

Delivering satisfaction and brand equity from consumer's CSR perception: the mediating role of hedonic and utilitarian motivations in the online food delivery services

Márcio Ribeiro da Fonseca, Thelma Valéria Rocha, and Antonio Pedro Cruz Costa Alves

*Escola Superior de Propaganda e Marketing (ESPM), Rua Dr. Álvaro Alvim, 123, 04018-010, São Paulo SP, Brazil.
marciof@espm.br; tvrocha@espm.br; apedroa@yahoo.com*

Received October 2024, accepted February 2024, available online May 2024

ABSTRACT

This study aims to evaluate the consumer perception of Corporate Social Responsibility (CSR) on brand equity and customer satisfaction of users of food delivery mobile apps. It presents a new perspective by proposing a scale adapted from the CSRConsPersScale. The results indicate a positive and significant influence of CSR in all the dependent variables tested, confirming that CSR initiatives contribute to the construction of brand associations and positively impact satisfaction and brand equity, increasing the likelihood of recommendations. Our findings also suggest that the effect on brand equity is not uniform for hedonic and utilitarian consumers.

Keywords: *Corporate Social Responsibility; brand equity; customer satisfaction; scale development; online food delivery.*

1 Introduction

Corporate Social Responsibility (CSR) has attracted growing scholarly attention in marketing and management, as consumers and society are increasingly pressuring companies to fulfill CSR commitments (Maon et al., 2010; Peloza and Shang, 2011). However, studies related to the impact of CSR on consumer perception have shown limitations on how the construct is measured (Alvarado-Herrera et al., 2017).

CSR is criticized for lacking a practical approach, which led to the emergence of the Triple Bottom Line (TBL) concept (Elkington, 1997, 1998). The TBL reflects the company's sustainable development or the impact of its social, environmental, and economic initiatives. Although conceptualized more than twenty years ago, TBL is still relevant to CSR since it indicates that the companies' socially and environmentally responsible activities can be positively balanced with their economic objectives (Latapí Agudelo et al., 2019). In this sense, Alvarado-Herrera et al. (2017) developed and validated the CSRConsPerScale multicultural scale to measure consumer perception of the tourism sector, considering CSR, sustainable development, and TBL. The authors considered the multidimensional nature of CSR to synthesize six scales and measure the consumer's perception of CSR.

Specifically, CSR influences customers when companies face an intensely competitive business environment with rising customer expectations (Yeh, 2015), which is the case of online food delivery (OFD) apps. The OFD market grew mainly driven by consumer access to smartphones and broadband internet, but also due to the Covid-19 pandemic (Li et al., 2020). For example, in Brazil, the number of OFD users increased from 28.5 million in 2018 to 71 million in 2022, representing a 149% increase (Statista, 2023). However, this sudden growth generates impacts on society, many of them positive, such as increased job opportunities and convenience for consumers, but also harmful, with the increase in pollution generated by the circulation of motorcycles and the amplification of plastic waste derived from packaging (Li et al., 2020).

Many studies have investigated OFD's brand equity (Pigatto et al., 2017; Kaur et al., 2020; Habib et al., 2021), showing a growing scholarly interest. These authors have focused on studying attributes such as usability, functionality, available content, and platform customization, which affect users' purchase intention and impact brand equity. Moreover, scholars also studied CSR related to consumer-company identification and brand identity (Currás-Pérez et al., 2009), the synergistic connection with brand equity (Rahman et al., 2019), the restaurant type moderating effect (Youn et al., 2016), the influence on corporate brand credibility and reputation (Hur et al., 2014), the effect of CSR communication on brand equity (Muniz et al., 2019), the impact on perceived brand quality and preference (Tingchi Liu et al., 2014) or the effect of different brand characteristics on restaurant's social responsibilities (Lin and Chung, 2018). However, there is a gap in the literature regarding the mediating role of consumers' motivations between CSR, brand equity, and customer evaluation.

This paper's primary purpose is to investigate consumers' perceptions of OFD sustainability initiatives, how they impact brand equity and consumer evaluation, and how utilitarian and hedonic motivations can mediate them. Based on the literature review and the CSRConsPerScale, we conducted an initial qualitative study with Ph.D. experts to refine the survey questions. After this initial phase, we conducted two empirical quantitative studies. The first was an exploratory study, collecting data online with OFD consumers to purge items and adjust the CSRConsPerScale to consider brand equity and consumer satisfaction. The second was a confirmatory study to refine and validate the scale and test hypothesis.

We contribute to the branding literature by showing how corporate social responsibility affects brand equity and customer evaluation mediated by utilitarian and hedonic motivation. Our findings show that the effect of CSR on brand equity is not uniform, as hedonic consumers are less impacted than utilitarian ones. Second, our findings indicate that CSR positively impacts customer perception, corroborating previous studies about how CSR can become a source of competitive advantage (McWilliams and Siegel, 2001). Third, by adapting the CSRConsPerScale (Alvarado-Herrera et al., 2017), we present a model that explains the impact of perceived CSR on brand equity and consumers' service evaluation. Fourth, our research gathered data from Brazilian consumers. Given Brazil's prominence as a developing country, this paper contributes to understanding the impact of CSR in emerging markets, as there is a need for more studies regarding consumer response and perception outside Europe and North America (Bello et al., 2021).

This paper is structured as follows. First, we review the literature on brand equity, customer perception, and CSR, formulating our hypotheses and the conceptual framework. Next, we present the research method and the results. Finally, we discuss the findings, present the conclusion, and suggest an agenda for future research.

2 Literature Review and Research Hypotheses

2.1 Corporate social responsibility (CSR)

The social responsibility theory emerged in the 1950s from the view that business executives are decision-makers and companies affect peoples' lives (Bowen, 1953). In the following decades, scholars such as Davis (1960), Friedman (1970), Carroll (1979), and Clarkson (1995) proposed advances to the theory, creating performance measures, dividing stakeholders into dimensions, and classifying their importance to organizations.

In the 1980s, the CSR focus changed to implementing sustainable development objectives, reflecting the increasing international awareness regarding environmental protection (Latapí Agudelo et al., 2019). The 1990s led to a significant CSR evolution driven by international events, such as the creation of the European Environment Agency (1990), the United Nations Convention on Climate Change (UNFCCC, 1992), and the Kyoto Protocol (1997). These events influenced multinational companies, adapting their production and performance processes to increase global competitiveness, improving their reputation and international reach, and expanding their stakeholder network (Carroll, 2015).

In 1991, the Pyramid of Corporate Social Responsibility was proposed, later becoming known as Carroll's Pyramid (Carroll, 1991). It defined the four primary company responsibilities: (1) economic responsibilities, which are the basis for the other pyramid levels; (2) legal responsibilities; (3) ethical responsibilities; (4) corporate philanthropic responsibilities (Latapí Agudelo et al., 2019).

Other studies significantly contributed to CSR. For example, Wood (1991) proposed a model called Corporate Social Performance, unifying theoretical aspects from Carroll (1979) and Wartick and Cochran (1985). For Wood (1991), corporate social performance can be measured by three dimensions: (1) CSR principles: legitimacy, public responsibility, and managerial discretion; (2) processes of corporate social responsiveness: environmental assessment, stakeholder management, and issues assessment; (3) outcomes of corporate behavior: social impacts, programs, and policies. Clarkson (1995) recognized the lack of convergence on the corporate social performance concept as a fundamental business and CSR problem. The author proposed that corporate social performance can be analyzed more effectively using a framework based on managing the corporation's relationship with its stakeholders.

Another important contribution to corporate behavior was the creation of the Triple Bottom Line (TBL) concept, proposed by Elkington (1997). TBL states that sustainable development results from the company's social, environmental, and economic impacts. At the end of the 1990s, it became increasingly known as a practical approach to sustainable development and remained relevant in the CSR discussion (Latapí Agudelo et al., 2019). Apart from that, Marrewijk (2003) discussed the myriad of definitions of CSR and corporate sustainability, suggesting five interpretations: compliance-driven, profit-driven, caring, synergistic, and holistic.

In 2015, Carroll reviewed the concepts of stakeholder engagement and management, business ethics, corporate citizenship, corporate sustainability, and value creation, proposing that they are interrelated and overlapping. In 2018, Elkington reviewed the TBL concept and suggested future CSR directions, including a new approach to sustainability that is not restricted to a handful of companies and has enough pace and scale to prevent humanity from depleting its natural resources (Elkington, 2018).

2.2 CSR and consumer perception

CSR goes beyond the company's accountability to its shareholders and compliance with its legal obligations, as it also encompasses broader stakeholders (Alvarado-Herrera et al., 2017). The positive outcomes of CSR actions are related to customer satisfaction, increased loyalty, and favorable word-of-mouth (Sen et al., 2006).

