

CSR communication and media channel choice in the hospitality and tourism industry

Abstract

Despite extensive research on corporate engagement in corporate social responsibility (CSR), studies on CSR communication in the hospitality and tourism industry are scarce. Deepening this line of research is necessary to understand properly the real effects of CSR communication on consumers' attitudinal and behavioral responses to companies. In this paper, we test a causal model of CSR communication for this industry based on the hierarchy-of-effects framework. Based on attribution theory, we also explore whether media channel choice affects consumers' perceptions, attitudes, and behavioral intentions in the model. Performing an ANOVA test and multisampling structural equation modelling (SEM), we test our model of CSR communication with two samples that receive the same CSR information about a restaurant chain through a controlled media channel (i.e., corporate website) and a media channel that is uncontrolled by the company (i.e., online newspaper). We collected data from 226 and 240 participants, respectively. The findings suggest that the conceptual model is consistent across the two samples, although the media channel choice significantly affects the strength of several relationships in the model. While consumer–company identification is a stronger mediator in consumers' responses to the CSR message when read in the newspaper, trust is more important for consumers when they evaluate the corporate website. Nevertheless, both media channels report good business returns to the company in terms of consumers' purchase and advocacy intentions. These findings have relevant implications for hospitality and tourism companies, promoting the incorporation of both controlled and uncontrolled media channels into integrated marketing communication strategies.

Keywords

Corporate social responsibility; communication; media channels; consumer; hospitality and tourism industry

1. Introduction

The communication of the activities that companies carry out within the scope of their corporate social responsibility (CSR) is key for consumer CSR perceptions (Mercadé-Melé et al., 2017). Reporting on CSR activities (i.e., firm-generated content, FGC) (Dedeoglu et al., 2020) increases transparency and encourages a dialogue between companies and stakeholders that helps to legitimize firms' behavior (García de los Salmones et al., 2021), boosting their corporate image and improving consumer relationship outcomes, such as attitudes and pro-company behavioral intentions (Akbari et al., 2021; Pérez et al., 2019). However, CSR communication in the hospitality and tourism industry is an emerging research topic (García de los Salmones et al., 2021; Tölkes, 2018), and research in this realm has generally been poorly managed, strategically deficient, and extremely ad hoc (Font & Lynes, 2018; Serra-Cantalops et al., 2018).

CSR communication has been described as a “challenge” (Tölkes, 2018, p. 10). These types of messages can generate feelings of distrust or even rejection on the part of consumers (García de los Salmones & Pérez, 2018). Credibility versus skepticism may affect the effectiveness of communication dramatically (Skard & Thorbjørnsen, 2014), so the “how to communicate” dilemma is attracting greater academic attention (Dedeoglu et al., 2020). Still, the CSR and tourism literature lacks a solid theoretical framework to clarify how consumers value CSR communication, calling for further studies along this line of research (Serra-Cantalops et al., 2018).

To contribute to this line of study, the research goal of our paper is twofold: (i) we propose an integrative causal model of CSR communication for the hospitality and tourism industry,

based on the premises of the hierarchy-of-effects (HOE) framework (Lutz et al., 1983; MacKenzie et al., 1986); and (ii) we explore whether the media channel choice affects reactions to CSR messages and the companies behind them, based on the premises provided by attribution theory (Kelley, 1973). By accomplishing these goals, the contribution of the paper to the previous literature rests on the following two ideas.

First, we know that the effects of CSR communication on consumer behavior and the attitude–behavior gap are under-researched in this industry (Tölkes, 2018). Therefore, we propose a novel avenue of research to investigate how consumers process CSR information based on the “belief-based attitude-behavior” sequence (Tölkes, 2018). We analyze consumers’ perceptions, attitudes, and behavioral responses to a CSR message, taking as a reference the premises of the HOE framework originally proposed in social psychology. In the first section of the paper, we propose eleven research hypotheses to test a reliable and valid causal model of CSR communication in the hospitality and tourism industry.

Second, a deep exploration of the effect that the media channel choice has on consumer responses to CSR communication is a current and necessary research topic (Mercadé-Melé et al., 2017, 2018). “Where” CSR content is shared is an important decision because information shared via different media is likely to influence consumer perceptions in different ways (Dedeoglu et al., 2020). Because credibility and skepticism are highlighted as key determinants of the effectiveness of CSR communication (Skard & Thorbjørnsen, 2014), we apply the premises of attribution theory to explore the differences that may exist in consumer responses to CSR messages received through controlled and uncontrolled media channels (Eisend & Küster-Rohde, 2011; Kim & Ferguson, 2014). Marketing and communication scholars have argued that uncontrolled media (e.g., newspapers and third-party experts) are more credible than controlled media (e.g., corporate websites and social media outlets) and, consequently, they elicit intrinsic attributions more easily and are expected to report better

results to companies (Anisimova et al., 2019). Nevertheless, some scattered exploratory research in the CSR literature contradicts this idea and even suggests that the opposite may be true for CSR communication (Kim & Ferguson, 2014; Skard & Thorbjørnsen, 2014). This inconsistency in previous findings calls for more research, especially in the online context, in which most information flows to consumers nowadays (García de los Salmones et al., 2021). We propose four additional research hypotheses to test the differences that exist in consumer responses to a CSR message when companies use a controlled vs. an uncontrolled media channel to communicate their CSR practices.

This paper will contribute significantly to CSR communication practitioners in the hospitality and tourism industry because it will provide them with useful information to assist them in designing their CSR communication strategy and choosing the best media channel based on their communication goals. The paper will also be valuable to CSR and tourism researchers as it will provide a causal model that has been tested robustly against a representative sample of consumers at the same time as clarifying the role that the media channel choice plays in the model by discussing useful new empirical evidence.

The remainder of the paper is structured as follows. First, we provide a review of the CSR literature, which allows us to clarify consumer responses to CSR communication and the role of the media channel choice in determining its success. Afterwards, we present the methodology of the study, including details on the design of the research and the scenarios, the sample description, and the development of the measurement scales. We then describe and discuss our findings. Finally, we present our conclusions by highlighting the implications and recommending future lines of research.

2. Literature review

2.1 Conceptual model of CSR communication: The hierarchy-of-effects (HOE) framework

The hierarchy-of-effects (HOE) framework (Lutz et al., 1983; MacKenzie et al., 1986) supports the causal model tested in this paper. This theory and its alternative models (e.g., the affect transfer hypothesis, ATH; dual mediation hypothesis, DMH) pay special attention to consumers' affective (vs. cognitive) reactions to corporate communication and propose a sequence of exposure to a message composed of cognitive, affective, and conative stages (Goldsmith et al., 2000). This sort of "belief-based attitude–behavior" model (Tölkes, 2018) establishes that consumers' beliefs about a message affect their attitude toward it, a factor representing consumers' feelings of (un)favorability toward the message, which precedes their attitude toward the company, which finally derives their purchase intention (MacKenzie et al., 1986).

Widely used in the advertising field, this framework has been expanded to analyze other persuasive marketing messages, such as corporate website effects (Sicilia et al., 2006) or, more recently, social media effectiveness (García de los Salmones et al., 2021; Leung et al., 2015). The framework has also been reviewed and completed with new factors related to the cognitive (e.g., credibility and skepticism) and affective (e.g., trust and consumer–company (C-C) identification) stages (Andreu et al., 2015; Du et al., 2010; Pérez et al., 2020).

Following these advances, we propose an integrative causal model that, based on the HOE framework, establishes the interrelations among credibility, skepticism, and attitude toward the information contained in the CSR message (cognitive and affective stages) and their effects on trust, C-C identification, and attitude toward the company (affective stage). We also incorporate purchase and advocacy intentions as representations of the behavioral stage.

Credibility and/or skepticism are natural feelings when people are exposed to CSR communication (Du et al., 2010) and may affect their attitude toward the message and the information that it contains positively (credibility) or negatively (skepticism) (Skard & Thorbjørnsen, 2014). Consumers may attribute either extrinsic (i.e., egoistic) or intrinsic (i.e.,

altruistic) CSR motives to companies that communicate their CSR efforts (García de los Salmones et al., 2021). When they perceive purely extrinsic CSR motives, consumers become highly skeptical and respond negatively to CSR messages (Mercadé-Melé et al., 2017, 2018). However, if consumers attribute intrinsic CSR motives, they find the message to be credible and develop a better attitude toward it (Mercadé-Melé et al., 2017, 2018). This fact explains the appearance of an emerging phenomenon in the hospitality and tourism industry, so-called “greenhushing,” understood as the deliberate managerial undercommunication of CSR activities, fearing that direct CSR communication may offend consumers and provoke their negative feedback (Ettinger et al., 2021; Font et al., 2017). Based on these ideas, we propose two research hypotheses:

H1: Credibility is positively related to the attitude toward the information in a CSR message.

