



Doctoral Programme in Legal and  
Economic Sciences

DOCTORAL THESIS

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USABILITY, CORPORATE  
SOCIAL RESPONSIBILITY AND  
HAPPINESS IN BUSINESS

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International Doctoral School  
Doctoral Programme in Legal and Economic Sciences

USABILITY, CORPORATE SOCIAL RESPONSIBILITY AND HAPPINESS IN  
BUSINESS

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*"It isn't what we say or think that defines us, but what we do."*

Jane Austen



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# Index

|                                                                                                                        |               |
|------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>Abstract</b>                                                                                                        | <b>- 14 -</b> |
| <b>Keywords</b>                                                                                                        | <b>- 15 -</b> |
| <b>Resumen</b>                                                                                                         | <b>- 16 -</b> |
| <b>Palabras clave</b>                                                                                                  | <b>- 17 -</b> |
| <b>Chapter I: Introduction</b>                                                                                         | <b>- 18 -</b> |
| <b>1.1. Theoretical framework</b>                                                                                      | <b>- 19 -</b> |
| 1.1.1. Current business landscape                                                                                      | - 19 -        |
| 1.1.1.1. Digitalization of the Spanish business                                                                        | - 19 -        |
| 1.1.1.1.1. Use of e-commerce in Spanish business                                                                       | - 21 -        |
| 1.1.1.2. Digitalization of Spanish society                                                                             | - 23 -        |
| 1.1.1.2.1. Digital behavior of the Spanish consumer                                                                    | - 25 -        |
| 1.1.2. E-commerce usability                                                                                            | - 27 -        |
| 1.1.2.1. Learnability                                                                                                  | - 29 -        |
| 1.1.2.2. Efficiency                                                                                                    | - 30 -        |
| 1.1.2.3. Memorability                                                                                                  | - 32 -        |
| 1.1.2.4. Error rate                                                                                                    | - 34 -        |
| 1.1.2.5. Satisfaction                                                                                                  | - 36 -        |
| 1.1.3. Corporate social responsibility                                                                                 | - 39 -        |
| 1.1.3.1. Animal welfare                                                                                                | - 40 -        |
| 1.1.3.2. Medioambiental concern                                                                                        | - 42 -        |
| 1.1.3.3. Worker happiness                                                                                              | - 43 -        |
| 1.1.4. Happiness management                                                                                            | - 45 -        |
| <b>1.2. Objectives</b>                                                                                                 | <b>- 47 -</b> |
| <b>1.3. Hypothesis</b>                                                                                                 | <b>- 48 -</b> |
| 1.3.1. Proposed research model                                                                                         | - 53 -        |
| <b>1.4. Methodology</b>                                                                                                | <b>- 54 -</b> |
| 1.4.1. Exploratory studies                                                                                             | - 55 -        |
| 1.4.2. Descriptive study                                                                                               | - 61 -        |
| <b>1.5. Integration of the Sustainable Development Goals with the thesis</b>                                           | <b>- 65 -</b> |
| <b>1.6. Structure of the doctoral thesis</b>                                                                           | <b>- 66 -</b> |
| <b>Chapter II: Transformación digital de las pymes. Análisis de los planes para su impulso desde la Administración</b> | <b>- 70 -</b> |

|                                                                                                               |                |
|---------------------------------------------------------------------------------------------------------------|----------------|
| <b>Chapter III: Estudio comparativo de los métodos de compra online en España</b>                             | <b>- 89 -</b>  |
| <b>Chapter IV: Keys to usability in retail e-commerce: A systematic review of literature</b>                  | <b>- 99 -</b>  |
| <b>Chapter V: Visual components in web usability: analysis of e-commerce</b>                                  | <b>- 119 -</b> |
| <b>Chapter VI: Impacto del bienestar y compromiso medioambiental en la responsabilidad social corporativa</b> | <b>- 136 -</b> |
| <b>Chapter VII: Happiness management and university entrepreneurship: literature review</b>                   | <b>- 150 -</b> |
| <b>Chapter VIII: University entrepreneurship in Spain and happiness management</b>                            | <b>- 168 -</b> |
| <b>Chapter IX: Exploring a decade of happiness and university entrepreneurship: a bibliometric study</b>      | <b>- 186 -</b> |
| <b>Chapter X: Conclusions</b>                                                                                 | <b>- 199 -</b> |
| 10.1. Theoretical contributions .....                                                                         | - 200 -        |
| 10.2. Managerial contributions.....                                                                           | - 204 -        |
| 10.3. Social contributions.....                                                                               | - 207 -        |
| 10.4. Conclusion .....                                                                                        | - 208 -        |
| 10.5. Limitations.....                                                                                        | - 210 -        |
| 10.6. Future research lines .....                                                                             | - 210 -        |
| <b>References</b>                                                                                             | <b>- 213 -</b> |
| <b>Annex I. Research Ethics Committee Report</b>                                                              | <b>- 234 -</b> |
| <b>Annex II. Survey of Chapter V</b>                                                                          | <b>- 236 -</b> |
| <b>Annex III. Certificate of Acceptance of Chapter VI</b>                                                     | <b>- 241 -</b> |
| <b>Annex IV. Certificate of Acceptance of Chapter VIII</b>                                                    | <b>- 243 -</b> |
| <b>Annex V. Certificate of Acceptance of Chapter IX</b>                                                       | <b>- 245 -</b> |
| <b>Annex VI. Other publications</b>                                                                           | <b>- 247 -</b> |

***Annex VII: Scientific congresses \_\_\_\_\_ - 291 -***

***Annex VIII. Award to the communication "Worker happiness, consumer purchase Intent and e-commerce usability, the road to consumer happiness" \_\_\_\_\_ - 352 -***

***Annex IX: Scientific articles under review \_\_\_\_\_ - 354 -***

# Index of tables

|                                                                                                                          |         |
|--------------------------------------------------------------------------------------------------------------------------|---------|
| Table 1. Job Creation and Digitalization of SMEs in 2021-2023.....                                                       | - 21 -  |
| Table 2. Digitalization of Spanish Society 2021-2024. ....                                                               | - 24 -  |
| Table 3. Comparison of the main characteristics of the most common purchasing methods in e-commerce in Spain .....       | - 26 -  |
| Table 4. Relationship between chapters and objectives .....                                                              | - 48 -  |
| Table 5. Current business landscape secondary sources and Information analyzed.....                                      | - 56 -  |
| Table 6. PICOC methodology filtering process.....                                                                        | - 57 -  |
| Table 7. Happiness management secondary sources and Information analyzed -                                               | 59 -    |
| Table 8. PRISMA methodology filtering process .....                                                                      | - 60 -  |
| Table 9. Type of variable, Variable, Measurement scale and Source ordered as they would appear in the final layout ..... | - 64 -  |
| Table 10. Sample information.....                                                                                        | - 65 -  |
| Table 11. SDGs.....                                                                                                      | - 66 -  |
| Table 12. Scientific articles under review .....                                                                         | - 247 - |
| Table 13. Scientific congresses.....                                                                                     | - 291 - |
| Table 14. Scientific articles under review .....                                                                         | - 354 - |

# Index of illustrations

Illustration 1. Proposed research model ..... - 54 -



# Index of graphics

Graphic 1. Evolution of aggregated wages and salaries by industry in millions of euros. .... - 20 -

Graphic 2. Evolution of e-commerce revenue in Spain by sectors in billions of dollars..... - 23 -

# Abstract

This doctoral thesis presents research focused on analyzing the current business landscape in Spain, focusing on e-commerce usability, corporate social responsibility (CSR), and happiness management in business. Throughout this research, the interconnection between these concepts and their relevance to the progress of the Spanish business environment is evident.

The thesis begins with an introduction that presents the key concepts under study and justifies the importance of each. This introduction contextualizes the current business landscape in Spain in relation to e-commerce usability, CSR, and happiness management, highlighting the relationships between these terms. This contextualization leads to the formulation of the objectives and hypotheses that will guide the methodologies employed.

The thesis is structured as a compendium of articles that includes various cross-sectional studies, with emphasis on exploratory and descriptive studies. These studies seek to provide a comprehensive view of the current business landscape in Spain. To contextualize the situation, exploratory studies were conducted, including the analysis of secondary sources and systematic and bibliometric literature reviews. These studies provided insight into the mechanisms implemented by public entities to facilitate the digital transformation of SMEs, as well as the digital purchasing methods of Spanish consumers. Furthermore, a snapshot of how companies evaluate the usability of their e-commerce sites was obtained. Regarding CSR, its components were identified, and its evolution and importance in the academic field over the last 10 years was analyzed. Similarly, a global perspective was obtained on happiness management, its current status, and its evolution over time.

Subsequently, a descriptive study was conducted to integrate the concepts under study and analyze the relationships between them. To this end, a quantitative study in the form of a survey was proposed, gathering information on the constructs, their attributes, and various socioeconomic and demographic issues from the sample. The results were analyzed using a structural equation using the partial least squares (PLS) tool.

Furthermore, this doctoral thesis aligns with several Sustainable Development Goals (SDGs), contributing to SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), and SDG 12 (Responsible Consumption and Production).

Finally, the chapters containing the main contributions of this thesis are presented, which include eight journal publications and book chapters from high-impact publishers. The thesis concludes with theoretical, managerial, and social contributions, followed by the main conclusions. The discrepancy between the digitalization of society and the digitalization of businesses, which affects the competitiveness of Spanish companies, is highlighted. The change in the purchasing behavior of Spanish consumers is also remarkable, as they demand that companies reflect their values and beliefs, giving a decisive role to CSR. Finally, it is emphasized that the population seeks a purpose in the workplace beyond generating wealth, seeking to contribute and be happy, which highlights the importance of happiness management in new business strategies to reach out to workers and contribute to the development of a happier society.

## Keywords

Animal welfare, commitment to the environment, consumer behavior, corporate social responsibility, e-commerce, entrepreneurship, fashion, happiness management, micro, small and medium enterprises (MSMEs), university entrepreneurship, usability, worker happiness.

# Resumen

Esta tesis doctoral presenta una investigación centrada en analizar el panorama empresarial actual en España, con un enfoque en la usabilidad del comercio electrónico, la responsabilidad social corporativa (RSC) de las empresas y la gestión de la felicidad en el ámbito empresarial. A lo largo de esta investigación, se evidencia la interconexión entre estos conceptos y su relevancia para el progreso del entorno empresarial español.

La tesis se inicia con una introducción en la que se exponen los conceptos clave objeto de estudio y se justifica la importancia de cada uno de ellos. Esta introducción permite contextualizar el panorama empresarial actual en España en relación con la usabilidad del comercio electrónico, la RSC y la gestión de la felicidad, destacando las relaciones entre estos términos. Esta contextualización da lugar a la formulación de los objetivos e hipótesis que guiarán las metodologías empleadas.

La tesis se estructura como un compendio de artículos que incluye diversos estudios de carácter transversal, destacándose los estudios exploratorios y descriptivos. Estos estudios buscan proporcionar una visión integral del panorama empresarial actual en España.

Para contextualizar el panorama, se han realizado estudios exploratorios que incluyen el análisis de fuentes secundarias y revisiones sistemáticas y bibliométricas de la literatura. Estos estudios han permitido obtener información sobre los mecanismos implementados por las entidades públicas para facilitar la transformación digital de las pymes, así como sobre los métodos de compra digitales de los consumidores españoles. Además, se ha obtenido una radiografía de cómo las empresas evalúan la usabilidad de sus comercios electrónicos. En cuanto a la RSC, se han identificado sus componentes y se ha analizado su evolución e importancia en el ámbito académico en los últimos diez años. De manera similar, se ha obtenido una perspectiva global sobre la gestión de la felicidad, su situación actual y su evolución a lo largo del tiempo.

Posteriormente, se ha llevado a cabo un estudio descriptivo para integrar los conceptos objeto de estudio y analizar las relaciones entre ellos. Para ello, se ha

propuesto un estudio cuantitativo en forma de encuesta, que recoge información sobre los constructos, sus atributos y diversas cuestiones socioeconómicas y demográficas de la muestra. Los resultados se han analizado mediante una ecuación estructural utilizando la herramienta Partial Least Square (PLS).

Además, esta tesis doctoral se alinea con varios Objetivos de Desarrollo Sostenible (ODS), contribuyendo al ODS 4 (Educación de Calidad), al ODS 8 (Trabajo Decente y Crecimiento Económico) y al ODS 12 (Consumo y Producción Responsable).

Finalmente, se presentan los capítulos que contienen las principales contribuciones de esta tesis, que incluyen ocho publicaciones en revistas y capítulos de libros de editoriales de alto impacto. La tesis concluye con las aportaciones teóricas, gerenciales y sociales, seguidas de las principales conclusiones. Se destaca la discrepancia entre la digitalización de la sociedad y la digitalización empresarial, lo cual afecta la competitividad de las empresas españolas. También se resalta el cambio en el comportamiento de compra de los consumidores españoles, quienes demandan que las empresas reflejen sus valores y creencias, otorgando un papel determinante a la RSC. Por último, se subraya que la población busca en el entorno laboral un propósito más allá de la generación de riqueza, buscando contribuir y ser felices, lo que pone de relieve la importancia de la gestión de la felicidad en las nuevas estrategias empresariales para acercarse a los trabajadores y contribuir al desarrollo de una sociedad más feliz.

## Palabras clave

Bienestar animal, comercio electrónico, compromiso medioambiental, comportamiento del consumidor, emprendimiento, emprendimiento universitario, felicidad del trabajador, gestión de la felicidad, micro, pequeñas y medianas empresas (MPYMEs), moda, responsabilidad social corporativa, usabilidad.

# Chapter I: Introduction

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# Chapter I: Introduction

Chapter I attempts to bring together the research context through the research justification section, the statement of objectives and hypotheses, the methodology used in this doctoral thesis, and to give an overview of the research approach.

## 1.1. Theoretical framework

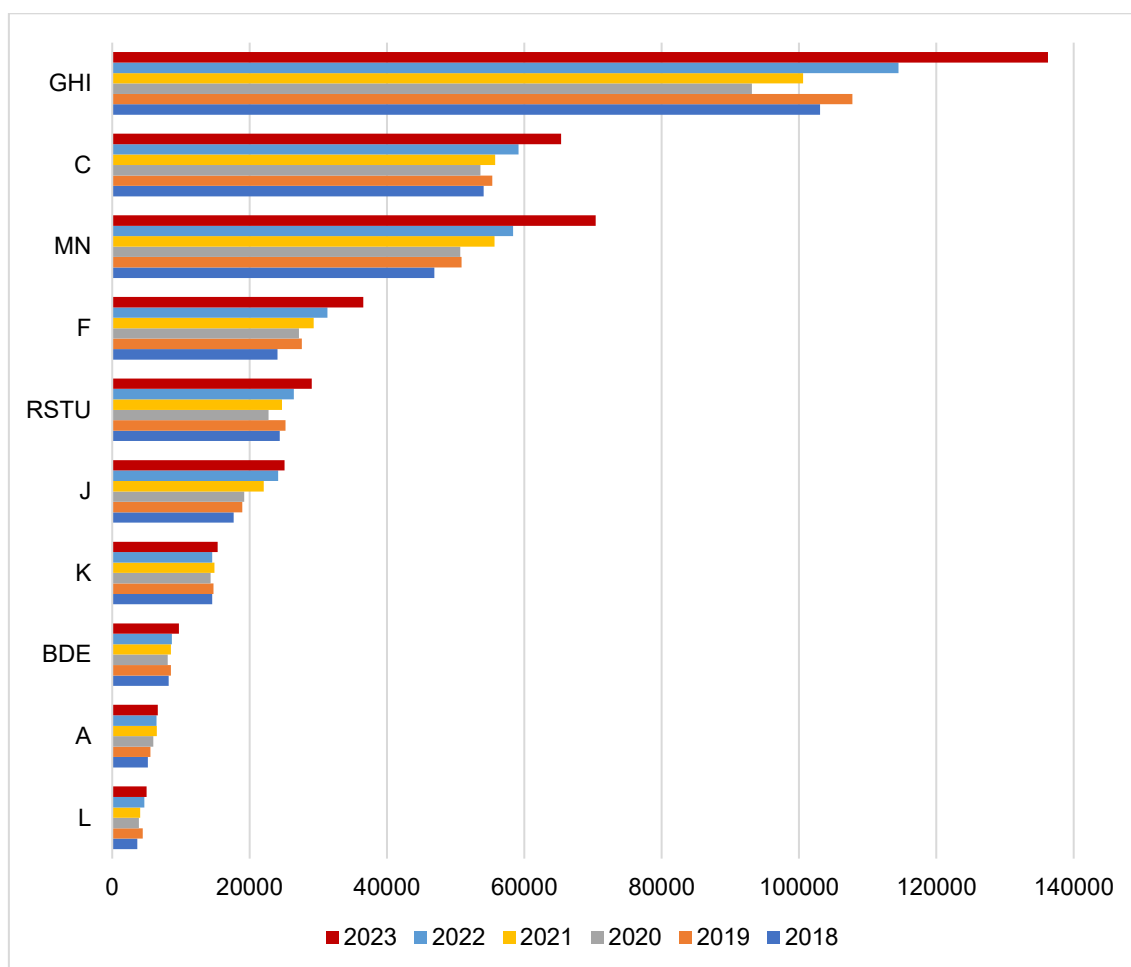
### 1.1.1. Current business landscape

#### 1.1.1.1. Digitalization of the Spanish business

The digitalization of Spanish businesses begins with small and medium-sized enterprises (SMEs), which constitute 99.83% of the Spanish business community. Specifically, they will represent 99.80% of all registered companies in Spain by 2024 (Ministry of Industry, Trade and Tourism, 2023). Furthermore, these SMEs generated 72% of employment in 2021 (Government of Spain, 2021) and 63.81% of employment in 2024 (Ministry of Industry, Trade and Tourism, 2023). However, they face a significant challenge in their digitalization. Despite their predominance in the economy, only 55% of these companies had adopted digital technologies at a basic level in 2021 (European Commission, 2022b), while in 2023 it stood at 60.5% (European Commission, 2024). This limited investment capacity and resources constitute a considerable obstacle to their digital transformation, preventing these companies from fully taking advantage of the benefits of digitalization.

Referring to Graphic 1, which illustrates the evolution of aggregate wages and salaries by industry in millions of euros, although the tourism sector is excluded due to its specific nature, it can be noted that the predominant economic activity in Spain is wholesale and retail trade, motor vehicle and motorcycle repair, transportation and warehousing, and hospitality. These industries are not only fundamental to the Spanish economy but also reflect the urgent need for digitalization to remain competitive in an increasingly technological market.

Graphic 1. Evolution of aggregated wages and salaries by industry in millions of euros.



<sup>1</sup>Source: Own elaboration with data from INE (2025)

All of this underscores the importance of digitalization for Spanish businesses, with a particular emphasis on small and medium-sized enterprises, which constitute most of the Spain's business community. Furthermore, it is particularly

<sup>1</sup> GHI. Wholesale and retail trade, repair of motor vehicles and motorbikes; transport and storage; accommodation and food service activities.

C. Manufacturing industry

MN. Professional, scientific and technical activities; administrative and support service activities.

F. Construction

RSTU. Arts, entertainment and recreation; other activities and services; activities of households as employers of domestic personnel; activities of households as producers of goods and services for own use.

J. Information and communication

K. Financial and insurance activities

BDE. Mining and quarrying, electricity, gas, steam and air conditioning supply; water supply, sewerage, waste management and remediation activities

A. Agriculture, forestry, fishing and fishing

L. Real estate activities



relevant to analyze the retail sector, given its prominent position over the years, and examine how this sector has integrated e-commerce into its operations.

#### 1.1.1.1.1. Use of e-commerce in Spanish business

Spain has shown a positive trend in digitalization, surpassing the average of European Union countries in several indicators (European Commission, 2018; 2019; 2020; 2021; 2022a). In 2022, Spain ranked 7th in business digitalization according to the DESI report (European Commission, 2022a). This progress is significant, but still insufficient, as only 25% of SMEs made online sales in 2021, and of these, only 9% made cross-border sales. Although the figures are currently somewhat better, with 29.6% of SMEs selling online (European Commission, 2024), there is still work to be done. This data underscore the need to improve SMEs' digital skills and technological infrastructure to expand their reach and competitiveness in the global market.

*Table 1. Job Creation and Digitalization of SMEs in 2021-2023.*

|           | % Job creation | % Adoption fo digital technologies | % Digital sales |
|-----------|----------------|------------------------------------|-----------------|
| 2020      | 72%            | 55%                                | 25%             |
| 2023      | 63.81%         | 60.50%                             | 29.60%          |
| Variation | ∇ 8.19%        | Δ 5.50%                            | Δ 4.60%         |

Table 1 reveals a worrying trend in the evolution of the level of job creation by Spanish SMEs during the 2020-2023 period, which has experienced a decline of 8.19%. At the same time, there has been a 5.50% increase in the adoption of digital technologies and a 4.60% increase in sales through digital channels within this same period. These figures highlight the slow penetration of digitalization in small and medium-sized enterprises in Spain. Between 2020 and 2023, the percentages used for digitalization adoption hovered around 4% and 5%, while job creation levels in these companies have seen a significant drop of more than 8%. This contrast indicates the urgent need to accelerate digitalization in SMEs to reverse the negative trend in job creation and improve their competitiveness in the current market. The low level of e-commerce implementation among Spanish SMEs can be attributed to the lack of digital skills among their employees and limited investment capacity. This situation poses a critical challenge to business competitiveness in Spain, as digitalization not only improves operational efficiency but also opens up new market opportunities and fosters innovation.

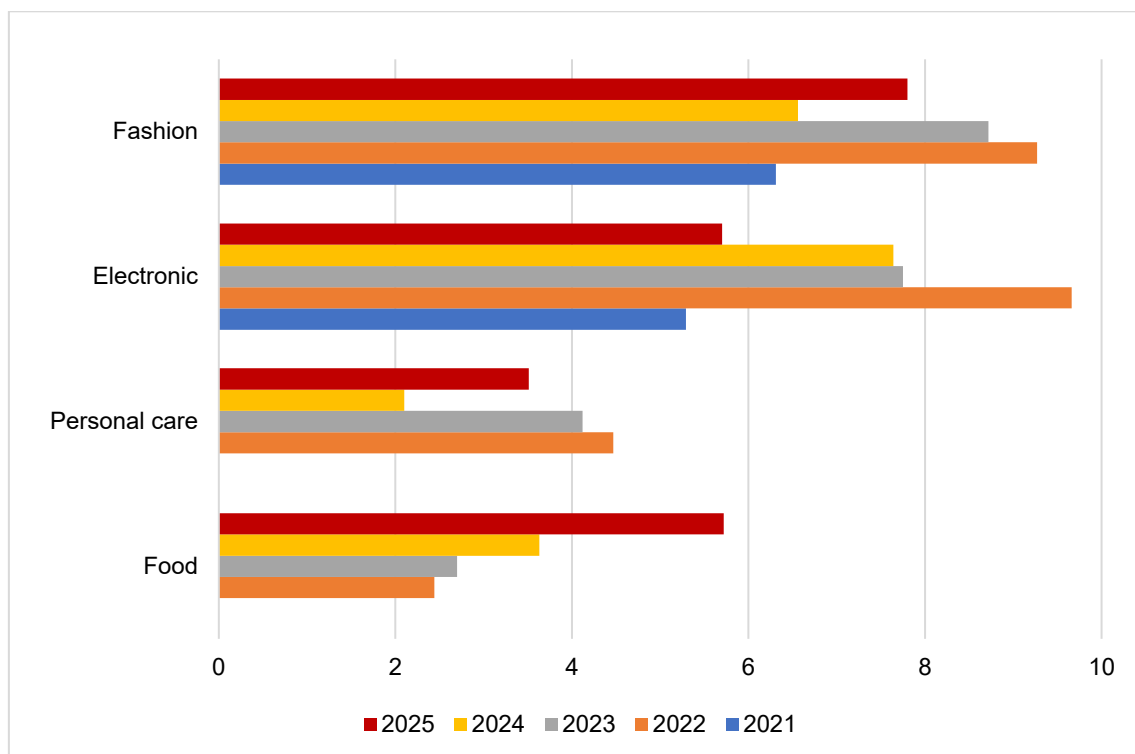
Digital transformation is therefore crucial for SMEs to adapt to the demands of the modern market and thrive in an increasingly digitalized environment.

Thus, e-commerce in Spain has experienced significant growth, with sectors such as fashion, electronics, entertainment, personal care, and food leading in revenue (Datareportal, 2021; 2022. 2023). The COVID-19 pandemic had a profound impact on these sectors, especially electronics, due to the increased demand for devices for work and home entertainment. This phenomenon reflects how the health crisis accelerated the adoption of digital technologies, transforming consumer habits and underscoring the importance of digitalization for economic resilience.

It is particularly interesting to analyze the evolution of e-commerce turnover in Spain. Graphic 2 shows this trend, highlighting the four sectors that recorded the highest sales between 2021 and 2024. Both the personal care and food sectors present data for only four years, as they were not considered highly relevant sectors in 2021.

A deeper look into the data in Graphic 2 shows that the fashion sector has been the leader in 2021, 2023, and 2025, maintaining notable figures in the intervening years. The electronics sector, meanwhile, shows a peak in turnover in 2022 and maintains solid figures in 2023 and 2024, although it experiences a decline in its figures in 2025. Finally, the personal care and food sectors, although with more modest figures, have managed to establish themselves as important players in e-commerce revenue in Spain.

Graphic 2. Evolution of e-commerce revenue in Spain by sectors in billions of dollars.



Source: Own elaboration with data from Datareportal 2021, 2022, 2023, 2024 y 2025

The state of business digitalization in Spain is an interesting starting point for studying the digitalization of its population and the digital behavior of its citizens. These aspects will be addressed in the following section.

### 1.1.1.2. Digitalization of Spanish society

Digital transformation has become an urgent necessity due to the growing intrusion of technology into contemporary society and the economy. In Spain, 2020 data reveal that only 54% of the population possesses basic digital skills, despite the fact that 87% of citizens between 16 and 74 years of age regularly use the internet (European Commission, 2022b), representing the majority of the population. However, three years later, in 2023, these figures have increased significantly: 66.18% of the population has acquired basic digital skills, and the level of internet use has reached 94.48% (European Commission, 2024). This increase in digital skills and internet use reflects a notable change in Spanish society's adaptation to new technologies. Furthermore, internet penetration in households, which was 93.5% in 2020, has increased to 94% in 2023, and the

number of people shopping online has increased from 26.2 million to 30 million (ONTSI, 2021, 2024). This growth in internet penetration and e-commerce indicates a consolidation of digitalization in the consumption habits of Spaniards. Ease of access to the internet and growing trust in digital platforms have driven this change, allowing more people to take advantage of the benefits of e-commerce.

Table 2. Digitalization of Spanish Society 2021-2024.

|           | % Basic digital skills | % Internet use | % Internet penetration in households | Nº Online shoppers |
|-----------|------------------------|----------------|--------------------------------------|--------------------|
| 2020      | 45%                    | 87%            | 93.50%                               | 26.2 mill          |
| 2023      | 66.18%                 | 94.48%         | 94%                                  | 30 mill            |
| Variation | Δ 12.18%               | Δ 7.48%        | Δ 0.50%                              | Δ 3.8 mill         |

These data consolidate the incipient digitalization of Spanish society and highlight the inadequacy of digital skills among the population to adequately address it. As can be seen in Table 2, in percentage terms, the population with basic digital skills has increased by 12.18%, internet use has increased by 7.48%, internet penetration in households has grown by 0.5%, and the number of buyers on digital platforms has increased by 3.8 million. These increases not only highlight the rapid adoption of digital technologies but also the urgent need to improve the population's digital skills to fully leverage these technologies. Just over two-thirds of the population has basic digital skills, compared to the virtually universal use and penetration of the internet in households.

The significant change that Spanish society has experienced following the coronavirus pandemic and its evolution in terms of digitalization is evident. The pandemic acted as a catalyst for digital transformation, accelerating the adoption of digital technologies in all aspects of daily life. The need to work, study, and socialize from home during lockdowns led to an increase in demand for digital skills and internet use. This period of forced adaptation has left a lasting mark on society, driving a transition toward greater integration of digital technologies into daily life. For its part, the European Union has set a target for 80% of the population to have basic digital skills by 2030, an ambitious goal that reflects the importance of digital literacy in the contemporary era.

#### 1.1.1.2.1. Digital behavior of the Spanish consumer

Regarding digital consumer behavior in Spain, they prefer a combination of digital and physical channels, blurring the line between digital and traditional purchases. Five main digital purchasing behaviors can be highlighted here: purely digital, ROPO, showrooming, BOPIS, and BORIS.

The purely digital purchasing method, adopted by 78% of shoppers (IAB Spain, 2024), consists of searching for information and completing the transaction online (Lei et al., 2020). This method is preferred by users due to the theatricalization of the content available in e-commerce, which creates added value and an inspiring and artistic experience (Mróz-Gorgoń & Szymański, 2018).

In contrast, the ROPO (Research Online Purchase Offline) method involves searching for information online and completing the purchase in a physical store. This method emerged when e-commerce penetration was still limited. This purchasing method develops the "Research Buyer Phenomenon" (Kowalczyk, 2018), which is the one who searches for information on the internet, soaks up the different options available, compares prices and ends up choosing the best option and purchasing it in a physical establishment. Although this method has lost popularity, it was still used by 13% of online shoppers in Spain in 2022 (IAB Spain, 2022) and by 2024 it had increased to 15% (IAB Spain, 2024). The difficulty of combining digital marketing data with in-store sales and price inconsistencies between the two channels are some of the challenges this method faces (Sharma et al., 2020; Tinyakova et al., 2020).

Showrooming, known as "Reverse ROPO," consists of searching for information in physical stores and completing the purchase online (Kowalczyk, 2018). Although it is only used by 7% of online shoppers, it remains relevant due to consumers' preference for seeing and trying products before purchasing (IAB Spain, 2022, 2024).

The BOPIS (Buy Online Pick-up In-Store) method allows for online and offline purchases, picking up the order in a physical store. This method offers advantages of both e-commerce and traditional commerce and may be due to impatience in receiving the order as quickly as possible, reducing the risk of

checkout, or maintaining the experience of contact with the physical store (Khandelwal et al., 2020).

The BORIS (Buy Online, Return In-Store) method is based on making purchase online and managing the return of the order in the physical store. This method is popular due to the tedious handling of online returns and the need for a flexible return channel (Lesmes & Leony, 2022).

*Table 3. Comparison of the main characteristics of the most common purchasing methods in e-commerce in Spain*

|               | Information channel | Transaction channel | Reception channel | Post-sale behavior |
|---------------|---------------------|---------------------|-------------------|--------------------|
| Purely online | Online              | Online              | Home delivery     | Online             |
| Show-rooming  | Physical store      | Online              | Home delivery     | Not determined     |
| ROPO          | Online              | Physical store      | Physical store    | Not determined     |
| BOPIS         | Not determined      | Online              | Physical store    | Not determined     |
| BORIS         | Not determined      | Online              | Home delivery     | Physical store     |

Table 3 provides a summary of the most popular purchasing methods in Spain, summarized by information search channel, transaction channel, order receipt channel, and post-sale behavior.

