionality): 0.409.
*$p < 0.05$, **$p < 0.01$, ***$p < 0.001$.

nor to the negative eWOM predicted brand advocacy in all scenarios. It was seen across the different scenarios that in product-focussed posts, corporate image (β = 0.765, *p* < 0.001) and the greater visual attention paid to pictures (β = 0.619, *p* < 0.05) and text (β = 0.263, *p* < 0.01) increased brand advocacy intentions. The only significant predictor of brand advocacy in cause-focussed CRM posts was corporate image (β = 0.283, *p* < 0.05). An analysis of the emotionality of the pictures showed that corporate image was the only significant antecedent of brand advocacy in both the high emotional (β = 0.452, *p* < 0.001) and low emotional (β = 0.594, *p* < 0.001) pictures.

Discussion and conclusions

General discussion

Building on fluency theory (Winkielman et al. 2003) and the AC-TEA model (Pieters and Wedel 2004) our findings established that the influence of text and pictures in brand-generated CRM posts accompanied by negative UGC on information processing is relatively complex, and contingent on execution style (product vs. cause) and the emotionality of the pictures. Our first goal was to identify which elements of CRM posts, text or pictures, attract greater attention. This study provides knowledge on how to attract and maintain visual attention on cues in CRM Instagram posts. Pictures capture attention before text in CRM posts, as shown by their significantly shorter TTFF. This is in line with the AC-TEA model, which proposes that greater attention is paid to pictures (Pieters and Wedel 2004). However, our results suggested that text attracts greater attention (longer fixation duration and higher number of fixations) than pictures. This result is explained by fluency theory (Winkielman et al. 2003); textual data is harder to understand and process than pictures, therefore readers have to pay greater visual attention to it to adequately process the information (Orquin, Scholderer, and Jeppese). The longer visual attention paid to the text is an interesting finding, because Instagram is a visuals-based social network.

Our second goal was to assess the impact of the execution advertising styles of CRM posts (visual style and emotional appeal of the picture) on the visual attention paid to informational cues. The higher visual attention paid to pictures in product-focussed CRM posts than in cause-focussed CRM posts is consistent with previous studies grounded in fluency theory, which demonstrated that cause-focussed ads are usually regarded as more emotional, and that product-focussed visuals are associated with rational and deliberate processing (Han and Lee 2022); thus, the pictorial content of CRM cause-focussed posts requires less cognitive processing effort, so fixation duration is generally shorter (Chang and Chen 2017). The higher visual attention paid to text in cause-focussed ads can be explained by cognitive processing load. When processing information about utilitarian products, in product-focussed posts images are used to reinforce the textual message, and can help consumers evaluate products, given that they relate to the advertisement's message (Pieters and Wedel 2007). However, the text of cause-focussed posts induces consumers to engage in deliberate processing due to the incongruency between the CRM cause-focussed initiative and the company's core activities, which overrides the emotional response. We support the argument in Wilson, Lindsey, and Schooler (2000), that deliberate

thinking disrupts emotional processes. Therefore, incongruence between companies' cause-focussed ads and their core activities forces the reader to use more cognitive processing resources, leading to significantly greater attention being paid to the text, where most of the information is provided.

As regards picture emotionality, the results confirmed that low emotional pictures attract greater attention (more fixations) than high emotional pictures. This supports previous studies that have posited that emotional content is easier to process, and elicits affective responses that lead to processing fluency (Winkielman et al. 2003 and, consequently, shorter visual attention. As emotional pictures are more easily processed, they accelerate bottom-up processing and require less cognitive resources (attention).

The third goal was to analyse the impact of visual attention and corporate image on customer brand advocacy; the findings demonstrated that the positive corporate image generated by viewing CRM posts leads to greater company advocacy intentions (Shah, Ali, and Khan 2021), irrespective of the CRM focus or picture emotionality. As to the effects of visual attention on brand advocacy, the results varied across the CRM posts' execution styles. In product-focussed posts, the visual attention paid to the pictures contributed to the processing of the information contained in the text, and both cues explained customer brand advocacy. This result is in line with the 'picture–text fit effect' (Li and Xie 2020): when both imagery and text are used to communicate a CRM initiative, the relationship between the components has a positive influence on advertising effectiveness. We found that a similar picture–text fit effect may be present in the SM context for product-focussed CRM posts. As for cause-focussed CRM posts, visual attention did not affect customer brand advocacy.