H2: Skepticism is negatively related to the attitude toward the information in a CSR message.

It is common for consumers to transfer their favorable attitudes toward a company’s CSR message into trust in the company (Kim & Ham, 2016; Martínez & Rodríguez del Bosque, 2015). On the contrary, trust may be weakened if consumers have a negative attitude toward a company’s CSR message because it is considered to be inconsistent, barely transparent, and, therefore, incredible (Kim, 2019). A negative attitude may derive from the company having ulterior motives, thus compromising source independence, which is a key prerequisite for trust (Wang, 2011). C-C identification is also highly relevant to consumers’ self-esteem, and it ensures consumers’ stronger emotional attachment to the company (Kim, 2019), which can be directly improved when the CSR message is appealing to consumers and conveys information that is closely related to the consumers’ inner personality (Kim & Ham, 2016). Previous research has demonstrated that C-C identification is more likely to occur in the

context of CSR communication than in the context of product-related communication, as CSR aspects are more enduring, value laden, and suitable for self-esteem enhancement purposes (Kim, 2019). Therefore, the degree to which consumers identify with a company and view it as similar to themselves contributes significantly to the success of CSR communication (Kim, 2019). Finally, previous research has also postulated that attitudes toward corporate communication on the Internet influence consumers' general attitudes toward corporate brands (Leung et al., 2015). García de los Salmones et al. (2021) corroborated that the attitudes elicited in consumers by corporate environmental posts on Facebook positively influence their attitudes toward the company behind the communication strategy. Therefore, we suggest that:

H3: The attitude toward the information is positively related to the trust in the company.

H4: The attitude toward the information is positively related to C-C identification.

H5: The attitude toward the information is positively related to the attitude toward the company.

The HOE framework completes the sequence of CSR communication with the expectation that the attitudes that consumers develop toward the company, including trust, C-C identification, and general attitude, will immediately lead to purchases and advocacy (García de los Salmones & Pérez, 2018). Previous research has demonstrated that, after exposure to a company's disclosure of CSR information in the hospitality and tourism industry, consumers develop attitudes toward the company, especially trust, that generate specific behavioral responses, such as loyalty, which is composed of purchase and advocacy intentions (Kim & Ham, 2016). Two hypotheses are derived from this idea:

H6: Trust is positively related to purchases.

H7: Trust is positively related to advocacy.

Identifying with a company is likely to be associated with a desire to enhance the company's welfare, which derives greater consumer support for the company and, consequently, greater loyalty (Martínez & Rodríguez del Bosque, 2015). Consumers who identify with a company in the hospitality and tourism industry will be more likely to acquire products and establish a closer relationship with the company based on repeated purchases and advocacy behavior (So et al., 2013). Thus, we propose that:

H8: C-C identification is positively related to purchases.

H9: C-C identification is positively related to advocacy.

The attitude toward the company is also expected to be positively related to purchases and advocacy (García de los Salmones et al., 2021; Leung et al., 2015). As explained earlier in this section, Leung et al. (2015) found that the attitudes of tourists toward corporate social media pages influenced their attitudes toward hotel brands, which finally enhanced both the intention to generate positive word of mouth for hotels and the intention to book them in the future. Therefore, we complete the causal model of CSR communication in the hospitality and tourism industry by hypothesizing that:

H10: The attitude toward the company is positively related to purchases.

H11: The attitude toward the company is positively related to advocacy.

Figure 1 summarizes the causal model of CSR communication against which we test the role of the media channel choice in this research.

Insert Figure 1 here

2.2 Attribution theory and media channel choice

The media through which companies choose to share CSR content are essential because the same message disseminated via different media channels can encourage or, conversely, discourage consumers from relating to the company (Mercadé-Melé et al., 2017). Consumers use online media more than offline media (Anselmsson & Tunca, 2019) as the large amount

of information that they can find on the Internet provides them with many benefits (Anisimova et al., 2019). Together with firm-generated content (FGC), the Internet feeds on consumer-generated content (CGC), which offers many possibilities. Consumers can share content related to a company freely, which is a participatory manner of generating content that represents an interaction between consumers and companies (Dedeoglu et al., 2020). Consequently, online CSR communication has substantial potential for companies in the hospitality and tourism industry as consumers are now able to exchange, share, or generate opinions about different aspects, including CSR-related issues, with their friends on the Internet (García de los Salmones et al., 2021). This fact leads to the global expenditure on advertising and communication continuing to shift from offline to virtual media, which allow companies to exploit numerous creative resources (e.g., videos, photos, GIFs, and live events) (Anselmsson & Tunca, 2019). Based on these ideas, we also explore the interesting differences that may appear in consumers' reactions to CSR communication when exposed to the diverse media channels that companies commonly use to share their initiatives on the Internet.

Attribution theory (Kelley, 1973) assists us in anticipating the key differences in consumer responses to the corporate media channel choice based on the (un)controlled character of online media channels (Eisend & Küster-Rohde, 2011). According to this theory, motivational attribution is the result of a cognitive process by which consumers assign a cause to an observed situation that, afterwards, determines people's responses to that situation (Pérez & Rodríguez del Bosque, 2013). In the context of CSR, the observed situation is corporate engagement in CSR and its subsequent communication to stakeholders, to which consumers can attribute either intrinsic/altruistic motivations or extrinsic/egoistic motivations (Ellen et al., 2006). A company with intrinsic/altruistic motives to engage in and communicate CSR focuses on the potential benefits that stakeholders will obtain from the

company's activities (Joyner & Payne, 2002). A company with extrinsic/egoistic motives engages in CSR only to obtain a direct economic benefit, independently of its stakeholders' welfare (Drumwright, 1996). According to Joyner and Payne (2002), altruistic CSR is driven by the desire to do the right thing, without external pressure. "Companies with such intentions choose CSR activities without being forced to; they recognize their role in society, and this knowledge makes them work ethically in their social sphere" (Pérez & Rodríguez del Bosque, 2013, p. 159). From a virtue ethics perspective, the attribution of intrinsic/altruistic motivations is the only way to generate positive responses from consumers and it is the belief that companies should try to promote among their stakeholders (van de Ven, 2008).

Extrapolated to the media channel choice, research based on attribution theory defends the idea that the less the company can control the media, the more credible the message becomes because the receiver implies the attribution of intrinsic/altruistic motives to the company behind the message (Du et al., 2010; Mercadé-Melé et al., 2017). Consumers might attribute controlled messages to a company's extrinsic/egoistic motive, which would negatively affect the credibility of controlled media, such as advertising, corporate websites, and annual reports (Burmester et al., 2015). Conversely, uncontrolled media, such as news media, publicity, or non-company social media (Kim & Ferguson, 2014), offer information from experts that is more objective than information from controlled media. Credibility will be more easily achieved because consumers do not anticipate the extrinsic motives of the information source (Burmester et al., 2015). Source credibility represents a peripheral cue in the elaboration likelihood model (ELM) (Petty & Cacioppo, 1981). The credibility of an uncontrolled channel is transferred to the message more easily than when companies use controlled media, affecting consumers' attitudes toward the information and the company directly and positively (Lord & Putrevu, 1993). Consumers commonly feel overwhelmed by company-controlled messages, leading them to avoid these channels as much as possible

(Burmester et al., 2015). In this context, publicity (i.e., editorial space in news articles or editorial comments for companies, products, and services) is considered by managers to be more advantageous than controlled communication (Burmester et al., 2015). We expect that, out of the eight factors that form the causal model previously described in this paper, at least credibility and trust will be significantly higher, whereas skepticism will be lower, among consumers when they receive a CSR message through an uncontrolled media channel instead of a media channel controlled by the company (Groza et al., 2011). Therefore, we hypothesize that:

H12: (a) Credibility and (b) trust are higher when the CSR message is communicated through an uncontrolled instead of a controlled media channel.

H13: Skepticism is lower when the CSR message is communicated through an uncontrolled instead of a controlled media channel.

Nonetheless, some empirical evidence exists that suggests that consumers do not always prefer to receive CSR information through uncontrolled media. Based on research conducted in Northern Europe, Morsing and Schultz (2006) observed that consumers' perceptions of CSR channels were mixed: 50% of respondents preferred minimal communication (e.g., annual reports and corporate websites), whereas 40% preferred corporate advertising and press releases. Their research evidenced that consumers' preferences regarding these uncontrolled sources had decreased over time, whereas consumers' preference for controlled channels had increased. Morsing et al. (2008) affirmed that, although minimal releases from reports and websites imply minimal public exposure, they allow greater flexibility and a better focus on content, which are highly appreciated by consumers in the search for this sort of information. Kim and Ferguson (2014) found that, among a list of 22 media channels, consumers preferred to receive CSR information through companies' local stores, corporate websites, events, CSR websites, and annual reports, which are all controlled channels.