Emerging online purchasing methods are driven by omnichannel. Omnichannel allows for the union of e-commerce and traditional commerce, offering consumers the opportunity to take advantage of both business models. Purely online sales remain the spearhead of e-commerce in Spain, but the trend is moving toward the integration of traditional and online commerce to achieve the perfect balance sought by consumers. Technology will continue to evolve, and online businesses must adapt to meet changing consumer needs.

The growing normalization of e-commerce use and its importance in Spanish society emphasizes the need to delve deeper into this concept. Below, we examine the usability of e-commerce and its various components, analyzing how these elements contribute to the integration of digital technologies into consumer habits and the country's business structure. This study will allow us to better understand the dynamics and trends that drive e-commerce, as well as identify the opportunities and challenges it presents for Spanish businesses.

### 1.1.2. E-commerce usability

As seen above, the implementation of the internet and e-commerce has provided consumers with new tools for their purchasing process (Reibstein, 2002). The COVID-19 pandemic has been a significant turning point for e-commerce, accelerating its adoption and highlighting the importance of key factors such as interface quality and consumer trust (Kharel et al., 2021). In this context, website design and usability have become critical aspects (Alcántara-Pilar & Del Barrio-García, 2016). Usability is essential for the survival of e-commerce, as it determines whether a user continues to use a product and their likelihood of making repeat purchases (Paz et al., 2018; Reibstein, 2002).

The increased importance of e-commerce has led brands to use it as a tool to boost their growth, especially in the fashion sector. These brands seek to create an experience that generates the same satisfaction in both the online and offline environments (Cuesta-Valiño et al., 2022; Gutiérrez-Rodríguez et al., 2020). To achieve this, they must adapt to the continuous changes in their customers' consumption behaviors, offering products and services that respond to their new needs quickly and efficiently (Lavanda Reyes et al., 2022). This phenomenon is mainly due to the increase in the number of purchases made through purely online channels and the rising consumer preference for omnichannel, which is perceived as a more convenient and economical purchasing channel compared to traditional channels (Cavazos-Arroyo et al., 2024; Dogra & Kaushal, 2023).

Research on usability began to gain relevance in the 1990s, when Nielsen (1993) explored this concept alongside utility, considering them essential attributes of any system's functionality. Nielsen defined usability as the ability of users to utilize a given functionality, highlighting several key attributes: ease of learning, efficiency, ease of recall, error reduction, and user satisfaction. These attributes became fundamental pillars for evaluating a system's usability.

Kekre et al. (1995) concluded that usability could be significantly improved through a natural user interface, stating that ease of use and interface capabilities were determining factors for consumer satisfaction.

Simultaneously, Lewis (1995) expanded the definition of usability, describing it as a multidimensional concept that included user satisfaction, the time required to

complete tasks, and the appropriateness of information to the medium. This multidimensional perspective allowed for a more complete understanding of how users interact with systems.

At the beginning of the 21st century, Preece (2001) explained usability in terms of the ease and intuitiveness with which users learned to interact with a product. This approach underscored the importance of designing systems that were intuitive and easy to learn.

Palmer (2002) added that a website with good usability should generate a pleasant user experience and foster the intention to use it. According to Palmer, usability was not only about functionality but also about the user's emotional experience when interacting with the system.

More recently, Weichbroth (2020) has described usability as the study of the interaction between systems, users, tasks, and expectations in their context of use. This holistic perspective considers how the different elements of a system interact to create a coherent and effective user experience.

AlSalem and AlShamari (2023) considered usability as an aspect of quality that facilitated users achieving their goals, defining its attributes as efficiency, effectiveness, and satisfaction. These authors emphasized that usability is crucial to the overall quality of a system.

Kumar et al. (2023) argued that usability was an indicator of the effectiveness, efficiency, and ease of use of an e-commerce platform. According to these authors, usability is critical to the success of e-commerce platforms, as it directly influences user satisfaction and willingness to make purchases.

Saha et al. (2023) viewed usability as a measure of the effectiveness of any interface, highlighting that a well-designed interface can significantly improve the user experience.

Finally, Samawi et al. (2023) insisted that online consumers demanded high-performance, attractive, well-designed e-commerce sites with accurate information and easy navigation. According to these authors, usability is a critical factor in attracting and retaining users on e-commerce platforms, as good usability can improve user satisfaction and foster brand loyalty.



Thus, the classic components proposed by Nielsen (1993) are identified as usability components, since, in retrospect, it can be observed how the authors have sectioned or versioned the attributes proposed by this author. Therefore, the following will examine ease of learning, efficiency, ease of recall, error rate, and satisfaction with the platform.

#### 1.1.2.1. Learnability

Learnability is a fundamental attribute of usability, defined as the ease with which a user can operate a system. This attribute is crucial to ensuring that users can interact effectively with a website from their first use. Nielsen (1993) highlighted the importance of learnability, stating that most systems should be easy to learn to be effective.

Preece (2001) studied a similar attribute, called learning speed, which refers to the time required to learn how to perform actions such as reading and sending messages, as well as understanding information presented on a screen. This approach highlights the importance of designing systems that allow users to learn quickly and easily.

Jeng (2005) limited learnability to the effort required to learn, suggesting that a system's usability can be measured by the amount of effort users must invest to become familiar with it.

Brown et al. (2013) defined learnability as the ease with which users can operate a system's design. This perspective highlights the importance of creating intuitive interfaces that allow users to learn how to use the system without extensive training.

O'Malley et al. (2014) understood learnability as the feeling of familiarity with the visual aspect of the software, suggesting that users should feel comfortable and confident interacting with the system from the first use.

Russ et al. (2014) described learnability as the ease with which end-users can perform fundamental tasks the first time they interact with the design, emphasizing the importance of designing systems that are accessible and easy to use from the start.

More recently, Domínguez Vila et al. (2021) included learnability within the content design dimension of an application. This approach refers to methods for creating learning processes and enhancing the consumer experience with the visual aspect of the website. These authors suggest that learnability can be improved by creating clear and engaging visual content that facilitates system understanding and use.

El-Aasar and Farghali (2022) defined learnability as the user's ability to utilize a system's design and perform the required task on the first attempt. This perspective highlights the importance of designing systems that enable users to complete tasks efficiently and error-free from the first use.

Kureerung et al. (2022) considered learnability in terms of the speed of understanding and using the visual components of information, legibility, and actionability. This view suggests that learnability can be improved by creating clear and easy-to-understand visual interfaces.

Ruiz Ledesma et al. (2022) referred to learnability as the ease with which users can perform basic tasks from the first time they use the system. This view highlights the importance of designing systems that are intuitive and easy to use from the outset.

Finally, Kumar et al. (2023) measured learnability by evaluating the completion, responsiveness, and learnability of websites based on their visual appearance. This approach suggests that learnability can be improved by creating attractive and user-friendly visual interfaces.

In summary, learnability is an essential attribute of usability that has been studied from various perspectives over the years. Learnability remains a critical aspect in ensuring that users can interact effectively with systems and perform tasks efficiently and successfully.

#### 1.1.2.2. Efficiency

Efficiency of use is a crucial attribute of usability in e-commerce, defined as a system's ability to allow users to perform tasks quickly and effectively. According to Nielsen (1993), a system must be efficient to use, implying that once the user has learned how to use the system's design, a high level of productivity is

possible. This author emphasizes the importance of the visual components of the graphical interface, as they are essential for navigating the website and finding what they are looking for. Efficiency of use not only improves the user experience but also increases the likelihood that users will return to the website and make additional purchases.

Preece (2001) did not directly mention efficiency of use as a usability attribute, but rather focused on other components related to the visual aspect of the website, such as navigation and productivity. Navigation refers to the ease with which users can navigate the website and find the information they need. Productivity, on the other hand, refers to the system's ability to allow users to complete tasks efficiently.

Later, Palmer (2002) addressed navigability, defining it as page sequencing, a well-organized design, and a consistent navigation protocol. Palmer also included interactivity, which refers to the ability to customize the look, style, and content of sites, as well as the way they interact with the user. Interactivity is crucial to creating a personalized and engaging user experience.

Nielsen and Loranger (2006) emphasized the importance of good navigation, which is predictable and makes users feel comfortable. According to these authors, the more efficient the system design, the better the user experience, as users visit websites for their usefulness. They also emphasized the need for websites to have good content, as a design that displays clear product information is key to knowing what to buy online. Content clarity not only facilitates purchasing decisions but also increases user confidence in the website.

Hornæk (2006) studied effectiveness by assessing tasks completed, errors made, the amount of information recalled by users after using the system, and the time spent completing specific actions. This perspective allows for a comprehensive evaluation of user efficiency, considering both the accuracy and speed with which users can complete tasks.

More recently, Ruiz Ledesma et al. (2022) explained that efficiency consists of what users have learned to use the system, as well as the speed with which they

complete tasks using the visual component of the website. User efficiency is based on the system's ability to facilitate learning and rapid task execution.

Alhejji et al. (2022) treated the concept of efficiency as the accuracy and completeness with which users achieve specified objectives. Efficiency refers to the system's ability to enable users to complete tasks accurately and completely.

AlSalem and AlShamari (2023) studied efficiency in terms of the time it takes users to complete each task. This perspective emphasizes the importance of designing systems that enable users to complete tasks quickly and efficiently.

Kumar et al. (2023) indicated that efficiency is measured based on its design sub-attributes, which include appropriate organization, self-service enablement, and the website's preferred communication channel. Appropriate organization refers to the logical and coherent arrangement of information on the website, while self-service enablement allows users to perform tasks without external assistance. The preferred communication channel refers to the system's ability to adapt to users' communication preferences.

Ormeño et al. (2023) studied efficiency as the relationship between the percentage of usability requirements successfully elicited and the time spent by the analyst eliciting usability requirements and designing the graphical user interface prototype. This approach allows for evaluating usability efficiency from the perspective of system design and development.

In summary, usability efficiency is an essential attribute of usability in e-commerce, which has been studied from various perspectives over the years. Therefore, it can be stated that efficiency remains a critical aspect in ensuring that users can interact effectively with systems and perform tasks quickly and satisfactorily.

### 1.1.2.3. Memorability

Memorability is a fundamental attribute of usability in e-commerce, defined as a user's ability to return to a system after a period of inactivity without having to relearn its use. This attribute is crucial to ensure that casual users can return to the website after a period of disuse and do not have to relearn everything from scratch, thus facilitating an efficient and satisfying user experience.

According to Nielsen (1993), the system design must be memorable so that users can maintain a continuous and uninterrupted user experience. This author emphasizes the importance of users being able to remember the system's design, implying that the system must be designed in an intuitive and coherent manner to facilitate memorization of its functionalities and structure.

Preece (2001) referred to this concept as retention, highlighting the importance of users remembering how to operate within the visual aspect of the software after using it. Retention refers to how much users remember about the information's layout the next time they visit a digital community. This perspective emphasizes the need to design systems that allow users to easily remember how to use their features, thereby improving efficiency and user satisfaction.

Brown et al. (2013) used the term learnability, referring to users' ability to easily remember how to perform tasks through system design. This approach emphasizes the importance of creating interfaces that are easy to memorize, allowing users to perform tasks efficiently without having to relearn how to use the system each time they use it.

Lacka and Chong (2016) also employed this term and defined learnability as users' ability to easily memorize how to use a technology to perform a specific task and to be able to use it again after a period of time without having to relearn its use. This perspective highlights the importance of designing systems that are intuitive and memorable, which improves the user experience and increases the likelihood that users will return to the website.

Weichbroth (2020) described learnability as the degree to which it is easy for the user to use an application's layout effectively. This approach underscores the importance of designing systems that allow users to remember how to use them efficiently, which improves user satisfaction and system efficiency.

Ali et al. (2022) studied the memorability of a system's layout by comparing the results of repeating the same tasks in different sessions over time. This perspective allows for assessing users' ability to remember how to use the system after a period of inactivity, which is crucial for ensuring a continuous and efficient user experience.

El-Aasar and Farghali (2022) defined memorability as a user's ability to recall and retrace the steps involved in using a system when they return to it after a period of inactivity. This approach highlights the importance of designing systems that allow users to easily remember how to use their features, which improves efficiency and user satisfaction.

Kureerung et al. (2022) identified memorability as the ease of a website's layout and the minimum memory load required to recall a system or application. This approach highlights the importance of designing systems that are intuitive and easy to remember, which improves the user experience and increases the likelihood that users will return to the website.

Likewise, Ruiz Ledesma et al. (2022) defined memorability as the ease with which a user recalls the functioning of a system's design after a period of non-use. This perspective emphasizes the importance of designing systems that allow users to easily remember how to use their features, which improves efficiency and user satisfaction.

Finally, Kumar et al. (2023) indicated that memorability is based on the visual presentation of correct and relevant information that is regularly updated. This view emphasizes the importance of designing systems that present information clearly and coherently, facilitating memorization of their features and structure.

In short, memorability is an indispensable attribute of usability in e-commerce, which has been studied from various perspectives over the years. Memorability remains a critical aspect in ensuring that users can interact effectively with systems and perform tasks efficiently and successfully. The ability for users to remember how to use a system not only improves the user experience, but also increases the likelihood that users will return to the website and make additional purchases, which is critical to the success of e-commerce.

#### 1.1.2.4. Error rate

The error rate is a fundamental attribute of usability in e-commerce, referring to a system's ability to minimize the errors users may make during use. According to Nielsen (1993), system design should have a low error rate, allowing for few errors to be made and ensuring that those that do occur can be easily corrected.

This author emphasizes the importance of systems being intuitive and easy to use to reduce the likelihood of errors.

Kekre et al. (1995) pointed out that users positively value innovative visual features, such as online assistance, which is directly related to minimizing user errors. These features help users resolve queries and avoid errors, thus improving the user experience.

Preece (2001) studied errors, stating that interfaces are designed to prevent users from making mistakes. Their measures entailed counting the errors that occur in different parts of the system, the time it takes the user to recover from those errors, and the quality of the support provided by the system to resolve them.

Calisir and Calisir (2004) indicated that a system must meet certain requirements in its visual design, such as having easy-to-understand error messages, the ability to perform useful work with the program before learning it, the availability of undo to reverse control actions, and the confirmation of questions before executing commands that may pose risks. These requirements increase the perceived usefulness and learnability of the system.

Jeng (2005) defined error as the ability of users to easily recover from errors and whether these errors are easily committed due to the system's design. This perspective underscores the importance of designing systems that allow users to correct errors quickly and efficiently.

More recently, AlSalem and AlShamari (2023) asserted that, for user satisfaction, the absence of errors when using the system design is essential.

Kumar et al. (2023) indicated that the error rate can be measured by three parameters: the overall system accuracy, the error percentage, and the average latency. These parameters allow the system's efficiency to be assessed in terms of its ability to minimize errors and correct them quickly.

Leung et al. (2023) argued that customers could easily encounter problems caused by technical issues while using the visual component of the system. This approach highlights the importance of designing systems that are robust and capable of efficiently handling technical errors.

Ruiz Ledesma et al. (2022) studied the error rate as the number of errors made by users while using the system design, focusing on the severity of these errors and the ease with which users can recover from them. This perspective emphasizes the importance of designing systems that allow users to correct errors quickly and efficiently.

Finally, Toraman et al. (2023) addressed usability design errors from a prevention perspective, highlighting the importance of user perception in preventing and minimizing errors through visual components such as error messages or prompts. Error prevention is essential to improving the user experience and ensuring system efficiency.

In short, error rate is an indispensable attribute of usability in e-commerce, which has been studied from various perspectives over the years. Minimizing and correcting errors remains a critical aspect to ensure that users can interact effectively with systems and perform tasks efficiently and satisfactorily. The ability of systems to minimize and correct errors not only improves the user experience but also increases the likelihood that users will return to the website and make additional purchases, which is critical to the success of e-commerce.

#### 1.1.2.5. Satisfaction

Platform satisfaction is an essential attribute of usability in e-commerce, referring to the extent to which users find a website satisfactory. This attribute encompasses aspects such as the harmony and aesthetics of the website's visual aspect, the presentation of its content, images, graphics, and other elements. User satisfaction is crucial to ensuring that users return to the website and make additional purchases, which is fundamental to the success of e-commerce.

Nielsen (1993) emphasized that the system must be visually pleasing so that users feel subjectively satisfied using it, stressing the importance of an attractive and user-friendly system design to enhance the user experience. Aesthetics and ease of use are key components for achieving high user satisfaction.

Preece (2001) studied user satisfaction in relation to various aspects of the system, such as information design and responsiveness. This perspective emphasizes the need to design systems that meet user expectations in terms of



functionality and visual presentation. System responsiveness and clarity in the presentation of information are determining factors for user satisfaction.

Palmer (2002) addressed user satisfaction by discussing a system's visual content, highlighting the quantity and variety of content it contains and emphasizing the importance of offering visually appealing and diverse content to maintain user interest and satisfaction. Content diversity and quality are essential to attracting and retaining users.

Hornbæk (2006) measured user satisfaction with platform design through standardized questionnaires, which include measures of preference, ease of use, specific attitudes, attitudes toward other people, attitudes toward interface content, perception of results, perception of interaction, aesthetics, the clutteredness of a screen, and even a measurement of user embarrassment. This approach allows for a comprehensive assessment of user satisfaction, considering multiple factors that influence the user experience. User satisfaction assessment should be comprehensive and consider various aspects of the system's design and interaction.

Zviran et al. (2006) defined user satisfaction as the end-user's confidence in the system design, the presentation of accurate information, the use of a clear presentation format, the assurance of information currency, and the perceived ease of use. This perspective emphasizes the importance of designing systems that are reliable and easy to use to improve user satisfaction. Trust in the system and the perception of ease of use are critical to achieving high user satisfaction.

More recently, Barakovic et al. (2023) asserted that the aesthetics of a website can be defined as a subjectively pleasing experience, which is linked to the concept of user satisfaction with the platform. This perspective underscores the importance of designing visually appealing systems to improve user satisfaction. Aesthetics and visual experience are key components in attracting and retaining users.

Kumar et al. (2023) studied satisfaction with website design based on the analysis of customer feedback and an emphasis on personalization. This approach underscores the importance of adapting system design to user preferences and

needs to improve their satisfaction. Content personalization and adaptation to user needs are essential to achieving high satisfaction.

Domínguez Vila et al. (2021) did not verbalize user satisfaction with the platform in their study, but they delved into the functionality dimension, which includes functional design, defined as a paradigm for simplifying the design of hardware and software devices. This perspective directly relates to a satisfactory web design, which improves the user experience. Functionality and design simplicity are key components for achieving high user satisfaction.

Ormeño et al. (2023) considered several concepts of satisfaction: that of the analyst, referring to perceived usefulness, perceived ease of use, and intention to use, and that of the end user, using computer system usability and satisfaction questionnaires where analysts' recommendations are applied. This perspective allows for the assessment of user satisfaction from multiple perspectives, considering both the analyst's and the end user's perceptions. Satisfaction assessment must consider both the analyst's and the end user's perspectives to obtain a complete view.

Finally, Toraman et al. (2023) studied the most visual aspect of a website: graphics, images, and multimedia content, from the user's perspective regarding the appropriateness, controllability, and speed of display of this content. This approach relates to user satisfaction with the platform, highlighting the importance of offering visually appealing and easy-to-control content to improve the user's experience. The appropriateness and speed of display of content are key components for achieving high user satisfaction.

In short, platform satisfaction is an indispensable attribute of usability in e-commerce, which has been studied from various perspectives over the years. User satisfaction remains a critical aspect in ensuring that users can interact effectively with systems and enjoy a satisfying user experience. The ability of systems to deliver a visually appealing and functional experience not only improves user satisfaction but also increases the likelihood that users will return to the website and make additional purchases, which is critical to the success of e-commerce.

### 1.1.3. Corporate social responsibility

Today's society demands that companies be fully accountable for their social impacts, which has led to the creation of various social organizations that certify companies in terms of corporate social responsibility (CSR) (Porter & Kramer, 2006). This highly sought-after concept can, according to Abreu and Badii (2007), be understood as "a company's state of mind in which, in its decision-making, it is committed to doing the right thing, at the right time, in the right place, and with the right means to achieve the right results within a framework of sustainable development that respects the balance between society, nature, and corporate profitability." It should also be noted that CSR is a living concept, evolving over time to adapt to new social and business changes (Aguinis et al., 2024).

This development has made CSR a strategic priority for any business entity, motivating them to improve their social and environmental impacts. The growing focus on CSR has led companies to allocate specific financial resources for its implementation and improvement (McWilliams & Siegel, 2001). However, studies have shown that, when the optimal level of CSR investment is reached, this strategy maintains a neutral relationship with corporate finances; that is, CSR investment recovers the costs it generates (McWilliams & Siegel, 2001). Although CSR is not a new concept, the tools and strategies for addressing it have evolved considerably due to the new expectations imposed by governments in social, environmental, and economic matters (Dahlsrud, 2006).

In this context, it is essential to consider consumers' knowledge of a company, as it influences their beliefs and attitudes toward that company's new products (Brown & Dacin, 1997; Cuesta-Valiño et al., 2023b). Furthermore, CSR initiatives can, under certain conditions, decrease consumers' purchase intentions toward a company's products (Sen & Bhattacharya, 2001). However, the moral associations that consumers establish with a company's CSR, such as its animal welfare practices, have a more significant impact on consumer hedonic experience than quality associations (Tal et al., 2022). Specifically, it can be stated that awareness about animal welfare has increased, playing a fundamental role in CSR practices (Sun et al., 2021).

Likewise, there is a positive relationship between CSR and companies' green innovation policies (Hasan et al., 2024). Green human resource management also has a positive impact on employees' green behavioral intentions, emphasizing the mediating role of CSR in this relationship (Hong et al., 2024). Finally, socially responsible leadership and psychological safety are essential elements for achieving employee well-being, both included in CSR policies (Kyambade et al., 2024).

Companies must not only consider the financial impact of their CSR investments, but also how these practices affect consumer perceptions and behavior, increasing their levels of loyalty to the company (Alghizzawi et al., 2024), as well as the well-being and environmental behavior of their employees. This demonstrates how CSR creates value throughout the business chain, from shareholders to consumers (Ghanbarpour et al., 2024). Thus, authors such as Hess (2025) state that CSR should evolve into Corporate Moral Responsibility, as it addresses issues from a more moral than social perspective; that is, it encompasses much more than society. In short, corporate social responsibility has evolved to become an integral component of modern business strategy, influenced by contemporary social, environmental and economic expectations.

#### **1.1.3.1. Animal welfare**

Some sectors, such as fashion, have tended to ignore animal welfare issues, such as the use of fur, wool, down, and exotic leather (Stringer et al., 2020). This issue is especially relevant for certain consumer groups, such as vegans, who avoid animal products and reject materials such as wool, down, leather, and silk in their purchases because they are not respectful of animal welfare.

Studies have shown that attitudes toward animal welfare significantly influence purchasing decisions, even more than concern for the environment (Miguel et al., 2020). That is, when consumers have a particular sensitivity toward animal welfare and personal appearance, these attitudes positively impact their propensity to purchase cruelty-free products (Grappe et al., 2021). Furthermore, in a broader context, the moral affect that values corporate social responsibility also enhances behavioral intentions toward animal welfare-friendly products (Chang & Chen, 2022).

Despite advances in corporate social responsibility, animal welfare continues to receive less attention compared to other corporate responsibility issues, and the demand for animal welfare-friendly products is not always met (Miranda-de la Lama et al., 2018). Although many consumers report concern for animal welfare, this concern does not always translate into purchasing decisions (Toma et al., 2011).

In the business world, especially in industries such as the meat industry, there is a growing emphasis on implementing measures that promote corporate social responsibility. These strategies are focusing on actions that seek to improve animal welfare, as highlighted in the study by Edwards-Callaway et al. (2024). Companies are recognizing that animal welfare initiatives not only have a positive impact on animals but also significantly impact society, sustainability, and the broader economy.

Companies are adopting more sustainable and ethical practices, which include improving animals' living conditions. These actions not only seek to meet consumer expectations and government regulations but also reflect a genuine commitment to creating a more sustainable and ethical future for all involved.

Furthermore, animal welfare-related actions can be approached from a variety of perspectives. For example, these initiatives can significantly contribute to consumer education and literacy on animal welfare issues. Fennell and de Grosbois (2024) argue that animal welfare education and awareness can play a crucial role in transforming consumer practices. By informing and raising awareness among consumers about the importance of animal welfare, social change can be fostered that promotes more sustainable and responsible behaviors. Increasing knowledge about animal welfare can improve purchasing intentions, but this often requires consumers to accept higher prices, which can inhibit demand (Liang et al., 2022). However, consumers willing to pay more for animal welfare-friendly products gain additional benefits, such as improved health, safety, and a moral sense based on ecological ethics.

Although moral awareness about animal welfare is present, most consumers, however, tend to focus on purchasing behavior and direct consequences, primarily price (Yang, 2023). Nonetheless, there is growing interest in promoting animal safety (Chatterjee et al., 2021).

### 1.1.3.2. Medioambiental concern

Pro-environmental behaviors stem from the adoption of personal values, beliefs, and norms that motivate individuals to act prosocially (Stringer et al., 2020). This awareness of environmental issues, in industries such as fashion, throughout the garment lifecycle, has led companies to focus on the circular economy. This new trend involves designing products without generating waste, using recycled materials, and offering services instead of physical products. The circular economy also encompasses extended producer responsibility, with retailers implementing garment recovery systems to reduce post-consumer waste.

Furthermore, green innovation practices are actively promoted, designed to enable companies to maximize the benefits they obtain from their CSR initiatives. These practices not only seek to improve efficiency and reduce environmental impact, but also to facilitate the adoption of sustainable strategies more effectively and consistently. Environmental innovation is essential for companies to integrate sustainable practices into their daily operations, allowing them not only to comply with environmental regulations but also to improve their reputation and market competitiveness.

Green innovation includes the development of clean technologies, the implementation of more efficient production processes, and the creation of eco-friendly products that minimize the use of natural resources and reduce waste generation. By adopting these practices, companies can transform their CSR strategies into drivers of sustainable growth, achieving tangible benefits in both economic and social terms (Alketbi & Ahmad, 2024; Le et al., 2024).

Environmentally conscious consumers prefer products from organic sources, and when their awareness is based on the circular economy, it fosters trust and long-term attitudes toward the brand (Yang et al., 2024), resulting in more loyal and sustained consumers. Furthermore, concern for animal welfare and environmental commitment are often closely related, as animal welfare often stems from environmental commitment (Ueasangkomsate & Santiteerakul, 2016).

The degree of environmental concern is typically linked to sociodemographic characteristics, political orientations, ecological values, and belief systems

(Miguel et al., 2020). For this reason, organic products primarily target a niche market willing to pay higher prices (de Graaf et al., 2016). Consumers perceive organic products as higher quality, healthier, and more environmentally friendly, which increases their intention to purchase them (Ali et al., 2022). These consumers don't want a simple transaction when they buy, but rather seek assurances that the products they purchase represent their values and promote a sustainable future. Earning and maintaining their trust is essential to establishing a satisfactory relationship between the customer and the brand (Nguyen-Viet & Nguyen, 2024).

The growing importance of environmentalism has increased the number of consumers willing to change their purchasing behavior and engage in pro-environmental activities, from membership in environmental groups to activism (De Klerk et al., 2019).

In short, the adoption of pro-environmental behaviors is driven by a combination of personal values, beliefs, and social norms. Businesses have responded to this trend by implementing circular economy practices, which not only seek to reduce waste but also foster a relationship of trust and long-term commitment with consumers. The interrelationship between animal welfare and environmental commitment emphasizes the importance of a holistic view of sustainability, which encompasses both environmental protection and respect for animals.

### 1.1.3.3. Worker happiness

Worker well-being has been a topic of interest and study since before 2000. Lazear (1999) explored various employee-related factors, focusing especially on how the business environment influences their well-being. Although his research was inconclusive, it laid the groundwork for subsequent studies.

Hughes (2005) approached worker well-being from the perspective of ethical trade, including corporate codes of conduct that promoted both employee well-being and environmental protection. This ethical approach to trade underscored the importance of responsible and sustainable practices in business.

Yao and Zhong (2013) investigated how business unions can improve worker well-being, emphasizing the importance of collaboration and mutual support between companies to create healthier and more equitable work environments.

Kang and Hustvedt (2014) noted that corporate transparency perceived by consumers, especially regarding working conditions, can generate trust and positive attitudes toward the company. This study highlighted the need for companies to be open and honest about their labor practices to gain consumer trust.

Daniels et al. (2017) emphasized that worker well-being and performance are associated with job redesign and training. Continuous training and adapting job roles to employees' needs and skills are crucial to maintaining high levels of satisfaction and productivity.

Ravina-Ripoll et al. (2024) found a strong link between emotional salary, happiness at work, and organizational justice. They asserted that managing happiness at the company level can generate competitive advantages, as happy employees tend to be more engaged and productive.

Other studies have addressed worker well-being from a consumer perspective. Stringer et al. (2020) studied worker well-being in the retail sector, identifying terms such as sweatshop-free and fair trade. These initiatives seek to raise consumer awareness about workers' working conditions and promote more ethical business practices. However, despite these efforts, worker welfare violations persist in the fashion and media industries.

Chatterjee et al. (2021) noted that, in emerging economies, extreme poverty leads to worker welfare violations through practices such as the inclusion of child labor. Many view child labor as an act of altruism that helps families escape poverty, although this practice is highly questionable from an ethical perspective.

Stringer et al. (2022) explained that consumers do not connect with the well-being of exploited or child workers due to cultural distance and the location of factories in poor countries. This cultural and geographical disconnect hinders empathy and awareness of the working conditions of workers in certain industries. In short, there are industries that exist within a social consensus where consumers accept the conditions of modern slavery to keep the costs of the final product low.

Furthermore, recent studies have addressed the term worker happiness from a different perspective, seeking to understand the effects of proper workforce management on employee well-being and how this influences consumer



purchasing decisions. Umair et al. (2023) addressed worker well-being from the perspective of technological stress within digital work, highlighting how this stress can affect customer service while Sun et al. (2024) highlighted the importance of work-life balance to improve employee well-being and happiness.

In short, worker well-being is a multifaceted concept that has evolved over time, integrating ethical, social, and economic aspects. Corporate transparency, training, emotional salary, and happiness management are key elements for improving employee well-being. However, significant challenges remain, especially in industries such as fashion, where working conditions in poor countries and cultural distance hinder consumer empathy and connection with workers. Corporate social responsibility and happiness management in the company are promising approaches to address these problems and promote a fairer and more sustainable work environment.