Alvarado-Herrera et al. (2017) developed and validated the CSRConsPerScale scale to measure consumer perception of the tourism sector, considering CSR, sustainable development, and TBL. The methodological process for developing the CSRConsPerScale followed the recommendations on scale development proposed by DeVellis (1991). Their study states that CSR's consumer perception is a multidimensional construct, differing from the corporate associations' approach (Brown and Dacin, 1997) and in accordance with Carroll (1979, 1991). Another contribution of the CSRConsPerScale is that it confirms the theoretical approach of sustainable development's triple bottom line, matching CSR's consumer perception even in distinct cultures.

2.3 Brand equity

Brand equity is "the value of the brand that derives from high levels of brand loyalty, perceived quality, name awareness and strong brand associations, as well as assets such as trademarks, patents and distribution channels that are associated with the brand" (Davicik et al., 2015, p. 5). Academics took three perspectives to study brand equity: customer-based, company-based, and financial-based (Keller and Lehmann, 2006).

Also, brand equity is a dynamic process of brand creation with stakeholders (Davicik et al., 2015) and a multifaceted construct that needs to be measured by a set of variables (Christodoulides and de Chernatony, 2010), creating a positive brand image (Keller, 1993).

Previous studies advocated that CSR programs lead to higher brand awareness (Hoeffler and Keller, 2002; Rivera et al., 2019) and found that exposure to CSR communication increases brand awareness but only significantly for particular countries (Muniz et al., 2019). However, restaurants with CSR practices did not have significantly higher brand equity when compared with the ones without them (Lin and Chung, 2018). These mixed results do not clearly state that CSR positively impacts brand awareness. Therefore, we hypothesize that:

H1: Consumer-perceived CSR positively impacts OFD's brand awareness.

CSR also impacts brand loyalty, as engagement mediates the relationship between social issue preference and customer loyalty (O'Brien et al., 2015). CSR communication positively impacts consumer, employee, and investor loyalty (Du et al., 2010). The CSR associations positively and directly influence brand loyalty, which has four dimensions: attitudinal loyalty, purchase intent, expenditure level, and word-of-mouth (Rivera et al., 2019).

Lin and Chung (2018) found that brand loyalty is significantly higher for restaurants that adopt CSR practices than those that do not have them. However, their findings showed only a positive impact on limited-service restaurants but not on full-service ones (Lin and Chung, 2018). Also, brand loyalty is the key brand equity dimension positively affected by CSR communication (Muniz et al., 2019). Based on the extensive evidence of the positive effect of CSR on brand loyalty, we propose the following hypothesis:

H2: Consumer-perceived CSR positively impacts OFD's brand loyalty.

Hoeffler and Keller (2002) argue that CSR programs are not expected to link brands with functional or performance-related associations. Studies showed that CSR communication did not affect consumers' perceived brand quality (Muniz et al., 2019), and a partial mediating effect was found in the relationship between CSR performance and brand preference (Tingchi Liu et al., 2014). Nevertheless, other authors demonstrated a significantly higher perceived quality for restaurants with CSR practices than those without (Lin and Chung, 2018). Also, according to Green and Peloza (2011), functional value is the leading driver for consumers to integrate CSR into their decision-making criteria. Thus, we argue that CSR initiatives can impact OFD's perceived quality, as the OFD users are also restaurant consumers. We hypothesize that:

H3: Consumer-perceived CSR positively impacts OFD's perceived quality.

Brand image can be defined as "perceptions about a brand as reflected by the brand associations held in consumer memory" (Keller, 1993, p. 3). In this sense, brand associations contain the meanings associated with a brand, organized in a network of attributes, benefits, attitudes, brand uniqueness, and other features, constituting the brand's image (John et al., 2006; Keller, 1993).

Higher Consumer-perceived CSR is positively associated with the brand's singularity perception (Aldás-Manzano et al., 2013), strengthening the associations between the brand and the cause (Hoeffler and Keller, 2002). Also, restaurants that practice CSR initiatives have a significantly higher brand image than those that do not (Lin and Chung, 2018), and CSR increases consumer-company identification since it improves brand distinctiveness and prestige (Currás-Pérez et al., 2009). Therefore, we posit that:

H4: Consumer-perceived CSR positively impacts OFD's brand associations.

2.4 Customer evaluation

Several authors have researched customer satisfaction, including the expectancy-disconfirmation model (Oliver, 1980). However, past research results might not apply to the sharing economy, as users can be prosumers (at the same time consumers and producers), which is an opportunity for reexamining consumer satisfaction (Eckhardt et al., 2019).

Scholars studied the relationship between CSR and consumer satisfaction, but the results are inconclusive. For example, Araújo et al. (2023) found that CSR initiatives did not directly affect customer satisfaction, although identifying an indirect impact from brand image and equity. In another study, Lee et al. (2020) confirmed that CSR indirectly impacted customer satisfaction via brand attitude in the chain restaurant sector, but they did not test its direct effect. Saldivar and Zolfagharian (2022) used the expectancy-disconfirmation model (Oliver, 1980), discovering that when CSR communication exceeds consumers' CSR expectations, they make intrinsic attributions to CSR intentions and consequently feel more satisfied. Finally, two studies found a significant and positive impact of CSR on customer satisfaction, one in telecom (Bello et al., 2021) and another in the restaurant sector (Rehman et al., 2022). Therefore, we hypothesize that:

H5: Consumer-perceived CSR positively impacts customer satisfaction.

The food delivery mobile apps allow users to give feedback about the restaurants' services, quality of meals, and delivery time, which can be shared with other consumers via social media. Online reviews and ratings are relevant and credible factors for OFD's users to continue using the app, contribute to customer satisfaction, and positively impact the OFD's usefulness perception (Alalwan, 2020).

Consumers are increasingly paying attention to CSR in online reviews, but not uniformly: while environmental elements are associated with higher ratings and more positive emotions, social aspects are associated with more negative feelings and lower ratings (D'Acunto et al., 2020). When strengthening CSR associations, consumer trust is increased, impacting word-of-mouth and purchase intention (Fatma and Khan, 2023). Also, negative product reviews can be alleviated when companies run CSR ads, increasing purchase intention (Wang et al., 2023). Similarly, consumers recognize the company's CSR efforts reciprocating with favorable reviews (Bello et al., 2021). Thus, we hypothesize that:

H6. Consumer-perceived CSR positively impacts the user perception of OFD's online reviews.

Reichheld (2003) presented the Net Promoter Score (NPS) as a concise way to measure customer satisfaction, asking consumers to evaluate the probability of recommending a company to a friend or colleague (on a scale from zero to ten). Promoters would be the customers with higher rates (nine or ten), while passively satisfied would have medium rates (seven or eight), and detractors would score low (zero to six). Wohllebe et al. (2020) revealed a positive correlation between higher NPS scores and a higher probability of recommending and downloading mobile apps. Similarly, Raassens and Haans (2017) found that electronic word-of-mouth (eWOM) is significantly related to the NPS, meaning that higher promoter scores increase the spread of positive eWOM. However, to the best of our knowledge, the impact of CSR on the NPS has not been researched. Thus, we propose the following hypothesis:

H7. Consumer-perceived CSR positively impacts the NPS.

Figure 1 summarizes our proposed conceptual model, including the CSRConsPerScale (Alvarado-Herrera et al., 2017) and the three pillars of sustainability of OFD platforms (Li et al., 2020) to measure the Consumer-perceived CSR as the independent variable.

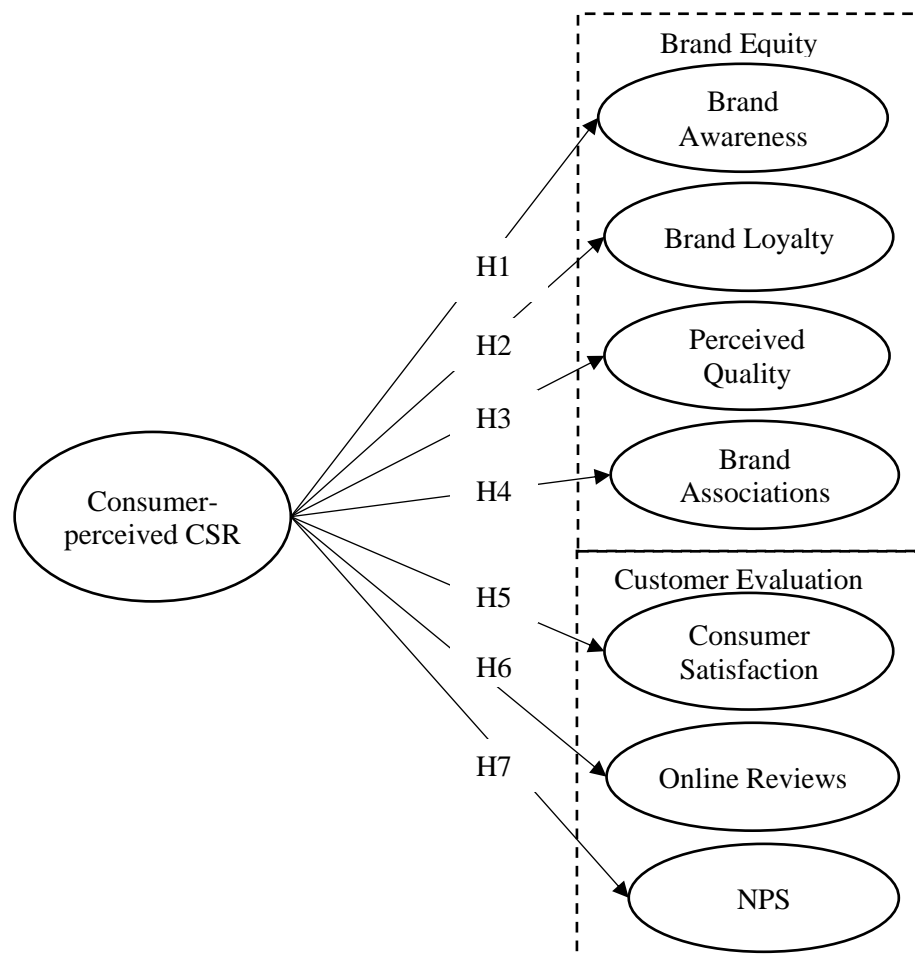


Figure 1. Conceptual model.

