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# The influence of social and environmental responsibility on customer based brand equity

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Abstract: Customer Based Brand Equity (CBBE) has been the subject of study in recent years as an important outcome of brand building activities. It is recognized its importance to generate value to a specific brand or service and at the same time keep it at a high level of acceptance by consumers. Previous research revealed that tourism lifestyle entrepreneurs often lack the capacity to perform market related activities. As such, this study analyses the influence on CBBE of the key dimensions associated with these entrepreneurs (co-creation, lifestyle perception, environmental responsibility, Link to place and social responsibility). Using survey data analysed using SEM-PLS, the results show that co-creation, link to place and social responsibility of the tourism lifestyle entrepreneurship firms positively influences CBBE. Furthermore, we also explored the indirect relationships in the model, and identified that lifestyle perception influences CBBE through the mediating effect of co-creation.

**Keywords:** Tourism entrepreneurship; Branding; Environmental responsibility; Social responsibility; Co-creation.

#### 1. Introduction

If we compare how brands are managed today to how they were several decades ago, we will realize the evolution that this has had in the market. Currently, brands have a great market dominance, good and high-quality products dominated a few years ago when demand exceeded supply (Kotler, 2000). The evolution of the market was based on the standardization of products, making supply exceed demand, generating doubts in the consumer when deciding on a brand.

Entrepreneurship is a way of life that manages to combine entrepreneurial activities with quality of life (Fadda 2020). People adopt an entrepreneurial style that is more in line with their personal interests (Wang and Altinay 2012). The studies being conducted on entrepreneurship are realizing a reality where the entrepreneurial process is influenced by a cultural context (Gehman and Hollerer 2019; Dias et al., 2021). In other words, cultural changes are influencing the new business models that are being constituted in the same society. These changes will continue to occur making the tendency to start a business activity with an entrepreneurship lifestyle model continue to increase. Tourism Lifestyle Entrepreneurs (TLE) can be defined as business owners that are largely motivated by concerns with style and quality of life are known as entrepreneurs, and as a result, their organizations are run by integrating non-financial considerations into business operations (Dias et al. 2022b).

Within these cultural changes, social networks have been established as an important means that allows these entrepreneurs to start a business project based on what they are passionate about, developing entrepreneurship as a lifestyle (Peters, Frehse and Buhalis, 2009).

Entrepreneurship encompasses more than just economic pursuits. While financial success is undoubtedly an important aspect, the primary objective of entrepreneurship is to create a lifestyle that goes beyond monetary gains. Entrepreneurs aspire to build a business that allows them to achieve a harmonious balance between their work and personal life. It is not solely about accumulating wealth but rather about shaping a lifestyle where the entrepreneur can find fulfillment and enjoyment. However, when exploring the existing literature on entrepreneurship, there is a noticeable scarcity, particularly in the area of understanding lifestyle perception. Lifestyle perception refers to how individuals perceive and experience their desired way of life, including the values, aspirations, and preferences associated with it. This concept holds particular significance within the framework of consumer-based brand equity (CBBE), which focuses on the relationship between consumers and brands. The lack of in-depth research and understanding of lifestyle perception within the context of CBBE suggests a gap in knowledge. To bridge this gap, it becomes necessary to conduct thorough and extensive research (Marcketti, S. B., 2006).

Customer Based Brand Equity (CBBE) is a marketing concept that refers to the value that a brand or service generates and the acceptance it receives from consumers. CBBE is built on four main dimensions: brand awareness, brand associations, perceived quality, and brand loyalty (Chen, 2010; Meirani, 2019; Sharma, 2020; Thảo & Hạnh, 2016). These dimensions help customers interpret and process information, create confidence in purchasing decisions, and enhance satisfaction and appreciation of the quality of a product brand (Aydin, 2015).

CBBE contributes to the value generation and acceptance of a specific brand or service by consumers in several ways. Firstly, it helps to create a positive brand image and reputation, which can lead to increased brand awareness and recognition (Stocchi, 2017). Secondly, it enhances the perceived quality of the brand or service, which can lead to increased customer satisfaction and loyalty (Sharma, 2020). Thirdly, it creates strong brand associations, which can lead to increased customer trust and preference for the brand or service (Chen, 2010). Finally, it helps to create a strong emotional connection between the brand or service and the customer, which can lead to increased brand love and advocacy (Meirani, 2019).

In conclusion, CBBE is an important marketing concept that contributes to the value generation and acceptance of a specific brand or service by consumers. It is built on four main dimensions: brand awareness, brand associations, perceived quality, and brand loyalty (Chen, 2010; Meirani, 2019; Sharma, 2020; Thảo & Hạnh, 2016), and it helps to create a positive brand image and reputation, enhance perceived quality, create strong brand associations, and create a strong emotional connection between the brand or service and the customer.

Cruz-Milán (2021) assessed the role of venturesomeness in a destination consumer-based brand equity model. The study identified several key dimensions associated with tourism lifestyle entrepreneurs that influence consumer-based brand equity (CBBE). These dimensions included venturesomeness (Cruz-Milán, 2021), awareness (Roy, Battacharya, & Mukherjee, 2018), community attachment (Silva, Gomes, Pereira, & Costa, 2022), financial orientation (Silva & Azambuja, 2022), culture (Roy, Mukherjee, & Bhattacharya, 2018), infrastructure/superstructure (Roy, Mukherjee, & Bhattacharya, 2018), and innovation (Silva, Gomes, Pereira, & Costa, 2022; Sörensson, Bogren, & Cawthorn, 2019). Furthermore, lifestyle entrepreneurs were found to play an essential role in the innovation and competitiveness of tourist destinations (Silva, Gomes, Pereira, & Costa, 2022). The long-term survival of lifestyle entrepreneurs in tourism was also identified as a constraint within regional economic development (Ateljevic & Doorne, 2000). Therefore, it is crucial to target travelers with psychographic profiles that are more responsive to the factors fostering CBBE and develop segmentation strategies accordingly (Cruz-Milán, 2021).

Triono, Huriyati, and Sultan (2021) conducted a study on the influence of user-generated content on consumer-based brand equity (CBBE) through involvement in Indonesia's top brand lipstick consumer. The study found that co-creation positively affects involvement, which subsequently has a positive impact on CBBE. Furthermore, user-generated content and involvement moderately influence CBBE. This suggests that involving customers in the brand experience creation can enhance brand equity. In a related context, Ateljevic and Doorne (2000) recognized lifestyle and non-economic motives as significant drivers for tourism entrepreneurship and the growth of small businesses. Ratten (2019) observed an increase in tourism partnerships that facilitate value co-creation. However, it is important to note that the findings mentioned are specific to Indonesia's top brand lipstick consumer and may not be applicable to all tourism lifestyle entrepreneurship firms.