#### 1.1.4. Happiness management

Businesses are presented as engines of social change, reflecting various fundamental aspects of economic and social development. These include job creation, economic growth, boosting productivity, increasing competitive pressure, incentivizing businesses to improve efficiency, and introducing innovation (Mortan et al., 2014; Robb & Robinson, 2014). This social change, by directly affecting people, is closely linked to happiness management within the business ecosystem. Businesses seek to adapt to society by adopting happiness management strategies that respond to changing social demands. A clear example of these strategies is the creation of social enterprises, which challenge the traditional conceptualization of business in favor of a moral orientation of the economic system and the social value they generate (Bull & Ridley-Duff, 2019).

In addition, other emerging trends such as ecopreneurship, oriented toward sustainable development, represent another significant example of how companies can contribute to social and environmental well-being (Del Brío González et al., 2022). These movements are part of the so-called "green economy," which places special importance on the sustainable nature of productive activity with the aim of preserving ecosystems (Foncubierta-Rodríguez et al., 2021). The green economy is influenced by changes in

consumer behavior, which shows a growing preference for sustainable brands (Ravina-Ripoll et al., 2021). This perspective can also be extrapolated into the field of human resources, where happiness management plays a crucial role. Sustainable practices in human resource management improve employee engagement, employee well-being, and sustainable performance (Martínez-Falcó et al., 2024).

Furthermore, the implementation and use of a sustainable organizational culture, oriented toward corporate social responsibility practices, can lead to higher levels of financial performance and a climb in the corporate rankings (Pinzón-Castro & Maldonado-Guzmán, 2023). These types of projects also have a direct impact on the regional growth of the area where they are developed, contributing to increased regional wealth (Aparicio et al., 2023).

It is important to incentivize sustainable or corporate social responsibility aspects within the company to influence the happiness of both the company itself and consumers (Cuesta-Valiño et al., 2023a). By being consistent with current social values and goals, this consumer happiness, caused by having their social and sustainable demands met, influences their loyalty. This aligns with the company's happiness management, as it encourages the adoption of social and sustainable habits or behaviors within the organization to meet the demands of its consumers (Gutiérrez-Rodríguez et al., 2023).

Likewise, business activity is understood to generate procedural or procedural utility (Frey & Benz, 2003; Kautonen et al., 2015). This means that, following the line of achieving a goal beyond the economic, we work with a perspective oriented toward well-being outcomes. Thus, it can be identified that working in reduced hierarchies can increase happiness at work. This is related to better internal communication in companies, as a close link between happiness and internal communication has been demonstrated (Castro-Martínez & Díaz-Morilla, 2020). Furthermore, working on a company's overall communication and providing quality informative content on social media can be highly effective, directly impacting consumer purchase intent and loyalty (Çil et al., 2023). Using content marketing and communication techniques by companies creates functional, social, and emotional value at the consumer level (Repovienė & Pažėraitė, 2023).

Another aspect that can increase happiness in the business environment is autonomy, also understood as individual self-organization (Rosenblat & Stark, 2016; Shir et al., 2019). Employees who consider themselves "their own bosses" value this characteristic so highly that it more than compensates for the difficulties associated with self-employment (Binder & Coad, 2010). Furthermore, these employees are characterized by their shared mindset, talent, innovation, and flexibility at work (Ravina-Ripoll et al., 2017; Teece, 2014), which are also understood as fundamental components of emotional salary (Madero-Gómez et al., 2021). This emotional salary has a direct impact on happiness at work and, furthermore, mediates between organizational justice and happiness at work, making it a fundamental element in happiness management (Ravina-Ripoll et al., 2024). The happiness derived from business specificities can contribute to maximizing the achievements of both the individual and the organization (Cuesta-Valiño et al., 2023c; Stam et al., 2014).

Therefore, happiness management within the business environment, through social (Battilana et al., 2015) or sustainable enterprises, can generate personal and professional benefits for employees and employers. These benefits impact the organization in which these individuals work (Rando-Cueto et al., 2023; Ravina-Ripoll et al., 2022), which would ultimately increase the quality of life of the population in general.

## 1.2. Objectives

This doctoral thesis seeks to understand the main influencers of the current business landscape, focusing primarily on e-commerce usability, corporate social responsibility, and happiness management in companies.

To this end, a series of objectives have been defined:

**O.1. To understand the different training mechanisms designed by public entities to facilitate digital transformation. (Chapter II)**

**O.2. To compare the different online purchasing methods that have become established in Spanish society after the coronavirus pandemic. (Chapter III)**

**O.3. To understand how e-commerce usability is managed from a business perspective. (Chapter IV)**

**O.4. To determine the attributes of e-commerce usability. (Chapter V)**

**O.5. To understand the attributes of a company's corporate social responsibility. (Chapter VI)**

**O.6. To study the relationship between happiness management and entrepreneurship. (Chapters VII, VIII, and IX)**

Table 4 below shows a list of the chapters, their summaries, and the objectives each pursues.

*Table 4. Relationship between chapters and objectives*

| Chapter | Summaries                                                                                                                                                                                                                                                          | Objectives |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| II      | The level of digitalization of Spanish society and business is studied, and the different proposals implemented by the Administrations to improve these levels of digitalization of Spanish business are identified.                                               | 1          |
| III     | An analysis is made of the different online purchasing methods in Spain                                                                                                                                                                                            | 2          |
| IV      | The usability of electronic commerce is addressed from the company's perspective, that is, the methods, tools, criteria, web development phases and purchasing phases in which a platform is involved during the process of evaluating its usability are analyzed. | 3          |
| V       | The different components of e-commerce usability are investigated from a consumer behavior perspective.                                                                                                                                                            | 4          |
| VI      | The relationship between animal welfare, environmental commitment and worker happiness with corporate social responsibility is studied.                                                                                                                            | 5          |
| VII     | A thorough review of the literature on the concepts of happiness management and entrepreneurship in the university and happiness and entrepreneurship is carried out.                                                                                              | 6          |
| VIII    | The relationship between university entrepreneurship and happiness management is studied                                                                                                                                                                           | 6          |
| IX      | An investigation is carried out into the evolution of the relationship between happiness management and university entrepreneurship.                                                                                                                               | 6          |

## 1.3. Hypothesis

Small and medium-sized enterprises (SMEs) represent most of the business community in Spain, reaching 99.83% in 2024 (Ministry of Industry, Trade and Tourism, 2023). These companies, which generated 72% of employment in 2021 (Government of Spain, 2021) and 62.81% in 2024 (Ministry of Industry, Trade and Tourism, 2023), face significant challenges in their digitalization process. Although they are predominant in the economy, only 55% of SMEs had adopted basic digital technologies in 2021 (European Commission, 2022b), a figure that increased to 60.5% in 2023 (European Commission, 2024). A lack of resources and investment capacity limits their digital transformation, preventing them from

fully reaping the benefits of digitalization. Following the coronavirus pandemic, Spaniards' digital consumption habits have changed (Kharel et al., 2021). Almost 25% of shoppers who previously always or almost always shopped in physical stores now admit to purchasing more through online channels (BNP Paribas, 2021). This reality creates the need to focus the study on e-commerce, as it is considered a very important tool (Khandelwal et al., 2020; Reibstein, 2002) within this behavioral shift in purchasing. Furthermore, this type of commerce is not limiting; e-commerce is understood to be any economic activity that carries out transactions using the internet (Sadowski et al., 2021), that is, it includes a variety of formats such as websites, applications, or emerging methods. Furthermore, consumer preference for omnichannel has been seen to gain relevance (Dogra & Kaushal, 2023), with 65% of Spaniards shopping both in physical stores and online (IAB Spain, 2024).

So much so that this challenge is especially significant in the retail sector, which has integrated e-commerce into its operations. This gives rise to the following research hypothesis:

**H1: The current business environment demands improvements in e-commerce usability.**

In addition to the importance of studying usability from a business perspective, changing buyer behavior makes it especially important to consider socially oriented business strategies. Entrepreneurs are increasingly characterized by their strong social focus (Bel Durán et al., 2023). New entrepreneurs aim to generate more than just economic profit; they aim to transcend the society in which they operate (Bel Durán et al., 2023; Frey & Benz, 2003; Kautonen et al., 2015), becoming the driving force of innovation and social growth in their country (Aparicio et al., 2021; Ward et al., 2019).

**H2: The current business environment demands corporate social responsibility strategies in companies.**

In parallel with the study of e-commerce usability and corporate social responsibility, a new concern is emerging: happiness management within the entrepreneurial field. The behavioral change among consumers and businesses in Spain represents a turning point for business and society. First, this is reflected

in the demand for entrepreneurship training at the university level (Piperopoulos & Dimov, 2015), due to the difficulties potential entrepreneurs face in starting a business (Martínez-Campillo et al., 2019; Martínez Martín et al., 2019). Thus, it is determined that 11.6% of emerging university students and 20.8% of established students intend to start a business (Ruiz-Navarro et al., 2021), driven by the optimism and proactivity that has emerged after the coronavirus crisis (Cardella et al., 2024). This new training need is understood as a new opportunity for the universities, where guiding entrepreneurship in all disciplines (Salas-Velasco, 2023) becomes a necessity. Furthermore, the goal is to do so with training focused on the various areas of entrepreneurship, from managing company accounts to more innovative areas, such as managing happiness in the workplace. It's interesting to address the most innovative areas, such as happiness management, as it is one of society's emerging concerns.

### **H3: The current business environment demands training in happiness management within the company.**

The rise of e-commerce demands a deeper study of its key factors, leading to the emergence of the concept of usability (Alcántara-Pilar & Del Barrio-García, 2016). This concept is understood as the fundamental element for the survival of any e-commerce, as it is what ensures the continued use of a given system (Paz et al., 2018), as it is one of the functional attributes of any system (Nielsen, 1993). Several authors understand usability as a multidimensional element (Alcántara-Pilar & Del Barrio-García, 2016; Lewis, 1995), that is, as composed of various attributes.

Other authors delve deeper into the study of usability, identifying different attributes that can potentially comprise it. Five key factors stand out in this study (Lacka & Chong, 2016; Nielsen, 1993): ease of learning, efficiency of use, ease of recall, error rate, and platform satisfaction.

First, ease of learning is defined as how easy or quick it is to learn to use or understand a system (Brown et al., 2013; Kureerung et al., 2022; Preece, 2001; Ruiz Ledesma et al., 2022; Russ et al., 2014). It can also be understood as the feeling of ease when familiarizing oneself with a system (O'Malley et al., 2014) or the effort a user makes to learn how to use a system (Jeng, 2005).

#### **H4a: Learnability is a significant attribute of e-commerce usability.**

Second, usability efficiency is explained by ease of learning, since it is understood that once the user has learned to use the system, they can achieve a high level of productivity (Nielsen, 1993). This attribute is linked to the ease of navigation and orderliness of the system (Kumar et al., 2023; Nielsen & Loranger, 2006; Palmer, 2002; Preece, 2001; Ruiz Ledesma et al., 2022). It is also understood as the ease with which tasks or objectives are completed within the use of the system (Alhejji et al., 2022; AlSalem & AlShamari, 2023; Davidavčienė et al., 2020; Ormeño et al., 2023; Ten & Paz, 2017).

#### **H4b: Efficiency is a significant attribute of e-commerce usability.**

Third, memorability. This attribute is defined as the ease with which a user can return to using a system after a period of disuse (Brown et al., 2013; El-Aasar & Farghali, 2022; Kureerung et al., 2022; Lacka & Chong, 2016; Nielsen, 1993; Preece, 2001; Ruiz Ledesma et al., 2022; Weichbroth, 2020). Other authors, however, link this attribute to the ability to repeat actions within a system (Ali et al., 2022; Kumar et al., 2023).

#### **H4c: Memorability is a significant attribute of e-commerce usability.**

Fourth, the error rate is identified as another usability attribute, which focuses on minimizing errors and how to correct them if they occur (AlSalem & AlShamari, 2023; Jeng, 2005; Kumar et al., 2023; Leung et al., 2023; Nielsen, 1993; Preece, 2001; Ruiz Ledesma et al., 2022). However, other authors take a different approach to this attribute, focusing on the mechanisms available to the system itself to correct or avoid errors (Calisir & Calisir, 2004; Kekralce et al., 1995; Toraman et al., 2023).

#### **H4d: Error rate is a significant attribute of e-commerce usability.**

Fifth, platform satisfaction refers to how pleasant a system is to use (Barakovic et al., 2023; Nielsen, 1993). This attribute is mostly studied in relation to visual aspects such as information design, multimedia content, images, etc. (Domínguez Vila et al., 2021; Hornbæk, 2006; Palmer, 2002; Preece, 2001; Toraman et al., 2023; Zviran et al., 2006).

#### **H4e: Satisfaction is a significant attribute of e-commerce usability.**

Some sectors, such as fashion, have ignored animal welfare issues, which is especially relevant for new consumer trends, such as veganism (Stringer et al., 2020). Attitudes toward animal welfare significantly influence purchasing decisions, even more so than environmental concerns (Miguel et al., 2020). Although there is progress in corporate social responsibility, animal welfare receives less attention, and the demand for animal-friendly products is not always met (Miranda-de la Lama et al., 2018). In industries such as the meat industry, measures to improve animal welfare are being implemented, which has positive impacts on society and the economy (Edwards-Callaway et al., 2024). Furthermore, animal welfare education can transform consumption practices (Fennell & de Grosbois, 2024), although this may require consumers to accept higher prices (Liang et al., 2022).

**H5a: Animal welfare is an attribute of corporate social responsibility.**

Pro-environmental behaviors stem from personal values, beliefs, and norms that motivate individuals to act prosocially (Stringer et al., 2020). In industries such as fashion, this awareness has resulted in the rise of the circular economy, which involves designing products without generating waste and using recycled materials. Furthermore, green innovation practices are promoted to optimize the benefits of CSR initiatives by improving efficiency and reducing environmental impact (Alketbi & Ahmad, 2024; Le et al., 2024). Environmentally conscious consumers prefer eco-friendly products, which fosters brand trust and loyalty (Yang et al., 2024). Eco-friendly products target a niche market willing to pay higher prices, perceiving them as higher quality and healthier (Ali et al., 2022). The growing importance of environmentalism has increased the number of consumers willing to change their purchasing behavior and engage in pro-environmental activities (De Klerk et al., 2019).

**H5b: Environmental commitment is an attribute of corporate social responsibility.**

Worker well-being has been studied since before 2000. Lazear (1999) explored how the business environment influences employee well-being. Hughes (2005) highlighted the importance of responsible and sustainable practices in ethical trade. Yao and Zhong (2013) emphasized collaboration between companies to improve workplace well-being. Kang and Hustvedt (2014) noted that corporate



transparency builds consumer trust. Daniels et al. (2017) associated employee well-being and performance with job redesign and training. Ravina-Ripoll et al. (2024) found that managing happiness in companies can generate competitive advantages. Stringer et al. (2020) studied well-being in the trade sector, highlighting terms such as exploitation-free and Fair Trade. Chatterjee et al. (2021) noted that extreme poverty in emerging economies leads to practices such as child labor. Stringer et al. (2022) explained that cultural distance hinders empathy for exploited workers. Umair et al. (2023) addressed technological stress in digital work, and Sun et al. (2024) discussed the importance of work-life balance.

#### **H5c: Worker happiness is an attribute of corporate social responsibility**

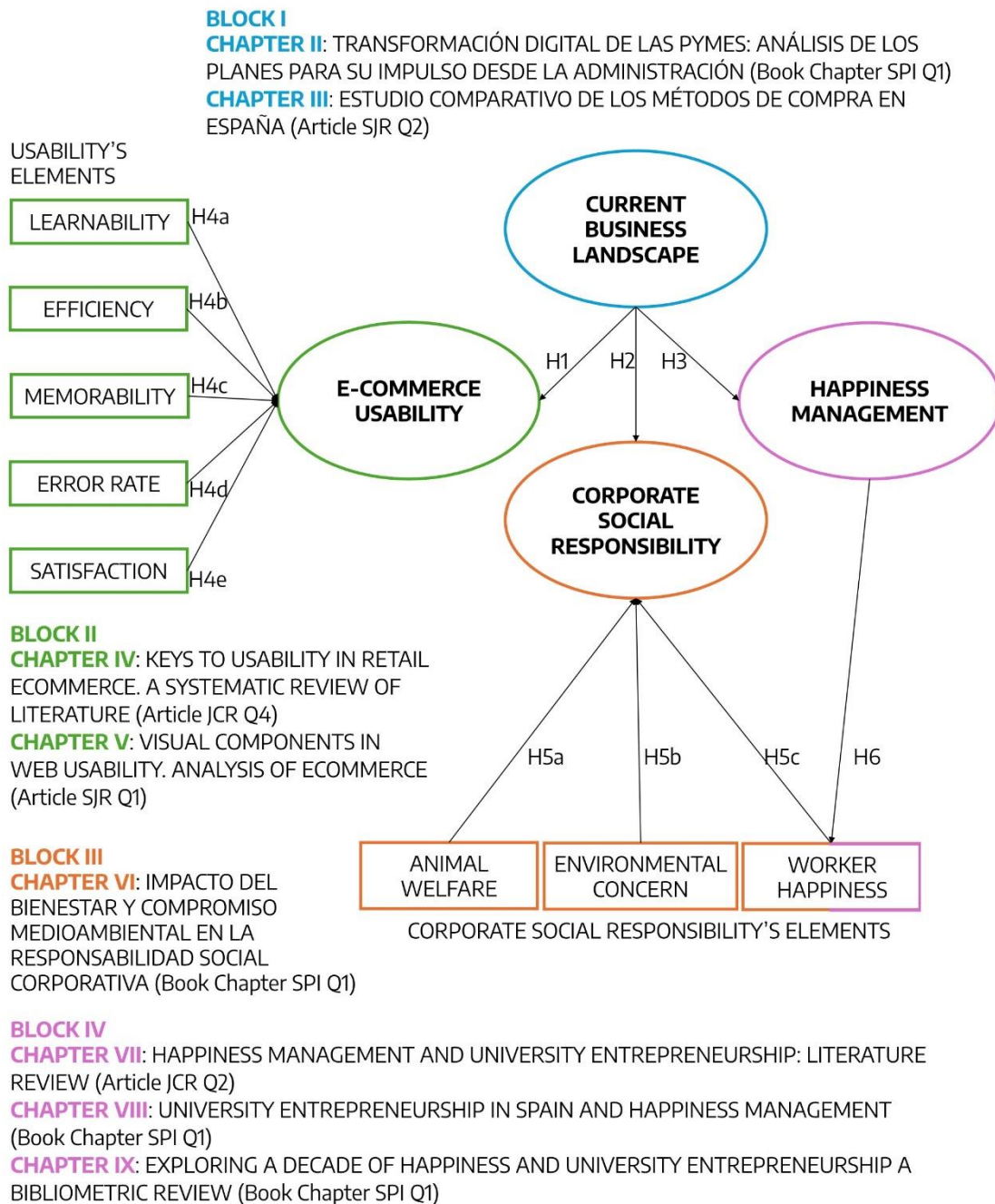
The impact of these happiness management mechanisms is such that they bring personal benefits to employees and employers, positively impacting the company itself (Rando-Cueto et al., 2023; Ravina-Ripoll et al., 2022) and achieving a better quality of life overall. Furthermore, these strategies are also reflected in consumers, who, seeing the company operate in accordance with its values and social goals, increase their happiness with the company (Cuesta-Valiño et al., 2023a). In turn, consumer happiness influences their loyalty to the company by seeing their needs met (Gutiérrez-Rodríguez et al., 2023).

#### **H6: Happiness management positively affects worker happiness.**

### **1.3.1. Proposed research model**

Illustration 1 below shows the detailed proposed model.

Illustration 1. Proposed research model



## 1.4. Methodology

Next, this thesis, structured as a compendium of articles, encompasses different methodologies. At the beginning of this doctoral thesis, a debate was held regarding which research design to use, whether cross-sectional or longitudinal. Finally, a cross-sectional design was chosen as it was more appropriate to the available resources.

Thus, the studies carried out in this doctoral thesis are cross-sectional in nature (Hernández Sampieri et al., 2007), that is, they use information and data collected at a single point in time, with the purpose of describing variables and analyzing their incidence and interrelationship at a given time.

Due to resource limitations, the option of conducting longitudinal studies was excluded (Hernández Sampieri et al., 2007), as it was not possible to conduct research at several points in time, defining periods of interest in which the data would subsequently be analyzed and inferences made regarding change over time, identifying their determinants and consequences. Finally, cross-sectional research was carried out, consisting of exploratory and descriptive studies that will be detailed below.

### 1.4.1. Exploratory studies

First, within cross-sectional research, exploratory studies were conducted (Santesmases Mestre, 2009). These studies seek to identify the problems under study and refine them, allowing the researcher to be more precise when identifying the most relevant variables for their research. They seek to gain a deeper understanding of a specific context at a specific time (Hernández Sampieri et al., 2007).

Within this type of study, several methodologies are proposed, including secondary source analysis and literature reviews.

Secondary source analysis uses data from external studies published by the Government of Spain (2021), the Official State Gazette (BOE, 2022), and IAB Spain (2021, 2022). These studies aim to delve deeper into the current business landscape in Spain.

The following table shows the list of secondary sources, and the information analyzed:

Table 5. Current business landscape secondary sources and Information analyzed

|                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Current business landscape secondary sources and Information analyzed                                                                                                                                                                                  |
| Recovery, Transformation, and Resilience Plan (Government of Spain, 2021) and Retail Competitiveness Support Program (BOE, 2022):<br>- Mechanisms implemented by public entities to facilitate the digital transformation of SMEs.                     |
| Annual E-commerce Study 2021 and 2022 (IAB Spain, 2021, 2022):<br>- Consumer information search.<br>- Transaction channel chosen by the consumer to make the purchase.<br>- Method of order receipt by the consumer.<br>- Consumer post-sale behavior. |

Next, with the aim of learning more about usability in e-commerce, a systematic literature review was conducted. This literature review sought to delve deeper into the *modus operandi* by which companies managed the evaluation of their e-commerce sites. To this end, the PICOC methodology was used, following studies such as those by Ten and Paz (2017). This methodology focuses on assessing the population, intervention, comparison, results, and context.

This methodology is the most appropriate for conducting this study because it allows for extensive filtering of the database to identify the most relevant articles on this topic. To this end, four filtering processes were performed, and searches were conducted in three different databases: Scopus, Web of Science, and ProQuest. First, the search criteria were defined according to four filters:

1. Framework OR tool OR technique OR groundwork OR approach OR scheme OR plan
2. "user experience" OR UX OR "customer experience" OR CX OR "usability"
3. "online commerce" OR e\*commerce OR commerce OR "digital commerce"
4. Retail

After completing the entire filtering process, two inclusion criteria were defined:

1. Articles that described an empirical validation of methodologies, techniques, or tools for evaluating the usability or user experience of e-commerce
2. Studies that compared or contrasted different methodologies for evaluating the usability or user experience of e-commerce.

And seven exclusion criteria:

1. Studies that did not describe usability or user experience evaluation methodologies.
2. Studies where websites were not the subject of study (e.g., mobile applications). This study does not cover omnichannel retail.
3. Studies not focused on e-commerce.
4. Studies that identified user experience or usability within the usability of the study itself, not applied to a website.
5. Studies in languages other than English or Spanish.
6. Studies not available for download after contacting the authors.
7. Literature reviews or best practice studies on the subject.

Below is a summary table of the different processes in this methodology:

*Table 6. PICOC methodology filtering process*

| Review phase   | Results identified by review phase | Detailed results                                                                                                                                                        |
|----------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Search         | 337                                | Scopus = 97<br>Web of Science = 83<br>ProQuest = 157                                                                                                                    |
| Identification | 87                                 | Results excluded in second filter = 250                                                                                                                                 |
| Selection      | 69                                 | Publications excluded by criteria<br>Criterion 1 = 0<br>Criterion 2 = 9<br>Criterion 3 = 13<br>Criterion 4 = 4<br>Criterion 5 = 0<br>Criterion 6 = 3<br>Criterion 7 = 8 |
| Eligibility    | 26                                 | Duplicate removal = 18                                                                                                                                                  |

Therefore, it can be concluded that a systematic literature review using the PICOC methodology conducted an in-depth analysis of a total of 18 articles.

Of these articles, the following aspects were analyzed in depth:

1. Methods used to measure usability or user experience.
2. Tools used to measure usability or user experience.
3. Criteria used to evaluate usability or user experience.
4. Status of website development at the time of usability evaluations.
5. Status of the purchasing process during which usability evaluations are carried out.

To contextualize the status of CSR and its variables, another literature review was conducted. In this case, a bibliometric review of the literature was conducted using the PRISMA methodology. This methodology offers a detailed and methodical framework for conducting and publishing systematic reviews, ensuring that studies are identified, evaluated, and synthesized in a transparent and comprehensive manner (Page et al., 2021). This bibliometric review of the literature was conducted exclusively in the Web of Science database. Within the development of the methodology, six filters were defined in the search process:

1. Topic: "worker welfare" OR "worker well\*being" OR "employee welfare" OR "employee well\*being" OR "animal welfare" OR "animal well\*being" OR "animal health" OR "environmental commitment" OR "environmental engagement" OR "environmental concern" OR "environmental awareness" AND "purchase intention\*" OR "intention to purchase" OR "intention to buy" AND "social corporate responsibility" OR "SCR".
2. Date: 2014-2024.
3. Document type: Article.
4. Language: English and Spanish.
5. Research area: Business Economics and Behavioral Sciences.
6. Highly cited papers.

This search and filtering process resulted in the analysis of 129 articles, including:

1. Most cited articles, year of publication, authors, title, journal, and citations.
2. Evolution of scientific production based on the number of publications and citations.
3. Journals with the most publications, Q and H index.
4. Countries with the most publications.

Finally, within the analysis of happiness management in companies, various exploratory studies were carried out, along with analyses of secondary sources and systematic and bibliometric reviews of the existing literature. Special emphasis was placed on this concept as it is the most novel and for which the least information was available. Therefore, conducting all these studies helps to understand the context in which it was born and how it has evolved to what it is today. First, a secondary source analysis was conducted to understand the landscape of happiness management. For this purpose, the reports by the

Ministry of Labor and Social Economy (2019, 2020, 2021, 2022, 2023), Ruiz-Navarro et al. (2021) and Calvo et al. (2023) were used.

Table 7 shows the relationship between secondary sources and the information analyzed.

*Table 7. Happiness management secondary sources and Information analyzed*

|                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Summary, concepts studied and sources                                                                                                                                                                                                                                                                                                                                                                                          |
| Global University Entrepreneurial Spirit Students' Survey Spain 2021 (Ruiz-Navarro et al., 2021):<br>- Intentions of emerging and active entrepreneurs<br>- Entrepreneurial intentions of university students<br>- Entrepreneurial climate of universities<br>- Entrepreneurial self-assessment of university entrepreneurs' business performance<br>- Perception of business opportunities<br>- Diffusion of entrepreneurship |
| Global Entrepreneurship Monitor Spain Report 2022/2023 (Calvo et al., 2023):<br>- Adult population involved in the entrepreneurial process<br>- Reasons for starting an entrepreneurial activity<br>- Driving sectors in entrepreneurship<br>- Entrepreneurs' perception of business opportunities.                                                                                                                            |
| Report on Self-Employed Individuals Registered with Social Security (Ministry of Labor and Social Economy, 2019, 2020, 2021, 2022, and 2023):<br>- Enrollment of entrepreneurs by age in Spain.<br>- Sectors with the greatest representation within Spanish entrepreneurship.                                                                                                                                                 |

Finally, systematic and bibliometric reviews of the literature were conducted following the PRISMA methodology (Page et al., 2021). These studies sought to gain a deeper understanding of the literature on happiness management and its relationship to the field of entrepreneurship.

These reviews have been carried out in the Web of Science database and following the following search process, six filters have been made:

1. Topic: happiness management AND entrepreneur AND university AND "happiness management" OR "happiness at work" OR "workplace happiness" OR "happiness" OR "happiness index" OR "employee happiness" OR "entrepreneur happiness" OR "subjective happiness" AND "wellbeing management" OR "wellbeing at work" OR "wellbeing happiness" OR "wellbeing" OR "wellbeing index" OR "employee wellbeing" OR "entrepreneur wellbeing" OR "subjective wellbeing" AND "well-being management" OR "well-being at work" OR "well-being happiness" OR "well-being" OR "well-being index" OR "employee well-being" OR "entrepreneur well-being" OR "subjective well-being" AND "entrepreneur" OR "entrepreneurial" OR "entrepreneurship" OR

"entrepreneurs" OR "university entrepreneur" OR "university entrepreneurial" OR "university entrepreneurship" OR "university entrepreneurs".

2. Document type: Article.
3. Language: English and Spanish.
4. Date: 2014-2023.
5. Research Area: Business Economics, Behavioral Sciences, Social Issues, Social Sciences Other Topics, Social Work and Development Studies.
6. Highly Cited Papers

Below is a table detailing the different processes of this methodology:

*Table 8. PRISMA methodology filtering process*

| Review phase   | Results identified by review phase                                                                                                             | Detailed results                                                                                                                                                                          |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Identification | 144.560                                                                                                                                        | Web of Science = 144.560                                                                                                                                                                  |
| Screening      | First filter of results = 87.485<br>Second filter of results = 79.079<br>Third filter of results = 58.237<br>Fourth filter of results = 44.893 | First filter of results eliminated = 57.075<br>Second filter of results eliminated = 8.406<br>Third filter of results eliminated = 20.842<br>Fourth filter of results eliminated = 13.344 |
| Elegibility    | 391                                                                                                                                            | Eliminated by Highly Cited Papers = 44.502                                                                                                                                                |

After this filtering process in the search phase, 391 articles were obtained for analysis. Although both studies use the same methodological process, each chapter pursues different results.

The systematic literature review seeks to identify:

1. Thematic areas
2. Most cited articles on management and business organization, number of citations, main contribution, and application of happiness management in entrepreneurship.
3. Most cited articles on business models, number of citations, main contribution, and application of happiness management in entrepreneurship.
4. Most cited articles on entrepreneurship, number of citations, main contribution, and application of happiness management in entrepreneurship.
5. Most cited articles on finance, number of citations, main contribution, and application of happiness management in entrepreneurship.



6. Most cited articles on skills and training, number of citations, main contribution, and application of happiness management in entrepreneurship.

The bibliometric literature review analyzes:

1. Ten most cited articles, year, authors, title, journal, and number of citations.
2. Evolution of scientific production in relation to the number of publications and citations.
3. Ten research areas with the most publications.
4. Ten journals with the most publications, Q and H index.
5. Ten countries with the most published articles.

## 1.4.2. Descriptive study

Continuing with the explanation of the methodology, a descriptive study is identified. This study falls within cross-sectional research, but pursues different objectives than exploratory studies. This descriptive study seeks to describe the characteristics of the population group under study and understand the relationship between variables (Santesmases Mestre, 2009).