Theoretical contributions

The present study advances knowledge of which type of CRM causes and messages attract stronger consumer attention and positive responses, particularly when the user's comment is sceptical (negative) about the brand statement. Following recent research calls (Bergkvist and Zhou 2019), our findings complement existing knowledge of consumers' visual processing behaviours and CRM persuasion research in several areas. First, we increase understanding of the effectiveness of CRM communications by extending the AC-TEA model used in print advertising (Pieters and Wedel 2004) to visuals-based social media, a strategic channel for CSR advertising whose particularities are still underexplored (Hayes, Holiday, and Park 2022). Overall, we established that the visual attention paid to CRM posts in social media is generally similar to that paid in print ads (AC-TEA model), but differs in two respects: in print ads the message is less complex as there is no need to link causes and products; and in print ads there are no consumer-brand conversations (Geske and Bellur 2008). Pictures have more visual saliency in CRM posts, and attract greater initial attention. Therefore, pictorial stimuli play a critical role in the bottom-up processing of CRM posts because of their relative salience (Pieters and Wedel 2004). The present study advances knowledge by explaining how consumers view CRM post cues and how information might be highlighted to attract greater visual attention. Brand-generated pictorial content seems to capture initial attention, but text attracts longer attention. These findings might suggest a dual processing route is operating. First, if pictorial content does

not transfer attention to the text, the brand-generated text content will predominate in the consumer's elaboration process. However, if such a transfer does take place, the brand-generated text content and the negative user-generated text content will require higher elaboration, which ultimately leads to higher cognition.

Second, this study explains the visual attention patterns in SM-based CRM campaigns that combine different execution styles, contributing to fluency theory. The results of this study support previous empirical studies that have suggested that an appropriate match between visual presentation and message type can enhance message processing in SNS (Han and Lee 2022). CRM communications convey more complex information than non-CRM communications because the content embraces two objectives, a product and a cause. Fluency processing is triggered by the emotionality of pictures in CRM posts (Heath, Nairn, and Bottomley 2009; Qin et al. 2011). Differences in visual style have been shown to explain differences in perceived social responsibility and attribution motives (Han and Lee 2022). Our findings support previous research that found that cause-focussed visuals used in CRM posts are distinct from, and more easily processed than, product-focussed visuals (Chang and Chen 2017). The different processing routes that viewers use when looking at CRM-focussed images needs further consideration

Following the calls in previous studies to include visual attention as a potential explanatory variable for CRM brand-related responses (Bergkvist and Zhou 2019), the third contribution of this work is the identification of the visual attention elements of brand-generated CRM posts accompanied by negative UGC that promote customer brand advocacy. Most prior CRM research has examined self-reported purchase intentions or attitudes towards brands; few studies have examined consumers' objective (i.e. neurophysiological) responses to CRM posts (Bergkvist and Zhou 2019). From a methodological viewpoint, the combination of subjective (self-reported) and neurophysiological measures provides more accurate predictions of customer brand advocacy for different CRM execution styles.

Practical implications

This study has implications for practitioners, most specifically for fast-food restauranteurs who publicise their CRM activities on Instagram. Marketers can improve the effectiveness of brand-generated CRM posts accompanied by negative UGC by increasing processing fluency. First, both pictures (the most visually salient elements) and text (which attracts greater attention) should be chosen carefully, and the text should clearly explain the CRM initiative, particularly when the cause is not functionally related to the company (cause-focussed CRM posts). Our findings indicated what picture types increase brand advocacy, based on their visual style (product vs. cause). In cause-focussed posts brands should clearly explain how the initiative contributes to the cause, as the text in these posts is the most visually salient element and attracts greater attention (longer fixation duration and more fixations). As the attention paid to pictures in CRM product-focussed posts accompanied by negative feedback is directly linked to higher advocacy intentions, the images should be carefully selected to show that the company cares about the product, and that it looks appealing. The text should provide strong and verifiable arguments to reinforce the benefits provided by the CRM initiative, particularly when they directly affect the product. Companies

should be honest in their CRM communications to build and communicate the positive corporate image that leads to consumer advocacy behaviours.