The dependent variables were based on scales and studies regarding brand equity (Öberseder et al., 2014; Rivera et al., 2019), online reviews (Suhartanto et al., 2019; Alalwan, 2020), digital platform trust (Elwalda et al., 2016; Eckhardt et al., 2019; Alalwan, 2020), and NPS (Reichheld, 2003; Baehre et al., 2021).

2.5 Utilitarian and hedonic motivations

Hedonic and utilitarian attributes and motivations drive consumer choice, as the former is directed to experiential consumption, and the latter is instrumental and functional (Dhar and Wertenbroch, 2000). Utilitarian consumption propels consumers to buy products and services efficiently to satisfy their needs, following a rational process (Yeo et al., 2017). In contrast, hedonic motivation reflects emotions, excitement, multi-senses, and fantasy (Andreu et al., 2015). Studies tested hedonic and utilitarian motivations related to CSR. One article found that hedonic and ecological motivations impacted consumers' attitudes toward fashion-sharing platforms but not utilitarian ones (Won and Kim, 2020). Another observed a positive link between hedonic (style) and utilitarian (price) value to CSR expectations but with a negative relation to sustainable purchase intention (Lin et al., 2023). Also, for both hedonic (chocolate) and utilitarian (power bank) products, CSR ads can alleviate negative reviews (Wang et al., 2023).

Other scholars focused on the hedonic or utilitarian types of business instead of researching consumers' motivations. For example, according to Andreu et al. (2015), consumer response to CSR initiatives depends on the stimuli provided (environmental-related or employee-based), message appeal (emotional or rational), and if the service is hedonic or utilitarian. Moreover, narrative discourses have a higher CSR impact than expositive ones for both utilitarian (banking) and hedonic (catering) services (Pérez et al., 2020). Finally, in stigmatized hedonic industries (e.g., tobacco and fast food), CSR initiatives are more negatively associated with the firm's altruistic motives than utilitarian stigmatized ones (e.g., oil) (Kim and Choi, 2022). Based on the CSR effect on hedonic and utilitarian consumer motivations from past research, we hypothesize that:

- H8. Consumer-perceived CSR positively impacts the OFD's consumer utilitarian motivation.
- H9. Consumer-perceived CSR positively impacts the OFD's consumer hedonic motivation.

The utilitarian consumer motivation for using OFD is related to convenience (e.g., lack of time to prepare meals or go out to restaurants) and the easiness of comparing delivery services (Pigatto et al., 2017). The behavioral intention toward OFD services can be defined by users' time-saving orientation, convenience motivation, and privacy and security concerns (Chai and Yat, 2019). The time-saving orientation and convenience motivation lead to post-usage usefulness, positively affecting behavioral intention and attitude toward OFD services (Yeo et al., 2017).

However, these past research results are related to the utilitarian motivation to use the OFD platforms. There is a gap in the literature regarding the mediating impact of utilitarian motivations between CSR, brand equity, and customer evaluation. Therefore, we propose hypotheses considering consumers' utilitarian motivations and their impact on brand equity and customer evaluation. Consumer-perceived CSR, when mediated by consumer utilitarian motivation, is positively associated with the following:

- H8a. OFD's brand awareness.
- H8b. OFD's brand loyalty.
- H8c. OFD's perceived quality.
- H8d. OFD's brand associations.
- H8e. OFD's customer satisfaction.
- H8f. OFD's online reviews.
- H8g. OFD's NPS.

Unlike utilitarian motivation, hedonic motivation is the desire to have fun, following esthetic, sensorial, and symbolic associations while shopping (Yeo et al., 2017). Hedonic motivation affects the attitude toward the brand (Pérez et al., 2020) and the OFDs (Yeo et al., 2017). In a hedonic service context, a narrative discourse outperforms an exposure one regarding purchase intention, consumer trust, advocacy intentions, and attitude toward the brand (Pérez et al., 2020). However, similarly to utilitarian motivation, there is a gap in the literature to measure the mediation effect of consumer hedonic motivation between CSR, brand equity, and customer evaluation. Therefore, we propose hypotheses considering consumers' hedonic motivations and their impact on brand equity and customer evaluation. Consumer-perceived CSR, when mediated by consumer hedonic motivation, is positively associated with the following:

- H9a. OFD's brand awareness.
- H9b. OFD's brand loyalty.
- H9c. OFD's perceived quality.
- H9d. OFD's brand associations.
- H9e. OFD's customer satisfaction.
- H9f. OFD's online reviews.
- H9g. OFD's NPS.

3 Research Method

3.1 Study 1: Scale generation, item purification, and model refinement

3.1.1 Measurement scales

To conduct the empirical research to test our proposed model (Figures 1 and 2), we started with the CSRConsPerScale (Alvarado-Herrera et al., 2017), selecting items that would be part of the data collection survey. Specific items were added to this scale, which included economic, social, and environmental impacts enumerated by Li et al. (2020). Moreover, we also considered the brand equity measurement items proposed by Öberseder et al. (2014) and Rivera et al. (2019) regarding the following: (1) brand awareness; (2) brand loyalty; (3) perceived quality; and (4) brand associations.

To measure consumer satisfaction, we selected items from studies by Suhartanto et al. (2019) and Alalwan (2020). Moreover, we also included items to reflect the online customer reviews and the mobile application reputation systems from the studies by Elwalda et al. (2016), Eckhardt et al. (2019), and Alalwan (2020). For the NPS, we considered the items from Reichheld (2003), Wohllebe et al. (2020), and Baehre et al. (2021).

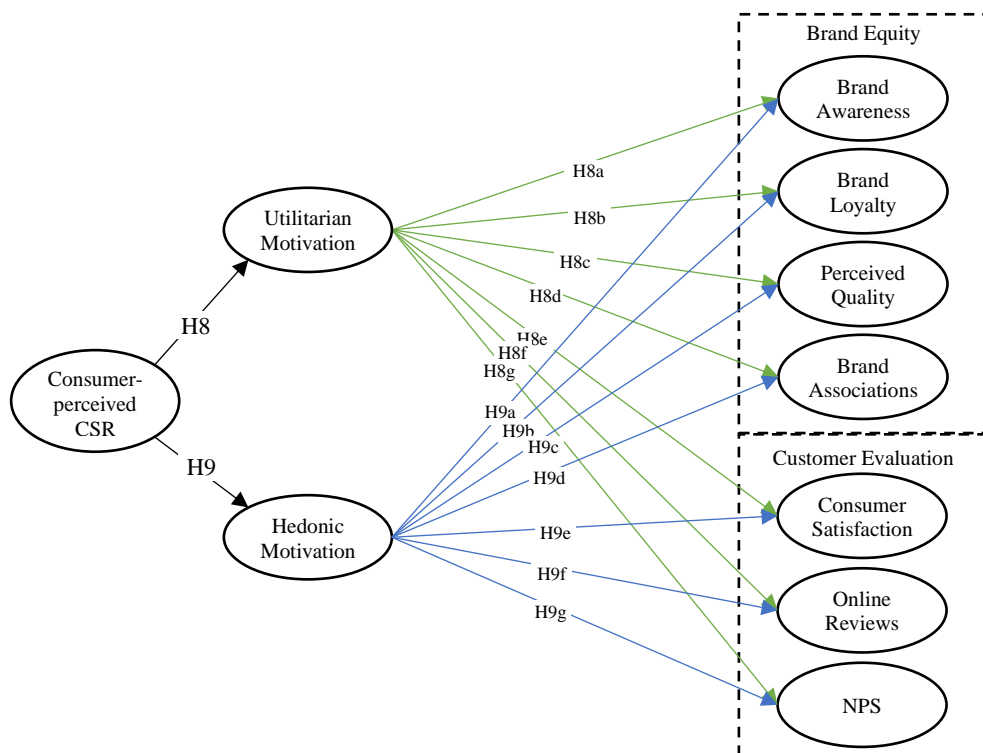


Figure 2. Consumer-perceived CSR mediated by utilitarian and hedonic motivations.