This study, being cross-sectional or cross-selection in nature, generates an overview of the study variables and their relationships at a specific time point. This type of study comes in two types; in both cases, the goal is to comprehensively understand a specific fact (Santesmases Mestre, 2009). On the one hand, in-depth studies, which are qualitative in nature and work with small samples. On the other hand, surveys, which are quantitative in nature and require large samples. In the case of this doctoral thesis, the second type was chosen, developing a survey.

First, this survey proposes four constructs, three of which are multidimensional and the other unidimensional. The proposed constructs are:

- Current business landscape
- E-commerce usability
- RSC
- Happiness management

The first of these constructs is multidimensional because it is formed from the other three; that is, it is the result of the data obtained from the constructs of E-commerce usability, CSR, and happiness management.

The second, e-commerce usability, is presented multidimensionally, combining the attributes of Learnability, Efficiency, Memorability, Error ratio, and Satisfaction. Furthermore, due to its complexity, this construct also has a way to measure it individually, which will facilitate subsequent measurements of the relationships between constructs.

Third, CSR. This construct, like the previous ones, is composed of three variables: Animal Welfare, Environmental Concern, and Worker Happiness.

And fourth, there is happiness management. This construct has a unique feature compared to the others: it is unidimensional. In other words, this construct is comprised of data obtained from Worker Happiness.

To this end, different types of variables were proposed: intrinsic preferences, values and lifestyles, behavioral variables, and attributes. In addition, different types of measurement were proposed based on the variables obtained from the literature: interval, ordinal, discrete, and dichotomous scales.

Prior to developing the survey, information from the various exploratory studies was collected to identify the variables and obtain responses. Once the first draft of the survey was completed, a focus group was held with the participation of three professionals from the retail sector and three university professors specializing in marketing. This focus group was held to determine whether the variables were the most relevant to the study before launching the survey. Following the focus group, the comments, improvements, and modifications suggested by the experts were implemented, and a more precise draft of the survey was defined.

The draft consisted of a total of 41 questions distributed as follows:

- 4 e-commerce usability questions
- 4 learnability questions
- 4 efficiency questions
- 4 memorability questions
- 3 error rate questions

- 4 satisfaction questions
- 3 animal welfare questions
- 3 environmental commitment questions
- 3 worker happiness questions
- 1 control question
- 4 behavioral questions
- 4 demographic and psychographic attributes questions

Table 9 shows the relationship between the type of variable, the variable, the measurement scale used, and the source from which the questions were obtained.

*Table 9. Type of variable, Variable, Measurement scale and Source ordered as they would appear in the final layout*

| Type of variable      | Variable                     | Measurement scale                                                                                                                                                                            | Source                                    |
|-----------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Intrinsic preferences | E-commerce usability         | Interval (Likert 5 points)                                                                                                                                                                   | Chiu et al., 2005                         |
| Intrinsic preferences | Learnability                 | Interval (Likert 5 points)                                                                                                                                                                   | Lewis, 1995, Preece, 2001                 |
| Intrinsic preferences | Efficiency                   | Interval (Likert 5 points)                                                                                                                                                                   | Lewis, 1995, Huang and Benyoucef, 2013    |
| Intrinsic preferences | Memorability                 | Interval (Likert 5 points)                                                                                                                                                                   | Brown et al., 2013, Lacka and Chong, 2016 |
| Intrinsic preferences | Error rate                   | Interval (Likert 5 points)                                                                                                                                                                   | Lewis, 1995, Preece, 2001                 |
| Intrinsic preferences | Satisfaction                 | Interválica (Likert 5 puntos)                                                                                                                                                                | Lewis, 1995                               |
| Values and lifestyle  | Animal welfare               | Interval (Likert 5 points)                                                                                                                                                                   | Miguel et al., 2020                       |
| Values and lifestyle  | Environmental concern        | Interval (Likert 5 points)                                                                                                                                                                   | Pepper et al., 2009                       |
| Values and lifestyle  | Worker happiness             | Interval (Likert 5 points)                                                                                                                                                                   | Pepper et al., 2009                       |
| Behavior              | Preferred purchasing channel | Ordinal (Physical, Digital or Both)                                                                                                                                                          | Cuesta-Valiño et al., 2023a               |
| Behavior              | Online shopping experience   | Ordinal (Less than 2 years, Between 2 and 5 years, Between 6 and 10 years and More than 10 years)                                                                                            | Lim et al., 2023                          |
| Behavior              | Purchase frequency           | Ordinal (Less than 1 time per month, 1 or 2 times per month, 3 or 4 times per month or More than 4 times per month)                                                                          | Ahmad et al., 2023                        |
| Behavior              | Nº online purchases          | Discreet                                                                                                                                                                                     | Cuesta-Valiño et al., 2023a               |
| Attribute             | Socioeconomic                | Ordinal (Primary, Secondary or Higher)                                                                                                                                                       | Theodorakis et al., 2019                  |
| Attribute             | Demographic                  | Ordinal (Between 18 and 27 years, Between 28 and 43 years, Between 44 and 59 years and Between 60 and 78 years)                                                                              |                                           |
| Attribute             | Demográfica                  | Dichotomous (Male or Female)                                                                                                                                                                 |                                           |
| Attribute             | Socioeconomic                | Ordinal (Less than 1,000 inhabitants, Between 1,001 and 10,000 inhabitants, Between 10,001 and 50,000 inhabitants, Between 50,001 and 100,000 inhabitants and More than 100,000 inhabitants) | INE, 2022                                 |

Before beginning the final dissemination of the survey, the proposed questions were validated through a pretest to ensure that the questionnaire items and variables were easily understood and relevant to the study. This control group included 10 men and 10 women from the target age groups. This pretest

confirmed the comprehension of the proposed questions, and after some brief modifications, the survey (the complete survey layout can be seen in Appendix II) was launched on April 10, 2024.

The sample was obtained through a discretionary non-probability convenience quota sampling method (Hernández Sampieri et al., 2007; Santesmases Mestre, 2009). The questionnaire was disseminated through snowball sampling via social media. The objective was to achieve a sampling error of plus or minus 5% (95.5% confidence level when  $p=q=0.5$ ). This requires obtaining at least 400 valid surveys.

Ultimately, a total of 502 responses were obtained, of which 455 were valid. The most relevant characteristics of the sample appear in Table 10.

*Table 10. Sample information*

| Variable                                       | %      | Total |
|------------------------------------------------|--------|-------|
| Purchases in a physical store, online, or both |        |       |
| Physical                                       | 18.69% | 85    |
| Online                                         | 12.97% | 59    |
| Both                                           | 68.35% | 311   |
| Gender                                         |        |       |
| Male                                           | 45.49% | 207   |
| Female                                         | 54.51% | 248   |
| Age                                            |        |       |
| Between 18 and 27 years old                    | 32.53% | 148   |
| Between 28 and 43 years old                    | 29.23% | 133   |
| Between 44 and 59 years old                    | 29.89% | 136   |
| Between 60 and 78 years old                    | 8.35%  | 38    |

Based on the results obtained from this questionnaire, a structural equation model was proposed. This approach is interesting because it allows for the simultaneous examination of a series of dependency relationships between independent and dependent variables (González & Ramírez, 2018). To do so, these relationships were analyzed using partial least squares (PLS).

## 1.5. Integration of the Sustainable Development Goals with the thesis

In 2015, the United Nations (UN, 2015; UN, n.d.) Member States established the 2030 Agenda, defining 17 Sustainable Development Goals (SDGs) with the goal of ensuring sustainable development globally in the medium term.

This doctoral thesis aims to contribute to the advancement of the SDGs, and five of its contributions are aligned with achieving these goals. Below is a table showing the different SDGs to which this thesis contributes and their correspondence with the publications derived from it.

Table 11. SDGs

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SDGs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 4. Quality education.<br>4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.                                                                                                                                                                                                                                                                                                             |
| 8. Decent work and economic growth.<br>8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.<br>8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment. |
| 12. Responsible consumption and production.<br>12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.                                                                                                                                                                                                                                                                                                  |

Thus, the thesis aims to contribute to the understanding of SDGs 4, 8, and 12 and to provide significant theoretical, managerial, and social contributions that can be disseminated from the academic field.

## 1.6. Structure of the doctoral thesis

This doctoral thesis, presented as a collection of articles, includes various descriptive, qualitative, and quantitative research projects developed to gain a deeper understanding of the topic and achieve the previously defined objectives. Thus, the bulk of the research consists of eight chapters, which will be addressed in four thematic sections.

The first thematic section will address the current Spanish business landscape, comprised of two contributions. Chapter II examines the level of digitalization of Spanish society and businesses. It also identifies the various proposals implemented by the Administration to improve these levels of digitalization among Spanish businesses. To achieve this goal, a descriptive research study is conducted to shed light on the issues discussed above. Chapter III consists of a book chapter entitled "Transformación digital de las pymes. Análisis de los planes para su impulso desde la Administración" in 2024.

Chapter III analyzes the different online purchasing methods in Spain. It includes a descriptive study that explores online fashion consumer behavior, identifying and classifying the different online purchasing behaviors they exhibit. This contribution is reflected in a scientific article entitled "Estudio comparativo de los métodos de compra online en España", published in Visual Review - International Visual Culture Review / Revista Internacional de Cultura Visual (SJR Q2 - Visual Arts and Performing Arts) in 2022.

Continuing with the thematic block structure of the thesis, the second block addresses the topic of usability in e-commerce in Spain. This block is structured around two scientific articles. Within this section, Chapter IV presents how e-commerce usability has been addressed from a business perspective. Chapter V analyzes the various elements of usability and their degree of influence on the concept. This last chapter, unlike Chapter IV, is presented from a consumer behavior perspective to complement the business approach of the first contribution and provide a comprehensive overview of usability in e-commerce.

Chapter IV addresses e-commerce usability from a business perspective. It analyzes the methods, tools, criteria, web development phases, and purchasing phases involved in a platform's usability evaluation process. This research is descriptive and conducts a systematic literature review based on the PICOC method. This content is found in the scientific article "Keys to usability in retail e-commerce: A systematic review of the literature," published in UCJC Business & Society Review (JCR Q4 - Business) in 2024.

Chapter V investigates the different components of e-commerce usability from a consumer behavior perspective. It tests whether ease of learning, efficiency of use, ease of recall, error rate, and satisfaction with the platform are components of usability and, if so, their influence. This contribution is empirical and quantitative; for this purpose, a questionnaire was designed, and a structural equation model was tested. This research was published as a scientific article entitled "Visual components in web usability: Analysis of e-commerce", published in Visual Review - International Visual Culture Review / Revista Internacional de Cultura Visual (SJR Q1 - Visual Arts and Performing Arts) in 2025.

The third thematic block is based on the corporate social responsibility of companies, and this section consists of a book chapter. This thematic block

investigates the possible components of corporate social responsibility, which is reflected in Chapter VI.

Chapter VI studies the relationship between animal welfare, environmental commitment, employee happiness and corporate social responsibility. To achieve this goal, descriptive research was conducted, including a bibliometric review of the literature based on the PICOC methodology. This chapter is found in the book chapter entitled "Impacto del bienestar y compromiso medioambiental en la responsabilidad social corporativa" in 2025.

Finally, there is the fourth thematic block, which studies happiness management in companies. To this end, three contributions are included in this section. First, Chapter VII delves into the literature on happiness management and university entrepreneurship. Second, Chapter VIII analyzes secondary sources related to happiness management and entrepreneurship in universities. And third, Chapter IX reviews the literature on university entrepreneurship and happiness management over the last 10 years.

Chapter VII provides a thorough review of the literature on the concepts of happiness management and entrepreneurship in universities, and happiness and entrepreneurship. To achieve this goal, a descriptive study is conducted. This research uses the PRISMA methodology. This contribution is a scientific article entitled "Happiness Management and University Entrepreneurship: Literature Review", published in 2024 by Retos Journal of Management Sciences and Economics (JCR Q2 - Economics).

Chapter VIII studies the relationship between university entrepreneurship and happiness management. To this end, it conducts a descriptive study that analyzes data from secondary sources. This chapter is reflected in the book chapter "University Entrepreneurship in Spain and Happiness Management" in 2025.

Finally, Chapter IX investigates the evolving relationship between happiness management and university entrepreneurship. This descriptive study is conducted through a bibliometric review of the literature using the PRISMA methodology. This contribution corresponds to the book chapter "Exploring a



Decade of Happiness and University Entrepreneurship: A Bibliometric Study" in 2025.

The results of this doctoral thesis are reflected in Chapters II, III, IV, V, VI, VII, VIII, and IX. Finally, Chapter X presents the contributions, conclusions, future lines of work, and limitations of this work.

## Chapter II: Transformación digital de las pymes. Análisis de los planes para su impulso desde la Administración

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# Chapter II: Transformación digital de las pymes.

## Análisis de los planes para su impulso desde la Administración

Yustres Duro, P., & Melendo Rodríguez-Carmona, L. (2024). Transformación digital de las pymes. Análisis de los planes para su impulso desde la Administración. In *Inteligencia organizacional, comunicación estratégica e influencia en la sociedad post digital* (pp. 41-57). Dykinson S.L. ISBN 978-84-1170-919-4

**Name of the book:** Inteligencia organizacional, comunicación estratégica e influencia en la sociedad post digital

**Editorial:** Dykinson S.L.

**Indexation:** SPI Q1 - Spanish Editorials

**Name of the publication:** Transformación digital de las pymes. Análisis de los planes para su impulso desde la Administración

**Authors:** Pilar Yustres Duro & Laura Melendo Rodríguez-Carmona

**Data of publication:** 29/07/2024

**Objectives:** O.1.

**Contribution to the SDG:**

4. Quality education.

4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

8. Decent work and economic growth.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

# TRANSFORMACIÓN DIGITAL EN LAS PYMES

## ANÁLISIS DE LOS PLANES PARA SU IMPULSO

### DESDE LA ADMINISTRACIÓN

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## 1. INTRODUCCIÓN

Debido a la inminente intrusión de la tecnología en la sociedad y la economía actual, surge la necesidad de formación de la población. Esta necesidad responde al objetivo de adaptación de la sociedad a este nuevo panorama. El proceso por el cual la sociedad y la economía aúnan esfuerzos para adaptarse a las nuevas tecnologías se conoce como transformación digital.

Esta necesidad formativa de la sociedad española se evidencia cuando se cuantifica en que solo el 54% de la población española cuenta con competencias básicas digitales, esta cifra resulta particularmente preocupante, ya que el 87% de los ciudadanos de entre 16 y 74 años afirman utilizar internet de forma regular (Comisión Europea, 2022b).

Además, en España se ha alcanzado una cifra de penetración de internet de un 93,5% en los hogares españoles (ONTSI, 2021a), por lo que se entiende que las tecnologías digitales están muy presentes en la vida de los ciudadanos españoles. Y, en otra instancia, se cifra en 26,2 millones a los compradores en línea de este país (ONTSI, 2021a). Estos compradores están sufriendo un proceso de evolución por el que desdibujan las líneas existentes entre la compra por internet y en el establecimiento físico, reconociendo esta unión de métodos de comercio como fuente de valor añadido para la empresa (Yustres Duro & Melendo Rodríguez-Carmona, 2022), lo que indica la necesidad de digitalización de sectores

como el comercio con el mero objetivo de servir a las necesidades del consumidor.

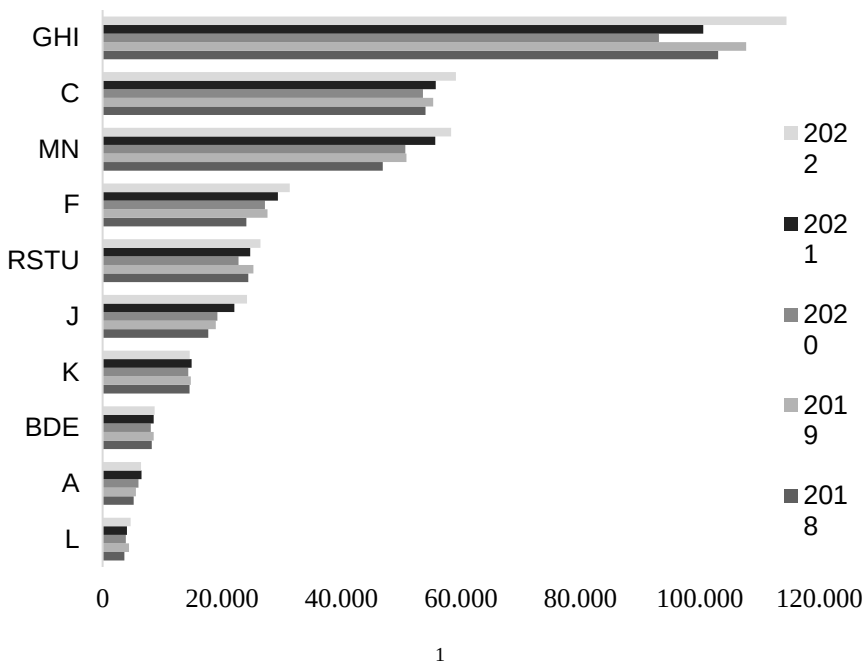
Tal es así, que a modo de respuesta la Unión Europea ha fijado como objetivo alcanzar la cifra de que el 80% de la población europea cuente con competencias digitales básicas en 2030, por lo que esto ha dado como resultado el diseño de varios planes formativos que contribuirán a lograr este objetivo.

La alta tasa de penetración de las nuevas tecnologías digitales y el bajo nivel de competencias digitales de la población causa un problema social a paliar, pero, a su vez este problema repercute en la economía española, de tal modo que lastra la competitividad de las empresas españolas.

La incidencia de la transformación digital en la economía se puede ver reflejada en los niveles de digitalización del empresariado español, especial en las pequeñas y medianas empresas. Este tipo de empresas suponen el grueso del conglomerado de empresas de España, suponiendo más de un 99% del conjunto empresarial español. Y, a su vez, las pequeñas y medianas empresas son las generadoras del 72% del empleo (Gobierno de España, 2021b), lo que les otorga un potencial abrumador, ya que a las pymes se puede considerar la piedra angular de la economía española.

El hecho de tomar conciencia sobre la importancia de las pequeñas y medianas empresas en la economía española, con respecto al tamaño de organización empresarial, desemboca en el interés que despierta el tipo de rama de actividad que pueda tener, a su vez, una repercusión especial dentro de España. Con tal de conocer cuál serían las ramas de actividad más representativas se ha tomado como referencia los sueldos y salarios agregados por rama de actividad en millones de euros, cifras que repercuten de igual manera en la economía como en la sociedad española.

**GRÁFICO 1.** Evolución de los sueldos y salarios agregados por rama de actividad en millones de euros



Fuente: Elaboración propia. Datos recopilados de INE (2023, 17 de noviembre)

<sup>1</sup> GHI. Comercio al por mayor y al por menor, reparación de vehículos de motor y motocicletas; transporte y almacenamiento; hostelería

C. Industria manufacturera

MN. Actividades profesionales, científicas y técnicas; actividades administrativas y servicios auxiliares.

F. Construcción

RSTU. Actividades artísticas recreativas y de entretenimiento; otras actividades y servicios, actividades de los hogares como empleadores de personal doméstico; actividades de los hogares como productores de bienes y servicios para uso propio

J. Información y comunicaciones

K. Actividades financieras y de seguros

BDE. Industrias extractivas, suministro de energía eléctrica, gas, vapor y aire acondicionado; suministro de agua, actividades de saneamiento, gestión de residuos y descontaminación

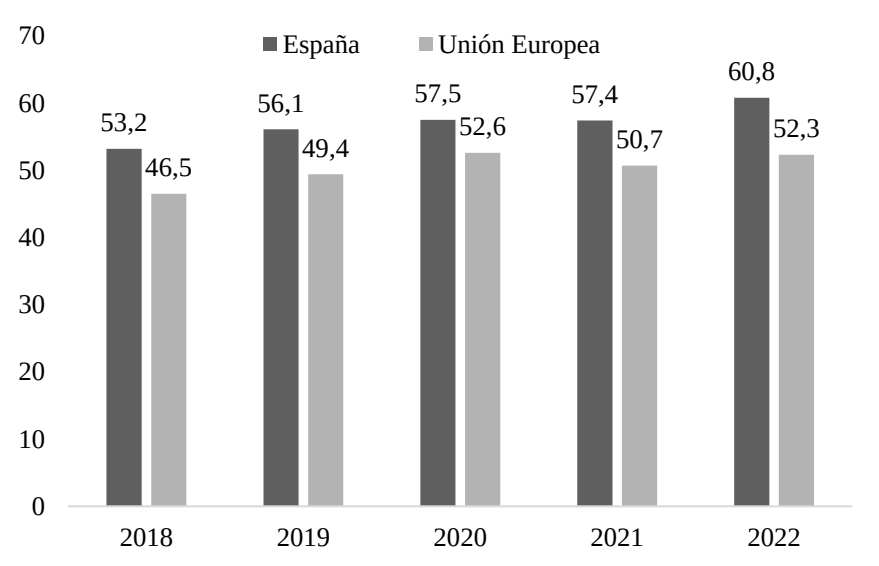
A. Agricultura, ganadería, silvicultura y pesca

L. Actividades inmobiliarias

Como se ilustra en el gráfico 1, la actividad económica predominante en España dentro del sector privado es la relacionada con la rama de actividad GHI, la perteneciente al comercio al por mayor y al por menor, reparación de vehículos de motor y motocicletas; transporte y almacenamiento y hostelería. Dentro de esta rama de actividad se encontraría, principalmente, el sector comercio, el cual se podría considerar uno de los principales motores económicos de España.

Si bien las pymes son las protagonistas de la economía española resulta interesante observar cómo tan solo un 55% de estas empresas cuentan con un nivel básico en la adopción de las tecnologías digitales (Comisión Europea, 2022b). Este dato puede relacionarse con la limitada capacidad de inversión que puedan tener las pymes, ya que al tratarse de pequeñas y medianas empresas una de las características que tienen es su limitación de financiación y recursos.

**GRÁFICO 2.** Evolución del nivel de digitalización entre la Unión Europea y España (años 2018 a 2022) teniendo en cuenta el capital humano, la conectividad, la integración de la tecnología digital y los servicios públicos digitales



Fuente: Elaboración Propia, datos de: Comisión Europea, 2018; Comisión Europea, 2019; Comisión Europea, 2020; Comisión Europea, 2021; Comisión Europea, 2022a

En el anterior gráfico se ilustra la progresión de los niveles de digitalización de España, mediante la realización de una comparativa con los niveles registrados por la media de los países de la Unión Europea. En ambos casos, en el de España y en el de la media de los países de la Unión Europea, la progresión a lo largo de los años responde a una tendencia positiva, pero cabe destacar que, en cualquiera de los territorios analizados, las cifras de digitalización de España se mantienen por encima de los niveles de digitalización correspondientes a la media de los países de la Unión Europea. Este dato no es indicativo de que los niveles que posee España sean óptimos, sino que la transformación digital en España se ha ido implementado de una forma más gradual y efectiva a lo largo de los años, pero las cifras que se han comentado con anterioridad, como por ejemplo la del nivel de adopción de tecnologías digitales, aún se pueden considerar deficientes para el correcto progreso del país en términos de competitividad empresarial.

Siguiendo con el análisis del empresariado de España resulta interesante estudiar la relación que tiene el ámbito de la transformación digital con las empresas españolas. El informe DESI en 2020 (Comisión Europea, 2020) otorgaba a las empresas españolas el puesto número 11 en términos de digitalización tomando como marco de referencia a los países europeos, pero, tan solo dos años más tarde, las cifras registradas en este indicador del informe DESI de 2022 (Comisión Europea, 2022a) ascendían deliberadamente, hasta que las empresas españolas han alcanzado el puesto 7 en digitalización empresarial. Esta cifra sitúa a España como uno de los países a la cabeza de la digitalización empresarial dentro de la Unión Europea.

Del mismo modo, el informe DESI (Comisión Europea, 2022a) muestra otros datos interesantes, como el que indica que el 60% de las pymes cuentan con un nivel básico de intensidad digital. También se identifica que solo el 25% de las pymes realiza ventas en línea, y, de estas empresas que venden *online*, únicamente un 9% realiza ventas en línea transfronterizas.

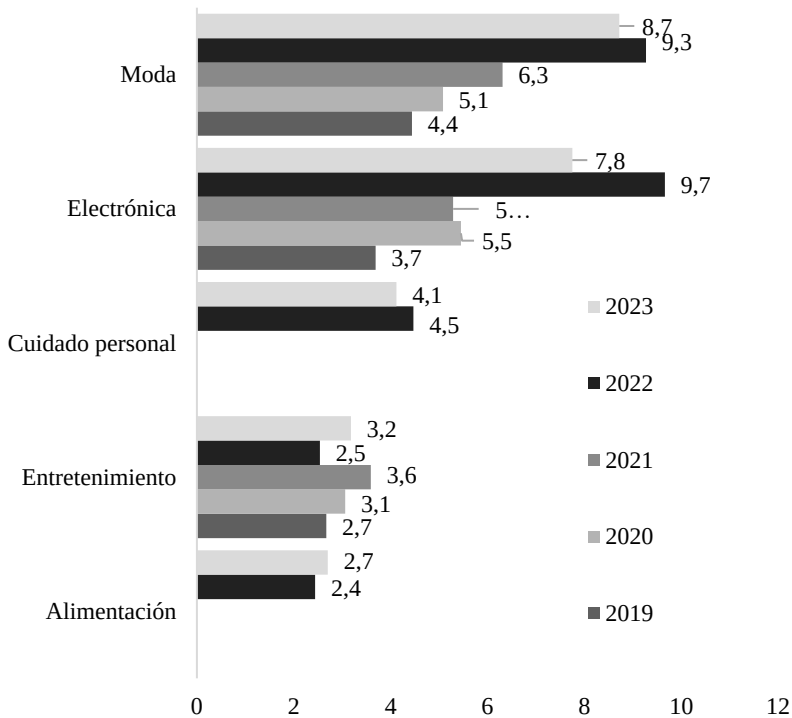
Relacionando estos datos con los que ilustran a la sociedad española, resulta contradictorio ver cómo un grueso de la población, como son los 26,2 millones de españoles, afirma comprar mediante comercio



electrónico y que tan solo un cuarto de las pequeñas y medianas empresas españolas vendan a través de este método de comercio, cuando las pymes representan más del 99% del empresariado español. Esta realidad reflejaría el alto potencial de este tipo de comercio para una economía como la española.

Por consiguiente, dada la tímida participación del empresariado español en el comercio electrónico resulta interesante ver cuáles son los sectores más representativos en este tipo de venta, a fin de identificar a los sectores que serían los principales impulsores de este método de comercio.

**GRÁFICO 3.** Evolución de la facturación en comercio electrónico en España por sectores en billones de dólares



Fuente: Elaboración propia. Datos recopilados de Datareportal, 2019, 31 de enero; Datareportal, 2020, 12 de febrero; Datareportal, 2021, 10 de febrero; Datareportal, 2022, 9 de febrero y Datareportal, 2023, 9 de febrero

En el gráfico anterior se muestra a los sectores más representativos del comercio electrónico español, excluyendo al sector del turismo por su particularidad. De tal modo que se puede ver como el sector de la moda, la electrónica, el entretenimiento, el cuidado personal y la alimentación se sitúan a la cabeza del comercio electrónico en España tomando como referencia su nivel de facturación a lo largo de los últimos cinco años. Dentro de estos cinco sectores, se puede destacar la intensa participación del sector de la moda y de la electrónica dentro del comercio electrónico. Aunque ambos sectores muestran unas cifras de facturación muy elevadas, estos se han comportado a lo largo de los últimos cinco años de manera un poco diferente.

En el caso del sector de la moda, se puede apreciar que se ha mantenido como sector líder del comercio electrónico durante tres de los cinco años analizados, los otros dos años el sector de la electrónica es el que ha llevado la voz cantante. Para profundizar más en el comportamiento de estos sectores cabe destacar que el sector de la moda mantuvo una tendencia al alza desde 2019 hasta el 2022, acusando un ligero descenso en el último año analizado, el 2023.

Por el contrario, la evolución del sector de la electrónica ha sido más irregular, ya que del 2019 al 2020 aumentó significativamente la facturación de este sector, en 2021 descendió ligeramente sus cifras para repuntar como líder en el año 2022, imponiendo sus niveles de facturación a cualquier otro sector analizado, pero, en este último año, 2023, las cifras de facturación cayeron drásticamente.

Las diferencias entre el comportamiento de los dos sectores más importantes del comercio electrónico de España responden a la misma causalidad, pero cada uno de estos sectores sufrió distintas consecuencias. Es decir, la evolución en el comportamiento de ambos sectores es causa de la crisis del coronavirus, pero las consecuencias que esta crisis tuvo sobre ambos sectores fueron diferentes.

La diferencia entre estos dos sectores, moda y electrónica es más que evidente, ya que son sectores que dan respuesta a necesidades muy distintas de la población. Por lo que, aunque las tendencias de ambos sectores hayan sido positivas, se puede apreciar un punto de inflexión en

el año 2020, el año en el que tuvo lugar el inicio de la pandemia del coronavirus, donde la facturación del sector de la moda crece moderadamente, mientras que el crecimiento del sector de la electrónica fue bastante pronunciado. Este comportamiento de consumo responde a la demanda ciudadana que causó el confinamiento fruto del coronavirus, el hecho de pasar más tiempo en casa cambió las prioridades de la población, restando algo de importancia al sector de la moda frente al de la electrónica, ya que el centro de la actividad ciudadana se centraba en los hogares, desde el trabajo hasta el ocio, por lo que disponer de dispositivos electrónicos adecuados fue un imprescindible para cualquier hogar, lo que se vio reflejado en el aumento del consumo de este tipo de bienes.

Al igual que se vio otro repunte estratosférico en el 2022, donde ambas categorías repuntaron y obtuvieron cifras muy similares, la vuelta a la normalidad desajustó las tendencias de años anteriores con respecto al consumo mediante el comercio electrónico. Por lo que se puede apreciar como los periodos de encierro acostumbraron a la población a utilizar esta forma de comercio, la normalización de este hábito se vio reflejada directamente en las cifras de facturación. Una vez quedaron los hogares servidos de bienes para pasar el periodo del COVID-19 tocaba adaptarse a la nueva normalidad, salir a la calle, disponer de ropa nueva para adaptarnos a estar de vuelta en la sociedad y a renovar definitivamente el material de electrónica del que hacíamos uso, ya que las necesidades después de la crisis del coronavirus no eran las mismas que las que se tenían antes de esta situación.

Teniendo en cuenta la panorámica del comercio electrónico en España suscita interés la discrepancia entre la implementación de este método de comercio en las empresas frente a la normalización de la compra por internet por parte de los consumidores.