Limitations and future research lines

This research has limitations that open future research lines. First, we used a laboratory-based approach in which participants were asked to view the desktop version of an Instagram post, which may differ from the navigation experience in the mobile version. Instagram is primarily used through its mobile app; thus, we intend to replicate the experiment using the mobile version of Instagram, where participants will view the stimuli first, and then scroll to see the comments about the picture, and compare the results to consider the effect of the platform on the consumer's visual attention. Second, we examined a fast-food restaurant; future works might examine whether the results differ with other products and causes, as consumers' reactions might alter based on the perceived image of the sector (fast-food restaurants tend to be viewed rather negatively), product type (utilitarian vs. hedonic) and consumers' previous involvement with the cause. It would also be interesting to test the model with known brands, in which case previous experience may yield different results. Third, the CRM literature suggested moderators that might impact on CRM message processing (e.g. cause involvement in Patel, Gadhavi, and Shukla 2017). We propose that future research might test the moderating effects of cause involvement and the user's personality traits on the relationship between visual attention paid and consumer brand-related responses.

Fourth, the stimulus used in this research is a brand-generated CRM post accompanied by negative UGC. Another interesting research line would be to compare our results with a brand-generated CRM post unaccompanied by comments; future research might explore if brand feedback to negative UGC (published as a response to a CRM post) can mitigate the effect of the negative feelings evoked by the UGC on brand advocacy.

Note

1. Not revealed at this stage to maintain anonymity.

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No potential conflict of interest was reported by the authors.

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CHAPTER 5:
CONCLUSION

General results

Study 1

The findings on hotel customers after exposure to CSR communication posted on Twitter show that CSR customer perceptions obtained out of social media communication cannot explain customer engagement unless it generates idea of reliability towards the brand (i.e. trust) and/or there is an identification between the values of the brand and the customers. This first work contributes in explaining which is the link between CSR customer perceptions, which has then been further developed by other studies (e.g. Chuah et al., 2020). In this sense, trust can be enhanced out of CSR communication when the message is sent by an independent user instead of the company itself. This result confirms what had been researched about UGC and online user reviews reinforcing credibility of information for travellers and customers, which are attributed higher validity and legitimacy for deciding on a travel destination, hotel booking or restaurant choice than those evoked (Kitsios et al., 2022), and adds as a novelty the same process when dealing with CSR and not only product or experience-related information.