3.1.2 Expert review

To evaluate and examine the selected items, we conducted eight in-depth interviews with experienced researchers and professors, lasting an average of 45 minutes. The questionnaire was presented to the specialists, who suggested changes in the data collection, the inclusion of items not considered before (e.g., consumer motivations), and sample adjustments.

Another recommendation was to consider consumer motivations as mediators. Hair et al. (2010) argue that the mediating effect occurs when a third variable or construct modifies the relationship between the dependent and independent variables. In the present study, the mediating role of consumer motivations (utilitarian and hedonic) occurs between the Consumer-perceived CSR (independent variable) and brand equity and customer evaluation (dependent variables).

Following the forward-only procedure, two independent professionals translated the selected items from the CSRConsPerScale, brand equity, customer satisfaction, and motivations (utilitarian and hedonic) (Maneesriwongul and Dixon, 2004).

After the translation, the items were presented to four research specialists, who helped to choose the adapted and translated items, considering a conceptual and semantic equivalence (Douglas and Craig, 2007).

3.2 Study 2: Exploratory analysis

3.21 Data collection procedure

We used a non-probabilistic convenience sample, mostly from university students. Data was collected via an online questionnaire shared on social media from August through September 2021. A total of 265 questionnaires were returned, and 222 were considered valid, as we discarded invalid and incomplete answers. The sample included 222 OFD users, as seen in Tables 1 and 2 below.

Table 1.
Sample’s sociodemographic characteristics (n=222).

Variable		N	%
Gender	Women	115	51.8%
	Men	103	46.4%
	No response	4	1.8%
Age	18-19	20	9.0%
	20-29	42	18.9%
	30-39	25	11.3%
	40-49	58	26.1%
	50-59	60	27.0%
	60+	17	7.7%
Marital Status	Married	111	50.0%
	Single	82	36.9%
	Divorced/Widow(er)	24	10.8%
	Other	5	2.3%
Education	High School	16	7.2%
	Bachelor’s Degree	99	44.6%
	Post-Graduation	107	48.2%

Table 2.
Sample’s characteristics regarding OFD usage (n=222).

Variable		n	%
Frequency of usage	Once a month	20	9.0%
	Twice a month	38	17.1%
	Once per week	59	26.6%
	Twice per week	70	31.5%
	3 to 5 times per week	31	14.0%
	Every day	4	1.8%
Average order (R\$)	Up to R\$ 30	12	5.4%
	R\$ 31 to R\$ 50	41	18.5%
	R\$ 51 to R\$ 70	54	24.3%
	R\$ 71 to R\$ 90	42	18.9%
	More than R\$ 90	73	32.9%
NPS: “From zero to ten, what is the probability that you recommend your favorite food delivery app to a friend or member of your family?” Average = 7.6 / SD = 2.1	1	4	1.8%
	2	3	1.4%
	3	3	1.4%
	4	6	2.7%
	5	20	9.0%
	6	17	7.7%
	7	38	17.1%
	8	52	23.4%
	9	25	11.3%
	10	54	24.3%

3.22 Data analyses and results

Table 3 shows an adjusted version of the exploratory factor analysis for brand perception. The items were grouped in Factor 1 as perceived quality, brand associations, and loyalty, which are part of brand equity. Factor 2 contains items related to brand awareness, Factor 3 is related to the app’s online reviews, and Factor 4 groups items associated with utilitarian motivation.

We grouped the hedonic motivation items in the exploratory factor analysis, but due to the low factor loadings, they were excluded from the adjusted version shown in Table 3. However, we substituted the excluded items in a new questionnaire version to not rule out the mediation of hedonic motivation. The four factors’ reliability analysis had the following Cronbach’s alpha values: 0.933 in Factor 1, 0.835 in Factor 2, 0.845 in Factor 3, and 0.738 in Factor 4.

Table 3.
Exploratory Factor Analysis: Brand Perception

Item	Factor 1 Perceived quality, brand associations, and loyalty	Factor 2 Brand awareness	Factor 3 App online reviews	Factor 4 Utilitarian motivation
24. I identify myself with the app and like it.	0.802			
21. I trust the quality of the app.	0.793			
22. The app offers a high-quality service.	0.791			
23. The app has excellent features.	0.787			
20. I am satisfied with ordering food from the app.	0.769			
16. I would love to recommend this app to my family and friends.	0.682			
17. I consider myself loyal to the online food delivery app.	0.680			
19. I will keep ordering from the app even if the service prices rise.	0.669			
18. In the future, if I want to order food, this brand would be my first choice.	0.618			
8. In general, I was satisfied with the app services.	0.585			
7. I am satisfied with how the app deals with the transaction.	0.535			
13. Some app brand characteristics come easily to my mind.		0.751		
14. I am familiar with the app brand.		0.741		
15. I can quickly recognize the app brand from the other competing brands.		0.731		
12. I can easily recall the app when thinking of buying an online meal.		0.695		
10. The app rating system, based on user opinions, is essential for the continuous improvement of the platform.			0.826	
9. The online rating system helps to ensure quality patterns and protect consumers.			0.769	
11. The app’s rating system contributes to improving the restaurant’s relationship and food.			0.745	
2. I think that using the app can reduce my commute to buy food/beverages.				0.790
3. The app helps me save time since I do not have to go out to buy food or beverages.				0.784
1. I can use the food delivery app to place an order anytime and anywhere.				0.546
Autovalues	9.7	2.1	1.3	1.3
% of variance explained	46.2%	10.0%	6.4%	6.0%
Total variance explained		68.6%		
Kaiser-Meyer-Olkin (KMO)		0.920		
Bartlett’s Test of Sphericity	$\chi^2 (210) = 3168.54, p < 0.001$			

All the items inside the four factors presented corrected correlations above 0.50, indicating strong correlations among the items in each factor. The only exception was the first item (“I can use the food delivery app to place an order anytime and anywhere.”), which the total item corrected correlation was slightly lower (0.485). Excluding this item from Factor 4 would increase Cronbach’s alpha from 0.738 to 0.795. However, we kept the first item since Cronbach’s alpha is above 0.70, and excluding it would leave the factor with just two items, which would not be ideal.

3.3 Study 3: Confirmatory factor analysis

3.3.1 Data collection adjustment and confirmatory analysis

After the exploratory factor analysis, we adjusted the data collection questionnaire to exclude items with low factor loadings and reliability and substitute them. We also made semantic adjustments in some items but kept most unaltered in the second data collection and analysis. According to Larsen et al. (2008), when there is little dissimilarity between distances proposed by the item’s semantic analysis and the correlation coefficients, it is probable that the respondents had used a superficial analysis of the questionnaire, which would require new data collection for further analyses. Thus, this third study aims to conduct a confirmatory factor analysis (CFA) of the data, validating and refining the scale derived from the previous study. We collected new data with a cluster probability sample for higher OFD user representation.

3.3.2 Statistical analyses

The statistical analyses were conducted using IBM SPSS for the CFA and Amos for the structural equation modeling. We used structural equation models to answer our research objectives and test the proposed hypotheses. The multicollinearity between the independent variables was verified using the Variance Inflation Factor (VIF), whose values below 1.8 indicate no multicollinearity problems and above 1.8 could represent a distortion in the results (Hair et al., 2010). The results obtained with the VIF for the independent variables were 1.585 for the perceived CSR, 1.508 for the utilitarian motivation, and 1.802 for the hedonic motivation.

We used the platform OW Survey to collect the data and selected the sample to represent the OFD Brazilian users, comparing it to a food delivery report for Brazil (Statista, 2021). The data collection occurred in October 2021, with 708 responses collected. Only the complete questionnaires were considered, with a total of 408 responses considered usable and valid (Table 4).

Table 4.
Sample’s sociodemographic characteristics (n=408).

Variable		n	%
Gender	Women	249	61.0%
	Men	159	39.0%
Age Average = 34.5 / SD = 11.5	18-24	87	21.3%
	25-34	136	33.3%
	35-44	109	26.7%
	45+	76	18.6%
Marital Status	Single	158	38.7%
	Married	233	57.1%
	Divorced/Widow(er)	17	4.2%
Education	Primary School	20	4.9%
	High School	154	37.7%
	Bachelor’s Degree	195	47.8%
	Post-Graduation	39	9.6%

3.3.3 Sample’s CFA

We created a new model after excluding the items with low factor loadings. To evaluate the quality of the adjustment, we used the indexes suggested by Hair et al. (2010): the chi-squared statistical values and their respective degrees of freedom, the Comparative Fit Index (CFI), and the Root Mean Square Error of Approximation (RMSEA). Although the chi-squared test was not significant ($\chi^2 = 1903.86$; degrees of freedom = 674; $p < 0.001$), the following ratio values attest to the quality adjustment of the eight-factor model (Hair et al., 2010; Marôco, 2010): $\chi^2/df = 2.825$, CFI = 0.903, and RMSEA = 0.067 (90% confidence interval: 0.063-0.071).