Esta realidad, la baja implementación del comercio electrónico en el empresariado español, puede deberse a la deficiencia en las competencias digitales de sus trabajadores, como se comentó en un inicio, poco más de la mitad de la población española cuenta con competencias digitales básicas. Esta realidad puede suponer un lastre en la competitividad empresarial al no contar las empresas con personal cualificado que

dé respuesta a estas nuevas demandas. O, por el contrario, puede ser que las pequeñas y medianas empresas no cuenten con los recursos materiales o financieros para afrontar un proceso de transformación digital en su empresa.

Por lo que, tomada una panorámica social y económica de la problemática que conlleva el proceso de transformación digital para España, surge una pregunta de investigación que se detallará a continuación.

## 2. OBJETIVOS

Al hilo de la exposición del panorama social y económico al que se enfrenta España con respecto al proceso de transformación digital, se plantea una pregunta de investigación, ¿cuáles son los distintos mecanismos puestos en marcha por las entidades públicas con el fin de facilitar la transformación digital de las pymes?

Esta pregunta de investigación da como resultado la definición de un objetivo principal sobre el que se trabajará en esta investigación, el cual sería conocer los distintos mecanismos de formación diseñados por los entes públicos para facilitar la transformación digital de las pymes en España.

## 3. METODOLOGÍA

En este caso, para conseguir el objetivo de la investigación, se propone realizar una contribución teórica basada en un análisis descriptivo de los dos planes de digitalización más importantes de España. Con ello se busca plasmar las distintas medidas diseñadas por las administraciones para facilitar la transición a la transformación digital de las pequeñas y medianas empresas españolas.

Dentro del recorrido por las distintas necesidades y peculiaridades que estas medidas pretenden cubrir, se centra el objeto de estudio en las que puedan afectar al sector comercio, ya que es uno de los más importantes para nuestro país. Para ello se analizan las medidas que puedan servir para su progreso dentro del ámbito del proceso de transformación digital, pasando por medidas como podría ser la implementación de

comercio electrónico en sus negocios, tal actuación podría desencadenar que este tipo de empresas se aventure a adoptar otros tipos de acciones de digitalización como podría ser el uso de mecanismos de inteligencia artificial como mediante la implementación de asistentes inteligentes en sus comercios electrónicos o utilizando la inteligencia artificial en sus procesos productivos.

Para ello se describirán y analizarán los dos únicos planes que ofrecen medidas concretas para la digitalización del sector comercio en España y las acciones que proponen, en primer lugar, estaría el Plan de Recuperación, Transformación y Resiliencia y, en segundo lugar, el Programa de apoyo a la competitividad del comercio minorista 2022.

## 4. RESULTADOS

Tras realizar el análisis de los distintos mecanismos dispuestos por la administración para la mejora de las competencias digitales de las pymes españolas cabría destacar dos: el Plan de Recuperación, Transformación y Resiliencia y el Programa de apoyo a la competitividad del comercio minorista 2022.

### 4.1. PLAN DE RECUPERACIÓN, TRANSFORMACIÓN Y RESILIENCIA

El Plan de Recuperación, Transformación y Resiliencia (Gobierno de España, 2021b) surge de la necesidad de paliar los efectos económicos y sociales causados directamente por el coronavirus en España.

Este plan responde a un triple objetivo que se caracteriza por su horizonte temporal, tal es así que el plan se diseña para apoyar la recuperación de la crisis provocada por la COVID-19 a corto plazo, impulsar un proceso de transformación estructural a medio plazo y realizar un desarrollo más sostenible y resiliente desde el punto de vista económico-financiero, social, territorial y medioambiental a largo plazo.

La estructura del plan toma forma alrededor de cuatro ejes vertebradores, los cuales son: 1. Transición Ecológica, 2. Transformación digital, 3. Cohesión social y territorial y 4. Igualdad de género. A su vez estos

ejes se componen de 10 políticas palanca que cuentan con 30 componentes que están destinados a cumplir los objetivos del plan.

Dentro del desarrollo de las distintas actuaciones, en este plan se pueden ver palancas, por un lado, directamente focalizadas a la modernización y digitalización del ecosistema de nuestras empresas y, por otro lado, a la educación y conocimiento, formación continua y desarrollo de capacidades.

Ambas políticas palancas desarrollan distintas acciones con el fin de favorecer el proceso de transición digital en las empresas e incrementar el nivel de competencias digitales de la población. Tal es así que dentro del Plan de Recuperación, Transformación y Resiliencia se diseñan planes paralelos que buscan enfocar sus actuaciones en cada una de las problemáticas anteriores, para trabajar de forma más individualizada los problemas que se han identificado con anterioridad y obtener un mejor resultado. Los programas más interesantes que se diseñan dentro de este marco serían el Plan de Digitalización de las Pymes 2021-2025, el Plan Nacional de Competencias Digitales y España 2026.

#### 4.1.1. Plan de Digitalización de las Pymes 2021-2025

En primer lugar, se desglosarán las peculiaridades del Plan de Digitalización de las Pymes 2021-2025 (Ministerio de Asuntos Económicos y Transformación Digital, 2021b), este plan está orientado especialmente a pymes por su especial vulnerabilidad y bajo nivel de resiliencia a la hora de enfrentar las consecuencias de la crisis del coronavirus. Este plan cuenta con acciones concretas como serían el Kit Digital (Ministerio de Asuntos Económicos y Transformación Digital, 2021a), que busca impulsar la efectiva implantación de medidas como el comercio electrónico, soluciones de marketing digital, etc.

Dentro del Plan de Digitalización de las Pymes también estaría la red de oficinas Acelera PYME (Ministerio de Asuntos Económicos y Transformación Digital, 2023a), que tiene como finalidad asesorar y servir de incentivo a las pymes para fomentar la demanda tecnológica, ofrecer contenidos relacionados con la transformación digital a las pymes y realizar talleres y seminarios sobre digitalización. Esta red de

oficinas cuenta con una red concreta destinada al comercio llamada Apyme Comercio (Ministerio de Asuntos Económicos y Transformación Digital, 2023b).

Y, por último, dentro del conjunto de medidas desarrolladas en el Plan de Digitalización de las pymes 2021-2025 también se encontraría el Programa de Modernización del Comercio (Gobierno de España, 2023), que busca ayudar a las pymes a incorporar nuevas tecnologías en sus negocios.

#### 4.1.2. Plan Nacional de Competencias Digitales

Por otro lado, diseñado dentro del Plan de Recuperación, Transformación y Resiliencia se encontraría el Plan Nacional de Competencias Digitales (Gobierno de España, 2021a), que se sustenta sobre cuatro ejes: I. Competencias digitales transversales, II. Transformación Digital de la educación, III. Competencias digitales para el empleo y IV. Profesionales digitales. Como en el caso anterior, en el diseño del Plan de Digitalización de las pymes 2021-2025, este plan también se desglosa en distintas actividades y planes a menor escala, tal es así que cabe destacar el Programa para la transformación digital de las pymes (Gobierno de España, 2021c). Este programa se basa en ofrecer una formación personalizada según el personal de la pyme a la que se dirige con programas de formación específicos: Expertos en Transformación Digital de las PYMEs, Programa de Formación a Directiv@s y Actuaciones de formación para pymes de sectores específicos.

#### 4.1.3. España 2026

Otro de los programas más interesantes que se desarrollan dentro del Plan de Recuperación, Transformación y Resiliencia es el programa España Digital 2026 (Gobierno de España, 2022), este plan se diseña como continuación de las acciones que más éxito han tenido en programas anteriores, para darles continuidad con más presupuesto, algunos de estas acciones han sido el Kit Digital y Acelera pyme, y, en otra instancia, el desarrollar planes continuistas como el de Digitalízate+ que sería la continuación del Plan Nacional de Competencias Digitales. Aunque también se han incluido nuevas propuestas como plantear la

viabilidad de crear un Sello Pyme Digital o la creación de políticas internacionales de emprendimiento digital.

Si bien el programa España Digital 2026 se crea como continuación a otras medidas exitosas, también se le añade un carácter más sectorial e internacional, que se puede ver reflejado en nuevas acciones como las Redes Territoriales de Especialización Tecnológica, donde se pondrán en marcha proyectos estratégicos regionales orientados a la transformación y especialización digital.

#### 4.2. PROGRAMA DE APOYO A LA COMPETITIVIDAD DEL COMERCIO MINORISTA 2022

Dentro del desarrollo de planes para fomentar la transformación digital en las empresas y mejorar las competencias digitales en la población se encontraría otro programa interesante, el Programa de apoyo a la competitividad del comercio minorista 2022, lanzado con la resolución del Boletín Oficial del Estado del 13 de abril de 2022, en colaboración con la Cámara Oficial de Comercio, Industria, Servicios y Navegación de España. Este programa tiene como finalidad incrementar la competitividad empresarial del sector comercio en España poniendo el foco en las pequeñas y medianas empresas.

Este programa cuenta con cuatro actuaciones principales para lograr su objetivo: el Programa de Innovación Comercial, se basa en la realización de diagnósticos individualizados a pymes de comercio con el fin de mejorar su competitividad y digitalización.

Otra actuación sería las Actividades de Capacitación de Innovación, que se centraría en la celebración de acciones colectivas de sensibilización y capacitación para incentivar y mejorar las habilidades de las pymes digitales principalmente en términos de digitalización.

También estaría el Programa de Dinamización de las Ventas en las Zonas y Actividades Comerciales, centrado en el desarrollo de acciones promocionales innovadoras dirigidas a incentivar el consumo y las ventas.



Y, por último, se encuentran las Acciones horizontales, que se basan en acciones destinadas a desarrollar la coordinación, gestión y control del resto de las actuaciones.

## 5. DISCUSIÓN

Poniendo sobre la mesa las distintas actuaciones que han sido planteadas por las administraciones con el objetivo de agilizar y facilitar los procesos de transformación digital a las empresas, particularmente a las de pequeño y mediano tamaño, queda ver cuáles pueden ser las implicaciones de la implementación de estos planes.

Echando la vista atrás, se puede comprobar que la mayoría de los programas y actuaciones planteados emanan de un programa matriz, el Plan de Recuperación, Transformación y Resiliencia. Este plan es diseñado bajo el prisma de la crisis del coronavirus, con el objetivo de responder a la inminente demanda de digitalización por parte de los diferentes estratos de la economía y la sociedad, ya que esta crisis trajo consigo una situación excepcional, el confinamiento temporal de la sociedad en sus hogares.

Tal es así que la economía y, sobre todo, la sociedad tuvo que adaptarse a un cambio radical en su *modus operandi*, y es que, en cuestión de días, se tuvieron que poner en marcha a velocidades de vértigo los procesos de transformación digital de las empresas, sin estas estar competencialmente preparadas para el cambio que esto les supondría. Ya que, como se ha visto en los informes DESI, el capital humano del que disponían y disponen las empresas no dispone de un alto nivel de competencias digitales, realidad que sería óbice dentro del proceso de digitalización empresarial, aunque desde el lado empresarial las empresas tampoco han estado a la altura tecnológicamente para hacer frente a este reto.

Las deficiencias expuestas durante la pandemia incentivaron la creación de propuestas destinadas a paliar estas limitaciones de la sociedad y la economía, principalmente a través de la formación en competencias digitales de la población. Como hemos visto, los dos planes marco se componen de diversos programas y acciones, aunque en su mayoría

están interconectados, persiguen el mismo objetivo y, en ocasiones, son acciones continuistas a través del tiempo.

También cabría destacar del Plan de Recuperación, Transformación y Resiliencia el especial enfoque en pymes y trabajadores, tomándolos como centro de todos sus objetivos.

Pese a que estos planes otorgan un gran peso a la formación de las competencias digitales de los ciudadanos, también hacen hincapié en la inversión en el proceso de digitalización de las pymes. Aunando los esfuerzos para incrementar los niveles de competencias digitales de la población y, al mismo tiempo, aumentar los niveles de adopción de tecnologías digitales por parte de las empresas lo que supondría, de forma colateral, mejorar la competitividad empresarial de España.

Una vez definidos los programas y actuaciones generales, como se ha comentado en la introducción, quedarían por ver las propuestas de acciones enfocadas al impulso de sectores que se puedan considerar motores para la economía española, como sería el sector comercio. En este ámbito, resulta interesante estudiar medidas concretas, fuera de las que se recogen dentro del Plan de Recuperación, Transformación y Resiliencia, que sirvan para impulsar el progreso de este sector. De este modo se identifica el Programa de apoyo a la competitividad del comercio minorista 2022, por el cual se pretende focalizar acciones que sirvan para incentivar el proceso de transformación digital en este sector, ya que como se ha estudiado es uno de los sectores tractor de la economía española.

## 6. CONCLUSIONES

Con esta revisión de la literatura y el panorama actual de España se ilustra la gran problemática que suscita la falta de competencias digitales en la economía y la sociedad. Pese a esto, es de subrayar el claro esfuerzo de las administraciones españolas por impulsar el proceso de transformación digital en España.

Con tal fin, se han diseñado planes acordes a las necesidades de las empresas y los ciudadanos, entendiendo a estos como potenciales

trabajadores, con estas medidas se busca incentivar los niveles de penetración de la transformación digital en el empresariado al mismo tiempo que mejorar la cualificación de los trabajadores que se emplearán en estas empresas.

Por lo que las administraciones ofertan un amplio abanico de medidas que abarcan todo el proceso de transformación digital, ya que este proceso es transversal, por eso es fundamental que empresas y trabajadores vayan de la mano a lo largo de todo este proceso. Tal es así que se busca cualificar a la población para que se desencadene una digitalización que vaya desde acciones más simples como la implementación de una web para el comercio online hasta la implementación de procesos tecnológicos más complejos como podría ser el uso la inteligencia artificial en los procesos productivos.

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## Chapter III: Estudio comparativo de los métodos de compra online en España

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# ESTUDIO COMPARATIVO DE LOS MÉTODOS DE COMPRA ONLINE EN ESPAÑA

Comparative study of online shopping methods in Spain

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## KEYWORDS

*Online shopping methods  
E-commerce  
Retail  
Consumer  
Omnichannel  
Show-rooming  
Buy post-COVID*

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## ABSTRACT

*This article will analyse the different online shopping methods available to Spanish consumers, focusing on the purely online shopping method, show-rooming, ROPO, BOPIS and BORIS. This analysis will be followed by a comparison of which shopping methods are preferred by Spanish shoppers after the COVID-19 pandemic and the possible causes of this decision.*

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## PALABRAS CLAVE

*Métodos de compra online  
Comercio electrónico  
Venta al por menor  
Consumidor  
Omnicanalidad  
Show-rooming  
Compras post-COVID*

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## RESUMEN

*Este artículo realizará un análisis de los distintos métodos de compra online que hay disponibles para los consumidores españoles profundizando en el método de compra puramente online, el show-rooming, el ROPO, el BOPIS y el BORIS. Tras este análisis se hará una comparativa de cuáles son los métodos de compra preferidos por los compradores españoles tras la pandemia de la COVID-19 y las posibles causas de esta decisión.*

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## 1. Introducción

La pandemia de la COVID-19 ha afectado la vida de millones de personas en todo el planeta. Además de las graves consecuencias para la salud, también ha supuesto grandes cambios en todos los aspectos: sociales, familiares, laborales y económicos, entre otros. Con relación a los aspectos económicos, todos los métodos de compra se han visto afectados por la situación. Debido al confinamiento y a las limitaciones de movilidad los consumidores han tenido que primar, en la mayoría de las ocasiones, la adquisición de productos por vía *online* a las tradicionales visitas a los establecimientos físicos.

Pero pese a estas circunstancias, la mayoría de los consumidores *online* afirman no haber variado sus hábitos de compra, dado que ya compraban *online* con regularidad antes de la crisis del coronavirus. No obstante, casi un 25% de los compradores *online* que antes acudía siempre o casi siempre a realizar las compras a tiendas físicas ahora reconoce que comprará más a través de Internet (BNP Paribas, 2021).

## 2. Objetivos

¿Cuál es la situación actual en España? ¿Qué métodos de compra *online* se están usando? Estas son las principales preguntas que generan el objetivo de investigación de este estudio, el cual buscará conocer los diferentes métodos de compra *online* adoptados por la sociedad española tras la situación de pandemia del coronavirus.

Este estudio comprenderá distintos objetivos como:

O.G.: Comparar los diferentes métodos de compra online que se han afianzado en la sociedad española tras la pandemia del coronavirus.

O.E.1.: Estudiar cómo se produce la búsqueda de información dentro del proceso de compra *online* por parte de los compradores españoles.

O.E.2.: Conocer cuál es el canal de transacción más popular para tramitar las compras *online* en España.

O.E.3.: Analizar los diferentes métodos de recibir el pedido que se encuentran disponibles en el comercio electrónico español.

O.E.4.: Determinar los distintos tipos de comportamiento postventa en relación con las devoluciones de los pedidos por parte de los compradores *online* de España.

## 3. Metodología

A los objetivos de la investigación se responderá a través de un método de investigación cualitativo enmarcado dentro de un paradigma cualitativo o interpretativo (Icart *et al.*, 2012). Para dar respuesta a los objetivos del estudio se desarrollará un diseño de la investigación de tipo descriptivo, donde se buscará describir las diferentes características y propiedades de los distintos métodos de compra *online*. En este caso, se seleccionarán una serie de variables a medir que sirvan de guía para identificar las principales diferencias entre los distintos métodos de compra *online* (Hernández *et al.*, 2007). De tal modo que, para identificar las diferentes variables y conseguir los objetivos fijados en la investigación se utilizará la técnica de análisis de documentos, la cual se llevará a cabo mediante una revisión bibliográfica y se nutrirá de información procedente de diferentes bases de datos científicas, estudios de organismos relevantes y noticias en medios.

### 3.1. Variables objeto de estudio

Las variables que se medirán en el estudio a fin de responder a los objetivos del mismo serán de tipo cualitativo y pertenecientes a una escala de tipo nominal (Arroyo Resino, 2022). Las variables en cuestión son:

V1: Búsqueda de información. Esta variable se entiende como el proceso mediante el cual el comprador se informa sobre el producto o servicio que está interesado en adquirir.

V2: Canal de transacción. Se entiende como canal de transacción el canal por el que se realiza la transacción, ya sea bien mediante el canal *online*, utilizando internet como base, o mediante el canal *offline*, en un establecimiento físico.

V3: Forma de recepción del pedido. Esta variable identifica la forma de recibir el pedido por parte del comprador, ya sea a domicilio o en algún otro punto de recogida (tienda física, punto de recogida, correos...).

V4: Comportamiento postventa. Dentro de la amplitud de conceptos que se pueden identificar como comportamiento postventa en el artículo nos centraremos en la parte de las devoluciones del pedido.

El análisis de las variables se llevará a cabo mediante una tabla comparativa, para determinar con mayor claridad cuáles son los aspectos más característicos de cada método de compra *online* y poder identificar sus diferencias más fácilmente.

### 3.2. Hipótesis del estudio

Dentro de la investigación surge una hipótesis en relación con los objetivos y las variables a estudiar que se definiría como:

H1: Los métodos de compra *online* en España basan su estrategia de crecimiento de negocio en la omnicanalidad.



## 4. Análisis

A continuación, se estudiarán los distintos métodos de compra que se llevan a cabo en el comercio *online*, el cual tiene en eje común internet, entendiéndolo como una poderosa herramienta dentro del proceso de compra de los consumidores (Khandelwal *et al.*, 2020). Además, el comercio electrónico como tal puede entenderse también “como cualquier forma de actividad económica que utiliza conexiones electrónicas” (Sadowski *et al.*, 2021). Ya que el comercio electrónico puede comprender cualquier actividad económica en la que se utilicen conexiones electrónicas, la forma de llevar a cabo esa actividad es comprendida, dentro del sector del *retail*, como el método de compra. Realizar una investigación sobre los métodos de compra *online* en España es especialmente interesante porque en 2022 España cuenta con 24,7 millones de compradores *online*, lo cual supone un aumento de aproximadamente 900.000 compradores más con respecto a los datos registrados el año anterior (IAB Spain, 2022). Así pues, cada vez aumentan más los compradores *online* españoles que declaran comprar tanto por internet como en tiendas físicas (se produce un aumento de cuatro puntos porcentuales con respecto a la cifra que hace referencia a los mismos datos del año anterior), estos datos desdibujan la línea que separa la compra *online* y la tradicional, es decir, la combinación del canal *online* y el *offline* es lo ideal para los compradores españoles (IAB Spain, 2022). Así es como se procederá al estudio de los distintos métodos de compra *online*, siendo estos: el método de compra puramente *online*, el ROPO, el *show-rooming*, el BOPIS y el BORIS.

### 4.1. Método de compra puramente online

Debido al grueso de compradores *online* que afirma adoptar un método de compra puramente *online* (el 80% de los compradores *online*) se comenzará el análisis de los distintos métodos de compra por el puramente *online*. Este método de compra consiste en buscar información y realizar la transacción mediante el mismo canal, es decir, internet según los datos del último estudio de IAB Spain (2022). Como se destacaba en la definición de este método de compra, la búsqueda de información a través de internet es uno de los pilares fundamentales de este método, y se puede definir como el método de compra que se completa por ambas partes y en todos sus pasos de forma *online* (Lei *et al.*, 2020). El éxito de este método de compra en relación con el resto es debido a la preferencia de compra de los usuarios, es decir, el 85% de estos prefieren comprar en tiendas que solo venden por internet y el 66% prefiere hacerlo en tiendas que venden tanto en internet como en tiendas físicas (IAB Spain, 2022), de este modo la venta puramente *online* gana adeptos ya que el grueso de la preferencia por tienda se encuentra en las que tan solo se puede acceder a través de Internet.

También, como característica determinante del método de compra puramente online, es curioso identificar como la búsqueda de información previa a la compra se lleva a cabo a través del medio digital, donde el 64% de los compradores la realizan directamente en comercios electrónicos que sólo venden *online*, y donde el 87% de esos compradores termina finalizando las compras (IAB Spain, 2022), aunque los datos siguen siendo muy relevantes estas cifras han descendido notablemente con respecto al año anterior, siete y seis puntos porcentuales respectivamente. La causa de que el método de compra puramente *online* siga manteniendo cifras tan altas puede ser la teatralización en la disposición del contenido disponible en los comercios electrónicos, lo que consigue hacer atractivo que los consumidores pasen tiempo en las webs de las empresas (Mróz-Gorgoń & Szymański, 2018). La teatralización de este contenido genera un valor añadido en los comercios electrónicos, debido a que crea un valor añadido, es decir, además de ser una web con información sobre los productos de los que dispone la empresa y con opción a adquirirlos en el momento, también adquiere una función inspiradora y artística la cual supondría un extra determinante a la funcionalidad que estas aportan al comprador. Es así como, por ejemplo, empresas del sector moda están apostando cada vez más por impulsar esta función inspiradora junto con la funcional de la propia web invirtiendo en experiencia de usuario.

Además, este método de compra se caracteriza por registrar una alta cifra de transacciones a través de dispositivos móviles, cerca del 60% de los compradores online afirma realizarlas mediante este dispositivo, aunque sigue siendo superior la cifra que arrojan los usuarios que prefieren comprar a través de ordenadores (77%) (IAB Spain, 2022).

### 4.2. ROPO

Siguiendo con el estudio se considera otro método de compra *online* muy extendido entre los compradores *online* de España el “ROPO”, *Research Online Purchase Offline*. Este método de compra *online* consiste principalmente en buscar la información *online* y finalizar la compra a través de un canal tradicional, es decir, en el establecimiento físico de la empresa. Esta forma de comprar surgió cuando la compra *online* no era tan común, es decir, cuando los consumidores usaban Internet con fines meramente informativos y dónde una transacción *online* se realizaba de forma muy esporádica. La utilización de internet únicamente como una fuente de información reducía el tiempo y coste de búsqueda que invertían los consumidores en encontrar los productos y también servía para ayudarles a identificar los mejores precios de los productos en los que estaban interesados, ya que en internet disponían de información muy valiosa como reseñas de clientes anteriores que les ayudaban a decidir, a este comportamiento del comprador se le conoce como el “Fenómeno del comprador investigador” (Kowalczyk, 2018).

Así mismo, cuando se habla del método de compra ROPO se hace referencia al proceso de buscar información mediante canales digitales y finalizar la transacción en tiendas tradicionales, pero este proceso también incluye todos los caminos que llevan al comprador a la venta como afirma Tinyakova *et al.* (2020) en su estudio. Así es como surge el principal problema de trazabilidad de este método de compra *online*, debido a la complicación que supone para las empresas combinar los datos de marketing digital con los generados con las ventas en tienda física. La generación constante de datos hace complicado identificar los distintos canales que han llevado a los consumidores a comprar, es decir, cómo han seleccionado y comprado los productos en una tienda o si realmente han visto los productos en la web, pero han terminado comprándolos en un establecimiento físico. La incertidumbre que genera esta tesitura lleva a las empresas a desarrollar mecanismos de medición híbridos, uniendo métricas web con datos integrados en sus CRMs (Tinyakova *et al.*, 2020).

En líneas generales, la forma de identificar qué ventas se realizan mediante este método se basan en unir los datos procedentes de campañas de marketing digital, que se recogen principalmente por herramientas de Google como puede ser *Google Analytics* o, de manera más avanzada, *Google Big Query* para unirlos con los que se pueden recoger en las tiendas físicas. Para poder llevar a cabo esta trazabilidad de los datos en las campañas de marketing digital se genera un identificador personal para cada usuario (*user\_id*) que se enlaza con otro identificador una vez que se genera con la transacción online (*transaction\_id*), es decir, la forma más fiel de recabar métricas de este método de compra *online* es una vez realizada al menos una transacción online. En el caso de que se disponga de *Google Big Query*, lo pertinente es enlazar esta herramienta con el CRM de la empresa, a fin de controlar los ámbitos más transaccionales de la empresa como pueden ser los pedidos. Una vez enlazadas estas herramientas, la empresa dispone de la posibilidad de trazar las acciones *online* y las transacciones *offline* de sus clientes, al tener enlazados el *user\_id* con el *transaction\_id* en la ficha de cliente con el resto de sus datos, por lo que de esta manera las empresas podrían comprobar si un cliente que ha comprado en una tienda física ha hecho previamente un ejercicio de búsqueda online, midiendo así la rentabilidad generada por el método de compra ROPO en sus negocios (Tinyakova *et al.*, 2020). A modo de conclusión, la única forma de medir de la forma más exacta posible este método de compra es utilizando la tecnología Big Data, que es la que permitiría realizar este tipo de trazabilidad.

Actualmente, este método de compra *online* es utilizado por un 13% de los compradores *online* en España, sin embargo, con los años este método va perdiendo adeptos (IAB Spain, 2022). También, cabe destacar que una de las posibles causas que han hecho que este método vaya disminuyendo es que actúa en mercados muy inmaduros, por eso fue uno de los métodos de compra más populares con la llegada de internet (Kowalczyk, 2018).

Otra de las causas de que este método cada vez sea menos popular puede deberse a las facilidades que aporta el método puramente *online* a los consumidores, con envíos cada vez más rápidos que pueden hacer que recibas el pedido en algunos casos hasta en 24 horas desde que se realiza la transacción.

A esto se le suma otra causa por la que los consumidores prefieran el método de compra *online* ROPO, de acuerdo con Sharma *et al.* (2020) debido a que puede existir incoherencia de precios en los establecimientos físicos y los comercios electrónicos con relación a los mismos productos, lo que puede generar frustración por parte del usuario, por ejemplo, al encontrar promociones *online* que una vez llegadas a la tienda física no se encuentren disponibles.

De acuerdo con Mróz-Gorgoń y Szymański (2018) otro aspecto característico del ROPO es su presencia en determinadas industrias como la de la moda, debido a la preferencia de los consumidores de ver físicamente los productos y probárselos antes de la compra, en esta industria se podría decir que se utiliza el canal de internet como medio para buscar información y como fuente de inspiración. Además, hay ciertos procesos de compra en los que el exceso de información puede abrumar al comprador, y ahí es donde el vendedor juega un papel fundamental, apoyando al comprador en la toma de decisiones para que encuentre el producto que mejor se adapta a sus necesidades.

#### 4.3. Show-rooming

Avanzando con el análisis de los distintos métodos de compra *online* más populares también se encuentra el *show-rooming*, basado en realizar la búsqueda de información mediante canales tradicionales y por finalizar la compra por medios digitales, a este método de compra también se le puede conocer como “*Reverse ROPO*” ya que tiene el comportamiento inverso que el método comentado con anterioridad, ROPO (Kowalczyk, 2018). El *show-rooming* es uno de los métodos de compra *online* que llevan arraigados en la sociedad española desde hace más tiempo, si bien es cierto, cada vez ha ido perdiendo relevancia dentro del panorama digital español ya que tan solo es utilizado por un 7% de los compradores *online*, aunque también cabe destacar que esta cifra ha aumentado en 2022 con respecto a 2021 (IAB Spain, 2022). Pese a estas afirmaciones, es interesante mencionar que la tienda física sigue teniendo un especial atractivo para los compradores españoles lo que hace que esta siga siendo un punto de partida dentro de los hábitos de consumo de los compradores españoles, dado que aún se le da mucha importancia a ver y probar el producto antes de adquirirlo (IAB Spain, 2021). Aun así, baja relevancia de este método de compra *online* puede deberse a que en su mayoría los consumidores *online* no suelen reconocer que

han buscado información *online*, pero es una práctica cada vez más común que cuando el comprador esté en la tienda física mire en su *smatphone* si ese producto se encuentra rebajado en alguna web, y si es el caso termine adquiriéndolo por esa vía (Kowalczyk, 2018).

Como peculiaridad, se puede identificar este tipo de comportamiento en consumidores *online* de mercados maduros, donde haya suficiente confianza en el canal *online* como para consultarlo en busca de una oferta mejor. Además, este método de compra *online* podría convertirse en un futuro en una práctica aceptada comúnmente entre los consumidores *online* (Kowalczyk, 2018), por lo que resulta interesante mantener muy presente este tipo de método de compra *online*.

#### 4.4. BOPIS

Cuando se habla de los distintos métodos de compra también cabe destacar los que son emergentes, como el método BOPIS, *Buy Online Pick-up In-Store*, caracterizado por realizar la compra a través de un medio digital y recoger el pedido en la tienda física (Lesmes & Leony, 2022). En algunos casos, hay autores que definen este método como el ROPO (Tinyakova *et al.*, 2020), aunque es evidente que existen diferencias significativas, ya que en este método la transacción se realiza mediante el canal *online* y la recogida en tienda y en el ROPO tanto la transacción como la adquisición del producto se realiza en la tienda física. Por lo que se puede determinar que este método tiene su base en la omnicanalidad de los comercios, ofreciendo las ventajas del comercio electrónico y el tradicional en un método híbrido de compra. Este comportamiento se puede deber a varios factores como pueden ser: querer disponer del pedido con la mayor brevedad posible, la reducción del riesgo en la tramitación de la compra y, además, por la experiencia de compra que se consigue en la tienda física de acuerdo con el estudio de Kandelwal & Kumar (2020).