Study 2

CRM communication through visual-based social media also triggers a series of mechanisms to explain support to the involved cause, advocacy towards the supported brand and intention to share the social media content. Intention to participate in the cause is driven by personal support to CSR profile of companies plus corporate image derived from CRM communication, given that it fosters trust on the brand. Consumer advocacy is also a result of trust fostered by promotion of support to particular causes, and explains intention to share social media posts online. This result further stresses the role of trust on the brand for customers to support the cause through CRM initiatives of the fast-food company, especially when we focus on food products (Lerro et al., 2019), and also to promote the advocacy and positive effect on reputation of the corporation that engages and promotes socially-responsible actions (Bianchi et al., 2021). Moreover, visual behaviour also explains intensity of evoked attitudes and behavioural intentions after watching social media content related to CRM communication. In particular, attention to pictorial content. Furthermore, lower attention to brand feedback as a
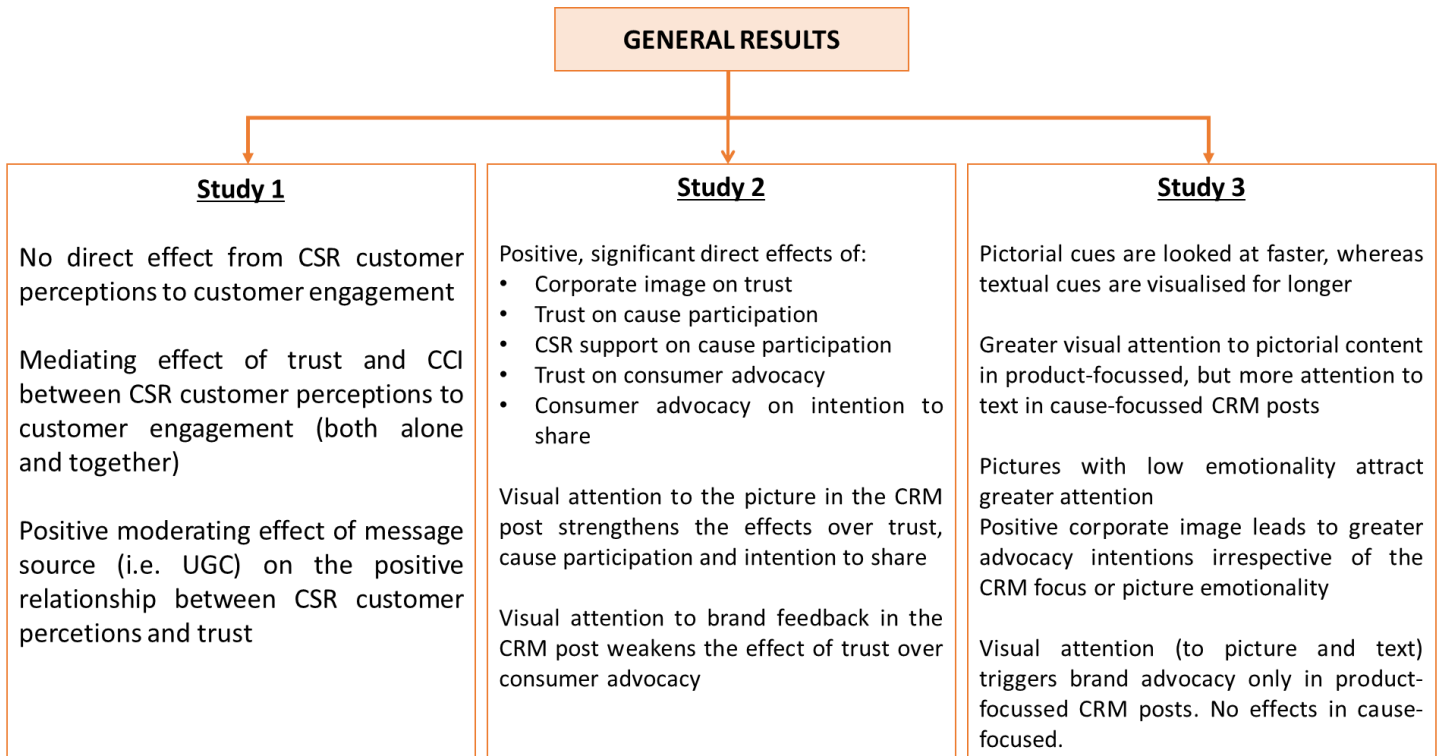
112

response to negative UGC content facilitates that customers who trust the company are willing to develop positive eWOM communication, defend it against other individuals' attacks and resist to negative information. We posit that brand feedback can have a reverse effect to expected when linked to CRM in a highly controversial sector such as fast-food industry, where it may be perceived as a green-washing attempt due to the high sensibility and impact of restaurant industry on its environment, as it deals with food resources and generates important atmospheric emissions (Torelli et al., 2020).