The discriminant validity analysis was conducted by comparing each pair of factors’ Average Variance Extracted (AVE) squared root with their correlation coefficients. According to Hair et al. (2010), the discriminant validity is good if the AVE’s squared root values are higher than the correlations among the dimensions.

In this new model, all the items from the eight constructs had standardized factor loadings higher than 0.50 ensuring the factor validity, which confirms that the item specification was correct (Marôco, 2010).

The correlation values and the AVE showed that almost all factors fulfilled these conditions. The only exceptions were the correlations for the Consumer-perceived CSR (0.719) with the perceived quality (0.722), brand awareness (0.835) with utilitarian motivation (0.802), brand loyalty (0.796) with perceived quality (0.806) and hedonic motivation (0.809). Although the correlation values were higher than the AVE’s squared root, they were close enough not to compromise the discriminant validity.

3.34 Hypotheses testing

We built structured equation models to test our research hypotheses according to the proposed relations between the constructs. The models were adjusted (controlled) to age, gender, social class, education, and region of residence. Table 5 shows the Consumer-perceived CSR regression coefficients in the dependent variables. The results show that Consumer-perceived CSR positively and significantly influenced all the dependent variables ($p < 0.001$).

Table 5.
Structural model coefficients to validate the hypotheses.

Direct Effect	β	p	Hypothesis
H1. Perceived CSR => Brand Awareness	0.757	<0.001	Supported
H2. Perceived CSR => Brand Loyalty	0.926	<0.001	Supported
H3. Perceived CSR => Perceived Quality	0.905	<0.001	Supported
H4. Perceived CSR => Brand Associations	0.996	<0.001	Supported
H5. Perceived CSR => Customer Satisfaction	0.815	<0.001	Supported
H6. Perceived CSR => Online Reviews	0.815	<0.001	Supported
H7. Perceived CSR => NPS	0.947	<0.001	Supported

The Consumer-perceived CSR regression coefficient results were positive and significant for all the dependent variables. These results indicate that Consumer-perceived CSR is a statistically significant predictor of all dependent variables, with greater significance for brand associations, NPS, brand loyalty, and perceived quality. Thus, hypotheses H1 through H7 were confirmed.

3.35 Hypotheses testing with mediation effect

To test the mediation effects, we included the utilitarian and hedonic motivations as mediating variables between the Consumer-perceived CSR and the dependent variables. Results can be seen in Table 6 below.

Table 6.
Structural model coefficients with mediation effects (n=408).

Direct Effect	β	p	Hypothesis
H8. Perceived CSR => Utilitarian Motivation	0.423	<0.001	Supported
H9. Perceived CSR => Hedonic Motivation	0.577	<0.001	Supported
H8a. Perceived CSR => Utilitarian Motivation => Brand Awareness	0.460	0.003	Supported
H8b. Perceived CSR => Utilitarian Motivation => Brand Loyalty	0.363	0.005	Supported
H8c. Perceived CSR => Utilitarian Motivation => Perceived Quality	0.369	0.015	Supported
H8d. Perceived CSR => Utilitarian Motivation => Brand Associations	0.393	0.049	Supported
H8e. Perceived CSR => Utilitarian Motivation => Customer Satisfaction	0.318	0.003	Supported
H8f. Perceived CSR => Utilitarian Motivation => Online Reviews	0.308	0.003	Supported
H1g. Perceived CSR => Utilitarian Motivation => NPS	0.270	0.008	Supported
H9a. Perceived CSR => Hedonic Motivation => Brand Awareness	0.005	0.946	Not Supported
H9b. Perceived CSR => Hedonic Motivation => Brand Loyalty	0.092	0.160	Not Supported
H9c. Perceived CSR => Hedonic Motivation => Perceived Quality	0.112	0.095	Not Supported
H9d. Perceived CSR => Hedonic Motivation => Brand Associations	0.136	0.028	Supported
H9e. Perceived CSR => Hedonic Motivation => Customer Satisfaction	0.123	0.023	Supported
H9f. Perceived CSR => Hedonic Motivation => Online Reviews	0.167	0.024	Supported
H9g. Perceived CSR => Hedonic Motivation => NPS	0.245	0.015	Supported

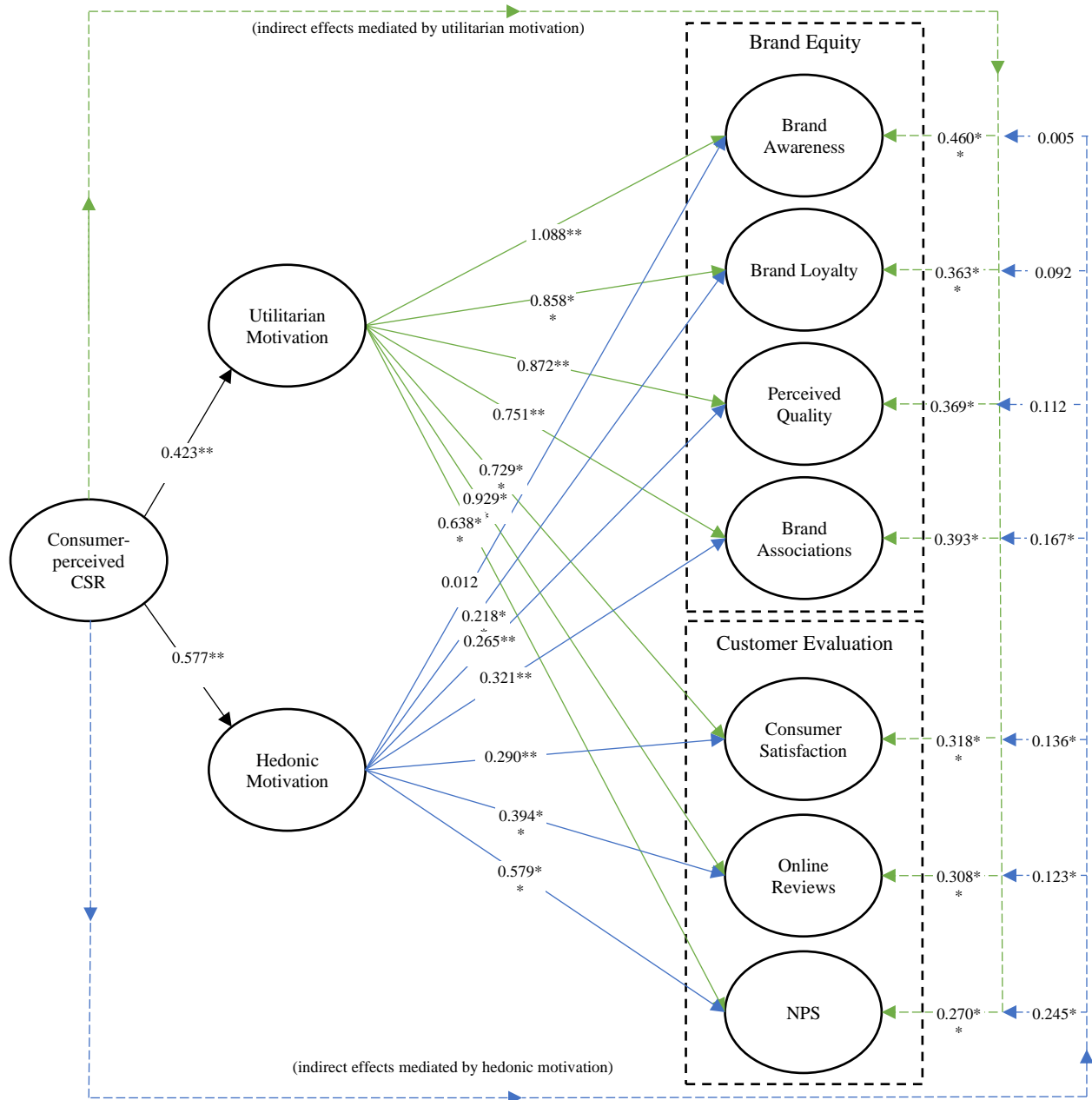


Figure 3. Structural model with the mediation effects (** p < 0.01, * p < 0.05).

Consumer-perceived CSR significantly and positively affected all outcome variables when mediated by utilitarian motivation (indirect effects: $p < 0.05$) and in four of these variables when mediated by hedonic motivation (indirect effects: $p < 0.05$). Therefore, hypotheses H8a through H8g were confirmed.

Moreover, hedonic motivation has a mediating relationship between Consumer-perceived CSR and consumer satisfaction, online reviews, brand associations, and the NPS. Thus, hypotheses H9d, H9e, H9f, and H9g were supported. However, the mediating effect of hedonic motivation was not confirmed for brand awareness, brand loyalty, and perceived quality, rejecting hypotheses H9a, H9b, and H9c.

3.36 Control variables

Regarding gender, there were only significant differences concerning brand awareness ($p = 0.023$): women presented a significantly higher average score ($\mu = 6.1$, $SD = 0.8$) than men ($\mu = 5.9$, $SD = 1.0$). Correlations with age were all next to zero and not significant ($p > 0.05$). For the respondent sample, these results indicate that age is not a variable that is significantly influencing the independent variables (Consumer-perceived CSR, utilitarian and hedonic motivations) and dependent variables (brand loyalty, perceived quality, consumer satisfaction, online reviews, brand associations, and NPS).