En cuanto a los tiempos de entrega de los pedidos, pese a que aún haya compradores que prefieran recoger sus pedidos en tienda, la media de tiempo hasta que llegan los paquetes desde que se compran es de tres días, habiendo incluso envíos que llegan con mayor brevedad, los denominados *flash* o *express* (IAB Spain, 2021), si bien es cierto, estos periodos de recepción de los pedidos se relajan en el año 2022, denominando un tiempo de espera aceptable esperar 3,2 días y habiendo menos predisposición por recibir el pedido en un día, pasando a ser en 2021 el 19% de los compradores a ser en 2022 el 12%, además a esta espera se le puede añadir el inconveniente que puedan suponer los gastos de envío (IAB Spain, 2022), es decir, que los compradores prefieran recoger el producto en la tienda para ahorrarse esos gastos y para poder disponer del producto con mayor brevedad. Por lo que se entiende que el resto de las razones que pueden favorecer la adopción de este método de compra *online* como la reducción del riesgo en la tramitación de la compra junto con la experiencia de compra en la tienda física son los factores complementarios que pueden favorecer la adopción de este tipo de método de compra *online* por parte de los compradores *online* en España.

#### 4.5. BORIS

Por último, pero no menos importante, se encuentra el método de compra BORIS, *Buy Online, Return In-Store*, que se basa principalmente en la tramitación de la compra por el canal *online* y la gestión de la devolución del pedido por vías tradicionales (Lesmes & Leony, 2022).

Como en el caso anterior, el método de compra BOPIS, este método de compra *online* pertenece a los más novedosos o emergentes ya que centra su estrategia de compra en las facilidades que aporta la omnicanalidad, pero en este caso se enfoca fehacientemente en los comportamientos postventa, entendiendo en este caso los comportamientos postventa los relacionados con la devolución de los pedidos, debido a que el 45% de los compradores *online* españoles ha recogido o devuelto productos que han adquirido *online* a través del canal *offline* (IAB Spain, 2021), si bien es cierto, este porcentaje disminuye ligeramente en 2022, situándose en la cifra de 42% (IAB Spain, 2022).

El auge de esta estrategia omnicanal se produce ya que, por lo general, aún resulta bastante tediosa la gestión de las devoluciones *online*, aunque los comercios electrónicos están trabajando para facilitar este tipo de trámites. Así es como este método de compra surge para suplir la necesidad de los compradores de poder disponer de un canal cómodo, como el comercio electrónico, para realizar la compra y una vía de devolución del pedido flexible, como es la devolución en el establecimiento físico.

## 5. Resultados

Dentro del apartado de discusión se procederá al análisis y comentario de la tabla “Comparativa de las principales características de los métodos de compra más habituales en el comercio electrónico de España”.

**Tabla 1.** Comparativa de las principales características de los métodos de compra más habituales en el comercio electrónico de España

|                         | Búsqueda de información | Canal de transacción | Forma recepción del pedido | Comportamiento postventa |
|-------------------------|-------------------------|----------------------|----------------------------|--------------------------|
| <b>Puramente online</b> | Online                  | Online               | A domicilio                | Online                   |
| <b>Show-rooming</b>     | En tienda física        | Online               | A domicilio                | Sin determinar           |
| <b>ROPO</b>             | Online                  | En tienda física     | En tienda física           | Sin determinar           |
| <b>BOPIS</b>            | Sin determinar          | Online               | En tienda física           | Sin determinar           |
| <b>BORIS</b>            | Sin determinar          | Online               | A domicilio                | En tienda física         |

Fuente: Elaboración propia.

La Tabla 1 muestra en la primera columna los diferentes métodos de compra *online*, mientras que el resto de las columnas se corresponde con las variables objeto de estudio, es decir, la búsqueda de información, el canal de transacción, la forma de recepción del pedido y el comportamiento postventa. A continuación, se realizará un análisis relacionando los distintos métodos de compra con cada variable a estudiar.

En cuanto a la búsqueda de información, de los cinco métodos de compra *online* se puede apreciar cómo hay comportamientos diversos. El método de compra puramente *online* y el ROPO se caracterizan por el hecho de que los usuarios realicen la búsqueda de información del producto o servicio a través de internet. Por el contrario, en el método de compra *online show-rooming* esta investigación previa a la compra se realiza en establecimientos comerciales, mientras que los métodos de compra *online* definidos como BOPIS y BORIS no profundizan sobre la manera en la que los consumidores adquieren la información de los productos o servicios que tienen intención de comprar.

Una vez analizada la búsqueda de información se pasará al análisis del canal de transacción utilizado por los compradores para finalizar la compra. En este caso, existe una clara tendencia dentro de estos métodos de compra a la adquisición del producto a través de internet, ya que cuatro de los cinco métodos de compra analizados realizan las transacciones de este modo, siguiendo este comportamiento nos encontramos con el método de compra puramente *online*, el *show-rooming*, el BOPIS y el BORIS. Si embargo, el método de compra *online* conocido como ROPO se caracteriza por finalizar la transacción en la tienda física.

Siguiendo con el comentario de la tabla “Comparativa de las principales características de los métodos de compra más habituales en el comercio electrónico de España” encontramos la variable Recepción del pedido, esta variable se encuentra más dividida que la anterior, ya que tres de los cinco métodos de compra *online* manifiestan un comportamiento de preferencia a recibir el pedido en el domicilio, entre los cuales se encuentran el método puramente *online*, el *show-rooming* y el BORIS. Pero, en contraposición, están el método de compra *online* ROPO y el BOPIS, que se caracterizan por recibir o adquirir directamente el pedido en el establecimiento físico del comercio.

Por último, se encuentra la variable Comportamiento postventa, que como se indicaba al inicio, hace referencia a las devoluciones de los pedidos, esta es la variable de la que menos información se dispone, ya que tres métodos de compra *online* no disponen de estos tipos de datos, los cuales serían el *show-rooming*, el ROPO y el BOPIS. Mientras que el método de compra puramente *online* presume de realizar todas las fases de la compra mediante el canal *online*, incluidas las devoluciones de los pedidos y, en cambio, el método de compra *online* BORIS tiene como característica diferenciadora realizar estas devoluciones directamente en la tienda física.

Además, aparte de indicar qué método de compra responde a cada tipología dentro de cada variable objeto de estudio resulta interesante realizar una breve síntesis de las características de cada método de compra *online*, comenzando por el método de compra puramente *online*. Este método se basa integrar todas las partes del proceso de compra bajo un comportamiento digital, es decir, mediante el uso de internet.

Así pues, también se encuentra como destacado el método de compra *online show-rooming*, el cual se caracteriza principalmente por realizar la búsqueda de información en establecimientos físicos y el resto del proceso de compra a través de la vía *online*.

En contraposición, se situaría el método de compra *online* conocido como el ROPO, el cual se basa en buscar la información relacionada con el producto por el canal *online*, pero finalizar la compra por la vía tradicional, es decir, el resto de los procesos relacionados con el proceso de compra se realizan directamente en el establecimiento físico del comercio.



Seguidamente estaría el método de compra *online* conocido como BOPIS, que basa su estrategia en realizar la compra a través de internet, pero recibir el pedido en el establecimiento físico de la marca.

Y, en línea con el anterior método de compra *online*, estaría el método BORIS, que basa su comportamiento de compra en realizar todo el proceso de compra mediante internet, pero utilizar un comportamiento postventa puramente tradicional, es decir, realizar las devoluciones en la tienda física en vez de a través de Internet.

## 6. Conclusiones

Tras el análisis realizado de los diferentes métodos de compra online y la discusión de sus resultados, se puede afirmar que la principal conclusión que se alcanza es que los métodos de compra *online* emergentes vienen impulsados por la omnicanalidad, confirmándose así la hipótesis que ha dado fruto a este trabajo. Esta omnicanalidad ha hecho posible la unión entre los comercios electrónicos y los tradicionales, y cada vez se alza como uno de los aspectos más valorados en la totalidad de los métodos de compra, debido a que da al consumidor la oportunidad de aprovechar las ventajas de ambos modelos de negocio para su propio beneficio, siendo la flexibilidad y la experiencia que se le ha otorgado al comprador parte fundamental en el desarrollo de negocio de las empresas.

Respecto a los objetivos específicos de este trabajo, se considera alcanzado el primero tanto en cuanto se ha estudiado cómo se produce se produce la búsqueda de información dentro del proceso de compra *online* por parte de los compradores españoles. En cuando al segundo objetivo, también se ha culminado ya que este trabajo permite conocer cuál es el canal de transacción más popular para tramitar las compras *online* en España. Sobre le tercer objetivo, se ha alcanzado tras analizar los diferentes métodos de recibir el pedido que se encuentran disponibles en el comercio electrónico español. Y en relación con el último objetivo, también se afirma que se ha logrado tras determinar los distintos tipos de comportamiento postventa en relación con las devoluciones de los pedidos por parte de los compradores *online* de España.

Pese a la reciente creación de los nuevos modelos de compra *online* estudiados es este trabajo, que aúnan las facilidades del mundo digital y del tradicional, la venta puramente *online* sigue siendo la punta de lanza del comercio electrónico en España hoy en día, ya que es el modelo más afianzado y el que más tiempo ha tenido para desarrollar todas sus funcionalidades y dar respuesta a las distintas necesidades que les han ido surgiendo a los compradores *online* a lo largo de los años.

Aun así, la tendencia del comercio electrónico en España se mueve entorno al desarrollo y unión del comercio tradicional con el comercio *online* a fin de conseguir el equilibrio perfecto que tanto busca el consumidor, es decir, en base a los datos analizados en el estudio se puede afirmar que la hipótesis planteada en el estudio se confirma ya que el pilar de expansión de prácticamente todos los métodos de compra *online*, a excepción del puramente *online*, se basa en aportar valor añadido al consumidor mediante la integración de procesos omnicanal durante el método de compra.

Por lo tanto, se auguran unos tiempos en el que el consumidor seguirá siendo el centro de atención y hacia quien los negocios online deben seguir mirado, y aquel que consiga encontrar la fórmula adecuada con el mejor valor añadido será el que consiga vencer a los demás. También se puede dar la situación en que todos estos sistemas de compra online lleguen a convivir de manera que el consumidor elija aquel que en cada momento le resulte más adecuado según sus necesidades. Lo que veremos es la evolución de las necesidades del consumidor según la tecnología evolucione. Y lo que sin duda se puede asegurar es que la tecnología seguirá evolucionando hasta un punto en los que ni siquiera podemos imaginar hoy en día.

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## Chapter IV: Keys to usability in retail e-commerce: A systematic review of literature

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## Chapter IV: Keys to usability in retail e-commerce: A systematic review of literature

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# Keys to Usability in Retail E-Commerce: A Systematic Review of the Literature

## Claves de la Usabilidad en el Comercio Electrónico Minorista: Una Revisión Sistemática de la Literatura

### I. INTRODUCTION

This article focuses on reviewing the various parts necessary to properly evaluate the usability or user experience in retail e-commerce websites to achieve the research objectives listed below.

O.1. Find out the methods used for evaluating usability and user experience in e-commerce.

O.2. Determine the tools used to evaluate usability and user experience in e-commerce.

O.3. Discover the criteria used in these studies for evaluating website usability or user experience.

O.4. Study to what extent usability or user experience is evaluated in website development.

O.5. Study what stage of shopping usability or user experience is evaluated at.

The study was divided into six differentiated parts for this purpose: Introduction, theoretical framework, definition of the systematic review, study selection, presentation of results and discussion.



### EXECUTIVE SUMMARY

This study made a systematic review of the literature using the PICOC methodology. The results related to methods, tools, criteria, development and purchasing stages involved in the evaluation of website usability are described. It was demonstrated that usability and user experience studies in websites have become more popular in the last ten years.

### RESUMEN DEL ARTÍCULO

Este estudio realiza una revisión sistemática de la literatura utilizando la metodología PICOC, de la que se exponen resultados relacionados con los métodos, herramientas, criterios, fases de desarrollo web y fases de compra en las que se ve involucrada una web durante el proceso de evaluación de su usabilidad. Por lo que se puede determinar que el estudio de la usabilidad y experiencia de usuario en webs ha ganado popularidad en los últimos 10 años.

2. THEORETICAL FRAMEWORK

The implementation of internet and e-commerce have given consumers new tools for their shopping (Reibstein, D.J., 2002), and the Covid pandemic was a game changer for it (Kharel, S., Fernström, M., Bal, B.K., 2021). This has made it necessary to work more on key e-commerce factors, mainly interface quality and consumer confidence. The first is directly related to website design and usability (Alcántara-Pilar, J. M. & Del Barrio-García, S., 2016). Usability, as the determining element for a user to keep using a product, is understood to be a critical factor for the survival of any e-commerce (Paz, F., Paz, F.A., Sánchez, M., Moquillaza, A. & Collantes, L., 2018), and is also related to the probability of the user buying again (Reibstein, D.J, 2002). So much is this so that usability may be understood as a key concept in e-commerce, and therefore, of interest as a subject of study. Thus, delving deeper into the concept, the following definitions are found.

Usability may be defined in many ways, as the capability of being used (Nizamani, S., Nizamani, S., Basir, N., Laghari, G., Khoumbati, K. & Nizamani, S, 2022), as a multidimensional construct composed of a variety of dimensions or attributes (Alcántara-Pilar, J.M. & Del Barrio-García, S., 2016), as a person's skill in performing a task successfully (Davidavčienė, V., Markus, O. & Davidavičius, S., 2020) or as an extension of a system, product or service, such as efficacy, efficiency and satisfaction, which can be used by specific users for certain objectives in a particular context (Ten, A.C. & Paz, F., 2017). In any case, usability is considered essential for proper development of any website, so its evaluation becomes a fundamental activity for the successful development of a website. Although some authors, such as Domínguez Vila, Alén González, Araújo Vila and Fraiz Brea (2021), compare usability to user experience, and even with user-centered design, using these concepts interchangeably.

3. SYSTEMATIC REVIEW

This study makes a systematic review of the bibliography to find out what methods, technologies, tools, or other factors are applied to usability and user experience in retail e-commerce. A systematic review of the literature was chosen because this type of review

780

*...evaluate the usability  
or user experience  
in retail e-commerce  
websites...*

collects all the evidence pertinent to the eligibility criteria selected a priori for the specific research questions. These reviews also identify and minimize bias and subjectivity through a transparent, explicit and systematic methodology (Harris, J.D.M.D., Quatman, C.E.M.D., Manning, M.M., Siston, R.A., Flanagan, D.C.M.D., 2013; Siddway, A.P., Wood, A.M. & Hedger, L.V., 2019). The protocol these reviews follow is clear, based on systematic database searches in a defined time period (Waddington, H., White, H, Snilstveit, García Hombrados, J., Vojtkova, M., Davies, P., Bhavsar, A., Eysers, J., Pérez Koehlmoos, T., Petticrew, M, Valentine, J.C. & Tugwell, P., 2012). A quality systematic review can identify all the primary studies that are relevant around the world and in different languages (Pollock, A. and Berge, E., 2018). Once the studies have been identified, inclusion and exclusion criteria are defined explaining transparently, explicitly and coherently how particular studies were included or excluded so that it is clear to readers and can be of use to other researchers, who using the same criteria will probably make the same judgments (Siddway, A.P., Wood, A.M. & Hedger, L.V., 2019; Waddington, H., White, H, Snilstveit, García Hombrados, J., Vojtkova, M., Davies, P., Bhavsar, A., Eysers, J., Pérez Koehlmoos, T., Petticrew, M, Valentine, J.C. & Tugwell, P., 2012). Thus, in the following sections, we describe the various steps involved in the review. These are the definition of the research questions, the search protocol, the literature search, data extraction, quality evaluation, data analysis, and the results and their interpretation (Wright, R.W.M.D., Brand, R.A.M.D, Dunn, W.M.D, Spindler, K.P.M.D., 2007; Waddington, H., White, H, Snilstveit, García Hombrados, J., Vojtkova, M., Davies, P., Bhavsar, A., Eysers, J., Pérez Koehlmoos, T., Petticrew, M, Valentine, J.C. & Tugwell, P., 2012).

### 3.1. Search strategy

To begin the study, we defined our bibliographic search strategy, deciding on the criteria widely known as PICOC (population, intervention, comparison, outcome and context) to improve and structure the search, as other authors of other systematic reviews in the literature have also done (e.g., Ten, A.C. & Paz, F., 2017; Rivero, L. & Conte, T., 2017). Therefore, the PICOC criteria were developed to answer the research questions.

- *Population* (P): e-commerce websites
- *Intervention* (I): Tools, techniques, methods, usability

#### KEYWORDS

User experience, usability, customer experience, e-commerce, retail, user experience, usability, consumer experience, e-commerce, retail trade.

#### PALABRAS CLAVE

User experience, usability, customer experience, ecommerce, retail, experiencia de usuario, usabilidad, experiencia de consumidor, comercio electrónico, comercio minorista.

technologies and user experience for evaluating e-commerce websites.

- *Comparison* (C): This point is not applicable, because the objectives were not designed to compare technologies, but to observe their characteristics.
- *Outcome* (O): Determine the various ways that e-commerce website usability or user experience can be evaluated based on a review of existing studies.
- *Context* (C): Previous studies that have examined the development and application of technologies for evaluating usability or user experience in e-commerce. It is a requirement for these studies to validate the methods proposed.

After the specifications defined above had been dealt with, we proceeded to data extraction using the following filters based on the studies by Ten and Paz (2017) and Rivero and Conte (2017):

- Filter 1: framework OR tool OR technique OR groundwork OR approach OR scheme OR plan
- Filter 2: “user experience” OR ux OR “customer experience” OR cx OR usability
- Filter 3: “online commerce” OR e\*commerce OR commerce OR “digital commerce”
- Filter 4: retail

The search was done in three databases: Scopus, Web of Science and ProQuest.

The results of the first search are shown in **Table 1**: A total of 97 results in Scopus, 83 in WoS and 157 in ProQuest.

| Table 1. Number of articles selected per database |                    |
|---------------------------------------------------|--------------------|
| DATABASE                                          | NUMBER OF ARTICLES |
| Scopus                                            | 97                 |
| Web of Science                                    | 83                 |
| ProQuest                                          | 157                |

Source: By authors

In view of the breadth of results, search restrictions were imposed to further limit the results: time range (2013-2023), document type (article) and source type (journal).

When these new filters had been applied, the results of the second search were: 31 results in Scopus, of which 12 were classified as open access, 46 results in WoS, of which 15 were open access, and 10 in ProQuest. These articles totaled 87, but 18 were duplicates, so the study started out from a base of 69 articles.

### 3.2. Strategy for synthesis

In order to identify articles relevant to our systematic review of the literature and ensure the methodological quality of the study, a series of inclusion and exclusion criteria were defined.

#### 3.2.1. Inclusion criteria

The inclusion criteria included:

Inclusion Criterion 1: Articles describing empirical validation of methodologies, techniques or tools for evaluating the usability or user experience of e-commerce websites

Inclusion Criterion 2: Studies comparing or contrasting different technologies for evaluating the usability or user experience of an e-commerce website.

#### 3.2.2. Exclusion criteria

The exclusion criteria included:

- Exclusion criterion 1: Studies that did not describe website usability or user experience evaluation methodology.
- Exclusion criterion 2: Studies in which websites were not the subject of study (e.g., mobile phone apps). This study did not cover omnichannel retailing because of the wide field that would have to have been covered in our research, however, it is proposed as a future line of research.
- Exclusion Criterion 3: Studies not focusing on e-commerce (e.g., information or e-learning websites):
- Exclusion Criterion 4: Studies identifying user experience or usability of the methodology used in the study, not user experience or usability of the website itself.
- Exclusion Criterion 5: Studies in languages other than English or Spanish.
- Exclusion Criterion 6: Studies not available for downloading after attempting to contact the authors.
- Exclusion Criterion 7: Bibliographic reviews or studies on good practices in the subject matter.



4. STUDY SELECTION

Once the criteria for article inclusion and exclusion had been defined, we proceeded to data analysis and results, at which time those that did not fit in with the topic of study were discarded. The articles finally analyzed were the following:

Table 2. Articles selected after synthesis

| ID | AUTHOR/S                                                                             | TITLE                                                                                                                                         | YEAR | DATABASES                               |
|----|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------------------|
| 1  | Alnawas, I. Al<br>Khateeb, A.                                                        | Developing and validating a multidisciplinary scale of etailing website elements                                                              | 2022 | Web of Science                          |
| 2  | Ang, A., Tan, A.                                                                     | Designing reverse logistics network in an omni-channel environment in Asia                                                                    | 2018 | Web of Science                          |
| 3  | Ashton, T.,<br>Pry-butok, V.R.                                                       | Developing and validating etailing satisfaction scales with textmining                                                                        | 2020 | Web of Science,<br>Scopus &<br>ProQuest |
| 4  | Aushm, K., Gaur,<br>L., Singh, G.                                                    | Impact of customer ex-perience on attitude and repurchase intention in online grocery retailing: A moderation mecha-nism of value co-creation | 2022 | Web of Science                          |
| 5  | Baskaran, K.                                                                         | The impact of digital transformation in Singa-pore e-tail market                                                                              | 2019 | Scopus                                  |
| 6  | Bhat, S.A., Mir,<br>A.A., Islam, S.B.                                                | Scale purification and validation: A methodo-logical approach to sus-tainable online retailing                                                | 2022 | Scopus &<br>ProQuest                    |
| 7  | Bhat, S., Islam,<br>S.B., Lone, U.M.                                                 | Antecedents and con-sequences of online buying behaviour: a mediation on study                                                                | 2023 | Web of Science                          |
| 8  | Bhattacharya, A.,<br>Srivastava, M.                                                  | A framework of online customer experience: an Indian perspective                                                                              | 2020 | Web of Science                          |
| 9  | Blázquez, M.                                                                         | Fashion shopping in multichannel retail: the role of technology in enhancing the customer experience                                          | 2014 | Web of Science<br>& Scopus              |
| 10 | Bobalca, S.S.,<br>Tugulea, O., Ifrim,<br>M., Maha, L.G.                              | Analysing the predictors of the young buyers' sat-isfaction in the e-retailing apparel sector                                                 | 2021 | Web of Science                          |
| 11 | Downing, C.E. &<br>Liu, C.                                                           | Assessing web site us-ability in retail electronic commerce                                                                                   | 2014 | ProQuest                                |
| 12 | Iouguina, A.                                                                         | Retail in a multichannel world: beyond 'online vs. offline' usability re-search                                                               | 2015 | Scopus                                  |
| 13 | Iqbal, T.                                                                            | Best customer experi-ence in e-retailing: A knowledge-based em-pirical model                                                                  | 2020 | Web of Science                          |
| 14 | Jocevski, M.,<br>Arvidsson, N.,<br>Miragliotta, G.,<br>Ghezzi, A., Man-giaracina, R. | Transitions towards om-nichannel retailing strategies: a business model perspective                                                           | 2019 | Web of Science,<br>Scopus &<br>ProQuest |
| 15 | Kalia, P., Paul, J.                                                                  | E-service quality and e-retailers: Attribute-based multi-dimensional scal-ing                                                                 | 2021 | Web of Science<br>& Scopus              |



|    |                                                                |                                                                                                                                                      |      |                         |
|----|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------------------|
| 16 | Kankaanhuhta, V., Packalen, T., Väättäinen, K.                 | Digital transformation of forest services in Fin-land - a case study for improving business pro-cesses                                               | 2021 | Scopus                  |
| 17 | Kuster, I., Vila, N., Canales, P.                              | How does the online service level influence consumers' purchase intentions before a transaction? A formative approach                                | 2016 | Web of Science          |
| 18 | Lambillotte, L., Magrofouco, N., Poncin, I., Van-derdonckt, J. | Enhancing playful cus-tomer experience with personalization                                                                                          | 2022 | Web of Science          |
| 19 | Mortimer, G., Ha-san, S.F.E., An-drews, L., Martin, J.         | Online grocery shop-ping: The impact of shopping frequency on perceived risk                                                                         | 2016 | Web of Science          |
| 20 | Pandey, S., Chawla, D.                                         | Online customer experi-ence (OCE) in clothing e-retail: Exploring OCE dimensions and their impact on satisfaction and loyalty - Does gen-der matter? | 2018 | Web of Science          |
| 21 | Quach, S., Bara-ri, M., Moudri, D.V., Quach, K.                | Service integration in omnichannel retailing and its impact on cus-tomer experience                                                                  | 2022 | Web of Science          |
| 22 | Rese, A., Gan-ser, L., Baier, D.                               | Chatbots in retailers' customer communica-tion: How to measure their acceptance?                                                                     | 2020 | Scopus                  |
| 23 | Tandon, U., Ki-ran, R., Sah, A.                                | Analyzing customer sat-isfaction: Users per-spective towards online shopping                                                                         | 2017 | Web of Science          |
| 24 | Vinodhini, G., Chandraseka-ran, R.M.                           | A sampling-based sen-timent mining approach for e-commerce applica-tions                                                                             | 2017 | Web of Science & Scopus |
| 25 | Xie, C.H., Chiang, C.Y., Xu, X.H., Gong, Y.M.                  | The impact of by-online-and-return-in-store channel integration on online and offline be-havioral intentions: The role of offline store              | 2023 | Web of Science          |
| 26 | Zimmermann, R., Avinger, A.                                    | Developing a conver-sion rate optimization framework for digital retailers case study                                                                | 2022 | Web of Science & Scopus |

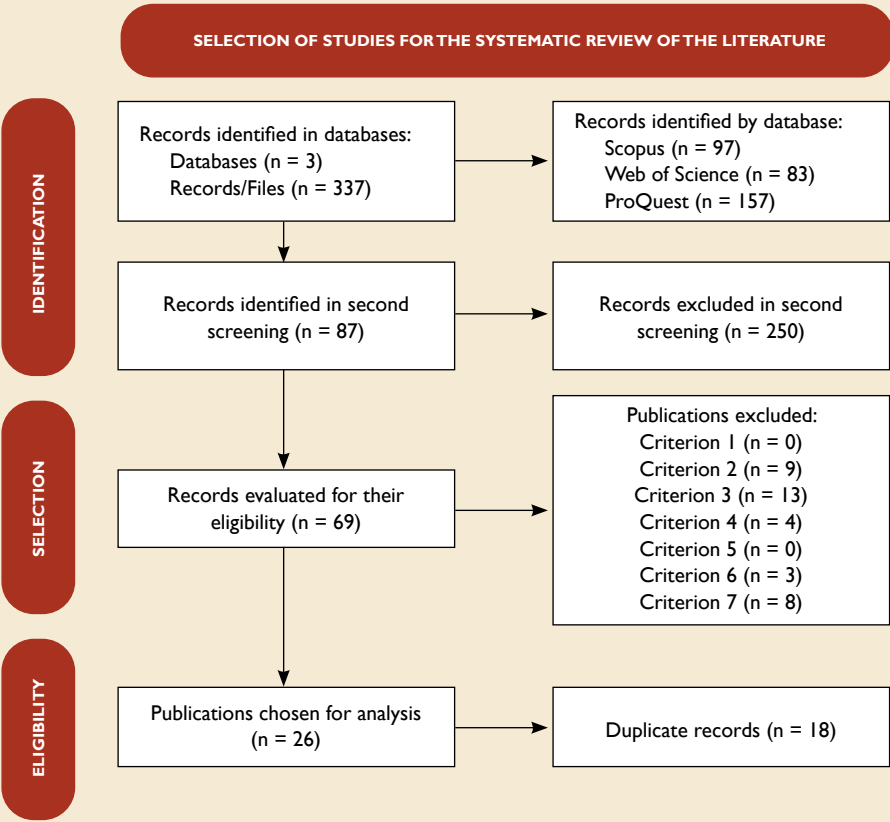
Source: By authors

Of the original 69 studies, only 26 were finally selected as meeting the inclusion and exclusion criteria. After selecting the studies following the criterion defined above, the majority of the articles found on the topic were written between 2020 and 2023. It should be emphasized that before selecting the studies, 60.87% of the articles had been written between these years, while after study selection for the years 2020 to 2023 only as a reference, the representativeness of these articles was still 59.69% of the articles analyzed in this systematic review of the literature.

**Figure 1** below shows a diagram of the reason for the review, what was done and what was found.



Figure 1. Flow chart of the systematic review of the literature



## 5. RESULTS

We began with an analysis of the methods used to measure usability, distinguishing the various tools used for it, and then studying the criteria selected to measure usability in each study. Afterwards, we analyzed which stage of the buying process these studies were done at.

### 5.1. Usability measurement methods in the studies reviewed

To begin the analysis of results, the methods used in the studies reviewed were analyzed. In this section, we compiled the most common methods appearing in the articles, and then grouped the studies by the method used.

Table 3. **Methods used to measure usability in the articles reviewed**

| METHOD                                  | TIMES USED | STUDIES USING IT                                                            |
|-----------------------------------------|------------|-----------------------------------------------------------------------------|
| Analytical                              | 21         | 1, 3, 4, 6, 7, 8, 9, 10, 12, 13, 14, 16, 17, 18, 19, 20, 22, 23, 24, 25, 26 |
| Data mining                             | 19         | 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 14, 15, 18, 19, 21, 23, 24, 25, 26          |
| Case study                              | 7          | 2, 14, 16, 18, 21, 22, 26                                                   |
| Focus group                             | 5          | 10, 12, 17, 20, 26                                                          |
| Testing with users                      | 5          | 3, 11, 17, 18, 22                                                           |
| Content analysis                        | 3          | 1, 3, 24                                                                    |
| Interview                               | 3          | 2, 12, 20                                                                   |
| Software development                    | 3          | 12, 16, 17                                                                  |
| Expert evaluation                       | 2          | 1, 4                                                                        |
| Self-report                             | 2          | 2, 12                                                                       |
| Attitude of behavior in a given context | 1          | 4                                                                           |
| Eye tracking                            | 1          | 18                                                                          |
| Weighting                               | 1          | 24                                                                          |
| Workshop                                | 1          | 26                                                                          |

Source: By authors

A large majority of the studies combined several methods for website usability analysis. The most popular and most widely used methods were analytical, found in over 28% of them, and data mining, which was used in over 25%. This was followed by user testing and focus groups, both methods with the same representation of 6.8% each in the sample analyzed. Other methodologies less used in this type of study, such as interview, software development and content analysis, represented about 4% each, expert evaluation and self-reports 2.7%, and finally workshops, attitude of behavior in a given context, eye tracking and weighting, 1.3% each.

The great majority of the studies analyzed combined several methods. This is because data interpretation and analysis are fundamental to the study of website usability. Thus, a single methodology was used only in studies like [5], [11], [13] and [15], while on the contrary, some made a more extensive use of methodology, using up to six different methods in a single study, as

was the case of study [12]. However, as mentioned above, usually fewer than two methods were used in each. Of the methods analyzed, factor analysis and big data management were prioritized.

5.2. Tools used in the studies reviewed

When the various methods used in the website usability study had been analyzed, the tools selected for them were examined.