Study 3

Regarding visual attention patterns to CRM content in visual-based social media, we derived that pictures capture attention before text in CRM posts, however textual cues attract greater attention than pictures, which is in relation with saliency and complexity of pictures and text, respectively, already highlighted by the AC-TEA model (Pieters & Wedel, 2004). When considering the focus of the CRM communication, dealing with a cause that directly involves the final product and its manufacturing process generates greater attention to the picture than in cause-focussed initiatives, whereas attention is significantly more intense in text when the focus is on the firm's contribution to the cause, and there is no direct link to the main activity of the company. A possible explanation is that the lack of apparent fit between the company that sells hamburgers and the support to an NGO devoted to children care makes customers think the contribution may not be authentic (Kim & Lee, 2019); hence, further interest is provided to the textual information and which arguments are behind such collaboration. In terms of the emotionality of the picture, we find out that pictures with low emotionality attract greater attention than highly emotional pictures, which confirms what processing fluency theory states about emotional content requiring lower cognitive effort to be processed (Winkielman et al., 2003). Finally, in terms of the effects on brand advocacy, positive corporate image generated by viewing CRM posts leads to greater company advocacy intentions irrespective of the CRM focus or picture emotionality. However, objective visual attention only increases brand advocacy when customers read product-focussed posts. In such case, visual attention paid to the pictures and text explained customer brand advocacy. No effects of visual attention in cause-focussed CRM posts are found.

The scheme in Figure 2 allows to easily identify the most relevant results belonging to each study

Figure 2. Summary of the thesis' results by studies

GENERAL RESULTS		
Study 1	**Study 2**	**Study 3**
No direct effect from CSR customer perceptions to customer engagement Mediating effect of trust and CCI between CSR customer perceptions to customer engagement (both alone and together) Positive moderating effect of message source (i.e. UGC) on the positive relationship between CSR customer percetions and trust	Positive, significant direct effects of: • Corporate image on trust • Trust on cause participation • CSR support on cause participation • Trust on consumer advocacy • Consumer advocacy on intention to share Visual attention to the picture in the CRM post strengthens the effects over trust, cause participation and intention to share Visual attention to brand feedback in the CRM post weakens the effect of trust over consumer advocacy	Pictorial cues are looked at faster, whereas textual cues are visualised for longer Greater visual attention to pictorial content in product-focussed, but more attention to text in cause-focussed CRM posts Pictures with low emotionality attract greater attention Positive corporate image leads to greater advocacy intentions irrespective of the CRM focus or picture emotionality Visual attention (to picture and text) triggers brand advocacy only in product-focussed CRM posts. No effects in cause-focused.

Theoretical contributions

The present research thesis contributes to a growing stream of CSR communication and social media that becomes more important, but still mostly fragmented and underdeveloped from an empirical perspective (Fernández et al., 2022).

Persuasion theory – we delve into CSR as a persuasion tool in the hospitality industry, considering hotels and, even more importantly, sectors with a low reputational capital such as fast food restaurants. More specifically, we consider the power of message source, cause fit and visual appeal of the CSR initiative through social media. With respect to message source, we corroborate the stronger effect of UGC on fostering reliable perceptions of reliability on CSR-related information (Dunn & Harness, 2019), but effects on identification or customer engagement remain unexplained by message source.

Social exchange theory – deals with the effects of identification between brands and customers, and the results on customer outcomes. We unveil the effects of social exchange on elements beyond customer loyalty (Rather & Hollebeek, 2019), and identifying direct and mediating effects on positive eWOM communication and customer feedback and co-creation.

Trust-commitment theory – the effects of trust derived from CSR are compared to different customer loyalty, advocacy and co-creation behaviours.

In Study 1: trust is acknowledged as a mediator between CSR perceptions and customer engagement behaviours, including loyalty, recommendation and co-creation. Effects are stronger when trust in the brand results in an identification between customer and brand values.

In Study 2: trust out of the corporate image derived from CRM also fosters cause participation and consumer advocacy. Moreover, visual attention to the pictorial content in visual-based social media CRM posts strengthens trust when a positive corporate image is perceived out of CRM communication, and intentions to participate in the cause when CRM information leads to rely on the fast-food restaurant brand.