Consumers rated uncontrolled media channels (e.g., experts' blogs) poorly, and the comparison of means revealed significant differences between the two types of sources of information. We argue that, except for credibility, skepticism, and trust, significant differences cannot be anticipated in consumers' attitude toward information, C-C identification, attitude toward the company, purchases, and advocacy based on the choice of media channel because neither of them outperforms the other. We propose that:

H14: There are no significant differences in (a) attitude toward the information, (b) C-C identification, (c) attitude toward the company, (d) purchases, and (e) advocacy depending on the media channel choice.

Finally, we are also interested in determining how the media channel choice affects the intensity of the causal relationships proposed in our causal model. Our interest derives from the scarcity of the previous literature that has explored the role of media channel choice in the CSR and hospitality and tourism literature and the fact that this literature has not yet reached a consensus on the specific role of this factor in determining the effectiveness and success of CSR communication. We propose the last research hypothesis of the paper in an open, broad way as follows:

H15: The media channel choice moderates the relationships among credibility, skepticism, attitude toward the information, trust, C-C identification, attitude toward the company, purchases, and advocacy.

3. Methodology

3.1 Design of the study

We designed causal quantitative research with two scenarios (i.e., corporate website vs. online newspaper). The scenario-based approach has been adopted successfully by previous researchers aiming to explore the effectiveness of CSR communication in different contexts,

which justifies its adequacy for our research too. This methodology has commonly been applied to study the effect of CSR communication on stakeholders' intentions and responses to different message contents (Alniacik et al., 2011; Pomeroy et al., 2013), narrative styles (Andreu et al., 2015), or communication strategies (Groza et al., 2011; Skard & Thorbjornsen, 2014).

In each scenario, a piece of information on the CSR activities that a fictitious restaurant chain (i.e. Ecofood) implemented in the area of childhood leukemia was presented to the respondents. In Scenario A, the CSR information was presented within the corporate website of the company, as part of the section "Support for Social Causes." In Scenario B, the CSR information was presented as an article written in the "Business" section of a fictitious newspaper (i.e. La Tercera).

We purposely used fictitious stimuli (i.e. CSR information, company, and newspaper) to avoid previous knowledge, attitudes, and behavioral intentions concerning real companies biasing the findings of the study. We decided to link the CSR information to childhood leukemia because health has traditionally been considered a relevant issue in the hospitality and tourism industry (Font & Lynes, 2018). Leukemia has been cited as a common philanthropic destination for hotel CSR donations in numerous previous studies (Coghlan, 2014; Li et al., 2017). Furthermore, it is well known that cause-company fit influences the effects of CSR communication (Elving, 2013). We decided to control for this effect by using a sustainable restaurant chain, that is, a company with core values that are socially responsible.

3.2 Scenarios

We created two scenarios to compare the consumer responses in our study (see Appendix 1). We aimed to avoid confounding effects by keeping the key information of the company and its CSR activities constant in the two scenarios (Mercadé-Melé et al., 2017). The CSR

message explained that Ecofood cared about childhood leukemia: it had invested “x” amount of money in this social cause, and “x” results had been achieved over the last year. We also aimed to reduce the biases derived from the writing style of the scenarios by using the storytelling/narrative style consistently in both scenarios. The narrative rationality behind storytelling implies that “facts need some narrative to bind them together to enhance their intelligibility” (Weick & Browning, 1986, p. 250), which is explained by the narrative theory paradigm (Fisher, 1985). This communicative approach is the opposite to argumentative/expositive (semantic, rational, or nonnarrative) perspectives on communication, which are based on the description (Rodden, 2008) of rational arguments, statistics, numbers, names, and facts (Kaufman, 2003). By using the storytelling approach consistently, we avoided introducing biases into the study that may derive from the random use of argumentative and/or narrative arguments in the scenarios. Therefore, the differences between Scenario A and Scenario B mainly lay in the media channel chosen to communicate the message (the corporate website as a media channel controlled by the company vs. an online newspaper as an uncontrolled media channel, respectively) and the way in which information is commonly presented in each media channel. Whereas, in Scenario A, CSR information was presented in the first-person narrating style (i.e., “we”), as if someone within the company was narrating the information, in Scenario B, CSR information was presented in the third-person narrating style (i.e., “the company”), as if an independent journalist was narrating the story.

3.3 Sample

We collected data from consumers in a small northern city in Spain. Participants took part in the study during the summer of 2018. They were approached by interviewers at public spaces, in their homes, or at their workplaces. They were presented with printed information

(i.e., the CSR message and the questionnaire). They were instructed to read the CSR message at their own pace and, once finished, they were required to complete the questionnaire.

The sampling technique was non-probabilistic but controlled by age and gender quotas to represent the population in Spain. Each interviewer was assigned specific quotas to collect data exclusively on one scenario. The response rate was 64.3%. For the website and the newspaper scenario, respectively, 226 and 240 valid questionnaires were collected. The sample characteristics were 51.3% women and 48.7% men (51.0% and 49.0% in Spain, respectively) (INE, 2022); 21.7% were between 18 and 35, 37.3% were between 35 and 54, and 41.0% were over 54 years old (20.0%, 38.2% and 41.8% in Spain, respectively) (INE, 2022). Similar percentages were collected in both scenarios. Therefore, the validity of the study sample to represent the Spanish population was confirmed.

3.4 Measurement scales

The factors in the analysis were measured with 7-point Likert-type and semantic differential scales. We measured the credibility of the CSR information with the 3-item scale (CRED1 to CRED3) of Chiu et al. (2012). To measure skepticism toward the CSR information, we applied the 3-item scale (SCEP1 to SCEP3) of Mohr et al. (1998). For attitude toward the CSR information, we used the 3-item scale (ATTM1 to ATTM3) by Wagner et al. (2009). Regarding trust in the company, we applied the 3-item scale (TRUS1 to TRUS3) of Morgan and Hunt (1994). C-C identification was measured with a 4-item scale (IDEN1 to IDEN4) adapted from Currás (2007). We measured attitude toward the company with an adaptation of the same 3-item scale (ATTC1 to ATTC3) that we used to evaluate attitude toward the CSR information (Wagner et al., 2009). We measured purchases (PURC1 to PURC3) and advocacy (ADVO1 to ADVO3) with two 3-item scales taken from Groza et al. (2011) and Romani et al. (2013), respectively. Because the questionnaire was distributed in Spanish, we implemented a double-translation process to assure that the items in the questionnaire

retained the original meaning proposed by all these previous authors. Table 1 presents all the items. Appendix 2 shows the full version of the original questionnaire.

Insert Table 1 here

We used Harman's single-factor test to control the common method variance (CMV). The findings demonstrated that the scale items included in the conceptual model did not load all together on any one general factor. CMV was not a significant problem in our study (Podsakoff et al., 2003).

4. Findings

4.1 Confirmatory factor analysis (CFA)

First, we tested the measurement model. The findings of the analysis are shown in Tables 2 and 3. We performed the analysis for each sample independently. To test the quality of the measurement scales, we followed the procedure of Hair et al. (2014).

The findings demonstrated that, in both scenarios, the comparative fit indexes were adequate, which corroborates the goodness of fit of the measurement model (NFI=.89, NNFI=.96, CFI=.96, IFI=.96 in the website scenario; NFI=.93, NNFI=.97, CFI=.98, IFI=.98 in the newspaper scenario). In both scenarios, the RMSEA value was adequate (.05 in the website scenario and .04 in the newspaper scenario). Composite reliability (CR) and average variance extracted (AVE) show the reliability of a scale. These indicators were always over .70 and .50, respectively, for each scale. The t-value of each item was significant (95%), and their standardized lambda coefficients (λ) were above .50. Convergent validity was also corroborated. The AVE of each factor always exceeded the squared correlation between pairs of factors, verifying discriminant validity.

Insert Table 2 here

Insert Table 3 here

4.2 Test of the hypotheses

We applied (a) structural equation modeling (SEM) analysis (hypotheses H1–H11), (b) ANOVA analysis (hypotheses H12–H14), and (b) multi-group SEM analysis (hypothesis H15) to test the research hypotheses.

4.2.1 SEM analysis

We applied SEM to test the fit of the CSR communication causal model to the data collected and corroborate the relationships that exist among the factors. We estimated the model using the data collected for each scenario so that we could determine whether the model of CSR communication fits well with different research contexts within the hospitality and tourism industry. Table 4 presents the standardized lambda coefficients and their p-values for each scenario.