Table 4. Tools used for measuring usability and/or user experience in the studies reviewed

| TOOL                | TIMES USED | STUDIES USING IT                                                            |
|---------------------|------------|-----------------------------------------------------------------------------|
| Analytical software | 21         | 1, 3, 4, 6, 7, 8, 9, 10, 12, 13, 14, 16, 17, 18, 19, 20, 22, 23, 24, 25, 26 |
| Survey              | 13         | 1, 4, 6, 7, 8, 9, 10, 11, 13, 19, 21, 25, 26                                |
| Observation         | 8          | 1, 2, 3, 12, 14, 18, 22, 24                                                 |
| Questionnaire       | 7          | 3, 5, 12, 14, 15, 22, 23                                                    |
| Focus group         | 5          | 10, 12, 17, 20, 26                                                          |
| Interview           | 5          | 2, 12, 14, 16, 20                                                           |
| Prototype           | 5          | 12, 15, 16, 18, 22                                                          |
| Task completion     | 1          | 17                                                                          |
| Workshop            | 1          | 26                                                                          |

Source: By authors

On analyzing the tools used in the studies, most of them were observed to have used more than one at a time. This is coherent with the methods used, as each study also combined different methods, so certain tools could be related to different methods. The most popular tool for studying website usability was observed to be analytical software, of which SPSS was the preferred tool, used by 30% of the studies, and survey by 20%. Less used, but still significant was the focus group, interview and prototype, with 7.6% in all cases, and finally, completion of tasks and workshops representing only 1.5% each.

5.3. Criteria used to evaluate user experience and/or usability in e-commerce

After the methods and tools used in the website usability studies, we analyzed the criteria used in this type of research.

Table 5. Criteria used to evaluate user experience and/or usability of e-commerce websites

| CRITERION              | TIMES USED | STUDIES USING IT                                                       |
|------------------------|------------|------------------------------------------------------------------------|
| Performance            | 19         | 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 14, 15, 16, 17, 18, 20, 21, 23, 25 |
| Emotion and commitment | 14         | 4, 5, 7, 8, 9, 11, 12, 15, 18, 20, 22, 23, 24, 25                      |
| Attitude               | 16         | 4, 5, 8, 9, 10, 12, 14, 17, 18, 19, 20, 21, 22, 23, 24, 25             |
| Confidence             | 13         | 1, 3, 4, 5, 6, 7, 11, 15, 17, 19, 21, 22, 23                           |
| Usability              | 12         | 3, 6, 7, 10, 11, 12, 13, 15, 16, 17, 22, 23                            |
| Product                | 10         | 1, 4, 10, 14, 17, 18, 20, 23, 24, 25                                   |
| Interactivity          | 9          | 2, 4, 6, 10, 11, 13, 14, 15, 20                                        |
| Privacy / Security     | 9          | 1, 4, 5, 15, 17, 20, 21, 22, 23                                        |
| User experience        | 9          | 1, 10, 11, 17, 18, 19, 20, 21, 23                                      |
| Content                | 7          | 3, 5, 10, 11, 18, 20, 24                                               |
| Esthetics              | 6          | 1, 2, 3, 5, 10, 23                                                     |
| Convenience            | 6          | 4, 10, 14, 19, 20, 22                                                  |
| Perceived benefit      | 4          | 10, 13, 20, 25                                                         |
| Perceived risk         | 4          | 10, 19, 20, 21                                                         |
| Persuasion             | 4          | 10, 16, 17, 18                                                         |
| Popularity             | 4          | 10, 11, 13, 15                                                         |
| Connectivity           | 3          | 1, 3, 13                                                               |
| Gender                 | 3          | 7, 10, 20                                                              |
| Innovation             | 3          | 6, 16, 22                                                              |
| Loyalty                | 2          | 10, 21                                                                 |
| Price                  | 2          | 10, 11                                                                 |
| Personalization        | 1          | 18                                                                     |
| Personal efficacy      | 1          | 20                                                                     |
| Contact points         | 1          | 26                                                                     |

Source: By authors

The scope of the criteria used in evaluating usability is broad and diversified due to the magnitude of the term usability itself, and as

shown in the theoretical framework, the concept is characterized by the many nuances that affect the achievement of an objective. In this case that objective is, briefly, the capability of a website for being used. We therefore distributed the various criteria found in the studies into twenty-four of the most generic. As in other variables in this review, practically all of the articles used more than one criterion to measure website usability. The most common were performance, attitude, emotion and commitment, confidence, usability and product. These criteria were followed in some studies by interactivity, user experience, privacy and security, content, esthetics and convenience. And to a minor extent, criteria such as persuasion, popularity, perceived benefits, perceived risks, connectivity, innovation, gender, price, loyalty, personal efficacy, points of contact and personalization were also studied. This distribution by weight of the various criteria in the studies on usability provides a more emotional perspective than technical, showing that they are oriented toward consumer behavior.

5.4. Website development stages when the studies were performed

When the various criteria used to measure website usability or user experience had been analyzed, we proceeded to determine the website development stages when the studies had been performed.

Table 6. Website development stages when the studies reviewed were done

| DEVELOPMENT STAGE | TIMES DONE IN | STUDIES DONE IN IT                                                                        |
|-------------------|---------------|-------------------------------------------------------------------------------------------|
| Completed         | 25            | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26 |
| Design            | N/A           | N/A                                                                                       |
| Coding            | N/A           | N/A                                                                                       |
| Planning          | 1             | 16                                                                                        |

Source: By authors

On another plane, almost all the studies analyzed evaluated complete websites, that is, e-commerce websites that were completely developed and already operating. It is worth mentioning here that Study [16] was the only one that did not follow this norm,

and was performed while the website was still in the planning stage. This phenomenon could be explained by studies having been done in a real setting, as the objective was real results on their usability in e-commerce.

5.5. Stage in the buying process when the studies were performed

Finally, we studied the stage in the buying process when website usability was measured.

Table 7. Stage in the buying process when the studies were performed

| BUYING STAGE   | TIMES DONE IN | STUDIES DONE IN IT                            |
|----------------|---------------|-----------------------------------------------|
| Before buying  | 3             | 14, 17, 22                                    |
| Buying         | 13            | 1, 3, 5, 7, 9, 10, 12, 13, 14, 18, 20, 21, 23 |
| After buying   | 3             | 2, 14, 25                                     |
| Buying again   | 2             | 4, 19                                         |
| Not applicable | 7             | 6, 8, 11, 15, 16, 24, 26                      |

Source: By authors

Finishing the section on the results of this study, special importance should be placed on the stage of the buying process when the analysis was made. In this respect, a strong predominance of studies was observed to focus on the buying stage, followed by those that did not focus on any particular buying stage for measuring website usability. Fewer focused on the stages before, after or repeat buying. In this case, all the studies concentrated on a single stage, with the exception of Study [14], which made a more complete analysis that included three different stages, before, during and after buying.

6. DISCUSSION

In the discussion of results, the implications of the study show, on one hand, a general line of behavior in e-commerce website usability evaluation. In this case, if method was discussed, a meticulous analytical study in which analysis and data mining were the pillars, using analytical tools, such as SPSS software and surveys, was the

most important. Where criteria related directly to consumer behavior were analyzed, the focus was from a more emotional perspective, seeking the link between the user and the website. In all these studies, a realistic matrix is essential, evaluating real website functioning, and focusing analysis mainly on the user purchasing process.

Limitations of our study include the subject matter, as we only covered e-commerce websites, and no informative or other type, which reduced the number of studies analyzed. The analysis of retail e-commerce may also be understood as a limitation, as all B2B e-commerce websites were also excluded. These would be fewer, but no less interesting.

Another of the limitations of this systematic review could be our restriction to articles published in journals, leaving out presentations to conferences, for example, which could also have enriched the study.

By way of conclusion, we may affirm that the evaluation of usability in e-commerce is a subject which has been gaining in popularity in the last ten years, and especially in the last four. This phenomenon may be due to the boom in e-commerce after the pandemic and that businesses are taking into consideration the enormous potential of e-commerce in today's economy.

As future lines of work, it would be of interest to widen research to a more omnichannel environment, dealing with Web applications for example and including studies published in conferences and other sources that could enrich the study.

792



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## Chapter V: Visual components in web usability: analysis of e-commerce

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## VISUAL COMPONENTS IN WEB USABILITY Analysis of e-Commerce

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### KEYWORDS

*Visual design*  
*Visual content*  
*Usability*  
*E-commerce*  
*Retail*  
*Consumer behaviour*  
*User experience*

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### ABSTRACT

*The growth of e-commerce, coupled with the necessity to enhance the online experience of consumers, underscores the importance of examining the visual aspects of the web, particularly in terms of usability and its associated indicators. This research aims to make a contribution to the field of e-commerce studies through an empirical study based on structural equation modelling (SEM). In this study, the five usability indicators will be measured (learnability, efficiency, memorability, errors and satisfaction) and the extent to which they influence the usability of an e-commerce site will be determined. The study yields significant results within the research area.*

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## 1. Introduction

The growing significance of e-commerce has prompted brands to leverage it as a means of accelerating their growth, particularly in the fashion industry. This is evident in the pursuit of creating an experience that evokes the same level of satisfaction in both the online and physical domains (Gutiérrez-Rodríguez et al., 2020; Cuesta-Valiño et al., 2022). This experience is largely shaped by the design of these environments. Consequently, brands must adapt to the continuous changes in consumer behaviour, offering products and services aligned with their evolving needs (Lavanda Reyes et al., 2022). This includes the provision of visually appealing solutions that address some of these emerging needs promptly. This is primarily attributable to the surge in online purchases and the growing consumer inclination towards omnichannel shopping (Yustres Duro & Melendo Rodríguez-Carmona, 2022; Dogra & Kaushal, 2023). This preference is attributed to the convenience and cost-effectiveness of the online shopping experience, which is perceived as a more efficient alternative to traditional brick-and-mortar stores (Cavazos-Arroyo et al., 2024).

This adaptation can occur in various ways, primarily in the visual domain. For instance, the use of TikTok as a visualisation tool (Rodríguez Hernández & Vázquez Sacristán, 2024), the design of mobile applications (Ramos et al., 2023), brand authenticity or brand identification strategies (Jos Additionally, QR codes can be found in physical shops or on television (Gallardo-Camacho & Melendo Rodríguez-Carmona, 2023), as well as in corporate social responsibility strategies (Cuesta-Valiño et al., 2024) that are oriented towards responsible consumption (Cristancho-Triana et al. (2024) propose that this phenomenon can be observed in the visual composition of media advertising (Melendo Rodríguez-Carmona & Yustres Duro, 2023) or in the design of e-commerce web usability (Melendo Rodríguez-Carmona et al., 2024).

The primary objective of this research is to ascertain the dimensions that comprise the usability design of e-commerce. To this end, a survey of the Spanish population is conducted, which is then analysed through the lens of structural equation modelling using PLS-SEM. The ensuing results are subsequently presented, followed by a discussion thereof. Ultimately, conclusions, contributions and prospective avenues of inquiry pertinent to the subject matter are proffered.

## 2. E-commerce Usability Design

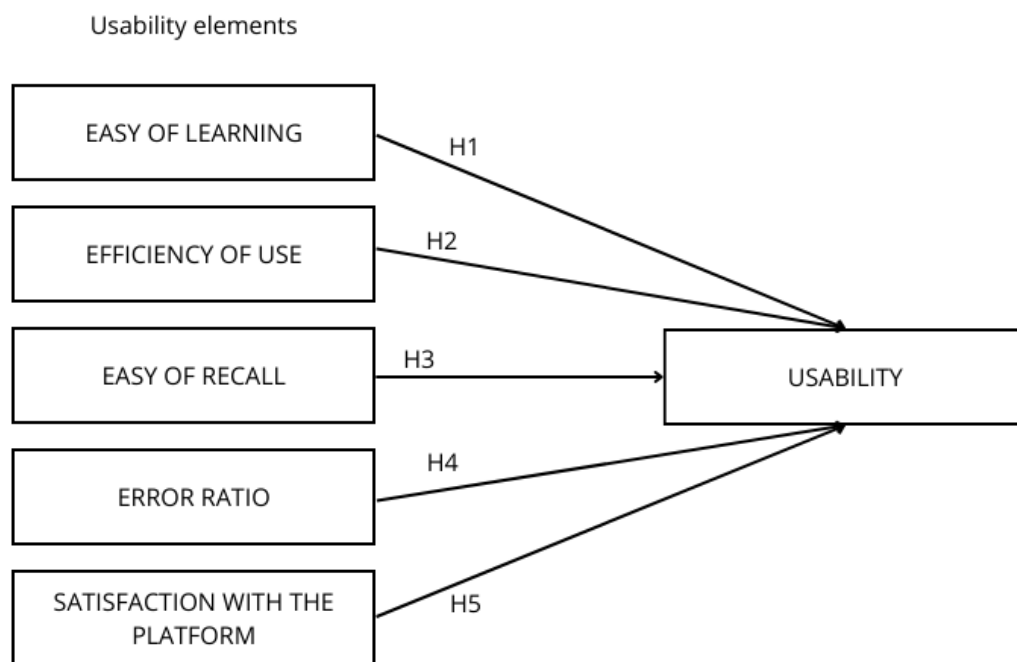
The concept of usability can be defined as the extent to which a website's design is functional, natural, desirable and effective. This encompasses the manner in which the content, design and aesthetics are presented. The concept of usability has been the subject of study by authors such as Nielsen (1993) since the 1990s. This author examines usability and usefulness as two key attributes of system functionality. Consequently, he posits that usability constitutes the visual aspect of functionality, namely the manner in which users can utilise this functionality. Additionally, he posits that usability is constituted by five primary attributes: ease of learning, efficiency of use, ease of recall, errors, and user satisfaction. Subsequently, Lewis (1995) posited a theoretical framework for usability, delineating it as a multidimensional construct comprising various attributes, including user satisfaction, task completion time, and the suitability of the information presented in the medium. Concurrently, Kreke et al. (1995) posit that the visual enhancement of usability can be achieved through the naturalness of the user interface, wherein the usability and user-friendliness of the user interface become the paramount determinants of consumer satisfaction with the platform's usability.

At the present time, Razzak et al. (2023) employ a methodology that encompasses user feedback, application features, user experience, comparative market values, design principles, error handling and general feedback in order to assess the usability of a given design. Saha et al. (2023) define the visual aspect of usability as a metric for evaluating the efficacy of any interface, ascribing to it characteristics such as efficiency, ease of recall, ease of learning, errors and interface aesthetics. Similarly, Samawi et al. (2023) identify navigation, information architecture, content value, satisfaction, aesthetics and coherence and functionality as attributes of usability design. Su et al. (2023) identify the following attributes of the visual part of usability: self-learning assistance, fidelity simulation, comparison, diagnosis, satisfaction, intention to use, usefulness, usability, ease of use, image and entertainment.

### 3. Visual Components of Usability Design

It is therefore of interest to examine the various visual elements of usability design in order to gain a deeper understanding of them and to identify which are the most pertinent. This study will analyse the classic visual usability components (Nielsen, 1993), which are: ease of learning (Ali et al., 2022), efficiency of use (Toraman et al., 2023), ease of recall (Weichborth, 2020), error rate (El-Asaar & Farghali, 2022) and satisfaction with the platform (Barakovic et al., 2023). Each of the components, although based on more classical literature, reflect contemporary characteristics and properties, thereby ensuring their continued validity over time.

**Figure 1.** Proposed model



Source: Own elaboration, 2024.

The following section will provide a more detailed examination of the various elements that comprise usability design, with the objective of establishing greater consistency within the proposed model (Figure 1). The initial focus will be on the ease of learning, efficiency of use, ease of recall, error rate and satisfaction with the platform.

#### 3.1. Ease of Learning

The ease of learning is defined as the simplicity with which a user can interact with a system. This is contingent upon the visual content of the site and the user experience, which are fundamental to this attribute. Ease of learning is regarded as the most fundamental usability attribute (Nielsen, 1993). This is because the majority of systems should be straightforward to learn. Preece (2001) discusses a similar attribute, which he refers to as the 'speed of learning'. This is defined as the time taken to learn to perform actions such as reading and sending messages, as well as to read and understand the information displayed on a screen. In other words, it is the time taken to become proficient in using a web design. Subsequently, Jeng (2005a) posits that the capacity for learning is constrained to the assessment of learning exertion. Conversely, Brown et al. (2013) posit that learnability is defined as the ability of users to readily comprehend the operational nuances of a system design. In contrast, O'Malley et al. (2014) define learnability as the perception of relative simplicity in becoming acquainted with the visual aspects of the software. Russ et al. (2014) define learnability as the ease with which end users can perform fundamental tasks upon initial encounter with the design.



Furthermore, Dominguez Vila et al. (2021) incorporate learnability into the domain of application content design, delineating strategies for the development of learning processes and the enhancement of the consumer experience with the visual elements of the web. El-Asaar and Farghali (2022) posit that learnability can be defined as the user's capacity to utilise the design of a system in order to accomplish the requisite task from the initial attempt. Kureerung et al. (2022) define learnability as the ability to rapidly comprehend and utilise the visual components of information, as well as the readability and actionability of the content. Ruiz Ledesma et al. (2022) define learning as the ease with which users can perform basic tasks from the initial interaction with the system. Kumar et al. (2023) employ a three-pronged approach to assess the ease of learning afforded by websites, measuring completion, responsiveness and the sense of learning derived from their visual appearance. The investigation of the initial indicator of usability in e-commerce has led to the formulation of the following hypothesis:

H1: The ease of learning is a visual component that has a positive impact on the design of e-commerce usability.

### **3.2. Efficiency of Use**

The efficiency of use can be defined as the extent to which a system is designed in a way that allows for optimal use. This encompasses not only the functionality of the system but also the visual components of its graphical interface, which are fundamental to navigating the web and finding information. As posited by Nielsen (1993), the system must be efficient to use. Once the user has become proficient in navigating the system design, a high level of productivity is achievable. Preece (2001) does not cite the term 'efficiency of use' as an attribute of usability, but rather describes other components related to the visual aspect of the web, such as navigation and productivity. Palmer (2002) also discusses navigability, defining it as the sequencing of pages, a well-organised design and the coherence of the navigation protocol. Additionally, he addresses interactivity, which encompasses the capacity to personalise the appearance, style and content of websites, as well as the manner of interaction with users, namely the configuration of the visual aspect of a website. Nielsen and Loranger (2006) emphasise the significance of effective navigation, which should be predictable and encourage user confidence. The more efficient the system design, the greater the user experience, as users visit the web for its utility. Furthermore, they emphasise the importance of a website having high-quality content, as a well-designed interface that provides clear information about products is crucial for online purchasing decisions.

Ruiz Ledesma et al. (2022) posit that efficiency is contingent upon both the user's prior experience with the system and the time required to complete tasks within the visual domain of the web. Alhejji et al. (2022) examine the concept of effectiveness, defined as the accuracy and completeness with which users achieve the specified goals. In their study, AlSalem and AlShamar (2023) examine efficiency as a function of the time required for users to complete each task. Kumar et al. (2023) indicate that effectiveness is measured in terms of its design sub-attributes, namely the appropriate organisation, self-service enablement and preferred communication channel of the website. Ormeño et al. (2023) define efficiency as the ratio between the percentage of usability requirements successfully obtained and the time spent by the analyst in eliciting the usability requirements and drawing the GUI prototype. This leads to the formulation of the second research hypothesis:

H2: The efficiency of use is a visual component that has a positive influence on the design of usability in e-commerce.

### **3.3. Ease of Recall**

The ease of recall is defined as the simplicity with which a user can return to a system after a period of inactivity. This can be assessed by determining whether the user is able to recall the design of the system. Nielsen (1993) posits that the design of the system should be straightforward to recall so that the occasional user can revisit the site after a period of inactivity without the need to relearn it from scratch. Preece (2001) refers to this concept by calling it 'retention'. In this context, we define 'retention' as 'ease of recall', which refers to the extent to which users remember how to operate within the visual part of the software after using it, or how much they remember about the design of the information the next time they visit a digital community. In their 2013 study, Brown et al. maintain the term 'ease of learning' to refer to the ability of users to easily remember how to perform tasks through the design of the system. Lacka and Chong (2016) also adhere to the established terminology for this attribute,



defining it as the ability of users of any technology to readily recall the steps required to perform a specific task, even after a period of non-use. Conversely, Weichborth (2020) defines ease of learning as the extent to which users can readily comprehend the functionality and interface of an application.

Ali et al. (2022) investigate the recall of a system design by comparing the results of repeating the same tasks in different sessions over time. El-Asaar and Farghali (2022) define recall as the subject's ability to remember and recall the steps of using the system when returning to it after a period of time without doing so through the visual components of the system. Kureerung et al. (2022) identify ease of recall of web design as a system or application that is easily remembered and as the minimum memory load needed to remember it. In their 2022 study, Ruiz Ledesma and colleagues define ease of recall as the ease with which a user remembers the functionality of a system design after a period of non-use. In conclusion, Kumar et al. (2023) posit that ease of recall encounters are contingent upon the visual presentation of accurate and pertinent information that is consistently updated. This leads to the following hypothesis:

H3: The ease of recall of a visual component positively influences the usability of e-commerce design.

### **3.4. Error Ratio**

The term 'error ratio' is employed to describe the frequency of user errors in a system. As postulated by Nielsen (1993), the system design should exhibit a low error rate, whereby minimal errors are committed during the utilisation of the system and any errors that are made can be readily rectified. As posited by Kreke et al. (1995), users place a high value on innovative visual functionalities such as online assistance, which is directly related to the minimisation of user errors. Preece (2001) examines the phenomenon of user error in the context of interface design. He puts forth the proposition that interfaces are designed with the explicit intention of preventing users from making errors. To this end, he assesses the prevalence, duration, and recovery time for errors occurring in different parts of the system. Furthermore, he evaluates the degree to which the system provides assistance to users in the event of an error. Calisir and Calisir (2004) posit that a system must satisfy the following criteria in its visual design: error messages must be readily comprehensible; the capacity to undertake valuable work with the program prior to its comprehension; the provision of an undo function to reverse control actions; and the confirmation of queries before the execution of commands that may pose risks, thus enhancing perceived usefulness and learnability. Jeng (2005a) defines an error as a test of the ease with which users can recover from errors and the extent to which they are susceptible to making errors due to system design.

AlSalem and AlShamari (2023) put forth the proposition that user satisfaction is contingent upon the absence of errors in the system design. Kumar et al. (2023) put forth the proposition that the error rate can be quantified by three parameters: the overall system accuracy, the error rate, and the average latency. Other authors, such as Leung et al. (2023), posit that customers may readily encounter issues stemming from technical difficulties during the utilisation of the visual component of the system. Ruiz Ledesma et al. (2023) investigate the error rate, defined as the number of errors made by users during the utilisation of the system design. The study's focus is on the severity of these errors and the ease with which they can be rectified after an error has occurred. In conclusion, Toraman et al. (2023) address usability design errors from the perspective of prevention, as the user's perception of error prevention and minimisation with visual components such as error messages or prompts is of great importance. This leads to the formulation of the following hypothesis:

H4: A low error rate is a visual component that has a positive influence on e-commerce usability design.

### **3.5. Satisfaction with the Platform**

Satisfaction with the platform can be defined as the level of satisfaction derived from the utilisation of a website. This encompasses the visual aspects of the website, including its harmonious and aesthetic design, the presentation of its content, images, and graphics, among other elements. In this context, Nielsen (1993) posits that the system must be visually appealing to users in order to engender a subjective sense of satisfaction. Preece (2001) discusses user satisfaction in relation to a number of factors, including user satisfaction with different aspects of the system, such as information design and

responsiveness. Palmer (2002) discusses aspects such as the visual content of a system, including the quantity and diversity of content contained therein. Hornbæk (2006) employs a range of methods to assess user satisfaction with platform design, including the use of standardised questionnaires, measures of preference, ease of use, specific attitudes, attitudes influenced by other individuals, attitudes towards interface content, perception of results, perception of interaction, aesthetic appeal, the perceived clutter on a screen, and even measures of user embarrassment. Zviran et al. (2006) define user satisfaction as end-user confidence in the system design, accurate information presentation, use of a clear presentation format, assurance of information timeliness and perceived ease of use.

Barakovic et al. (2023) posit that the aesthetic quality of a website can be defined as a subjectively pleasurable experience. This definition is linked to the concept of user satisfaction with the platform, as evidenced by a review of the literature. Kumar et al. (2023) investigate satisfaction with web design based on an analysis of customer feedback and an emphasis on personalisation. Although Dominguez Vila et al. (2023) do not explicitly discuss user satisfaction with the platform in their study, they do examine the functionality dimension, where functional design is defined as a paradigm for simplifying the design of hardware and software devices. This directly relates to the concept of a satisfactory web design. Ormeño et al. (2023) examine various facets of satisfaction, including that of the analyst, which pertains to perceived usefulness, perceived ease of use, and intention to use, and that of the end user, which is gauged through questionnaires on the usability of computer systems and satisfaction, with the analysts' recommendations incorporated. In conclusion, Toraman et al. (2023) examine the visual aspects of a website, specifically graphics, images and multimedia content, from the user's perspective. This encompasses the appropriateness, controllability and speed of viewing the aforementioned content, which may also be related to the user's satisfaction with the platform. The investigation into user satisfaction with the platform has led to the formulation of the following hypothesis:

H5: User satisfaction with the platform is a visual component that has a positive impact on the usability of e-commerce design.

## **4. Methodology**

### **4.1. Survey Design**

The questionnaire is composed of different parts. Initially, respondents are asked a behavioural question. This is followed by 23 questions about e-commerce usability and its components. Among these 23 questions, an additional question has been included to assess the questionnaire's validity. Additionally, three further behavioural questions and four further demographic questions have been incorporated.

The questions are measured through a five-point Likert scale, whereby participants indicate their level of agreement with the statement posed by answering 1 when they completely disagree, 2 when they disagree, 3 when they are indifferent to the answer, 4 when they agree and 5 when they completely agree. All questions in the questionnaire are based on validated scales. The ease of learning component consists of four questions, three of which are based on the work of Preece (2001) and one on that of Lewis (1995). The efficiency of use is assessed through four questions, one based on the work of Lewis (1995), one on Huang and Benyoucef (2013), and the remaining two on Jeng (2005a). The construct of ease of recall is measured by four items, three of which are drawn from Lacka and Chong (2013) and one from Brown et al. (2014). Three questions are proposed for the measurement of the error rate, two of which are based on the work of Lewis (1995) and one on that of Preece (2001). To assess user satisfaction with the platform, four questions are proposed, all of which are based on the work of Lewis (1995). Ultimately, to assess the usability of e-commerce in general, four questions based on Chiu et al. (2005) are proposed.

Two of the behavioural questions are based on the literature of Cuesta-Valiño et al. (2022), one is based on Lim et al. (2023), and the last one is based on Ahmad et al. (2023). The demographic questions are based on those proposed by Theodorakis et al. (2019) and the Spanish National Institute of Statistics.

### **4.2. Size and Composition of the Sample**

This research is a descriptive study (Hernández Sampieri et al. 2007) utilising primary data obtained through a survey of the Spanish population, completed between April and June 2024. A total of 502

questionnaires were collected, of which 455 were deemed valid. These data will be subjected to further processing in PLS-SEM with a view to validating the formative type model (Lacka & Chong, 2016) through a structural equation (Henseler, 2018; Henseler et al., 2018).

In March, prior to the final dissemination of the questionnaire, a pre-test was conducted with ten men and ten women. This was done to ensure that the questionnaire was understood and to make any necessary adjustments to questions that could cause problems. Once the questionnaire was readjusted, it was disseminated with the aim of obtaining a representative sample of the Spanish population.

**Table 1.** Sample information

|                                                        | %      | Total |
|--------------------------------------------------------|--------|-------|
| <b>Shopping in physical shop, digital shop or both</b> |        |       |
| <b>Physics</b>                                         | 18,68% | 85    |
| <b>Digital</b>                                         | 12,97% | 59    |
| <b>Both</b>                                            | 68,35% | 311   |
| <b>Gender</b>                                          |        |       |
| <b>Man</b>                                             | 45,49% | 207   |
| <b>Woman</b>                                           | 54,51% | 248   |
| <b>Age</b>                                             |        |       |
| <b>Between 18 and 27 years old</b>                     | 32,53% | 148   |
| <b>Between 28 and 43 years old</b>                     | 29,23% | 133   |
| <b>Between 44 and 59 years old</b>                     | 29,89% | 136   |
| <b>Between 60 and 78 years old</b>                     | 8,35%  | 38    |

Source: Own elaboration, 2024.

The sample comprises a total of 455 responses, representing the Spanish population. Of these, 18.68% of respondents indicated that they purchase items exclusively from physical stores, 12.97% stated that they buy exclusively through digital channels, and 68.35% indicated that they purchase items from both physical and digital stores. Of the total sample, 45.49% are male and 54.51% are female. Additionally, 32.53% of subjects are between the ages of 18 and 27, 29.23% are between 28 and 43, 29.89% are between 44 and 59, and 8.35% are between 60 and 78.

#### **4.3. Measurement Model: Reliability and Validity**

Prior to the final item validation, two EF1-US and BE3-US were excluded due to loadings below 0.707, while FA2-US and FR2-US were also excluded due to levels above 5 of the collinearity statistics (VIF). As illustrated in Table 1, all loadings exceed 0.741, thus aligning with the criteria set forth by Hair et al. (2011) for item acceptance.

Similarly, Cronbach's Alpha assesses internal consistency, which in our case is satisfactory overall, although the figures for Errors are slightly lower than anticipated. Therefore, we can conclude that it has a moderate internal consistency, in line with the recommendations of Nunnally and Bernstein (1994), who suggest that the figures should be above 0.8. Finally, a final check of internal consistency was conducted using the average variance extracted (AVE), which demonstrated that all values were above 0.50, meeting the acceptance threshold. The AVE values can also be interpreted in terms of discriminant validity. In the case of Errors and Recall, the discriminant validity is very good, as it is below 0.9. In the case of Learning, Efficiency, Satisfaction and Usability, the discriminant validity is moderate, as it slightly exceeds 0.9.