Social responsibility can positively influence customer-based brand equity (CBBE) for tourism lifestyle entrepreneurship firms. Social responsibility refers to the actions taken by firms to benefit society and the environment. Tourism lifestyle entrepreneurship firms that engage in social responsibility activities, such as community-based tourism (CBT) and ecotourism, can enhance their brand image and reputation, leading to increased customer engagement and

loyalty, which in turn positively affects CBBE (Gligor & Bozkurt, 2021; Huang, 2023; Lange & Dodds, 2017; Satrya, Kaihatu, & Pranata, 2018; Xing, 2023). Women owner-managers of small tourism firms (STFs) can also act as social entrepreneurs, contributing to the social and economic development of their communities (Kimbu & Ngoasong, 2016). Additionally, incorporating social responsibility as an additional dimension in CBBE measurement can provide a more comprehensive understanding of brand equity in emerging societies (2020). Overall, social responsibility can play a significant role in enhancing CBBE for tourism lifestyle entrepreneurship firms (Ratten, 2019).

Woo (2015) notes that Corporate Social Responsibility (CSR) has a significant impact on brand equity in the apparel industry. Both intrinsic and extrinsic apparel product attributes contribute to enhancing brand equity. Among the six types of CSR activities examined (human rights, labor, social, environmental, product responsibility, and economic), CSR practices related to product responsibility, economic issues, and environmental issues positively influence brand equity. Culture does not have a moderating effect on the relationship between CSR and brand equity. However, U.S. consumers tend to evaluate CSR practices of apparel brands more favorably compared to Korean consumers. These findings provide important implications for apparel companies, highlighting the specific CSR dimensions and apparel product attributes that contribute significantly to brand equity and the potential variation of the relative importance of CSR dimensions across different cultures.

Ahn (2012) found that economic, environmental, internal management, social, and ethical CSR expectations positively influenced customer-based brand equity. However, philanthropic and legal expectations did not have a significant impact on brand equity. The findings suggest that fashion marketers should prioritize economic, environmental, internal management, social, and ethical CSR activities to meet the expectations of fashion consumers and strengthen brand equity.

According to Cambra et al (2021) customer-based brand equity positively influences customer satisfaction and reputation, which in turn impact customer engagement, particularly in the context of experiential services such as private health clinics in emerging economies.

Based on the reviewed literature, there are several gaps in the the influence of social and environmental responsibility on customer-based brand equity. Firstly, there is a lack of consensus on the conceptualization and operationalization of customer-based brand equity. Secondly, most studies focus on a limited number of customer-based brand equity facets, thus failing to provide a more holistic view of the customer-based brand equity process. Thirdly, there is a scarcity of studies that integrate key consumer behavioral outcomes into the customer-based brand equity formation process. Fourthly, previous literature on the subject suggests that multiple sources influence brand equity, but no attempts have been made for the assessment of "relationship quality" as a mediator among sources of brand equity in the context of garment brands. Lastly, although many studies on CSR have been conducted in the past, studies on the relationship between Corporate Social Responsibility and Firm-Based Brand Equity with the moderating effect of Marketing Communication and Brand Identity are few and far between (Vytautas and Sontaite-Petkeviciene, 20202).

The study developed in this work focuses firstly on the research question based on the measurement of the items of the different variables shown, leaving aside those investigations that although they dealt with the topic of lifestyle entrepreneurship, they did it from the customer's approach and not from the entrepreneurs. Subsequently, the theoretical framework is developed with a review of the literature to show the importance of this study. The hypotheses formulation is associated with the effect of each construct (Co-creation, lifestyle perception, environmental responsibility, Link to place, social responsibility) on CBBE. A quantitative analysis was performed with the data collected

through a survey with close-ended questions for glamping tourists. We selected glamping due to its strong association to a certain lifestyle (Brochado & Brochado, 2019). The study was concluded by presenting a discussion and its implications. For consumers, brands are something personal, unique, giving them a subjective value. Thus, one finds "various, often divergent, views on the dimensions of brand equity, the factors that influence it, the perspectives from which it should be studied and the ways to measure it" (Ailawadi et al., 2003: 1).

#### 2. Literature Review

#### 2.1. CBBE

In the discourse around branding research, brand equity is a crucial topic (Alvarado-Karste & Guzmán, 2020). Many academics have studied, created, and defined brand equity throughout the years in an effort to reveal the linkages between brand management and consumer purchasing decisions (Tarka et al., 2022). Although many definitions can be considered, as presented in table 1, for this research purpose we adopted the definition from Kotler and Keller (2012). According to Foroudi et al. (2018), the main dimensions of CBBE are brand awareness; brand loyalty; perceived quality; and brand associations (Panchal & Singh, 2022).

The success of a brand is basically due to the attitude that the customer has towards it. The use of CBBE is to show the connection that exists between such attitude and the success of the brand. Brand equity is not a new concept since from the beginning of the eighties it has been gaining more and more popularity because brands have been taking more importance in their conceptualization and what they represent in the life of the consumer, even reaching to be a lifestyle that satisfies their dreams and elevates their emotional state by purchasing a product (Zailskaite-Jakste & Minelgaite, 2021). The evolution of this concept makes the brand manage to represent the identity of a good, service, territory, person, or event. The big challenge to the marketing of companies is to position the brand in the mind of the customer since the competition is not in the points of sale but in the consumers who face a combination (Lopes Da Costa et al., 2022).

Customer-based brand equity refers to the value that a brand holds in the minds of its customers. It is a construct that is developed based on the customers' perceptions of the brand and their experiences with it. The construct is multidimensional and can be measured using various dimensions. The most commonly used dimensions of customer-based brand equity are performance, value, social image, trustworthiness, and commitment. However, other studies have identified additional dimensions such as physical quality, staff behavior, ideal self-congruence, brand identification and lifestyle congruence, brand satisfaction, and brand loyalty (Vytautas and Sontaite-Petkeviciene, 20202).

Aaker (1996) defines brand equity as the set of qualities and/or responsibilities that is associated with everything that identifies the brand such as the name or logos, and that increases or decreases the value provided by a product or service.