The findings showed that the model structure was the same in both samples, thus confirming the robustness of our conceptual proposition. Up to nine relationships in the causal model were confirmed in both the website and the newspaper scenario. Nonetheless, the negative effect of skepticism on the attitude toward the information was not confirmed in either of the samples, whereas the positive effect of trust in the company on purchase intentions was also insignificant when the participants evaluated CSR information on the corporate website or in the article in the online newspaper. The findings supported H1, H3 to H5, and H7 to H11, whereas H2 and H6 were rejected.

Insert Table 4 here

4.2.2 ANOVA analysis

To conclude whether significant differences existed in the value of the factors in the model depending on the media channel through which the CSR information was received, we implemented an ANOVA analysis (Table 5).

Significant differences were observed in the participants' attitude toward the CSR information ($\text{Mean}_{\text{website}}=5.62$ vs. $\text{Mean}_{\text{newspaper}}=5.86$, $p<.05$) and their advocacy intentions ($\text{Mean}_{\text{website}}=5.37$ vs. $\text{Mean}_{\text{newspaper}}=5.09$, $p<.05$). Whereas the attitude toward the CSR information was higher when it was read on a newspaper page, the advocacy intentions were higher when the information was received directly from the corporate website. For all the rest of the factors in the conceptual model, there were no significant differences between the two scenarios. These findings supported H14b to H14d, whereas H12a, H12b, H13, H14a, and H14e were rejected.

Insert Table 5 here

4.2.3 Multi-group SEM analysis

The third step of the analyses consisted of a multi-group SEM comparison to establish whether differences existed in the strength of the relationships between factors within the causal model depending on the media channel choice. After obtaining the standardized lambda coefficients of the relationships in each scenario through common SEM analysis, we tested the structural invariance of the causal model between the scenarios, which allowed us to test H15.

The findings revealed that, although the model structure was the same in both samples, the media channel choice affected the strength of several relationships in the model significantly ($\text{Dif.S-B}\chi^2(9)=26.80$, $p<.01$) (Table 4). There were significant differences in the role that trust and C-C identification played in the conceptual model when the participants evaluated the website or the newspaper scenario, which are demonstrated by the statistically significant differences observed in the chi-square of several relationships in each scenario (i.e., Dif.

$\chi^2(1)$). Trust was demonstrated to be more important as a mediator between attitude toward the information and advocacy when the participants read the CSR information on the corporate website. The findings showed significant differences between the two scenarios in the effect of the attitude toward the information on trust ($\beta_{\text{website}}=.71$, $p<.05$; $\beta_{\text{newspaper}}=.60$, $p<.05$; Dif. $\chi^2(1)=2.57$, $p<.01$) and the subsequent effect of trust on advocacy ($\beta_{\text{website}}=.28$, $p<.05$; $\beta_{\text{newspaper}}=.13$, $p<.05$; Dif. $\chi^2(1)=2.75$, $p<.01$). For the participants who evaluated the piece of news in the online newspaper, C-C identification was a stronger mediator between attitude toward CSR information and advocacy. Significant differences were observed between the two scenarios in the effect of the attitude toward the information on C-C identification ($\beta_{\text{website}}=.50$, $p<.05$; $\beta_{\text{newspaper}}=.57$, $p<.05$; Dif. $\chi^2(1)=7.43$, $p<.05$) and the subsequent effect of C-C identification on advocacy ($\beta_{\text{website}}=.19$, $p<.05$; $\beta_{\text{newspaper}}=.46$, $p<.05$; Dif. $\chi^2(1)=4.94$, $p<.05$). Based on these findings, H15 was partially supported in our study. Figure 2 presents the causal model's appearance in each scenario according to the findings of our analyses.

Insert Figure 2 here

5. Discussion of the findings

The conceptual model of CSR communication proposed in this research is robust, as it has been tested consistently across two samples of consumers who evaluated the same CSR message received through different media channels. The findings support the important role that credibility, attitude toward the information, trust, C-C identification, and attitude toward the company play in determining purchase and advocacy intentions among consumers in the hospitality and tourism industry. The findings align with the HOE framework as they corroborate the causal sequence that leads attitudes toward the message (i.e., CSR information) to influence attitudes toward the company and, subsequently, attitudes toward

the company to influence consumers' behavioral intentions. The findings also demonstrate that credibility is an antecedent of consumers' attitude toward CSR information, which is supported by attribution theory.

Skepticism becomes insignificant in the conceptual model because the negative effect that we expected it to have on consumers' attitude toward CSR information is not supported by our findings. Even though attribution theory has long defended the assertion that credibility and skepticism are two factors that frequently operate simultaneously in conceptual models of consumers' attitudes and behavioral intentions, the finding in our study can be attributed to the change in consumers' thinking about companies when exposed to new media and online information (Schmeltz, 2012). In previous studies, consumers demonstrated themselves to be highly skeptical about communication in online media (Jahdi & Acikdilli, 2009) but, in the last decade, consumers have adopted new media habits that have changed their perception of communication and the ways to access corporate information. They live in a globalized world where the Internet is a "must" for almost any activity and transparency is compulsory (Schmeltz, 2012). This is especially the case in the hospitality and tourism industry, in which the Internet takes part in most tourism practices of tourists, destinations, and businesses, while review communities are on the rise and constitute new forms of social interaction (Munar & Jacobsen, 2014). Tourism companies are obliged to deliver updated information continuously and to respond to stakeholders regularly, which make consumers less skeptical of the information that they read online. A second plausible explanation for this finding refers to the type of discourse used in our scenarios (i.e., a narrative message based on storytelling). The results in our study confirm previous research that has found that, for hedonic services such as services, narrative discourses enhance responses to CSR communication much more often than argumentative discourses (Pérez et al., 2020).

Another interesting finding confirms that trust is only significant in improving consumer advocacy and not in eliciting a direct purchase response. This result reinforces an argument presented in the previous literature that defends the idea that, because a purchase is a more binding behavior for consumers than recommending a company to other people, it is harder to achieve and, thus, there are fewer antecedents that have a direct impact on a purchase than on advocacy (Pérez & Rodríguez del Bosque, 2015).

As for the effect of the media channel choice in the causal model presented in this research, the findings corroborate the hypothesis that the media channel selected to transmit the CSR message has some influence on consumers' responses, although the effect is much smaller than has been suggested by previous research. For instance, consumers' attitude toward the information was significantly better when the CSR message was read in the newspaper than when it was found on the corporate website. This finding may suggest that the argumentation provided by the ELM, which defends the proposition that the less a company can control a medium, the better the consumer responses would be, proves to be true in the context of our research. Nevertheless, this theory argues that such business returns are due to greater credibility and, predictably, less consumer skepticism toward uncontrolled (vs. controlled) media due to the independence and objectivity perceived from the source (Du et al., 2010; Mercadé-Melé et al., 2017). This is not confirmed in our study since both factors were valued in the same way in both scenarios and significant differences were not observed across the samples. We can think of two explanations for these results.

First, some studies have suggested that channel effects in CSR communication depend on the company's and the source's pre-existing knowledge and reputation (Mercadé-Melé et al., 2017; Skard & Thorbjørnsen, 2014). Skard and Thorbjørnsen (2014) demonstrated that uncontrolled sources generate a more positive message and corporate evaluations than controlled sources when the source has a positive prior reputation. The opposite may occur if

the source is unknown to consumers and they lack prior knowledge. In this case, responses to companies are often formed by recurring to secondary sources, which means that consumers rely on associations that are already established in their minds, which come from secondary information sources, and they transfer them to the company by pairing it with them (Mercadé-Melé et al., 2017). Because both the controlled and the uncontrolled media channels used in this study were fictitious and the respondents did not have prior knowledge about them, the associations coming from these channels could not be transferred to the message or the company, thus justifying the registration of similar credibility, trust, identification, and attitude toward the company.

A second plausible explanation relates to the different usage purposes that may guide consumers' approaches to media channels (Mercadé-Melé et al., 2017). Research has demonstrated that the credibility of newspapers is often as high among users reading them for information purposes as it is among users reading them for entertainment purposes, whereas the credibility of controlled media channels, such as corporate websites or social media, varies depending on their utility to readers, being higher among users who have information purposes (Stavrositu & Sundar, 2008). CSR messages are classified as "pull information" that needs to be searched for actively and is not consumed for entertainment purposes (Mercadé-Melé et al., 2018). Previous arguments support the possibility that the corporate website and online newspaper explored in our study reported similar findings in terms of relevant factors such as credibility, trust, C-C identification, and attitude toward the company.