In terms of visual attention, we highlight contributions to different theoretical streams:

- *AC-TEA model*: applied in a visual-based social media context, with a particular organization and distribution of content, where there is room for negative user comments
- *Selective exposure theory*: we apply the effects of visual attention and cognitive elaboration in a particular context: CRM campaigns in social media. We discover that greater attention to the pictorial element of CRM posts in visual-based social media results in more positive attitudes towards the brand (trust), the cause (i.e. cause participation) and intentions to share the post
- *Processing fluency theory*: emotional images are easier to process, text takes longer in the cause-focussed initiative where there is no direct connection between the company's main activity and the cause.

Practical implications

The results of the research project are also of use for practitioners in the hospitality industry:

In Study 1, the conditions to enhance positive customer engagement thanks to CSR actions are exposed. First, it is not enough to include CSR as a fundamental part of the strategic development of the hotel company, but rather to effectively convey it to stakeholders and, particularly, customers as the cornerstone of a sustainable marketing philosophy. Second, CSR communication should emphasize two aspects: the generation of a trust relationship between the company and the customer and the disclosure of the hotel company's norms and values to smooth the identification process; this is fundamental, as both trust on the company and CCI are basic to drive customer engagement behaviours out of positive CSR perceptions. Therefore, the hotel company should clarify which are the principles that define not only its CSR strategy but also its culture. Third, and also based on what experts and managers in the hotel sector described, the source of the message when publicising CSR through social media is especially relevant to make CSR messages more reliable. Therefore, it is important to motivate customers to write reviews on their hotel experience that also integrate CSR aspects that were part of the contact between the customer and the hotel. Furthermore,

hotels should focus on those aspects that are not usually covered by customers to complement existing information about CSR online.

In Study 2, we focus on triggering factors of consumer advocacy and intention to share, related to the company, and cause participation, related to the involved economic, social or environmental initiative. In this sense, it is important that CRM actions through visual-based social media give a comprehensive idea of the performance of the restaurant firms regarding its service quality, proper management, and involvement with the community, employees and customers. It is also relevant to address CRM communication to the psychographic segment of customers that support CSR and consider such actions for brand choice. Furthermore, the picture chosen to introduce CRM information in visual-based social media is fundamental to reinforce trust, be motivated to participate in the cause if the customer actually trusts and, also important, to effectively share the CRM post as a result of willing to advocate for the firm. Therefore, the picture must contain an honest, related content, and also something worth sharing with the contact network in social media. Nonetheless, results can be the opposite when we consider customers that are highly involved with the company: in these cases, the restaurant company can opt for a more detailed explanation of the contribution to persuade the customer and increase the chances of support to the cause.

With respect to Study 3, it is important for managers to understand that visual attention may differ according to the execution style of CRM through visual-based social media. When deciding on the picture, as the central element of the post, we should consider it especially when the focus of the CRM justification is linked to the final product or service, as users will pay greater interest to it, and such attention will foster advocacy intentions towards the brand. That is why the picture should echo how the CRM initiative improves the value proposal and produces a more positive experience to the customer. If, in addition to that, a picture with a great emotional charge is included, information processing will be smoother. This can be useful if the company is more interested in the written explanation or comments to the post grabbing greater attention. Finally, CRM information should be complete and cover all aspects of company economic, social and environmental performance to foster subjective perceptions of a positive corporate

image when explaining brand advocacy irrespective of the CRM focus or picture emotionality.

Limitations and future lines of research

The studies included in this thesis present a series of limitations, which are to be detailed in this section. Future lines of research opened after the literature review and empirical works performed in the thesis development are also presented.

First, we did not consider in all of the studies, previous knowledge and attitudes of customers towards hotel and restaurant brands, and their CSR activities. It would be necessary to consider effects of previous experience in the case of Study 1, as customers were asked to refer to their last hotel experience. Moreover, affinity or involvement to particular causes would also be of relevance for Studies 2 and 3 as well.