**Table 1.** Definition of the Brand Equity concept.

Leuthesser (1988)	"It represents the value of a product over and above that of any other
	identical product without the brand name. In other words, Brand Equity
	represents the degree to which the brand name alone adds value to the
	offering."
Farquhar (1989)	It is the "added value" that the brand confers to a product and can be seen
	from the perspective of the company, the trade or the consumer.
Aaker (1991)	"The set of assets and liabilities related to a brand, its name and symbol,
	which are added to or deducted from the value provided by a product or
	service to a company and/or its customers."

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McDonald (1992)	brand transforms the value of a simple product, becoming an important			
	input in the value creation process."			
Simon & Sullivan	"The incremental cash flows that accrue in favor of the branded product			
(1993)	that are over and above those that would result from the sale of an			
	unbranded product."			
Keller (1993)	"Differential effect that consumer awareness of a brand has on their			
	response to the marketing of that brand."			
Swait et al. (1993)	"Implicit consumer valuation of the brand in a market with differentiated			
	brands relative to a market without brand differentiation. Brands act as a			
	signal or indication about the nature of the products and services quality			
	and reliability and image/status."			
Kamakura &	Consumer-based Brand Equity "occurs when the consumer is familiar			
Russell(1993)	with the brand and has some favorable, strong, and unique brand			
	associations in memory."			
Lassar et al. (1995)	It is "consumers' perception of the overall superiority of a product bearing			
	that name, compared to other brands".			
Feldwick (1996)	The term Brand Equity is used in three senses:			
	As a financial value, being an asset of the company, and the pur-			
	pose is to set a price that reflects its value in the market, finally it			
	will be reflected in the accounting.			
	As brand strength, referring to the attributes defined by Aaker			
	(1991), brand loyalty, brand recognition, perceived brand quality,			
	brand associations and other brand assets.			
	As brand image, being a description of the perceptions, associa-			
	tions, and beliefs that the consumer generates in his mind about			
	the brand.			
Kotler & Keller	They define consumer-based Brand Equity as "the differential effect			
(2012)	caused by brand awareness on consumers' response to the marketing			
	efforts implemented to drive it"			
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In other words, CBBE (CBBE) is focused on working to establish a solid brand, so it is essential to know what the consumer thinks about the product. If you want the consumer, feel love for the brand and choose it, it is necessary to apply the necessary strategies that allow the consumer to experience positive things that translate into positive value towards the brand (Yazdanparast, 2016). According to Pina and Dias (2021), CBBE is built on five important elements: value, performance, trust, social image, and commitment. But it is important to understand that these elements are in the minds of consumers, and it is here where brands must focus their strategies to shape a positive customer attitude towards a brand (Shaalan et al., 2022). The relationship must be built around the customer's needs because when the customer feels that the product best fits his needs, a brand-customer relationship begins to be established. As more scholars highlight the need for brands to act as social change agents (Golob et al., 2020), this research aims to explore the effect of tourism lifestyle characteristics on CBBE.

The concepts of brand co-creation and value co-creation are closely linked (Prahalad and Ramaswamy, 2004; Vargo and Lusch, 2004). These authors define value co-creation as the interaction between the customer-supplier with respect to co-design and co-development efforts. In marketing articles, we can find that values can usually be elaborated while the co-creation process of customers is doing, thus moving from being a passive audience to an active partner working directly with suppliers (Gronroos, 1997; Payne et al. 2009; Prahalad & Ramaswamy, 2000, 2004; Vargo & Lusch, 2004). This generates a transition from a goods-dominant logic to a customer-focused logic (Prahalad & Ramaswamy, 2000). In the same context, Prahalad and Ramaswamy (2000) suggest that customers are an important element in the competition between companies. That it would be convenient for them to provide more support to them to create a long-term relationship and thus stop focusing on the production of commodities. Taking as a reference the customer-centered logic (Sheth, Sisodia, and Sharma, 2000) and the market-driven logic (Day, 1999), Vargo and Lusch (2004) proposed a service dominant logic where they highlight the good results obtained when customers dialogue and interact with suppliers, thus becoming excellent co-creators of values (Vargo & Lusch, 2004).

Due to substantial changes in certain paradigms, the value generated by the customer through cocreation is adjusted to different forms of brand management (Christodoulides and De Chernatony, 2010; Hatch and Schultz, 2010; Merz et al., 2009; Payne et al., 2009). The management of brand value will no longer be done unilaterally as companies used to do in the past, here the participation of stakeholders is of great importance and value to establish a strong brand because of the customer-brand relationship (Swaminathan, Page and Gürhan-Canli, 2007). Merz et al. (2009).

Innovations in services and offers have undergone an evolution in the sense of giving more participation to customers in co-creation tasks (Fuchs and Schreier, 2011). The contribution that customers can give to the operations which are in the process makes them have more versatility when providing such service, the participation of customers in these processes is directly done. In the customer-company relationship, this variability is considered, because it can be overcome when better communication is achieved. One factor that changes the form of communication between the company and the customer is the service-dominant (S-D) logic (Lusch, Vargo, and Wessels, 2008; Vargo and Lusch, 2004). The S-D logic is directed towards company-customer communication, and they jointly create a service, whereas previously with the goods-dominant logic, communication was dominated by a unidirectional character that is usually done through e-mails or advertisements (Kumar & Nisa, 2022). Referring to Tynan, McKechnie, and Chhuon (2010) defend the social creation of the market theory, it makes value more in its essence in both exchange and use. In their opinion, they consider that in luxury brands, co-creation must take place between owners, employees, and customers; therefore, managers must manage those means of communication that keep them at the forefront in a constantly evolving and competitive market, being able to innovate constantly (Tynan et al., 2010).

The way how usually the success measures are divided is in attitudinal measures represented in the image and satisfaction of the customer and adopting behavioral measures that become in financial capital benefits such as income, some benefits, and a good stock price (Gupta and Zeithaml, 2006). We can affirm, that through the results obtained by the actions undertaken by the company and the expenses that in services the customers do may influence in a positive way the financial state of the company always had as a clear objective the satisfaction and loyalty of the customers towards the company. Customer satisfaction is mainly based on the paradigm that confronts confirmation and disconfirmation, that is, it can be understood as the comparison of the expectations generated by the customer with the performance (Oliver, 1977).

For this paper, customer loyalty refers to the desire to visit again and recommend it. To understand it a little better, we can take as an example the moment when customers intend to buy a tourism package, there is a greater probability that they will buy it from the same company rather than from another one, and at the same time, they will recommend it to others. Similarly, it can be said that there should be a positive relationship between satisfaction and loyalty.