It is interesting to notice that, contrary to classical marketing and communication theories, some consumer behavioral intentions (i.e., advocacy) were significantly higher among respondents who evaluated the corporate website than those who rated the article in the online newspaper. Consumer motivations to process information obtained through different media channels may help in understanding the phenomenon (David, 2009). The press is a

media channel that readers do not usually use to search actively for corporate information, such as products, services, or CSR (de Waal et al., 2005). This sort of information is actively sought on corporate websites, which consumers visit with a specific goal of finding corporate information (Morsing & Schultz, 2006). This being the case, it is evident that the efforts that consumers devote to processing CSR information will be higher when they are specifically searching for it (e.g., on the corporate website) (David, 2009) instead of when they simply come across the message in media that they are using for other purposes (e.g., in a newspaper). Consumers will show stronger support intentions toward the information presented on the corporate website than toward the information in the newspaper.

Some additional differences across media channels related to the intensity of some of the relationships put forward in the causal model, leading to the identification of two distinct ways in which consumers' attitude toward CSR information elicits advocacy among consumers in the hospitality and tourism industry. The findings suggest that trust is a key mediator between attitude toward the information and advocacy and takes a stronger role when consumers read the information on the corporate website, while C-C identification is another key mediator that plays a more important role in the context of the online newspaper. The critical role of trust in the corporate website context aligns with previous research that has reported trust to be one of the most important underlying processes behind corporate website success (Hong & Rim, 2010). Consumers' use of a corporate website enhances their relationship with the company, suggesting that companies should use their websites as public relations tools. The more consumers use a corporate website, the more they will engage in positive word of mouth because they trust the company more (Hong & Rim, 2010). Some researchers have defended the assertion that C-C identification is highly important in moderating the potential negative publicity that may appear about a company in the news (Einwiller et al., 2006). C-C identification is crucial for mitigating the effects of negative

information on corporate associations, especially when consumers encounter moderately negative publicity. In the study by Einwiller et al. (2006), negative corporate associations were found to occur less frequently when consumers strongly identified with the company.

6. Conclusions, implications, and practical recommendations

We have proposed and tested an integrative causal model of CSR communication for the hospitality and tourism industry, while we have also investigated whether the use of a corporate website or an online newspaper to communicate CSR affects consumer perceptions, attitudes, and behavioral intentions in response to the message. We have proposed a model based on the hierarchy-of-effects framework that we have tested empirically in a fictitious context of hospitality and tourism services. Previous research based on attribution theory has long defended the idea that, because they are uncontrolled by the company, newspapers are more persuasive than corporate websites. However, this assumption has been scarcely explored in the CSR and hospitality contexts, in which important gaps exist between the theory and the practice of media channel choice.

Contrary to previous arguments provided by scholars who have explored the context of CSR communication (Groza et al., 2011), our findings demonstrate that “minimal release” channels (e.g., corporate websites) can report the same good business returns to companies as uncontrolled media channels, at least in terms of consumer perceptions, attitudes, and behavioral intentions towards CSR. Although our study did not contain a longitudinal analysis of consumer preferences over time, we can compare our research findings with those of previous studies. Altogether, these studies give the sense that consumers’ traditional preference for uncontrolled media channels (Groza et al., 2011; Lord & Putrevu, 1993) has decreased over time, whereas their preference for non-intrusive controlled media channels has increased, at least in the context of CSR communication (Kim & Ferguson, 2014;

Morsing & Schultz, 2006; Morsing et al., 2008). Even though there are some differences in consumers' attitude toward CSR information and advocacy when the message is read on a corporate website or in an online newspaper, the conceptual model of CSR communication developed in this research is consistent across the two media channels. Still, some differences in the intensity of several relationships in the model suggest that trust is more relevant when CSR is communicated through a website, whereas C-C identification is essential in the newspaper context.

As a relevant implication of the study, it is possible that companies use different media channels that complement each other strategically to communicate their CSR endeavors. An increase in corporate knowledge from various communication sources can reduce consumer uncertainty about CSR activities (Anisimova et al., 2019) and improve business returns (Anselmsson & Tunca, 2019; Parguel et al., 2011). A corporate website is a controlled media channel that can make valuable and unique contributions to business returns, especially for improving advocacy, which strongly depends on the extent to which consumers trust the company. Communicating through uncontrolled media channels can contribute significantly to business returns by improving attitudes toward the CSR information and behavioral intentions mediated by C-C identification. It is also important to notice that many consumers are not proactively looking for CSR information, and, while controlled channels have a place for engaged audiences, there is a case for embedding CSR messages in more mainstream communications through uncontrolled media channels with a clear explanation of the relevance of the CSR issue to the stakeholder concerned (Dawkins, 2004). It is believed that one of the main challenges of communicating CSR to consumers is striking a balance between expert and endorsed CSR communication processes, which are generally oriented toward consumers with high vs. low involvement (Morsing et al., 2008). Therefore, we suggest that hospitality and tourism companies incorporate both types of controlled and

uncontrolled media channels into an integrated marketing communication (IMC) strategy to achieve fuller market coverage.

Another relevant implication of our study refers to the way in which the communication strategy for each media channel should be crafted. Since trust in the company is an especially relevant attitude that determines consumers' behavioral intentions when exploring corporate websites, communication managers must focus on eliciting trust when consumers read CSR information on their websites. One way to achieve this is to focus on providing numerous details of the CSR efforts of the company, along with references to the corporate reputation in either the CSR sphere or any other facet of its daily activities. This is because, as previously suggested in the academic literature, perceived CSR and perceived corporate reputation are key antecedents of trust in companies (Stanaland et al., 2011). Alternatively, the success of CSR communication in online newspapers is closely related to the extent to which the consumer identifies with the company that is presented in the piece of news. Previous literature has demonstrated that CSR–company fit and brand attractiveness are direct antecedents of C-C identification in the CSR context (Cha et al., 2016). A good strategy would be for companies to design press releases that especially focus on the cause–company fit and that provide numerous details about corporate and brand characteristics.

7. Limitations of the study

Some limitations of the study relate to the usage of a convenience sample of Spanish consumers, which can limit the generalization of our findings. Future studies should use larger and cross-cultural samples to overcome this limitation. We also used a fictitious company and a fictitious CSR message. If researchers want to explore CSR communication in real contexts, moderating factors that interact with the media channel choice and that can be hidden behind the lack of clear differences between the scenarios of our research should

be considered. This could be the case, for example, of prior corporate/source reputation (Skard & Thorbjørnsen, 2014) and consumer CSR support (Morsing et al., 2008). Exploring these potential interaction effects could lead to more robust findings. The third limitation relates to the design and writing style of the scenarios themselves. For this study, we created the stimulus based on storytelling, we used first-person vs. third-person writing styles for the corporate website and the online newspaper, respectively, and we presented the scenarios to the participants in a printed format. Even though all these decisions were made consciously and justified in the method section based on previous research, they might have biased our findings to the point that further research is needed to corroborate the results independently of the design of the scenarios used in the research. Using the first-person style may have cancelled skepticism in the corporate website scenario, whereas showing the scenarios in a printed format instead of an online version may have led the respondents to be influenced by the writing style as much as by the media channel itself. Fourth, we suggest that, as part of a longitudinal study, our conceptual model is replicated in similar empirical settings to compare the findings over time. For instance, there might be differences in media channel effects before and after the launch of a new product, and there have been calls for the application of time-varying approaches to determine the effectiveness of controlled vs. uncontrolled media channels (Burmester et al., 2015). It is necessary to account for time variation in the effects of different media channels in CSR communication.

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APPENDIX 1 – STIMULI EVALUATED BY THE PARTICIPANTS

Insert Figure 3 here

Insert Figure 4 here

APPENDIX 2 – ORIGINAL QUESTIONNAIRE

Insert Figure 5 here

Table 1. Measurement scales

Factors	Items
Credibility	<i>The information on the web is...</i> <u>CRED1</u>) Realistic; <u>CRED2</u>) Authentic; <u>CRED3</u>) Plausible
Skepticism	<i>The information on the web is...</i> <u>SCEP1</u>) Exaggerated; <u>SCEP2</u>) Misleading; <u>SCEP3</u>) Not believable
Attitude information	<i>My general impression of the information presented is...</i> <u>ATTM1</u>) Unfavorable / Favorable; <u>ATTM2</u>) Bad / Good; <u>ATTM3</u>) Negative / Positive
Trust	<u>TRUS1</u>) The company can be trusted; <u>TRUS2</u>) The company can be counted on to do what is right; <u>TRUS3</u>) The company has high integrity
C-C identification	<u>IDEN1</u>) My way of being sticks with what I perceive from the company; <u>IDEN2</u>) I look like what I think the company represents; <u>IDEN3</u>) I am similar to how I perceive the company; <u>IDEN4</u>) The image I have of the company matches the image I have of myself
Attitude company	<i>My general attitude towards the company is...</i> <u>ATTC1</u>) Unfavorable / Favorable; <u>ATTC2</u>) Bad / Good; <u>ATTC3</u>) Negative / Positive
Purchase	<i>If the company existed, how likely would it be that you visited it?</i> <u>PURC1</u>) Very unlikely / Very likely; <u>PURC2</u>) Improbable / Probable; <u>PURC3</u>) Impossible / Possible
Advocacy	<u>ADVO1</u>) I intend to say positive things about the company to friends, relatives and other people; <u>ADVO2</u>) I intend to mention favorable things about the company with my friends, relatives, or other people; <u>ADVO3</u>) I intend to recommend to purchase products of the company to my friends, relatives, and other people