We identified significant differences related to marital status ($p < 0.05$) in utilitarian motivation (higher average scores for divorced/widowed and lower for single) and hedonic motivation (higher average scores for married and lower for single and divorced/widowed). Regarding consumer satisfaction, online reviews, and the NPS, single respondents had lower average scores than the other marital statuses. Thus, these results indicate that marital status influences utilitarian motivation, with divorced/widowed with higher utilitarian motivation toward OFDs. On the other hand, married respondents had higher hedonic motivation to order meals from apps, which can lead to higher consumer satisfaction with the platform.

4 Discussion and Conclusion

CSR has a positive impact on the brand's reputation (Brammer and Millington, 2005), the company's credibility (Lafferty, 2007), consumer identification with the firm (Marín and Ruiz, 2007; Sen and Bhattacharya, 2001), purchase intention (Trudel and Cotte, 2009), and loyalty (Rivera et al., 2019). Besides, CSR activities positively affect brand loyalty and equity (Muniz et al., 2019), influencing firm performance (Rahman et al., 2019).

Our study analyzed Consumer-perceived CSR and its impact on brand equity (brand awareness, brand loyalty, perceived quality, and brand associations) and customer evaluation (consumer satisfaction, online reviews, and NPS) in the context of Brazilian online food delivery platforms. The current study's findings align with what McWilliams and Siegel (2001) argued about CSR being a source of competitive advantage and are consistent with past research. The results suggest that service providers can enhance brand equity and consumer evaluation by undertaking CSR practices, similar to other study findings in developing countries (Tingchi Liu et al., 2014). The most significant effect of our model was related to brand associations, confirming that corporate social responsibility initiatives contribute to building strong and distinct brands (Rivera et al., 2019).

Another finding of our study is related to utilitarian and hedonic motivations. There is a positive influence of CSR on brand equity and customer evaluation when mediated by utilitarian motivation. This finding is consistent with previous research, which attested that OFD users seek convenience to continuously use the service (Chai and Yat, 2019). However, we found that utilitarian users' behavior is not only affected by convenience or time-saving motivations but also reflected in positive evaluations and brand equity.

It is interesting to note that utilitarian consumers have a greater impact on brand equity and evaluation than hedonic consumers. Also, for hedonic consumers, brand associations were the only dimension of brand equity with a positive impact. These results might mean that hedonic consumers are not impacted by CSR like utilitarian consumers when using OFD services. Even though scholars have researched that hedonic services generate more positive consumer responses than utilitarian (Pérez et al., 2020), our findings show otherwise. Moreover, past research focused on the hedonic or utilitarian type of service and CSR communication but not on consumer motivation. For example, brand equity is impacted only when rational appeals of CSR initiatives are directed to utilitarian services (Andreu et al., 2015). Thus, our findings indicate that the impact of CSR's message and perception is not the same depending on the type of consumer motivation.

4.1 Theoretical implications

This study establishes a link between Consumer-perceived CSR, brand equity, and customer evaluation by incorporating hedonic and utilitarian motivation as mediators. We adapted the CSRConsPerScale (Alvarado-Herrera et al., 2017) with items related to OFD platforms, including economic, social, and environmental impacts (Li et al., 2020). Our theoretical model explains how CSR impacts, directly and indirectly, brand equity and customer evaluation components.

The impact of CSR on marketing outcomes has been extensively researched regarding brand equity (Hur et al., 2014; Araújo et al., 2023), brand awareness (Rivera et al., 2019), brand loyalty (Rehman et al., 2022), perceived quality (Tingchi Liu et al., 2014), word-of-mouth (Fatma and Khan, 2023), online reviews (D'Acunto et al., 2020; Wang et al., 2023), and customer satisfaction (Bello et al., 2021; Saldivar and Zolfagharian, 2022). Our paper corroborates these previous studies' findings by stating positive and direct associations between Consumer-perceived CSR, brand equity, and customer evaluation, indicating that CSR can capture value and be a source of competitive advantage (McWilliams and Siegel, 2001).

On the other hand, utilitarian and hedonic consumer motivation concerning CSR has been less theorized. Past research focused on utilitarian and hedonic questions regarding stigmatized industries (Kim and Choi, 2022), advertising approaches (Wang et al., 2023), shopping value (Lin et al., 2023), service types (Andreu et al., 2015), and narrative discourses (Pérez et al., 2020). However, the utilitarian and hedonic motivations in relation to brand equity and customer evaluation were not researched. Therefore, our findings broaden consumer-brand understanding by identifying that CSR does not uniformly impact brand equity and customer evaluations, which depends on the type of consumer motivation.

Finally, the current study expands knowledge of CSR in developing countries, as our model was tested in Brazil. More research is required to understand the CSR impact on consumers outside Europe and North America (Bello et al., 2021), as low-income consumers might be more inclined to immediate needs and give less importance to corporate social responsibility activities.

4.2 Managerial implications

Firms adopt strategies to embrace CSR practices and communicate them to stakeholders. However, executives and brand managers do not always know the key contributions of CSR to build brand equity and customer satisfaction. Our research shows that Consumer-perceived CSR directly and positively impacts brand equity and consumer evaluation, which shows that an investment in CSR activities can pay off. Consumers tend to praise companies that are more socially responsible, remembering and being more loyal to their brands, and giving more favorable online reviews and scores. Therefore, not only do CSR-impacted customers enhance the brand's performance (equity), but they also spread their message in the market.

Furthermore, consumers' motivations also positively impact brand equity and customer evaluation, although their effects are unequal. Therefore, managers should be aware that CSR perception does not impact equally consumers with different motivations, which would require distinct communication and strategies.

4.3 Limitations and future studies

This paper has a series of limitations that need to be brought to attention. First, our study focused on OFD services in Brazil, which might not be generalizable to other markets and developed countries. Future studies could broaden the scope by researching other industries and countries to check if similar results will be found. Second, we adopted a customer-based view of brand equity instead of a financial market-based approach (Davicik et al., 2015; Keller and Lehmann, 2006). Scholars could explore the impact of Consumer-perceived CSR on brand equity value and performance. Third, we tested the mediating role of utilitarian and hedonic motivations but did not consider its possible moderating effects. Finally, our study has not separated the different types of CSR dimensions (Alvarado-Herrera et al., 2017). Therefore, future research could identify CSR's social, environmental, and economic impact on brand equity and customer evaluation.

Acknowledgements

This study was financed in part by the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior – Brasil (CAPES) – Finance Code 001.

References

- Alalwan, A. (2020). Mobile food ordering apps. *International Journal of Information Management*, **50**(1): 28-44. <https://doi.org/10.1016/j.ijinfomgt.2019.04.008>
- Aldás-Manzano, J., Andreu-Simó, L., and Currás-Pérez, R. (2013). La responsabilidad social como creador de valor de marca: el efecto moderador de la atribución de objetivos. *Revista Europea de Dirección y Economía de la Empresa*, **22**(1): 21-28. <https://doi.org/10.1016/j.redee.2011.09.001>
- Alvarado-Herrera, A., Bigne E., Aldas-Manzano, J. and Curras-Perez, R. (2017). A Scale for Measuring Consumer Perceptions of Corporate Social Responsibility Following the Sustainable Development Paradigm. *Journal of Business Ethics*, **140**(2): 243-262. <https://doi.org/10.1007/s10551-015-2654-9>
- Andreu, L., Casado-Díaz, A. B., and Mattila, A. S. (2015). Effects of message appeal and service type in CSR communication strategies. *Journal of Business Research*, **68**(7): 1488–1495. <https://doi.org/https://doi.org/10.1016/j.jbusres.2015.01.039>
- Araújo, J., Pereira, I. V., and Santos, J. D. (2023). The Effect of Corporate Social Responsibility on Brand Image and Brand Equity and Its Impact on Consumer Satisfaction. *Administrative Sciences*, **13**(5): 118. <https://doi.org/10.3390/admsci13050118>
- Baehre, S., O'Dwyer, M., O'Malley, L. and Lee, N. (2021). The use of Net Promoter Score (NPS) to predict sales growth: insights from an empirical investigation. *Journal of the Academy of Marketing*, **50**: 67-84.
- Bello, K. B., Jusoh, A., and Md Nor, K. (2021). Relationships and impacts of perceived CSR, service quality, customer satisfaction and consumer rights awareness. *Social Responsibility Journal*, **17**(8): 1116–1130. <https://doi.org/10.1108/SRJ-01-2020-0010>