Among the social benefits offered by co-creation is the improvement of their social status because they are recognized as an esteemed source of information for companies. Customers in turn, when they interact with other people who have the same interests the communication skills tend to improve, and social contacts and fun are generated through communities that are created for that purpose (Etgar, 2008).

When a product is born from co-creation that meets the needs of customers, this effort applied in the process is manifested positively and adds subjective value to the product. This is because the efforts made in the co-creation process are not seen as a discouraging experience; on the contrary, they perceive it as a pleasant experience that has an impact when evaluating the value of the product (Franke and Schreier, 2010).

Any positive effect resulting from the value of co-creation towards customers and customer-based brand value can be hypothesized as described above. This can be possible by following the guidelines of the consumer culture theory (Arnould and Thompson, 2005), which means that when a customer experiences for himself the symbolic and socio-cultural attributes of this theory it becomes possible to give more value to any product or service. That is why when a brand decides to co-create value together with its customers it generates more value to the brand.

H1: Co-creation is positively related to CBBE

# 2.3. Social Responsability

Taking into consideration the current situation of the environment and how it has been deteriorating over time, perhaps through more in-depth research, future generations will understand how they will value the different spaces and how to enforce certain restrictions on the use of resources, especially the most susceptible ones (Toman, 1994). Corporate Social Responsibility (CSR) is the commitment acquired by the company on a permanent basis through which it must perform ethically contributing directly to the economic and social development of the community where it carries out its activities, including raising the quality of life of its employees and their families. (Kotler and Lee, 2005).

CSR is also defined by the international financial corporation as a commitment that companies have to develop economically and sustainably together with the entrepreneurs who carry out activities in the same community, improving the quality of life in general and defining what is good for the development of the business. Since the 70's, the concept of CSR has been applied, which is also known as stakeholder theory, this theory is related to the policies and standards applied to stakeholders, compliance with legal aspects, the values of the company, good coexistence with the community and respect for the environment, without neglecting the faithful commitment that companies must have in contributing to sustainable development. Companies owe their continuity to the intervention of stakeholders, hence the need to count on it; this means that the company's activity is summarized in the search for this support; among the elements that are established as part of the dialogue between the company and stakeholders is social disclosure (Gray, Kouhy, & Lavers, 1995). The company cannot function on its own, it needs the intervention of stakeholders to be able to do so; stakeholders must receive benefits from companies (Gray et al., 1995).

According to Fombrun (1996), the theory of corporate reputation deals with how reputation is born in the business identity, being reflected as the first indication in the name of the company and other valuations such as reports. In a work done by Chiu et al. (2014) where the object of study was the environmental awareness practiced by ecotourists with the application of the structural equation modeling (SEM) technique, concluding that when there is active participation with a high level of satisfaction, in addition to the perceived value the ecotourist performs in a positive way with respect to environmental responsibility.

Lai et al. (2015), conducted a study in which they revealed that brand equity can be influenced by the activities it does and the reputation that a company has, in this study also revealed that brand equity is given by brand loyalty, perceived quality, brand awareness, brand association and brand satisfaction. Tuan (2014), studied the relationship that could exist between corporate social responsibility, leadership, and brand value, showing that interactive type leadership is related to the legal and economic responsibility of the company, while transformational leadership gives more strength to the moral responsibility of the company, affecting at the same time positively the brand value.

The involvement of local communities is crucial for accomplishing the three pillars of sustainability with relation to social, economic, and environmental challenges. There is worry about the sustainability goals that government appears to neglect in favor of economic expansion when a place becomes

more alluring and subsequently attracts more tourists. However, research also demonstrates the communities' readiness to embrace environmentally beneficial practices to protect both their cultural and natural resources (Antunes et al, 2022). Entrepreneurship in the tourist industry that focuses on a sustainable future provides a counterbalance to mass market tourism, which is hooked to expansion (Dias et al., 2022b). Given this background we can define the following hypothesis:

H2a: Social Responsibility positively influences CBBE H2b. Link to Place mediates the relation between Social Responsibility and CBBE

# 2.4. Link to the place

Understanding what is meant by "local" is crucial since the local connection is crucial to TLE's company and its motives favor the selection of a location that enables people to enjoy their lifestyle. At this point is important to define this construct. According to Scannell and Gifford (2010) it can be defined as the "multifaceted concept that characterizes the bonding between individuals and their important places" (p. 1). The sociological idea of "location" and "localization" are linked in the literature. This perspective is comprehensive because it blends the "local" with ideas like community, cultural qualities (both individual and communal), and social networks (Dias et al. 2022a; O'Neill et al., 2022). Social media have made it possible for many Internet users to interact and share experiences and opinions. They manage to have virtual identities grouped in social networks and that can influence each other (García-Galera, del Hoyo-Hurtado & Fernández-Muñoz, 2014).

After the notion of "local" has been incorporated, it is now crucial to identify the crucial criteria that TLE considers when deciding which region to invest in, including environmental, political, networking, community integration, seasonality, and innovation, among others. Since tourism areas are typically found in locations with natural, environmental, and social components suited to the criteria of TLE, the surrounding environment thus encompasses all the scenarios stated above (Dias & Silva 2021).

Tourism demand influences the increase and multisegmentation of supply, with the process of selecting and purchasing a product becoming increasingly complex. Tourism manifests itself when a person or group of people feels the need to travel, regardless of the motive of such need. Then the consumer begins to search for information that fits his needs. Then he begins to study all the offers found to finally decide which of them is the most convenient from the point of view of his needs. Ortega and Rodríguez (2012) state that the tourists' purchasing decision process does not end with the choice of destination and the usual contracting of accommodation and transportation; the process continues from the arrival at the destination, where they will have the opportunity to enjoy their stay and must make different decisions on the contracting of services such as: restaurants, recreational visits or attendance at shows from which various experiences are derived. These decisions that take place in the chosen destinations have been described in the academic literature as secondary decisions, as opposed to the main or fundamental decisions that take place in the outbound markets where travelers usually reside. All approaches are related to the needs of the tourist 2.0.

Mediano-Serrano (2002) highlights that there are several approaches that have been used when studying consumer behaviour. Thus, he considers three approaches: economic; motivational, and psychosociological. The economic approach is closely linked to the satisfaction of people's needs. Based on Maslow's studies, these needs are presented in a hierarchical manner, with primary needs being essential to satisfy first, followed by those related to security, socialization, esteem and self-fulfilment. Once the basic needs have been satisfied, the investment of economic resources can be used to cover vacations, but the selection and purchase process is influenced by other variables such as the motivation to do so.