Table 2. First-order confirmatory factor analysis

Factors	Items	Website				Newspaper			
		λ	R ²	CR	AVE	λ	R ²	CR	AVE
Credibility	CRED1	.84	.70			.84	.70		
	CRED2	.86	.74	.87	.69	.89	.79	.88	.70
	CRED3	.79	.63			.78	.61		
Skepticism	SCEP1	.73	.53			.71	.51		
	SCEP2	.89	.79	.82	.61	.97	.94	.87	.69
	SCEP3	.72	.51			.80	.63		
Attitude information	ATTM1	.82	.67			.69	.48		
	ATTM2	.94	.89	.92	.79	.92	.84	.87	.69
	ATTM3	.90	.82			.87	.76		
Trust	TRUS1	.87	.76			.87	.75		
	TRUS2	.89	.80	.89	.73	.90	.80	.89	.74
	TRUS3	.80	.63			.81	.66		
C-C identification	IDEN1	.77	.60			.86	.74		
	IDEN2	.90	.81			.93	.87		
	IDEN3	.91	.83	.93	.76	.94	.89	.95	.83
	IDEN4	.90	.80			.92	.84		
Attitude company	ATTC1	.87	.76			.91	.84		
	ATTC2	.93	.86	.93	.83	.92	.84	.94	.83
	ATTC3	.93	.86			.90	.81		
Purchase	PURC1	.86	.75			.94	.87		
	PURC2	.94	.88	.92	.80	.93	.87	.95	.86
	PURC3	.88	.77			.92	.85		
Advocacy	ADVO1	.93	.87			.91	.83		
	ADVO2	.94	.89	.94	.84	.92	.85	.93	.81
	ADVO3	.87	.76			.87	.76		

Goodness of fit indexes (website): S-B $\chi^2(247)=357.58(p\text{-value}<.01)$; NFI=.89; NNFI=.96;

CFI=.96; IFI=.96; RMSEA=.05

Goodness of fit indexes (newspaper): S-B $\chi^2(247)=347.00(p\text{-value}<.01)$; NFI=.93;

NNFI=.97; CFI=.98; IFI=.98; RMSEA=.04

Table 3. Discriminant validity

	F1	F2	F3	F4	F5	F6	F7	F8
F1	.69/.70	.13	.41	.36	.15	.35	.13	.29
F2	.04	.61/.69	.03	.01	.00	.02	.00	.01
F3	.30	.03	.79/.69	.42	.18	.53	.24	.33
F4	.40	.00	.16	.73/.74	.44	.52	.37	.54
F5	.29	.00	.13	.58	.76/.83	.35	.50	.38
F6	.41	.03	.33	.34	.35	.83/.83	.48	.60
F7	.24	.00	.19	.36	.50	.46	.80/.86	.55
F8	.38	.01	.18	.47	.56	.51	.61	.84/.81

(F1) Credibility; (F2) Skepticism; (F3) Attitude information; (F4) Trust; (F5) C-C

identification; (F6) Attitude company; (F7) Purchase; (F8) Advocacy

The figures in the diagonal represent the AVE percentage for each factor in the website and newspaper scenarios respectively. The figures above the diagonal represent the square root of the correlation between pairs of factors in the website scenario, whereas the figures below the diagonal represent the square root of the correlation between pairs of factors in the newspaper scenario.

Table 4. SEM results

Hypothesis	Direct relationship	λ (website)	λ (newspaper)	Dif. χ^2 (1)	Contrast
H1	Credibility \rightarrow Attitude information	** .69	** .70	1.47	Supported
H2	Skepticism \rightarrow Attitude information	.05	-.06	-	Rejected
H3	Attitude information \rightarrow Trust	** .71	** .60	*2.57	Supported
H4	Attitude information \rightarrow C-C identification	** .50	** .57	**7.43	Supported
H5	Attitude information \rightarrow Attitude company	** .79	** .73	.00	Supported
H6	Trust \rightarrow Purchase	.00	.04	-	Rejected
H7	C-C identification \rightarrow Purchase	** .48	** .48	.62	Supported
H8	Attitude company \rightarrow Purchase	** .46	** .41	1.47	Supported
H9	Trust \rightarrow Advocacy	** .28	** .13	*2.75	Supported
H10	C-C identification \rightarrow Advocacy	** .19	** .46	**4.94	Supported
H11	Attitude company \rightarrow Advocacy	** .51	** .42	2.02	Supported

*p-value<.10; **p-value<.05

Goodness of fit indexes (website): S-B χ^2 (264)=478.32(p-value<.01); NFI=.86; NNFI=.92; CFI=.93; IFI=.93; RMSEA=.06

Goodness of fit indexes (newspaper): S-B χ^2 (264)=565.94(p-value<.01); NFI=.88; NNFI=.92; CFI=.93; IFI=.93; RMSEA=.07

Goodness of fit indexes (multigroup comparison): S-B χ^2 (409)=872.25(p-value<.01); NFI=.87; NNFI=.92; CFI=.93; IFI=.93; RMSEA=.05. Dif. S-B χ^2 (9)=26.80(p-value<.01). H15: (partially) Supported.

Table 5. ANOVA results

Hypothesis	Factor	Website		Newspaper		Dif.	t-value	Contrast
		Mean	s.d.	Mean	s.d.			
H12 (a)	Credibility	5.35	1.00	5.46	1.06	-.11	1.12	Rejected
H12 (b)	Trust	5.04	.98	5.09	1.12	-.05	-.55	Rejected
H13	Skepticism	2.96	1.12	3.05	1.62	-.08	-.66	Rejected
H14 (a)	Attitude information	5.62	1.15	5.86	1.00	-.24	**2.39	Rejected
H14 (b)	C-C identification	4.68	1.15	4.82	1.43	-.13	1.12	Supported
H14 (c)	Attitude company	5.68	1.09	5.73	1.02	-.05	-.49	Supported
H14 (d)	Purchase	5.12	1.24	5.05	1.39	.07	.53	Supported
H14 (e)	Advocacy	5.37	1.13	5.09	1.29	.28	**2.47	Rejected