- Bowen, H. R. (1953). *Social Responsibilities of the Businessman*. New York (NY): The Federal Council of the Churches of Christ in America.
- Brammer, S., and Millington, A. (2005). Corporate reputation and philanthropy. *Journal of Business Ethics*, **61**: 29–44. <https://doi.org/10.1007/s10551-005-7443-4>
- Brown, T. J. and Dacin, P. A. (1997). The Company and the Product: Corporate Associations and Consumer Product Responses. *Journal of Marketing*, **61**(1): 68-84. <https://doi.org/10.2307/1252190>
- Carroll, A. B. (1979). A Three-Dimensional Conceptual Model of Corporate Performance. *The Academy of Management Review*, **4**(4): 497–505. <https://doi.org/10.2307/257850>.
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders. *Business Horizons*, **34**(4): 39–48. [https://doi.org/10.1016/0007-6813\(91\)90005-G](https://doi.org/10.1016/0007-6813(91)90005-G)
- Carroll, A. B. (2000). A Commentary and an Overview of Key Questions on Corporate Social Performance Measurement. *Business and Society*, **39**(4): 466–478. <https://doi.org/10.1177/000765030003900406>
- Carroll, A. B. (2015). Corporate social responsibility: The centerpiece of competing and complementary frameworks. *Organizational Dynamics*, **44**(2): 87–96. <https://doi.org/10.1016/j.orgdyn.2015.02.002>
- Chai, L. and Yat, D. (2019). Online Food Delivery Services: Making Food Delivery the New Normal. *Journal of Marketing Advances and Practices*, **1**(1): 62-77.
- Christodoulides, G., and de Chernatony, L. (2010). Consumer-Based Brand Equity Conceptualisation and Measurement: A Literature Review. *International Journal of Market Research*, **52**(1): 43–66. <https://doi.org/10.2501/S1470785310201053>
- Clarkson, M. E. (1995). A stakeholder framework for analyzing and evaluating Corporate Social Performance. *Academy of Management Review*, **20**(1): 92-117. <https://doi.org/10.2307/258888>
- Currás-Pérez, R., Bigné-Alcañiz, E., and Alvarado-Herrera, A. (2009). The Role of Self-Definitional Principles in Consumer Identification with a Socially Responsible Company. *Journal of Business Ethics*, **89**(4): 547-564. <https://doi.org/10.1007/s10551-008-0016-6>
- D’Acunto, D., Tuan, A., Dalli, D., Viglia, G., and Okumus, F. (2020). Do consumers care about CSR in their online reviews? An empirical analysis. *International Journal of Hospitality Management*, **85**: 102342. <https://doi.org/https://doi.org/10.1016/j.ijhm.2019.102342>
- Davcik, N. S., Vinhas da Silva, R., and Hair, J. F. (2015). Towards a unified theory of brand equity: conceptualizations, taxonomy and avenues for future research. *Journal of Product and Brand Management*, **24**(1): 3–17. <https://doi.org/10.1108/JPBM-06-2014-0639>
- Davis, K. (1960). Can business afford to ignore social responsibilities? *California Management Review*, **2**(1): 70-76.
- DeVellis, R. (1991). *Scale development*. Thousand Oaks: Sage Publications.
- Dhar, R., and Wertenbroch, K. (2000). Consumer Choice between Hedonic and Utilitarian Goods. *Journal of Marketing Research*, **37**: 60-71. <https://doi.org/10.1509/jmkr.37.1.60.18718>
- Dias, J. J. L. (2016). Adaptação e Tradução de Escalas de Mensuração para o Contexto Brasileiro. *Métodos e Pesquisa em Administração*, **1**(2): 4-12.
- Douglas, S. P., and Craig, C. S. (2007). Collaborative and Iterative Translation: An Alternative Approach to Back Translation. *Journal of International Marketing*, **15**(1): 30–43.
- Du, S., Bhattacharya C.B., and Sen, S. (2010). Maximizing business returns to Corporate Social Responsibility: The Role of CSR Communication. *International Journal of Management Reviews*, **12**(1): 8-19. <https://doi.org/10.1111/j.1468-2370.2009.00276.x>
- Eckhardt, G. M., Houston, M. B., Jiang, B., Lambertson, C., Rindfleisch, A. and Zervas, G. (2019) Marketing in the Sharing Economy. *Journal of Marketing*, **83**(5): 5-27. <https://doi.org/10.1177/0022242919861929>
- Elkington, J. (1997). *Cannibals with forks*. Stoney Creek, CT: New Society Publishers.
- Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st-century business. *Environmental Quality Management*, **8**(1): 37–51. <https://doi.org/10.1002/tqem.3310080106>
- Elkington, J. (2018). 25 years ago I coined the phrase “triple bottom line”. *Harvard Business Review*.

- Elwalda, A., Lü, K. and Ali, M. (2016). Perceived derived attributes of online customer reviews. *Computers in Human Behavior*, **56**: 306-319. <https://doi.org/10.1016/j.chb.2015.11.051>
- Fatma, M., and Khan, I. (2023). An Integrative Framework to Explore Corporate Ability and Corporate Social Responsibility Association's Influence on Consumer Responses in the Banking Sector. *Sustainability*, **15**(10). <https://doi.org/10.3390/su15107988>
- Friedman, M. (1970). The social responsibility of business is to increase its profits. *New York Times*, September 13th.
- Green, T., and Peloza, J. (2011). How does corporate social responsibility create value for consumers? *Journal of Consumer Marketing*, **28**(1): 48–56. <https://doi.org/10.1108/07363761111101949>
- Habib, S., Hamadneh, N., Alwadi, S. and Masa'deh, R. (2021). Computation Analysis of Brand Experience Dimensions: Indian Online Food Delivery Platforms. *Computers, Materials and Continua*, **67**(1): 445-462. <https://doi.org/10.32604/cm.c.2021.014047>
- Hair, J. F. J., Black, W. C., Babin, B. J., and Anderson, R. E. (2010). *Multivariate Data Analysis – International Edition* (7th Edition). Pearson Education, New Jersey.
- Hoeffler, S., and Keller, K. L. (2002). Building Brand Equity through Corporate Societal Marketing. *Journal of Public Policy and Marketing*, **21**(1): 78–89. <https://doi.org/10.1509/jppm.21.1.78.17600>
- Hur, W.-M., Kim, H., and Woo, J. (2014). How CSR Leads to Corporate Brand Equity: Mediating Mechanisms of Corporate Brand Credibility and Reputation. *Journal of Business Ethics*, **125**(1): 75–86. <https://doi.org/10.1007/s10551-013-1910-0>
- John, D. R., Loken, B., Kim, K., and Monga, A. B. (2006). Brand Concept Maps: A Methodology for Identifying Brand Association Networks. *Journal of Marketing Research*, **43**(4): 549–563. <https://doi.org/10.1509/jmkr.43.4.549>
- Kaur, P., Dhir, A., Ray, A., Bala, P. and Khalil, A. (2020). Innovation resistance theory perspective on the use of food delivery applications. *Journal of Enterprise Information Management*, **34**(6): 1746-1768. <https://doi.org/10.1108/JEIM-03-2020-0091>
- Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing*, **57**(1): 1–22. <https://doi.org/10.2307/1252054>
- Keller, K. L., and Lehmann, D. R. (2006). Brands and Branding: Research Findings and Future Priorities. *Marketing Science*, **25**(6): 740–759. <http://www.jstor.org/stable/40057218>
- Kim, Y., and Choi, S. M. (2022). When Bad Becomes Good: The Role of Congruence and Product Type in the CSR Initiatives of Stigmatized Industries. *Sustainability*, **14**(13). <https://doi.org/10.3390/su14138164>.
- Kumar, P., e Rekhi, S. (2018). The impact of brand equity on business and customer perception. *International Research Journal of Management and Commerce*, **4**(11): 685–694.
- Lafferty, B. (2007). The relevance of fit in a cause-brand alliance when consumers evaluate corporate credibility. *Journal of Business Research*, **60**(5): 447–453. <https://doi.org/10.1016/j.jbusres.2006.09.030>
- Larsen, K., Nevo, D. and Rich, E. (2008). Exploring the Semantic Validity of Questionnaire Scales. *Proceedings of the 41st Annual Hawaii International Conference on System Sciences (HICSS 2008), Waikoloa, HI, USA, 2008*, pp. 440-440, <https://doi.org/10.1109/HICSS.2008.165>.
- Latapí Agudelo, M. A., Jóhannsdóttir, L. and Davídsdóttir, B. (2019). A literature review of the history and evolution of corporate social responsibility. *International Journal Corporate Social Responsibility*, **4**: 1. <https://doi.org/10.1186/s40991-018-0039-y>
- Lee, S., Han, H., Radic, A., and Tariq, B. (2020). Corporate social responsibility (CSR) as a customer satisfaction and retention strategy in the chain restaurant sector. *Journal of Hospitality and Tourism Management*, **45**: 348–358. <https://doi.org/https://doi.org/10.1016/j.jhtm.2020.09.002>
- Li, C., Miroso, M. and Bremer, P. (2020). Review of Online Food Delivery Platforms and their Impacts on Sustainability. *Sustainability*, **12**: 5528. MDPI AG. Retrieved from <http://dx.doi.org/10.3390/su12145528>
- Lin, M. S., and Chung, Y. K. (2018). Understanding the impacts of corporate social responsibility and brand attributes on brand equity in the restaurant industry. *Tourism Economics*, **25**(4): 639–658. <https://doi.org/10.1177/1354816618813619>
- Lin, C. A., Wang, X., and Yang, Y. (2023). Sustainable Apparel Consumption: Personal Norms, CSR Expectations, and Hedonic vs. Utilitarian Shopping Value. *Sustainability*, **15**(11). <https://doi.org/10.3390/su15119116>