Second, referring to the research context, we mainly focused on the hospitality sector, namely restaurants and hotels in Spain. Future studies could consider the replicability of the proposed theoretical relationships on other sectors or geographical contexts, as consumers' reactions might change based on the perceived image of the sector (fast-food restaurants tend to be viewed rather negatively), product type (utilitarian vs. hedonic) and consumers' previous involvement with the cause.

Third, following calls of recent editorials, actual behaviours and not only behavioural intentions should be measured to derive valid and applicable insights from these studies to the academic and managerial world. Future research instances should define experimental settings that recreate (quasi-)real situations and incentives that encourage participants to show their actual purpose in terms of purchase, eWOM communication or support to the cause. We suggest to incorporate incentives that allow consumers to make an actual donation to the cause and/or to share the Instagram post.

Fourth, to give stronger weight to the attribution of causality, longitudinal instead of cross-sectional data could be collected. This would be especially relevant to verify the effects of visual attention on consumer behaviour in the middle or long-term.

Fifth, related to the stimuli and the interface where information for the studies is provided to participants, we encourage future studies to define more realistic, free-to-

navigate spaces. Furthermore, and given the importance of mobile devices to access and interact through social media, it would be good to compare results of PC-based versions of Twitter and Instagram (i.e. the ones used in this thesis) with the app-based interaction and organization of content. It would even be interesting to compare the results to consider the effect of the platform on the consumer's visual attention.

Related to these limitations, we propose a series of opportunities for research. First, we encourage authors to continue the combined perspective of self-reported and neurophysiological data, in order to identify similarities and differences. Furthermore, other neurophysiological indicators, such as galvanic skin reaction (GSR), heart rate variability (HRV) and electroencephalography (EEG), can give results about arousal, emotional reactions or memory, that can further unveil the impact of CSR communication on the customer.

Another line of research can be linked to additional moderators or mediators that can be included in our proposed theoretical models, and hence improve its explanatory power. One of the candidates would be social cause involvement, as well as CSR awareness.

The third main option would consider replications of these studies with other product and service types. Other products, such as durables, or experiences with greater customer involvement, may show a differing impact of CSR communication/CRM on customer attitudes and behaviours.

Appendix

Annex 1: Engaging customers through user-and company-generated content on CSR

Reference: Badenes, A., Mafé, C. R., & Alcañiz, J. E. B. (2019). Engaging customers through user-and company-generated content on CSR. *Spanish Journal of Marketing-ESIC, 23*(3), 339-371. https://doi.org/10.1108/SJME-09-2018-0043

Indexation:

- Indexed in Scimago Journal Rank (SJR) – Scopus database (IF: 0.512; Q2 in Marketing in 2019)

Annex 2: Impact of cause-related marketing on consumer advocacy and cause participation: A causal model based on self-reports and eye-tracking measures

Reference: Badenes-Rocha, A., Bigné, E., & Ruiz, C. (2022). Impact of cause-related marketing on consumer advocacy and cause participation. *Psychology & Marketing, 39*(1), 214-226. https://doi.org/10.1002/mar.21590

Indexation:

- Indexed in the Journal of Citation Reports (JCR) - Web of Science database (IF: 5.51; Q2 in Business, Q1 in Psychology, applied in 2021).
- Indexed in Scimago Journal Rank (SJR) – Scopus database (IF: 1.2; Q1 in Applied Psychology, Q1 in Marketing in 2021)

Annex 3: Visual attention paid to negative comments in cause related posts: visual style and emotionality matter

Reference: Badenes-Rocha, A., Bigné, E., & Ruiz, C. (2022). Visual attention paid to negative comments in cause related posts visual style and emotionality matter. *International Journal of Advertising* (in press). https://doi.org/10.1080/02650487.2022.2071394

Indexation:

- Indexed in Journal of Citation Reports (JCR) - Web of Science database (IF: 5.88; Q1 in Communication, Q2 in Business in 2021).
- Indexed in Scimago Journal Rank (SJR) – Scopus database (IF: 1.74; Q1 in Communication, Q1 in Marketing in 2021)

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