**p-value<.05

Figure 1. Causal model

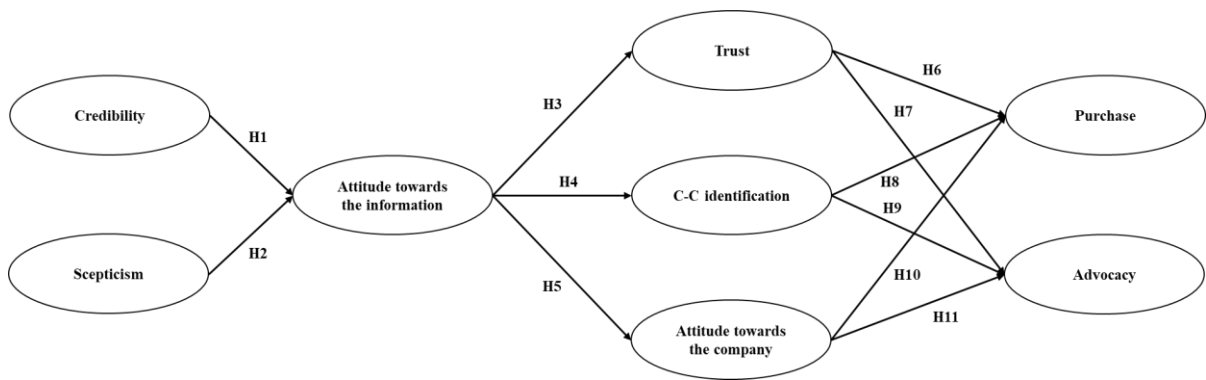


Figure 2. Summary of SEM and multi-group SEM results

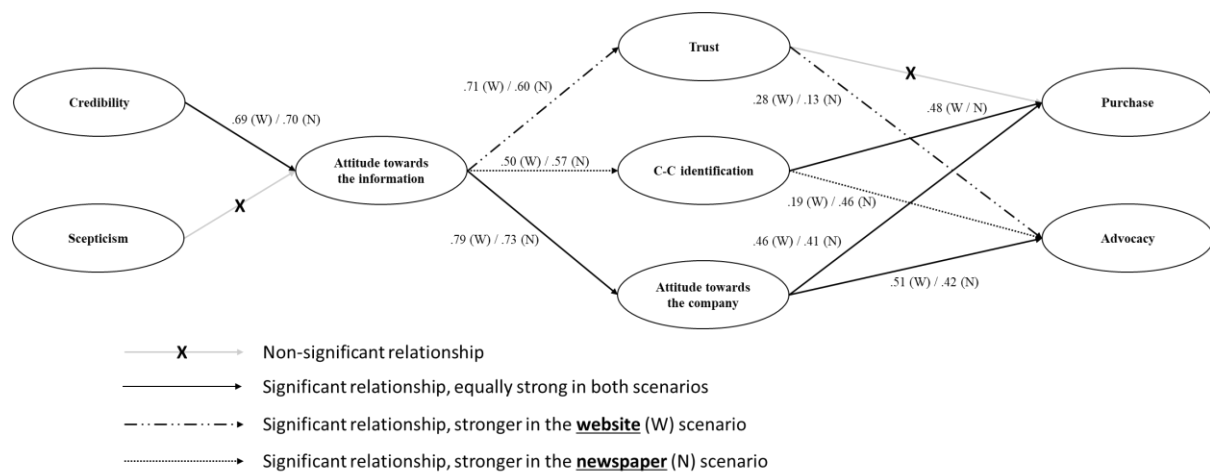
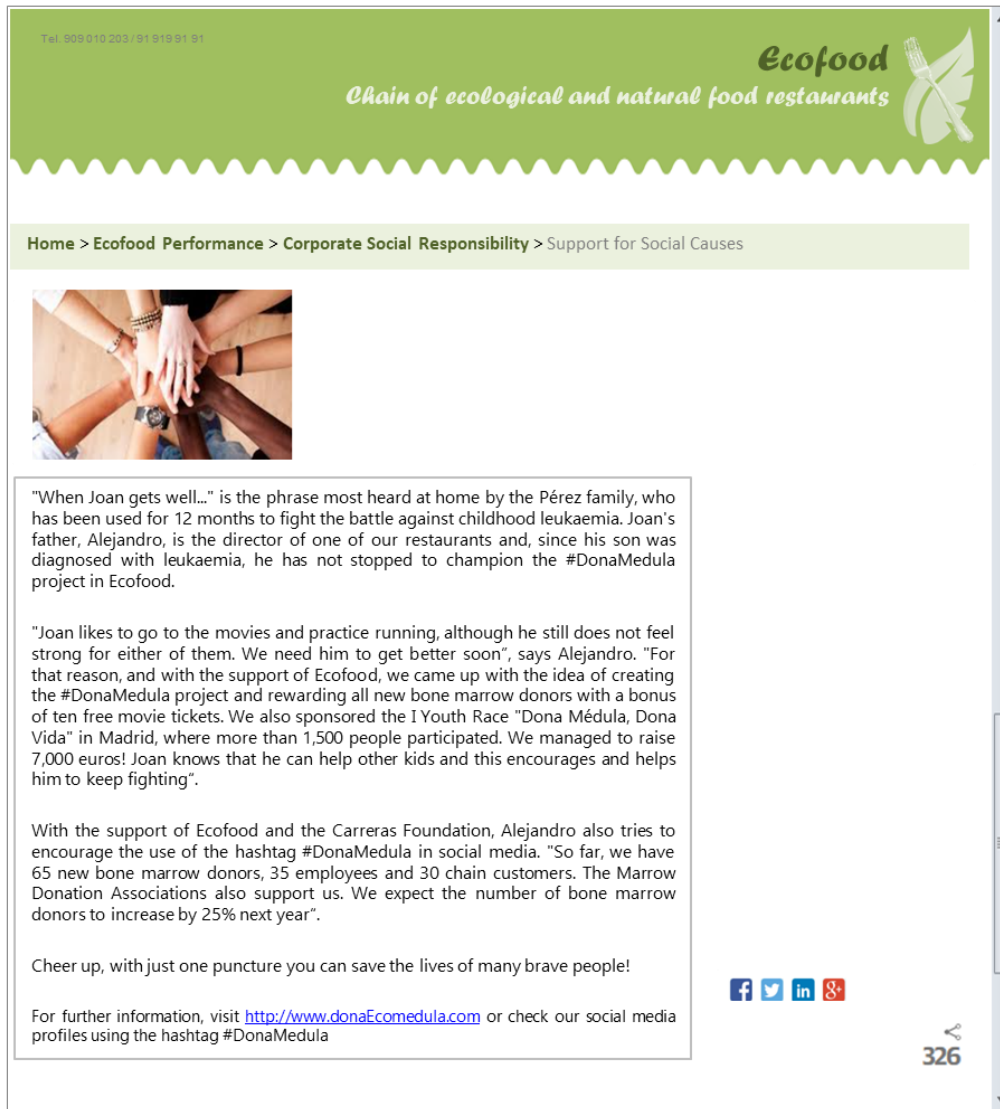


Figure 3. Scenario A (corporate website)

"Ecofood", CORPORATE INFORMATION:

In 1978, five professionals from the catering and agriculture world had an idea: using nutrition responsibly to build a better future. In doing so, "Ecofood" became the first chain of ecological and natural food restaurants in Spain.


The vision of "Ecofood" is to become the best chain of ecological restaurants in Spain, earning the trust of employees and customers, as well as society in general. For this purpose, "Ecofood" improves its processes day by day, ensuring quality food through 100% organic products and with minimal impact on the environment.



Tel: 905 010 203 / 91 919 91 91

Ecofood
Chain of ecological and natural food restaurants

Home > Ecofood Performance > Corporate Social Responsibility > Support for Social Causes



"When Joan gets well..." is the phrase most heard at home by the Pérez family, who has been used for 12 months to fight the battle against childhood leukaemia. Joan's father, Alejandro, is the director of one of our restaurants and, since his son was diagnosed with leukaemia, he has not stopped to champion the #DonaMedula project in Ecofood.

"Joan likes to go to the movies and practice running, although he still does not feel strong for either of them. We need him to get better soon", says Alejandro. "For that reason, and with the support of Ecofood, we came up with the idea of creating the #DonaMedula project and rewarding all new bone marrow donors with a bonus of ten free movie tickets. We also sponsored the I Youth Race "Dona Médula, Dona Vida" in Madrid, where more than 1,500 people participated. We managed to raise 7,000 euros! Joan knows that he can help other kids and this encourages and helps him to keep fighting".

With the support of Ecofood and the Carreras Foundation, Alejandro also tries to encourage the use of the hashtag #DonaMedula in social media. "So far, we have 65 new bone marrow donors, 35 employees and 30 chain customers. The Marrow Donation Associations also support us. We expect the number of bone marrow donors to increase by 25% next year".

Cheer up, with just one puncture you can save the lives of many brave people!

For further information, visit <http://www.donaEcomedula.com> or check our social media profiles using the hashtag #DonaMedula

f t in g+

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Figure 4. Scenario B (online newspaper)

“Ecofood”, CORPORATE INFORMATION:

In 1978, five professionals from the catering and agriculture world had an idea: using nutrition responsibly to build a better future. In doing so, “Ecofood” became the first chain of ecological and natural food restaurants in Spain.

The vision of “Ecofood” is to become the best chain of ecological restaurants in Spain, earning the trust of employees and customers, as well as society in general. For this purpose, “Ecofood” improves its processes day by day, ensuring quality food through 100% organic products and with minimal impact on the environment.

The screenshot shows a web browser displaying the LATERCERA website. At the top, there is a navigation bar with the LATERCERA logo, a search icon, and a menu icon. Below the logo is a red banner with the word 'NEWS' in white. Underneath the banner is a horizontal menu with links for Home, Video, World, Business, Tech, Science, Stories, Entertainment & Arts, Health, World News TV, and More. The main content area features the article title 'Ecofood sponsors a marrow donation project' in a large, bold font. Below the title is the author's name 'By EMILY CRANE' and the publication information 'PUBLISHED: 00:39 BST, 6 February 2018 | UPDATED: 01:29 BST, 6 February 2018'. A photograph of several hands stacked together is positioned below the text. The article text begins with a quote: "When Joan gets well..." is the phrase most heard at home by the Pérez family, who has been used for 12 months to fight the battle against childhood leukaemia. The text continues to describe the #DonaMedula project and the support from Ecofood. At the bottom of the article, there are social media sharing icons for Facebook, Twitter, LinkedIn, and Google+. In the bottom right corner of the page, there is a small icon of a person and the number 326.