Motivations are the desires or reasons why the tourist decides to make a trip: although they are diverse and related to the personal situation of everyone, they can be classified into four groups (Mediano Serrano, 2002): Physical Motivations; Cultural Motivations; Interpersonal Motivations; Social or Prestige Motivations.

The selection that the tourist makes among different vacation destinations depends on a decision-making process in which a main factor will be the positive perception of the destination in terms of its capacity to satisfy his or her travel motivations. In this case, perception is understood as the process by which the tourist selects, organizes, and interprets the information he receives about the destinations, and which allows him to form a mental image of them. Motivations, on the other hand, are the set of unconscious psychological factors that cause the tourist to have certain behaviour with respect to the trip (Acerenza, 2004). During this selection process is the right time for tourist destinations to apply promotion and diffusion strategies to attract travellers.

Social media are the ideal communication channels to reach tourists with the tourist offer and arouse interest in the experience offered by the tourist destination. According to Alonso (2016), through ICTs the new digital consumer can enjoy more interactive and personalized experiences; and companies, through digitization, can achieve new levels of productivity, optimize their costs, or redefine the way they interact with their customers and their own business models.

# H3: Link to Place positively influences CBBE

#### 2.5. Environmental Responsibility

Previously, the objective of companies was to have economic performance to amortize the investment that their shareholders made in it. Then, taking advantage of the development of the markets, they began to satisfy their needs within their priorities, as well as any other additional need indicated by their customers, since they knew that this would represent profits for their shareholders. Subsequently, as time went by, some groups that were directly or indirectly related (known as stakeholders) began to pay more attention to the actions taken by companies and the consequences of these actions and demanded that companies respond to these interests. Over time, customers, in the purchasing process, needed to know what companies were capable of doing to satisfy stakeholder interests. Therefore, Corporate Social Responsibility is born as the answer to the interested parties on how to give them the satisfaction they demand, the interested parties are composed by customers, shareholders, suppliers, families, collaborators, community, State, environment, among others.

Now, entering the concept of CSR, this has been experiencing a constant evolution over time and acquiring importance in different contexts (Vishwanathan et al., 2020), since many authors seek to describe what they mean when they speak of a socially responsible company, immediately interpreting this concept with the responsibility that companies have for the social and environmental impacts resulting from their activities (Rosero, 2015, p. 255).

Kucharska and Kowalczyk (2019) argue that the initial focus of CSR was economic, recalling Friedman's statement that social responsibility sought to produce profits for its shareholders. Along the same lines, to complement the economic point of view, it was necessary to incorporate into the concept the expectations of society in terms of the legal, ethical and discretionary framework, Carroll (1979). A review of the literature on corporate social responsibility (CSR) reveals that the impacts it generates are a matter of discussion. In this context, Friedman (1970) states that if an act of CSR generates some profitability for the person performing it, then this activity should not be called CSR. Any social action carried out to generate economic benefits is considered vulgar hypocrisy.

Reinhardt (2008), stresses that the social responsibility applied by companies must be focused on sacrificing economic profit for social benefit. Economic benefits cannot go hand in hand with social benefit, but many companies adopt a strategy of social responsibility without thinking about the essence of what such an action can give to a person, group of people, community, etc.; on the contrary, they apply this strategy to use their resources and conduct business to increase their financial profit. New opportunities are generated for interaction with "green" consumers who do not mind paying a higher price for cleaner products, today companies are more proactive and make changes before they are pressured by the public. It is well defined that the environmental responsibility of organizations encompasses many factors of ecological and environmental nature of companies, and this can be a reason for failure in the decisions to be taken and company policies.

For some companies, carrying out actions of socio-environmental responsibility is synonymous with reduced profits. On the other hand, those in favor of the sustainable business model affirm that the environmental responsibility of many companies can be strongly associated with generating long-term economic benefits. It can be said that from carrying out some socially responsible activity can generate profits at some point, since socially responsible activities and profitability are related Reinhardt (2008).

The influence of environmental sustainability on brand equity is obtained through the implementation of environmental strategies and practices that affect its positioning, identity and image and, consequently, affect brand equity. It is important for companies to implement the strategies and practices necessary to improve the brand value. Furthermore, it can be seen that these people's business vision is founded on a model that is at odds with the conventional one, according to which businesses are known to give priority to their financial actions. Being managers who establish their companies on a "lifestyle" and a sustainable strategy, they provide value to the communities in which they work (Broccia et al. 2022) and depict their professional and personal lives as a continuum rather than as a wall. Because of its activities and concern for the "local product," the area may benefit from both the purchase of products and services as well as the preservation of traditions, culture, and the environment (O'Neill et al. 2022).

H4a: Environmental Responsibility positively influences CBBE

H4b. Link to Place mediates the relation between Environmental Responsibility and CBBE

## 2.6. Lifestyle Perception

Lifestyle perception concerns the way in which something a tourism business is interpreted as an aspiration to live in a place that has a certain way of life or natural scenic beauty (Peters & Schuckert, 2014). Several organizations continually conceive that success depends directly on customer satisfaction; therefore, companies lately attach the importance of quality to the service sector, as well as to other sectors. From the enormous competition that exists in the markets (including tourism services), which seek the implementation of quality in the provision of services, as the most effective tool for the viability and survival of companies (Del Pozo, 2012).

In the market, the environment in relation to tourism is becoming very competitive, since these tourism companies make a continuous effort not only to offer products or services of increasingly higher quality, but also to increase the competitive capacity of the companies, since the qualitative improvement of these services will converge in meeting the needs of customers. Likewise, the quality of services is determined by customers, and this is based entirely on the perception of reality, so that the result of the personal evaluation made by each customer on the level of service is intrinsically compared by the expectations generated in the beginning, which leads to satisfaction or dissatisfaction (De la Torre, 2011). Heizer & Render (2009), noted that quality is more focused on product quality, however, it should be understood more broadly, referring to the search for excellence; satisfying the needs and expectations of the buyer, taking into account the price he is willing to pay, since the customer does not only go to a company for the product it offers, but for evidence of the elements or attributes complementary to the purchase of that product. Shahin & Janatyan (2011) expressed that normally the highest quality of service should generate an increasingly higher quality perception in the customer, the higher the quality service offered by the agency, the higher the evaluation of the post-purchase of the company's service will be perceived as an important value for the customer's expectation.