- Maneesriwongul, W., and Dixon, J. K. (2004). Instrument Translation Process: A Methods Review. *Journal of Advanced Nursing Research*, **48**: 175-186. <http://dx.doi.org/10.1111/j.1365-2648.2004.03185.x>
- Maon, F., Lindgreen, A., and Swaen, V. (2010). Organizational stages and cultural phases: A critical review and a consolidative model of corporate social responsibility development. *International Journal of Management Review*, **12**(1): 20–38. <https://doi.org/10.1111/j.1468-2370.2009.00278.x>
- Marín, L., and Ruiz, S. (2007). “I need you too!”—Corporate identity attractiveness for consumers and the role of social responsibility. *Journal of Business Ethics*, **71**(3): 245–260. <https://doi.org/10.1007/s10551-006-9137-y>
- Marôco, J. (2010). *Análise de Equações Estruturais – Fundamentos teóricos, software e aplicações*. Editora Report Number, Pêro Pinheiro, Portugal.
- Marrewijk, M. (2003). Concepts and definitions of CSR and corporate sustainability: Between agency and communion. *Journal of Business Ethics*, **44**(2/3): 95–105. <https://doi.org/10.1023/A:1023331212247>
- McWilliams, A. and Siegel, D. (2001). Corporate Social Responsibility: a Theory of the Firm Perspective. *Academy of Management Review*, **26**(1): 117–127. <https://doi.org/10.5465/amr.2001.4011987>.
- McWilliams, A., Siegel, D. S. and Wright, P. M. (2006). Corporate Social Responsibility: Strategic Implications. *Journal of Management Studies*, **43**(1): 1–18. <https://doi.org/10.1111/j.1467-6486.2006.00580.x>
- Muniz, F., Guzmán, F., Paswan, A. K., and Crawford, H. J. (2019). The immediate effect of corporate social responsibility on consumer-based brand equity. *Journal of Product and Brand Management*, **28**(7): 864–879. <https://doi.org/10.1108/JPBM-09-2018-2016>
- Öberseder, M., Schlegelmilch, B. B., Murphy, P. E., and Gruber, V. (2014). Consumers’ Perceptions of Corporate Social Responsibility: Scale Development and Validation. *Journal of Business Ethics*, **124**(1): 101-115. <https://doi.org/10.1007/s10551-013-1787-y>
- O’Brien, I., Jarvis, W. and Soutar, G. (2015). Integrating social issues and customer engagement to drive loyalty in a service organisation. *Journal of Services Marketing*, **29**(6/7): 547-559. <https://doi.org/10.1108/JSM-02-2015-0085>
- Oliver, Richard L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Research*, **17**(4): 460-469. <https://doi.org/10.2307/3150499>
- Pelozo, J. and Shang, J. (2011). How can corporate social responsibility activities create value for stakeholders? *Journal of the Academy of Marketing Science*, **39**: 117–135. <https://doi.org/10.1007/s11747-010-0213-6>
- Pérez, A., de los Salmones, M. del M., and Baraibar-Diez, E. (2020). Effects of the Type of CSR Discourse for Utilitarian and Hedonic Services. *Sustainability*, **12**(12). <https://doi.org/10.3390/su12124821>
- Pigatto, G., Machado, J. G., Negreti A., and Machado L. (2017). Have you chosen your request? Analysis of online food delivery companies in Brazil. *British Food Journal*, **119**(3): 639-657. <https://doi.org/10.1108/BFJ-05-2016-0207>
- Raassens, N. and Haans, H. (2017). NPS and Online WOM: Investigating the Relationship Between Customers’ Promoter Scores and eWOM Behavior. *Journal of Service Research*, **20**(3): 322–334. <https://doi.org/10.1177/1094670517696965>
- Rahman, M., Rodríguez-Serrano, M. Á., and Lambkin, M. (2019). Brand equity and firm performance: the complementary role of corporate social responsibility. *Journal of Brand Management*, **26**(6): 691–704. <https://doi.org/10.1057/s41262-019-00155-9>
- Rehman, M. A., Park-Poaps, H., Lodhi, R. N., and Amaad, H. (2022). Establishing Loyalty from Consumers’ CSR Perception toward the Restaurants Offering Nutritional Information. *Services Marketing Quarterly*, **43**(2): 206–225. <https://doi.org/10.1080/15332969.2021.1987612>
- Reichheld, F. F. (2003). The one number you need to grow. *Harvard Business Review*, **81**(12): 46–54.
- Rivera, J. J., Bigne, E., and Curras-Perez, R. (2019). Effects of Corporate Social Responsibility on consumer brand loyalty. *Review of Business Management*, **21**(3): 395–415. <https://doi.org/10.7819/rbgn.v21i3.4003>
- Saldivar, R., and Zolfagharian, M. (2022). An empirical examination of consumer CSR expectations: attribution, satisfaction, referral, and willingness to pay a premium. *Journal of Marketing Management*, **38**(7–8): 800–829. <https://doi.org/10.1080/0267257X.2021.2000474>
- Sen, S. and Bhattacharya, C. B. (2001). Does Doing Good Always Lead to Doing Better? Consumer Reactions to Corporate Social Responsibility. *Journal of Marketing Research*, **38**(2): 225-243. <http://www.jstor.org/stable/1558626>

- Sen, S., Bhattacharya, C. B. and Korschun, D. (2006). The role of corporate social responsibility in strengthening multiple stakeholder relationships: A field experiment. *Journal of the Academy of Marketing Science*, **34**: 158-166. <https://doi.org/10.1177/0092070305284978>
- Statista. (2021). Food delivery services: ifood in Brazil 2021. Retrieved November 11th, 2021, from <https://www.statista.com>
- Statista. (2023). Online Food Delivery in Brazil. Retrieved June 6th, 2023, from <https://www.statista.com>
- Suhartanto, D., Helmi Ali, M., Tan, K.H., Sjahroeddin, F. and Kusdibyo, L. (2019). Loyalty toward online food delivery service: the role of e-service quality and food quality. *Journal of Foodservice Business Research*, **22**(1): 81-97. <https://doi.org/10.1080/15378020.2018.1546076>
- Tingchi Liu, M., Anthony Wong, I., Shi, G., Chu, R., and L. Brock, J. (2014). The impact of corporate social responsibility (CSR) performance and perceived brand quality on customer-based brand preference. *Journal of Services Marketing*, **28**(3): 181–194. <https://doi.org/10.1108/JSM-09-2012-0171>
- Trudel, R., and Cotte, J. (2009). Does it pay to be good? *MIT Sloan Management Review*, **50**(2): 61–68.
- Wang, X., Chang, Y., Li, X., and Yan, J. (2023). Addressing negative product attribute reviews: The case of advertising product attributes and corporate social responsibility information. *International Journal of Consumer Studies*, **47**(4): 1449–1466. <https://doi.org/https://doi.org/10.1111/ijcs.12919>
- Wartick, S. L., and Cochran, P. L. (1985). The evolution of the corporate social performance model. *Academy of Management Review*, **10**(4): 758–769. <https://doi.org/10.2307/258044>
- Wohllebe, A., Ross, F. and Podruzsik, S. (2020). Influence of the Net Promoter Score of Retailers on the Willingness of Consumers to Install Their Mobile App. *International Journal of Interactive Mobile Technologies*, **14**(19): 124-139. <https://doi.org/10.3991/ijim.v14i19.17027>
- Won, J. and Kim, B. (2020). The Effect of Consumer Motivations on Purchase Intention of Online Fashion - Sharing Platform. *The Journal of Asian Finance, Economics and Business*, **7**(6): 197-207, 2288-4645 (eISSN). <https://doi.org/10.13106/jafeb.2020.vol7.no6.197>
- Wood, D. J. (1991). Corporate social performance revisited. *The Academy of Management Review*, **16**(4): 691–718. <https://doi.org/10.2307/258977>
- Yeh, Y. P. (2015). Corporate social responsibility and service innovation on customer loyalty. *International Journal of Bank Marketing*, **33**(6): 823-839. <https://doi.org/10.1108/IJBM-09-2014-0130>
- Yeo, V., Goh, S. and Rezaei, S. (2017) Consumer experiences, attitude and behavioral intention toward online food delivery (OFD) services. *Journal of Retailing and Consumer Services*, **35**: 150-162. <https://doi.org/10.1016/j.jretconser.2016.12.013>
- Youn, H., Song, S., Lee, S., and Kim, J.-H. (2016). Does the restaurant type matter for investment in corporate social responsibility? *International Journal of Hospitality Management*, **58**: 24–33. <https://doi.org/https://doi.org/10.1016/j.ijhm.2016.07.004>