Figure 5. Original questionnaire in Spanish

Código encuestador:	Número encuesta:	Número de rechazos antes de conseguir la encuesta:
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1. Información demográfica del encuestado:

1.1. Género:	Hombre	Mujer		
1.2. Edad (indicar):				
1.3. Estudios:	Sin estudios	Primarios	Secundarios	Universitarios
1.4. Renta media mensual:	Menos de 1.000€	1.000€ – 2.000€	Más de 2.000€	
1.5. Población de residencia (indicar):				

2. (mostrar Ficha 1) Para usted, la información presentada en la web es... (1 = expresión negativa -izq-; 7 = expresión positiva -dcha-)

Poco importante	1	2	3	4	5	6	7	Muy importante
Irrelevante	1	2	3	4	5	6	7	Relevante
No me preocupa	1	2	3	4	5	6	7	Me preocupa
No me importa	1	2	3	4	5	6	7	Me importa
No significa nada para mí	1	2	3	4	5	6	7	Significa mucho para mí

3. En términos generales, la información presentada en la web es... (1 = expresión negativa -izq-; 7 = expresión positiva -dcha-)

Abstracta	1	2	3	4	5	6	7	Concreta
Ambigua	1	2	3	4	5	6	7	Clara
Poco descriptiva	1	2	3	4	5	6	7	Muy descriptiva
Poco gráfica	1	2	3	4	5	6	7	Muy gráfica
Difícil de imaginar	1	2	3	4	5	6	7	Fácil de imaginar

4. En la web... (1 = total desacuerdo; 7 = total acuerdo)

1. La información es realista	1	2	3	4	5	6	7
2. La información es auténtica	1	2	3	4	5	6	7
3. La información es verosímil	1	2	3	4	5	6	7
4. La información es exagerada	1	2	3	4	5	6	7
5. La información es engañosa	1	2	3	4	5	6	7
6. La información no es creíble	1	2	3	4	5	6	7
7. La información no me parece cierta	1	2	3	4	5	6	7

5. Mi impresión general de la web es... (1 = expresión negativa -izq-; 7 = expresión positiva -dcha-)

Desfavorable	1	2	3	4	5	6	7	Favorable
Negativa	1	2	3	4	5	6	7	Positiva
Mala	1	2	3	4	5	6	7	Buena
Desagradable	1	2	3	4	5	6	7	Agradable

6. La web... (1 = total desacuerdo; 7 = total acuerdo)

1. Aporta información relevante sobre la causa social	1	2	3	4	5	6	7
2. Aporta información significativa sobre la causa social	1	2	3	4	5	6	7
3. Aporta información útil sobre la causa social	1	2	3	4	5	6	7
4. Aporta información valiosa sobre la causa social	1	2	3	4	5	6	7
5. Transmite que la causa social es una cuestión importante	1	2	3	4	5	6	7
6. Transmite que es vital afrontar la temática de la causa social	1	2	3	4	5	6	7
7. Transmite la responsabilidad que las empresas tienen de abordar la temática de la causa social	1	2	3	4	5	6	7

7. Indique su grado de acuerdo o desacuerdo con las siguientes afirmaciones (1 = total desacuerdo; 7 = total acuerdo):

1. La imagen de (X) y la de la causa social son similares	1	2	3	4	5	6	7
2. (X) y la causa social encajan bien	1	2	3	4	5	6	7
3. (X) y la causa social representan cosas parecidas	1	2	3	4	5	6	7
4. Tiene sentido que (X) apoye la causa social	1	2	3	4	5	6	7
5. Es lógico que (X) apoye la causa social	1	2	3	4	5	6	7

8. Indique su grado de acuerdo o desacuerdo con las siguientes afirmaciones (1 = total desacuerdo; 7 = total acuerdo):

1. La colaboración de (X) con la causa social es deseable	1	2	3	4	5	6	7
2. La colaboración de (X) con la causa social concuerda con el interés general de la sociedad	1	2	3	4	5	6	7
3. La colaboración de (X) con la causa social está organizada de forma adecuada	1	2	3	4	5	6	7
4. (X) está legitimada para colaborar con la causa social	1	2	3	4	5	6	7
5. (X) tiene un fuerte interés en ayudar a la causa social	1	2	3	4	5	6	7
6. (X) demuestra una verdadera preocupación por generar un impacto positivo para la causa social	1	2	3	4	5	6	7
7. (X) es capaz de generar beneficios a largo plazo para la causa social	1	2	3	4	5	6	7
8. Parece factible que (X) apoye la causa social durante un largo período de tiempo	1	2	3	4	5	6	7
9. Más que probablemente, (X) generará un gran impacto positivo para la causa social	1	2	3	4	5	6	7

9. A la hora de apoyar la causa social, piensa que (X) se ha movido... (1 = expresión negativa -izq-; 7 = expresión positiva -dcha-)

Por su propio interés	1	2	3	4	5	6	7	Por el interés de la sociedad
Egoístamente	1	2	3	4	5	6	7	Altruísticamente
Por el ánimo de lucro	1	2	3	4	5	6	7	Socialmente

10. En el contexto de su apoyo a la causa social, (X) demuestra ser... (1 = expresión negativa -izq-; 7 = expresión positiva -dcha-)

Inexperta	1	2	3	4	5	6	7	Experta
Incompetente	1	2	3	4	5	6	7	Competente
No sincera	1	2	3	4	5	6	7	Sincera
No honesta	1	2	3	4	5	6	7	Honesta
No atractiva	1	2	3	4	5	6	7	Atractiva
Antipática	1	2	3	4	5	6	7	Simpática
No creíble	1	2	3	4	5	6	7	Creíble

11. Indique su grado de acuerdo o desacuerdo con las siguientes afirmaciones (1 = total desacuerdo; 7 = total acuerdo):

1. En mi opinión, (X) es una empresa socialmente responsable	1	2	3	4	5	6	7
2. (X) se preocupa por mejorar el bienestar de la sociedad	1	2	3	4	5	6	7
3. (X) sigue altos estándares éticos	1	2	3	4	5	6	7

12. Indique su grado de acuerdo o desacuerdo con las siguientes afirmaciones (1 = total desacuerdo; 7 = total acuerdo):

1. (X) es una empresa en la que se puede confiar en todo momento	1	2	3	4	5	6	7
2. (X) es una empresa con la que se puede contar para hacer lo correcto	1	2	3	4	5	6	7
3. (X) es una empresa con un nivel de integridad alto	1	2	3	4	5	6	7
4. Mi forma de ser pega con lo que percibo de (X)	1	2	3	4	5	6	7
5. Me parezco a lo que pienso que (X) representa	1	2	3	4	5	6	7
6. Soy similar a cómo percibo a (X)	1	2	3	4	5	6	7
7. La imagen que tengo de (X) encaja con la imagen que tengo de mí mismo	1	2	3	4	5	6	7
8. La identidad corporativa de (X) se parece a mi propia identidad personal	1	2	3	4	5	6	7

13. Su sentimiento general hacia (X) es... (1 = expresión negativa -izq-; 7 = expresión positiva -dcha-)

Desfavorable	1	2	3	4	5	6	7	Favorable
Negativo	1	2	3	4	5	6	7	Positivo
Malo	1	2	3	4	5	6	7	Bueno
Desagradable	1	2	3	4	5	6	7	Agradable

14. Indique su grado de acuerdo o desacuerdo con las siguientes afirmaciones (1 = total desacuerdo; 7 = total acuerdo):

1. Diría cosas positivas acerca de (X) a amigos, familiares y otras personas	1	2	3	4	5	6	7
2. Mencionaría cosas favorables sobre (X) con mis amigos, familiares y otras personas	1	2	3	4	5	6	7
3. Recomendaría la compra de productos de (X) a mis amigos, familiares y otras personas	1	2	3	4	5	6	7
4. Si (X) hiciese algo que no me gustase, estaría dispuesto a darle una segunda oportunidad	1	2	3	4	5	6	7
5. Estaría dispuesto a ignorar cualquier información negativa que escuchase o leyese sobre (X)	1	2	3	4	5	6	7
6. Perdonaría a (X) si cometiese errores	1	2	3	4	5	6	7

¡MUCHAS GRACIAS POR SU COLABORACIÓN!

WORD COUNT AND COLOR

Number of words (all inclusive) = 10,161

Number of words (exclusive of abstract and references) = 7,753

Color is not necessary for figures in print

HIGHLIGHTS IN FULL SENTENCE

- Media channel choice influences responses to CSR, including trust, identification, advocacy and purchase intentions.
- Identification is a strong mediator in CSR communication when the message is read on an uncontrolled media channel.
- Trust is a strong mediator in CSR communication when the message is read on a controlled media channel.