Perception can be explained as the way in which the individual observes the world around him. This perception can be related consciously or subliminally, inducing that people tend to organize perception as unified totalities, in such a way that any stimulus, however simple it may be, is perceived and interpreted by the client as a function of the totality, so that whatever negative or positive stimulus the client receives from the travel agency, it will be appreciated as a totality and will create a perception regarding the quality of that company. In this way, the points of view taken by the client will be the pillars of the image that the user creates about the agency, and this will be perceived depending

on the needs and purposes he/she had at the time of carrying out the tourist tour offered by the travel agency. Cantú (2011) mentioned that in relation to the intangible nature of the services, the client tends to evaluate by means of his perception and how he perceives it; the combination of both situations forms in his mind an image that will have an effect in later circumstances; this is clear when entering an establishment where the client perceives everything that surrounds him, and how he is served in that place, it is that perception that he has that in his future will decide if he will return to the establishment or if he will choose to go to the competition.

H5a: Lifestyle Perception positively influences CBBE

H5b: Co-creation mediates the relation between Lifestyle Perception and CBBE

Figure 1 depicts the relationships considered in the hypotheses.

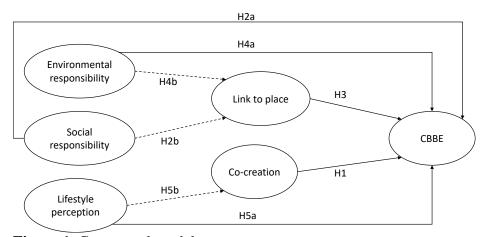


Figure 1. Conceptual model

#### 3. Materials and Methods

The methodology of this study was based on a research design with a population of tourists from which a representative sample was taken for the application of the methods and techniques to the established variables. The results were used to collect data that were processed through statistical software providing quantitative results. The intention would be to estimate the tourists' perception of the quality that generates a CBBE in a Lifestyle Entrepreneurship Context. The type of study is quantitative because it focuses on data collection to test hypotheses having as a basis for the criterion the numerical measurement with a statistical type of analysis to compare different perceptions and test theories with a descriptive level. After all, data was collected for analyzing CBBE in a lifestyle entrepreneurship context as supported by Hernández, Fernández and Baptista (2014), descriptive research aims to seek through analysis all the most important qualities, traits and characteristics of the object of study. More specifically, we studied the perception of the visitors regarding glamping facilities.

The research design belongs to the non-experimental given that it does not manipulate the variables, collects data in a single time and place, and aims to find out the incidences and values that the variables have. The selection criteria were: (i) being domestic (Spanish) tourists; (ii) used in the last two years a glamping accommodation; (iii) in the age range of 20 years and older. The sample used for this analysis was 150 respondents, considered a convenience sample was formed by the number of representatives of the population, to have all the characteristics of the object of study. The following descriptives were obtained from the survey, where 56% of the respondents were male and 44% were women; 31% had between 20 and 29 years old, 46% were between 30 and 39 years old; 14% had between 40 and 49 years old, and 9% reported to have 50 or more years old.

The method used was that of items measured with a five-level Likert scale. The questionnaire's structure is based on formulated items where only the customer's perception is measured, so it is

advisable to apply the specific items and at the end of the questionnaire to elaborate a general one that qualifies the customer's satisfaction. Each of the items was measured through a numerical scale ranging from a rating scale Totally disagree (1), Disagree (2), Not agree or not disagree (3), Agree (4), and totally agree (5). The surveys were collected in person, through questionnaires provided to tourists staying at the glamping accommodation. The questionnaire is presented in the appendix. The procedures carried out were as follows: (i) After verifying the inclusion criteria, the respondent was invited to respond to the questionnaire; (ii) the surveys were applied to the sample in a standardized manner, with the intention that they would not feel pressure when answering the questionnaire and complete information would be obtained; (iii) the information collected was tabulated in the Microsoft Excel program, for which it was necessary to create tables and figures of the results to be interpreted later. The following statistics were obtained from the survey, where 56% of the respondents were male and 44% were women. In addition, most of the interviewees were aged between 30-39 years old, and the second biggest group were aged between 20-29 years old. Since this study employed survey data from the same respondents' responses, several approaches were applied to reduce common method variation. Tripartite techniques were conducted and based on the suggestions of Podsakoff et al., (2003) and Chang, Witteloostuijn and Eden (2010). First of all, there was more than one source for the measures was utilized. Second, according to Chang et al. (2010), our conceptual model can be considered complex, therefore usual technique variance was avoided since respondents were unlikely to be led by a cognitive map. Third, the demographic data was only shown at the questionnaire's conclusion. We also approximated the Harman single factor test using SPSS for extra testing. The findings showed that a single factor's variation was lower than the cutoff value of 50% (35.24%), indicating that there was no common method bias

## 4. Results

(Podsakoff & Organ, 1986).

Structural equation modeling (SEM) was used to perform an analysis of our conceptual model. More specifically, partial least squares (PLS) were used, which is also a structural equation modeling technique based on variance, which is calculated through the use of SmartPLS 3 software, as explained by Ringle et al. (2015). It was necessary to evaluate the reliability and validity of both the measurement model and the structural model, performing it in that same order, i.e. in two stages so that in this way the analyses and results are reliable. Hair et al. (2017) states that the quality of the measurement model can be assessed by examining the following parameters: individual reliability indicators, convergent validity, internal consistency reliability and discriminant validity. Once the results were obtained, they show in all the items analyzed that the standardized factor loadings were above 0.6 (being their minimum value of 0.911) being all with indications of p < 0.001, being demonstrated that the individual indicators are reliable (Hair et al., 2017). With the values of Cronbach's alphas and composite reliability (CR), presented in table 2, it was possible to confirm the reliability of internal consistency, since all constructs were above 0.7 (Hair et al., 2017). In the case of convergent validity, there were three reasons that served to validate it, as the first one we can mention the positive and significant loading that all items have on their respective constructs as mentioned above, as the second reason, we have the CR values shown by all constructs, which are above 0.70 and thirdly the values in all constructs of the average variance extracted (AVE) exceeded 0.50 (Bagozzi and Yi, 1988).

The evaluation of discriminant validity was carried out guided by two points of view, the first of which was the use of Fornell and Larcker's criterion, based on the square root of the AVE of a construct, which must be above its highest correlation with any construct (Fornell and Larcker, 1981). In the results obtained in our analysis this is fulfilled for almost all but three cases. The second approach used was based on the heterotrait-monotrait relationship criterion (HTMT) (Hair et al., 2017; Henseler et al., 2015). As far as can be seen the HTMT criterion seems not to be met, because all ratios are above 0.85 interpreted as the most conservative threshold (Hair et al., 2017; Henseler et al., 2015). The evaluation of the structural model was performed using the sign, magnitude, and significance of the structural path coefficients; having as a measure of the predictive

accuracy of the model the R2 value for each endogenous variable; and as a measure of the predictive relevance of the model the Stone-Geisser Q2 values are taken (Hair et al., 2017). Still, before evaluating the structural model, the collinearity check was performed (Hair et al., 2017). It could be found that the VIF values had a fluctuation between 1.00 and 1.15, being below the critical threshold of 5 (Hair et al., 2017). Thus, showing that there was no collinearity. The coefficient of determination R2 values for the dependent variables BraEqui, CoCre and LinPla were taken as a critical value of 10% (Falk and Miller, 1992). For the dependent variables, the Q2 is above zero. To evaluate the significance of the parameter estimates, the bootstrapping resampling method was used (Hair et al., 2017).

> **Table 2.** Composite reliability, average variance extracted, correlations, and discriminant validity checks.

Latent Variables	α	CR	AVE	1	2	3	4	5	6
(1) BraEqui	0,980	0,983	0,865	0,930	1,009	0,947	0,999	0,997	0,975
(2) CoCre	0,925	0,964	0,930	0,961	0,965	0,923	1,001	0,989	0,968
(3) EnvRes	0,917	0,960	0,924	0,899	0,851	0,961	0,992	0,928	0,985
(4) LifPer	0,937	0,960	0,888	0,959	0,933	0,922	0,942	0,990	1,000
(5) LinPla	0,954	0,967	0,879	0,964	0,929	0,869	0,937	0,938	0,982
(6) SocRes	0,923	0,951	0,866	0,928	0,895	0,906	0,931	0,921	0,931

**Note:** α -Cronbach Alpha; CR -Composite reliability; AVE -Average variance extracted. Bolded numbers are the square roots of AVE. Below the diagonal elements are the correlations between the constructs. Above the diagonal elements are the HTMT ratios.

Based on the results shown in Table 3, we can notice that Co-Creation has a significantly positive effect in relation to Brand Equity ( $\beta$  0.360, p < 0.01), on the other hand the relationship of Environmental Responsibility with Brand Equity ( $\beta = 0.102$ , p < 0.169) does not show a significantly positive effect because their p-values are above the 0.001 N.S. threshold so this hypothesis is rejected. The first result provides support for H1, while the second result tells us that H2 has no support for its relationship. Likewise, Lifestyle Perception ( $\beta = 0.168$ , p < 0.245) presents a significantly negative effect with Brand Equity by also having a p-value above 0.001, N.S. This hypothesis is also rejected, which means that H2 also has no support to validate it. For Link to Place and its relationship with Brand Equity ( $\beta = 0.364$ , p < 0.01) having significantly positive support in H5. For the assimilation of Social Responsibility with Brand Equity ( $\beta = 0.021$ , p < 0.776) N.S. this hypothesis is rejected, based on the same p-value criterion.

**Table 3.** Structural Model Assessment.

				P
	Pathcoefficient	Standard errors	T Statistics	-
Path	T delicocificient	Standard Cirois	1 Statistics	Values
CoCre ->BraEqui	0,360	0,086	4,177	0,000
EnvRes ->BraEqui	0,102	0,074	1,378	0,169
EnvRes ->LinPla	0,188	0,122	1,534	0,126
LifPer ->BraEqui	0,168	0,144	1,163	0,245
LifPer ->CoCre	0,933	0,014	67,022	0,000
LinPla ->BraEqui	0,364	0,098	3,719	0,000

SocRes ->BraEqui	0,021	0,075	0,285	0,776
SocRes ->LinPla	0,752	0,114	6,614	0,000

Following the previous criterion, we find that the relationship Environmental Responsibility- Link to Place -Brand Equity ( $\beta = 0.068$ , p < 0.136) is valued as N.S. so this hypothesis is rejected. Only, the indirect effects found in Co-Creation mediates the relation between Lifestyle Perception and Brand Equity ( $\beta = 0.336$ , p < 0.01) and Link to Place mediates the relation between Social Responsibility and Brand Equity ( $\beta = 0.336$ , p < 0.01) obtained a significantly positive effect.

**Table 4.** Bootstrap results for indirect effects.

Indirecteffect	Estimate	Standard errors	T Statistics	P Values
EnvRes ->LinPla ->BraEqui	0,068	0,046	1,494	0,136
LifPer ->CoCre ->BraEqui	0,336	0,081	4,140	0,000
SocRes ->LinPla ->BraEqui	0,274	0,088	3,125	0,002

#### 5. Discussion

The results showed that Co-Creation and Link to Place from the beginning had a significantly positive effect on CBBE, which demonstrates the importance of these two variables that should be taken into consideration when applying strategies that lead to generate value to the business and the brand. Although the direct relationship was not supported, the indirect effect showed that social responsibility and lifestyle perception also affected CBBE, bringing evidence about the importance of those two dimensions closely associated with lifestyle entrepreneurs contributed to enhance their brand equity. This provides empirical evidence about this relationship that was identified but not tested (c.f. Dias & Silva, 2021).

The results found complement the results of previous research (Brodie et al., 2006), which states that when added value is given to customers through the creation of experiences; it is considered a core issue regarding the relationship between the customer and the brand. This research also serves as a guide for brand management leaders to meet customer needs through social interaction.

The research also considers the ability of variables to have multiple assimilations, even up to three, to obtain the required results. These innovations that were presented go hand in hand with what was proposed by Yachin (2019) who recognizes the influence that communication capacity can have and how it can affect a business.

The quantitative results show that there is a sequence in the sustainable business models (SBM) that goes from Brand Equity to Social Responsibility implemented in the products and services offered. The starting point is the search for brand recognition through Co-Creation to Brand Loyalty. It is necessary to focus efforts to generate trust in customers. That is why the results are important to establish strategies that allow a better development of the SBM and to obtain a bond of understanding provided through it. Boons and Ludeke-Freund (2013) and Porter et al. (2018) recognized the need to understand how these links are established and how they contribute to innovation. Even so, Glamping continues to generate more followers and the perspective of growth is still on the rise, being able to position itself in a few years as one of the most requested stay options in Spain, forcing the large hotel chains to make modifications in their philosophy to be able to face this new modality of hotels.

#### 6. Conclusions

This study was adjusted in a good way to the literature that was developed in it, having as main base the attitude and perception of the consumer before a brand and the marketing strategies that the

companies must carry out to attract more clients, as well as to maintain the ones that are already there. Through the application of the concepts that were studied in this work, favourable results can be obtained, since with them the customer is given more prominence, giving him participation and where his opinion is very important for the company, making him feel that he is part of the positive changes that are generated in them.

Based on the methodology used, we can say that this study may contain certain limitations for future research because the sample used may not be representative to be generalized to other regions or countries. Considering this, it is necessary to take precautions before generalizing the results revealed here; however, it can serve as a guide for future research by taking our conceptual model and testing it with data from other regions or countries through the implementation of a probability sampling procedure.

The findings present important theoretical implication. First, the links that exist between the different elements that build sustainable business models in tourism. Second, to our best knowledge, this is the first study to link lifestyle entrepreneurship key elements to CBBE. The understanding of the value of the brand based on the client and the disposition they have when deciding to buy, implying with this the price they are willing to pay, if they remain loyal to the brand or simply opt for another one that is on the market and offers similar characteristics. Third, this study highlights the importance of co-creation in the entrepreneurial processes leading to branding, which constitute a novel relationship in the tourism literature.

Companies have a hard work to give value to a brand, since this comes from making it known to create customer loyalty to it on such a scale that many times is willing to pay a higher price for a product or service for the quality that they perceive of it. It was established that CBBE can be positively related to the different concepts that strengthen it and generate a good feeling of benefit-quality and price-value. Although in the literature there are other components that are identified with CBBE, the four components proposed by Aaker are the most accepted by researchers. The intention in this research was to make these components more clearly known, being brand awareness, brand association, perceive quality and brand loyalty the ones that are best integrated to brand equity.

The influence of social and environmental responsibility on customer-based brand equity can vary across different types of businesses. While social and environmental responsibility can have a positive impact on brand equity in various industries, it is particularly crucial in the tourism sector. Tourism businesses often operate in natural or culturally significant destinations, making their environmental and social responsibility practices highly relevant to customers. Consumers in the tourism industry tend to value and prioritize companies that demonstrate a commitment to sustainable practices, environmental conservation, and community development. Therefore, social and environmental responsibility plays a significant role in shaping customer-based brand equity in the tourism sector. However, it's important to note that the influence of social and environmental responsibility on brand equity can also be significant in other industries, depending on consumer expectations and industry-specific factors.

Several managerial recommendations can be drawn from the findings. First, by examining an experience associated to the characteristics of the place, entrepreneurs may adjust their strategy in order to satisfy their clients by learning what visitors appreciate most. Second, the importance of caring about the environment, use local resources, offer genuine experiences linked with involvement with the local community, consume local goods, and distinguish their business from rivals owing to local expertise. From a policy making perspective, local decision-makers and destination managers should recognize that by employing local residents as partners and dynamizing the local economic fabric, the local economy will benefit from this logic of identity with the community and develop more sustainable tourism by enhancing pro environmental and social behaviours.

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# Appendix

# QUESTIONAIRE ITEMS

Variable	Measure items	Sources
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	Brand Awareness	
	<ul> <li>Brand Awareness</li> <li>BA 1. Glamping-type hotels provide a balance of brands offered between famous brands and brands with an ecological trend that allows free selection by guests, in order to achieve brand equity</li> <li>BA 2. Glamping seeks to create a sense of awareness through the reputation of brands, especially those that care about the environment with the aim of influencing the decision of customers</li> <li>Brand Loyalty</li> </ul>	
Brand Equity	<ul> <li>BL 1. They seek to establish loyalty through the motivation of caring for and protecting the environment</li> <li>BL 2. They take advantage of new environmental trends to establish an attitudinal loyalty on the part of the guests</li> <li>BL 3. The higher the level of protection and care that Glamping provides to the environment through its activities, products and services, it can achieve greater loyalty from its customers.</li> <li>Perceived Quality</li> </ul>	Foroudi et al. (2018)
	<ul> <li>PQ 1. Glamping offers better service and customer service than traditional hotels, due to the fact that they focus on the satisfaction of guests, who tend to be small groups instead of the large amounts handled by hotel chains.</li> <li>PQ 2. Employees are actively involved in improving the services offered because they share the ideology of these hotels of caring for the environment and full customer satisfaction.</li> <li>Brand Associations</li> </ul>	
	<ul> <li>BA 1. Glamping is associated with ecological and environmental culture brands, due to their preference for caring for the environment over large economic gains.</li> <li>BA 2. This preference for green brands on the part of the Gampling generates greater loyalty from their customers</li> </ul>	
Co-Creation	The Gampling take into account the criticisms, opinions, comments and / or suggestions made by their	Vargo & Lusch

clients for the improvement and optimization of their	
products and services. Therefore, guests feel actively	
involved in the transformation process of these busi-	
nesses.	
Customers feel that there is a genuine interaction be-	
tween their opinions and the changes developed by this	
type of business	
The ecological tendency of clients and / or tourists in-	
fluences the moment of selecting the type of accomoda-	
tion in which they will stay, giving preference to those	
of an ecological type.	
	and Schuckert
<b>Perception</b> in attracting more visitors from Glamping. (2014).	
The fact of being able to carry out naturalistic activities	
and camping without neglecting the luxuries offered by	
traditional hotels influences the decision-making of vis-	
itors	
The commitment and responsibility with the care of the	
environment, represents one of the main attractions that	
Environmental drive the motivation of customers towards this type of	Demir,
Responsibility business Husam	Rjoub,
I Mehmei	t Yesiltas
The environmental responsibility of the users represents their main metivation to attend this type of hotels.	
their main motivation to attend this type of hotels	
Glamping shows a higher level of corporate social re-	
sponsibility with the communities of influence	
• Employees of this type of hotels show a more active	C 0
	Gunawan &
	an Paja Putra
The Corporate Social Responsibility of Glamping-type	
hotels directly influences their corporate image and the	
decision of customers	
Glamping companies make greater use of social net-	
works as marketing media and brand projection than	
traditional hotels	
Glamping have a lower presence on specialized web  Aurora	Garrido-
pages such as TripAvisor, so they present a competitive Moreno	
Link to Place disadvantage compared to traditional hotels	Morales &
• Glamping makes little use of tools such as CRM Rig-	
Data, for market analysis, which generates a competi-	OCKCII
tive disadvantage compared to traditional hotels.	
The use of Blogs with reviews of the landscapes and	
services with a link to the hotel's official website, is one	

-	
	of the most popular digital media used by the Glamp-
	ling