**Table 2.** Constructs, components, Cronbach's alpha, AVE, composite reliability and external loads

| Constructs                                                                      | External loads |
|---------------------------------------------------------------------------------|----------------|
| <b>Learning: Cronbach's Alpha 0.938; AVE 0.890; Composite Reliability 0.961</b> |                |
| FA1-US                                                                          | 0,934          |
| FA3-US                                                                          | 0,948          |
| FA4-US                                                                          | 0,949          |

| Constructs                                                                          | External loads |
|-------------------------------------------------------------------------------------|----------------|
| <b>Efficiency: Cronbach's Alpha 0.936; AVE 0.886; Composite Reliability 0.959</b>   |                |
| EF2-US                                                                              | 0,940          |
| EF3-US                                                                              | 0,944          |
| EF4-US                                                                              | 0,940          |
| <b>Errors: Cronbach's Alpha 0.556; AVE 0.686; Composite Reliability 0.813</b>       |                |
| BE1-US                                                                              | 0,895          |
| BE2-US                                                                              | 0,757          |
| <b>Recall: Cronbach's alpha 0.817; AVE 0.735; Composite Reliability 0.892</b>       |                |
| FR1- US                                                                             | 0,899          |
| FR3-US                                                                              | 0,741          |
| FR4-US                                                                              | 0,920          |
| <b>Satisfaction: Cronbach's Alpha 0.880; AVE 0.737; Composite Reliability 0.918</b> |                |
| SP1-US                                                                              | 0,834          |
| SP2-US                                                                              | 0,883          |
| SP3-US                                                                              | 0,897          |
| SP4-US                                                                              | 0,817          |
| <b>Usability: Cronbach's Alpha 0.884; AVE 0.740; Composite Reliability 0.919</b>    |                |
| US1                                                                                 | 0,850          |
| US2                                                                                 | 0,877          |
| US3                                                                                 | 0,849          |
| US4                                                                                 | 0,865          |

Source: Own elaboration, 2024.

In terms of internal validity testing, the Heterotrait-Monotrait (HTMT) test was also analysed. The results show that most of the constructs have good values, below 0.85-0.90. However, there are two exceptions: EFFICIENCY <-> LEARNING and REMEMBRANCE <-> EFFICIENCY, which are slightly above the acceptable range.

**Table 3.** Discriminant validity, HTMT criterion

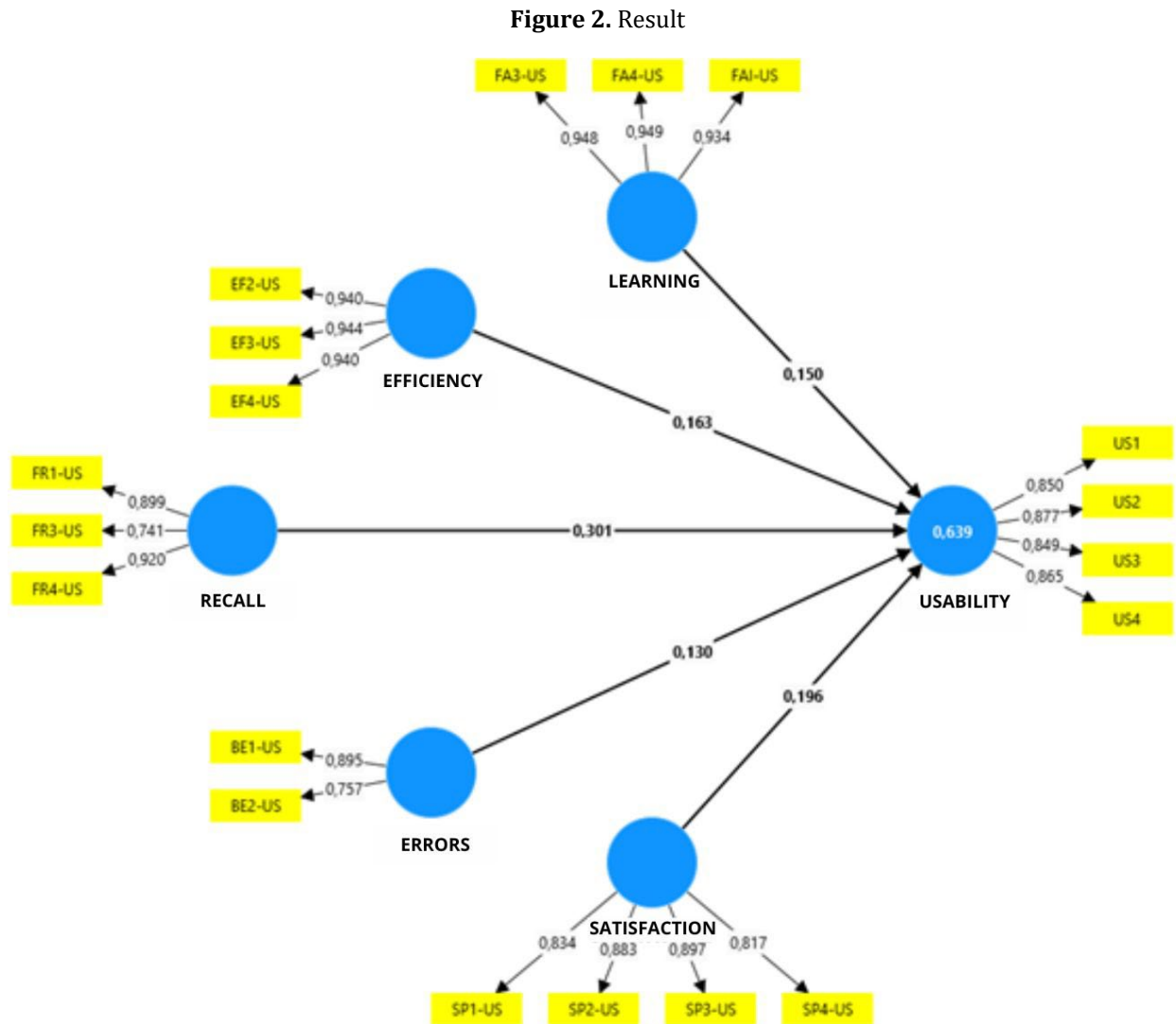
|                              | HTMT  |
|------------------------------|-------|
| EFFICIENCY <-> LEARNING      | 0,974 |
| MISTAKES <-> LEARNING        | 0,495 |
| ERRORS <-> EFFICIENCY        | 0,627 |
| REMEMBERING <-> LEARNING     | 0,897 |
| RECALL <-> EFFICIENCY        | 0,988 |
| RECOLLECTION <-> ERRORS      | 0,607 |
| SATISFACTION <-> LEARNING    | 0,736 |
| SATISFACTION <-> EFFICIENCY  | 0,836 |
| SATISFACTION <-> ERRORS      | 0,618 |
| SATISFACTION <-> REMEMBRANCE | 0,799 |
| USABILITY <-> LEARNING       | 0,766 |
| USABILITY <-> EFFICIENCY     | 0,852 |
| USABILITY <-> ERRORS         | 0,636 |
| USABILITY <-> RECALL         | 0,846 |
| USABILITY <-> SATISFACTION   | 0,742 |

Source: Own elaboration, 2024.

## 5. Results

The results of the proposed conceptual model (Figure 2) indicate that the Recall component is the most significant within the usability of e-commerce, with a coefficient of 0.301. The next most significant indicator of e-commerce is satisfaction, with a coefficient of 0.196. Subsequently, Efficiency is indicated with a coefficient of 0.163, followed by Learning with 0.150 and Errors with a coefficient of 0.130.

The external loadings (Figure 2) for each of the usability components, Learning, Efficiency, Recall, Errors and Satisfaction, together with their significance coefficients (Figure 2), ensure that the model is robust and consistent in its results.



Source: Own elaboration, 2024.

Furthermore, as illustrated in Figure 2, the positive and significant loadings of each of the usability attributes (learning, efficiency, recall, errors and satisfaction) support the hypotheses H1, H2, H3, H4 and H5, as indicated in Table 4.

It is also important to note that the usability, learning, efficiency, recall, errors and satisfaction components collectively explain the usability construct by 0.639, indicating that they are jointly significant and contribute to a comprehensive understanding of this construct.

The significance of the Usability construct in relation to its components, namely Learning, Efficiency, Recall, Errors and Satisfaction, is further supported by the construct's own internal validity. In other words, the external loadings for Usability are positive and significant, which validates and makes it a meaningful construct in its own right.

**Table 4.** Hypothesis testing

| Hypothesis | Content                                                                                                 | Verification |
|------------|---------------------------------------------------------------------------------------------------------|--------------|
| <b>H1</b>  | Ease of learning is a visual component that positively influences the design of e-commerce usability.   | Supported    |
| <b>H2</b>  | Efficiency of use is a visual component that positively influences the design of e-commerce usability.  | Supported    |
| <b>H3</b>  | Ease of recall is a visual component that positively influences the design of e-commerce usability.     | Supported    |
| <b>H4</b>  | The low error rate is a visual component that positively influences the usability design of e-commerce. | Supported    |
| <b>H5</b>  | Platform satisfaction is a visual component that positively influences e-commerce usability design.     | Supported    |

Source: Own elaboration, 2024.

The successful attainment of these outcomes serves to affirm and validate the structural equation model outlined in Section 3. Please refer to Figure 1 for an illustration of the visual components of the usability design.

## 6. Discussion

This study offers theoretical implications by contributing to the academic literature on usability design in e-commerce. It identifies the visual components of usability design and corroborates their significance within the analysed construct. This study aims to demonstrate that the usability design components proposed by Nielsen (1993) remain valid in the present era, have adapted to new circumstances, and continue to exert a significant influence within the field of usability. At this juncture, the Remembrance indicator is of particular significance, exerting a considerable impact on usability. This is followed by the remaining components, which also have a notable but more moderate influence on usability.

Moreover, this research offers practical contributions. At this juncture, it is evident which visual components exert greater influence on usability design. Given their significance in e-commerce, it is possible to enhance the usability of users during the online shopping process by focusing on these components.

Firstly, the most significant visual component is that of ease of recall. This component is desirable to be taken into account by practitioners, as an easy-to-remember design will make users feel more comfortable and likely to use it again (Ali et al., 2022; Belk et al., 2017; El-Aasar & Farghali, 2022; Hornbæk, 2006; Kumar et al., 2023; Kureenrung et al., 2022; Lacka & Chong, 2016; Ruiz Ledesma et al., 2022), which indicates that frequent drastic changes in the system design are not advisable. Should the user be unable to identify the functionalities, they may become frustrated and perceive the usability as poor. This may result in the user not using the system again or, in the worst case, not purchasing from that website again.

Satisfaction with the platform represents the second most significant visual component of e-commerce usability (Alhejji et al., 2022; Ali et al., 2022; Allah et al., 2023; Alsalem & Alshamari, 2023; Behnam et al., 2023; El-Aasar & Fargali, 2022; Huang & Benyoucef, 2013; Jeng, 2005a; Kumar et al., 2023; Kureenrung et al., 2022; Lacka & Chong, 2016; O'Malley et al., 2014; Quifer-Rada et al., 2023; Razzak et al., 2023; Ruiz Ledesma et al., 2022; Russ et al., 2014; Samawi et al., 2023; Toraman et al., 2023; Tsakonas & Papatheodorou, 2008) published studies on the design of the platform, its images and the presentation of the content, i.e. whether the website is aesthetically pleasing to use. The significance of visual content in e-commerce is indispensable to its success. If a page captures and engages the user's attention immediately, it can be the determining factor between a purchase being made or the user continuing to browse the internet.

The efficiency of use represents the third most significant visual component within the field of e-commerce usability (Alhejji et al., 2022; Ali et al., 2022; Allah et al., 2023; Alsalem & Alshamari, 2023; Behnam et al., 2023; Belk et al., 2017; El-Aasar & Farghali, 2022; Hornbæk, 2006; Huang & Benyoucef, 2013; Jeng, 2005a; Jeng, 2005b; Kumar et al., 2023; Lacka & Chong, 2016; Ormeño et al., 2023; Quifer-



Rada et al., 2023; Razzak et al., 2023; Ruiz Ledesma et al., 2022; Samawi et al., 2023; Su et al., 2023; Toraman et al., 2023; Tsakonas & Papatheodorou, 2008), the ease of navigating the graphic interface design and finding in a simple way what one is looking for is vital for the correct use of an e-commerce. It is therefore evident that information architecture, content and the manner in which these elements are presented visually are of paramount importance for the optimal functioning of any website.

The ease of learning is regarded as a further aspect of web usability design (Ali et al., 2022; El-Aasar & Farghali, 2022; Hornbæk, 2006; Jeng, 2005a; Jeng, 2005b; Kumar et al., 2023; Kureenrung et al., 2022; Lacka & Chong, 2016; Ruiz Ledesma et al., 2022; Tsakonas & Papatheodorou, 2008), this attribute was defined as the visual content of the site, along with the experience it provides when used, in order to facilitate user assimilation during the initial interaction with the visual elements of the website. A positive initial interaction, which facilitates rapid familiarisation with the website design and functionality, increases the likelihood of the user returning to the site or making a purchase.

Additionally, a low error rate is regarded as a crucial visual aspect of e-commerce usability (Ali et al., 2022; Allah et al., 2023; El-Aasar & Farghali, 2022; Huang & Benyoucef, 2013; Kumar et al., 2023; Lacka & Chong, 2016; Razzak et al., 2023; Ruiz Ledesma et al., 2022; Toraman et al., 2023), that the design is easy to use and oriented to make as few mistakes as possible makes that website more reliable and therefore the user feels more confident and how to use it, which can lead to repeat use of that website.

In conclusion, each of the attributes is fundamental for the correct development of e-commerce usability. The following section presents a discussion of the results obtained, with the aim of exposing the different characteristics and potential of each of the usability attributes. Furthermore, it is important to emphasise the significance and applicability of the concept of usability as a whole. This highlights the necessity to approach usability as a unified concept, exploring the potential for enhancing its attributes in a coherent and interrelated manner.

## 7. Conclusions

This research demonstrates the significance of the various visual elements of usability in e-commerce. In light of the proliferation of this form of commerce, it is imperative to devote attention to the factors that facilitate its optimal functioning, with usability design being a pivotal aspect in this regard.

The identification and subsequent modification of the visual components of e-commerce usability design will influence the correct development and success of the design. The objective of this research is to ascertain which factors exert the greatest influence on the usability of a website, with a view to defining a roadmap for the development of usability in e-commerce.

Consequently, from a managerial perspective, the establishment of a hierarchy pertaining to usability is made more straightforward when improvements are to be made in the field of e-commerce. Accordingly, ease of recall is identified as the primary factor, suggesting that significant alterations to web design may be inadvisable. In addition, the remaining usability attributes are of secondary importance, as although they are also relevant, they must be considered in conjunction with ease of recall. Consequently, when implementing improvements to the website, whether related to efficiency or satisfaction, it is advisable to consider how these improvements may affect ease of recall and, subsequently, to adapt them holistically.

The aforementioned usability improvements will be perceived as a distinctive feature within the digital landscape. They will facilitate the attraction of users, the conversion of these users into consumers, and the development of customer loyalty as a result of the positive user experience offered by an effective web usability design.

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## Chapter VI: Impacto del bienestar y compromiso medioambiental en la responsabilidad social corporativa



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**Contribution to the SDG:**

12. Responsible consumption and production.

12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

# Impacto del Bienestar y Compromiso Medioambiental en la Responsabilidad Social Corporativa

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## Resumen

La presente investigación está motivada por la magnitud que ha adquirido la responsabilidad social corporativa (RSC) dentro del ámbito empresarial. Esta importancia no es algo nuevo, pero sí el cómo se afronta, ya que cada vez surgen nuevas exigencias para las empresas en esta materia. Es por ello por lo que este trabajo expone algunos factores que pueden incluirse dentro de la RSC como sería el bienestar de los trabajadores, el bienestar animal o el compromiso medioambiental y cómo se relacionan con la intención de compra. A su vez, mediante una revisión bibliométrica se exponen los artículos con más citas de este campo de estudio, la evolución científica, las cinco revistas más importantes y los cinco países con más representación. Para concluir se puede afirmar que cada vez se cuenta con consumidores más sociales y éticos, por lo que las empresas deben adaptar sus estrategias a esta nueva realidad.

**Palabras clave:** bienestar del trabajador, bienestar animal, compromiso medioambiental, responsabilidad social corporativa, intención de compra

## Abstract

Impact of Well-being and Environmental Commitment on Corporate Social Responsibility

This research is motivated by the importance that corporate social responsibility (CSR) has acquired within the business world. The importance of CSR is not new, but the way in which it is tackled is, however, new demands are being made on companies in this area. For this reason, this paper presents some factors that can be included in CSR, such as employee welfare, animal welfare and environmental commitment. At the same time, the possible relationship between the factors that make up CSR and consumer purchase intention is presented through the literature. And finally, how CSR strategies can directly affect purchase intention. In conclusion, it can be affirmed that consumers are becoming increasingly more social and ethical, so companies must adapt their strategies to this new reality.

**Keywords:** worker wellbeing, animal wellbeing, environmental commitment, corporate social responsibility, purchase intention

## 1 Introducción

La sociedad está cambiando y con ella su comportamiento de compra. El hecho de que estemos en una sociedad que cada vez se guíe más por sus valores y creencias éticas propone nuevos desafíos para las empresas. Tal es así que estos valores deben verse reflejados en la empresa, desde sus procesos productivos a sus estrategias de comunicación. De este modo, las empresas deben comenzar a investigar sobre cuáles son



los factores que afectan a las decisiones de compra en relación con los nuevos desafíos éticos y morales que conducen la intención de compra de sus consumidores.

En este punto, surgen aspectos como el bienestar del trabajador (Stringer et al., 2020), que tímidamente afectan a estos comportamientos de compra con nuevos lemas como “comercio justo”. De forma paralela, el bienestar animal también se percibe como una nueva preocupación para los consumidores, estos cada vez demandan más productos “cruelty free” y se interesan por el estado en el que están los animales (Grappe et al., 2021). Otro aspecto de influencia dentro del comportamiento del consumidor sería su compromiso medioambiental. Este compromiso se enlaza con los movimientos de economía circular y productos ecológicos (Yang et al., 2024).

Es por eso por lo que se identifican estos elementos dentro de la responsabilidad social corporativa (en adelante RSC) y se tratan como distintas estrategias a llevar a cabo de forma conjunta. El hecho de realizar una estrategia de RSC contemplando acciones relacionadas con la mejora del bienestar de los trabajadores, el bienestar animal y el compromiso medioambiental puede verse reflejado posteriormente en el comportamiento del consumidor. Asimismo, se ha demostrado que existe una relación entre la RSC y la intención de compra del consumidor (Cuesta-Valiño et al., 2023a), por lo que cuidar la estrategia de RSC podría incrementar las intenciones de compra del consumidor.

Tal es así que a continuación se pasará al desarrollo del marco teórico, se discutirán los resultados y se expondrán las conclusiones de este estudio.

## 2 Marco teórico

El marco teórico desarrollará de forma detallada cada una de las variables que se considera que componen a la RSC: el bienestar del trabajador, el bienestar animal y el compromiso medioambiental. Posteriormente se tratará la intención de compra del consumidor y para finalizar se estudiará la responsabilidad social corporativa.

### 2.1 Bienestar del trabajador

El bienestar del trabajador ha sido un tema de interés desde antes del año 2000. Lazear (1999) investigó la influencia del entorno empresarial en el bienestar del trabajador, aunque no obtuvo resultados significativos. Hughes (2005) abordó el concepto desde la perspectiva del comercio ético, incluyendo códigos de conducta corporativos para el bienestar de los trabajadores y la protección del medio ambiente. Yao y Zhong (2013) estudiaron cómo las uniones empresariales pueden mejorar el bienestar de los trabajadores. Kang y Hustvedt (2014) señalaron que la transparencia empresarial percibida por los consumidores, especialmente en relación con las condiciones laborales, puede generar confianza y una actitud positiva hacia la empresa. Daniels et al. (2017) destacaron que el bienestar y desempeño de los trabajadores están asociados con el rediseño del puesto de trabajo y la capacitación. Ravina-Ripoll et al. (2024) encontraron un fuerte vínculo entre el salario emocional, la felicidad en el trabajo y la justicia organizacional, y afirmaron que la gestión de la felicidad puede generar ventajas competitivas.

Stringer et al. (2020) estudiaron el bienestar del trabajador en el sector comercio, destacando términos como “Sin explotación” y “Comercio justo”. A pesar de estas iniciativas, las violaciones del bienestar de los trabajadores persisten en la industria de la moda y los medios de comunicación. Chatterjee et al. (2021) señalaron que, en las economías emergentes, la pobreza extrema lleva a la inclusión del trabajo infantil en

fábricas textiles. Muchos consideran el trabajo infantil como un acto de altruismo que ayuda a las familias a salir de la pobreza. Stringer et al. (2022) explicaron que los consumidores no conectan con el bienestar de los trabajadores textiles debido a la distancia cultural y la ubicación de las fábricas en países pobres. En resumen, la industria textil se encuentra en un consenso social donde los consumidores aceptan las condiciones de esclavitud moderna para mantener bajos los costos del producto final.

## 2.2 Bienestar animal

Las investigaciones sobre el consumo de moda han tendido a pasar por alto las cuestiones relacionadas con el bienestar de los animales, como el uso de pieles, lana, plumón y cueros exóticos (Stringer et al., 2020). Los consumidores veganos, que evitan productos de origen animal, rechazan materiales como la lana, el plumón, el cuero y la seda. La actitud hacia el bienestar animal influye significativamente en las decisiones de compra, incluso más que la preocupación por el medio ambiente (Miguel et al., 2020). Cuando los consumidores valoran el bienestar animal y la apariencia personal, esto impacta positivamente en su actitud hacia productos sin crueldad y en su intención de compra (Grappe et al., 2021). Además, el afecto moral que valora la responsabilidad social también mejora la intención de comportamiento hacia productos respetuosos con el bienestar animal (Chang & Chen, 2022).

A pesar de estos avances, el bienestar animal recibe menos atención que otros problemas de responsabilidad corporativa, y la demanda de productos amigables con el bienestar animal no siempre se satisface (Miranda-de Lama et al., 2019). La preocupación declarada por el bienestar animal no siempre se traduce en decisiones de compra (Toma et al., 2011). Aumentar el conocimiento sobre el bienestar animal puede mejorar las intenciones de compra, aunque los consumidores deben aceptar precios más altos, lo que puede inhibir la demanda (Liang et al., 2022). Sin embargo, los consumidores dispuestos a pagar más obtienen beneficios adicionales como salud, seguridad y un sentimiento moral basado en la ética ecológica. Aunque la conciencia moral está presente, la mayoría de los consumidores se centran en el comportamiento de compra y las consecuencias directas, principalmente el precio (Yang, 2023). Aun así, hay un interés creciente por la promoción de la seguridad animal (Chatterjee et al., 2021).

## 2.3 Compromiso medioambiental

Los comportamientos proambientales se derivan de la aceptación de valores personales, creencias y normas que impulsan a los individuos a actuar de manera prosocial (Stringer et al., 2020). Esta concienciación sobre los problemas medioambientales a lo largo del ciclo de vida de las prendas ha llevado a la industria de la moda a centrarse en la economía circular, que implica diseñar sin residuos, utilizar materiales reciclados y ofrecer servicios en lugar de productos. La economía circular también incluye la responsabilidad ampliada del productor, con minoristas que ofrecen sistemas de recuperación de prendas para reducir los residuos postconsumo. Los consumidores concienciados con el medio ambiente prefieren productos ecológicos, y cuando su conciencia se basa en la economía circular, se fomenta la confianza y las actitudes a largo plazo con la marca (Yang et al., 2024). Además, la preocupación por el bienestar animal y el compromiso medioambiental suelen estar muy ligados, ya que el bienestar animal a menudo surge del compromiso medioambiental (Ueasangkomsate & Santiteerakul, 2016).

El grado de preocupación por el medio ambiente está relacionado con características sociodemográficas, orientaciones políticas, valores ecológicos y sistemas de creencias



(Miguel et al., 2020). Por ello, los productos ecológicos se dirigen principalmente a un nicho de mercado dispuesto a pagar sobrepuestos (de Graaf et al., 2016). Los consumidores consideran los productos ecológicos de mayor calidad, más saludables y amigables con el medio ambiente, lo que aumenta su intención de comprarlos (Ali et al., 2022). Buscan garantías de que los productos que compran representan sus valores y fomentan un futuro sostenible, siendo esencial ganarse y mantener su confianza para una relación satisfactoria entre el cliente y la marca (Nguyen-Viet & Nguyen, 2024). La creciente importancia del ambientalismo ha incrementado el número de consumidores dispuestos a cambiar su comportamiento de compra y a involucrarse en el comportamiento ambiental, desde la membresía en grupos ambientalistas hasta el activismo (De Klerck et al., 2018).

## 2.4 Intención de compra

La intención de compra del consumidor ha sido ampliamente estudiada. Toma et al. (2011) sostienen que los consumidores pueden usar la desconfianza en la información como excusa para mantener sus hábitos de compra según sus preocupaciones aparentes. La percepción que un usuario tiene sobre una empresa influye en su intención de compra: una percepción positiva aumenta la predisposición a comprar, mientras que una percepción negativa lleva a descartar la empresa. Kang y Hustvedt (2014) destacan que los esfuerzos de una empresa por ser transparente y socialmente responsable impactan en las intenciones de compra y refuerzan la confianza en la empresa.

Además, el público puede influir en la comercialización y venta de productos de bienestar premium actuando como ciudadanos, influyendo en la política gubernamental, y como consumidores, eligiendo determinados productos (de Graaf et al., 2016). La intención de compra se ve influenciada por el valor utilitario y social percibido por el consumidor (Hu et al., 2016), además de por otros factores como la recomendación de personas influyentes o las características del propio producto (Laroutis et al., 2023). Los consumidores de hoy están cambiando su comportamiento de compra a medida que se vuelven más conscientes de las implicaciones éticas de los productos que compran (De Klerck et al., 2018). A pesar de esto, la literatura señala que los consumidores suelen reaccionar positivamente ante las certificaciones éticas, mostrando una mayor disposición a pagar por productos con características éticas (Chatterjee et al., 2021). El componente conductual representa las intenciones de compra de los consumidores (Yingquing, Hasan & Jalis, 2024). Sin embargo, el escepticismo ante las afirmaciones éticas de los minoristas de moda rápida puede influir negativamente en la intención de compra (Stringer et al., 2020).

Miguel et al. (2020) definen la intención de compra como la disposición a adquirir un producto o servicio. Grappe et al. (2021) señalan que una persona que no confía en la veracidad de un mensaje es menos propensa a adoptar una actitud positiva hacia el producto y a tener intención de compra. Gutiérrez-Rodríguez et al. (2024) explican que la intención de compra está motivada por la satisfacción de necesidades materiales y el estado de felicidad que proporciona adquirir un producto o servicio. Liu et al. (2024) destacan que las preferencias de los usuarios son un factor crucial en las decisiones de compra. Leite et al. (2024) describen la intención de compra como la intención de adquirir o consumir un producto o servicio, y puntualizan que los consumidores emocionalmente involucrados tienen más probabilidades de comprar y seguir comprando en la misma marca. Bonifacio et al. (2024) muestran que se priorizan las prácticas éticas en la cadena de suministro y los impactos ambientales sobre los factores tradicionales en el proceso de

compra. Finalmente, Margalina et al. (2024) subraya la importancia de la confianza como factor influyente en la intención de compra del consumidor.

## 2.5 Responsabilidad social corporativa

La sociedad pide cuentas a las empresas por sus consecuencias sociales, lo que ha llevado al surgimiento de muchas organizaciones sociales que certifican a las empresas en materia de responsabilidad social corporativa (RSC) (Porter & Kramer, 2006). Tal es así que la RSC se ha convertido en una prioridad para cualquier empresa, impulsándolas a mejorar sus consecuencias sociales y medioambientales. Debido al incremento de la importancia de la RSC, las empresas han destinado partidas monetarias específicas para su mejora (McWilliams & Siegel, 2001). Sin embargo, se ha demostrado que alcanzando el nivel ideal de gasto en RSC, esta estrategia tiene una relación neutra con las finanzas de la empresa, es decir, la inversión en RSC recupera el gasto que genera (McWilliams & Siegel, 2001). Pero, si bien es cierto, la RSC no es un concepto novedoso, aunque las herramientas y estrategias para abordarla sí lo son, debido a las nuevas expectativas creadas por las administraciones en materia social, medioambiental y económica (Dahlsrud, 2006).

De este modo, resulta importante tener en cuenta lo que los consumidores saben de una empresa, debido a que influye en sus creencias y actitudes hacia nuevos productos de esa empresa (Brown & Dacin, 1997; Cuesta-Valiño et al., 2023b). Asimismo, las iniciativas de RSC pueden, en determinadas condiciones, disminuir la intención de los consumidores de comprar los productos de una empresa (Sen & Bhattacharya, 2001). Sin embargo, las asociaciones morales de los consumidores con la RSC de una empresa, como sus prácticas con relación al bienestar animal, influyen más en la experiencia hedónica del consumidor que las asociaciones de calidad (Tal et al., 2022). Concretamente, se puede afirmar que la conciencia por el bienestar animal ha ido en aumento, tomando un papel fundamental dentro de las prácticas de RSC (Sun et al., 2021). Además, también existe una relación positiva entre la RSC y las políticas de innovación verde de las empresas (Hasan et al., 2024), y la gestión ecológica de los recursos humanos tiene un impacto positivo en la intención de comportamiento ecológico de los empleados, destacando el papel mediador de la RSC en esta relación (Hong et al., 2024). Por último, el liderazgo socialmente responsable y la seguridad psicológica son elementos fundamentales para conseguir el bienestar del trabajador (Kyambade et al., 2024), ambos son elementos que se incluyen dentro de las políticas de RSC.

## 3 Objetivos del artículo

El presente artículo, por un lado, persigue un objetivo general que es:

O.G. Analizar la literatura existente sobre el bienestar del trabajador, el bienestar animal y el compromiso medioambiental en el contexto de la RSC y la intención de compra.

Por otro lado, presenta distintos objetivos específicos:

O.E.1. Clasificar y categorizar las publicaciones relevantes para entender mejor las áreas de enfoque y las lagunas en la investigación.

O.E.2. Proporcionar recomendaciones para futuras investigaciones que integren estos temas y su relevancia en el ámbito empresarial.

## 4 Metodología de la investigación

En este estudio se realiza una revisión bibliométrica de la literatura utilizando la base de datos de Web of Science y siguiendo una metodología PRISMA, recogiendo los datos el 7 de noviembre de 2024. Se han escogido artículos que tuvieran como Topic: "worker welfare" OR "worker well\*being" OR "employee welfare" OR "employee well\*being" OR "animal welfare" OR "animal well\*being" OR "animal health" OR "environmental commitment" OR "environmental engagement" OR "environmental concern" OR "environmental awareness" AND "purchase intention\*" OR "intention to purchase" OR "intention to buy" AND "social corporate responsibility" OR "SCR". Después, se ha aplicado un filtro limitando a los artículos del 2014 al 2024. En segundo lugar, se ha filtrado por tipo de documento, seleccionando solamente los artículos. En tercer lugar, se ha filtrado por idioma, limitando a las publicaciones en inglés y en español. En cuarto lugar, se ha filtrado por Área de investigación, dejando solo los que pertenezcan a Business Economics y Behavioral Sciences. Y, por último, se ha limitado a los Highly cited papers, dando lugar al análisis de 129 artículos.

## 5 Resultados

A modo de resultados se expondrán cuáles son los 5 artículos más citados, la evolución de la producción científica según el número de artículos publicados y el número de citas, las 5 revistas con mayor número de publicaciones, su Q e índice H y los 5 países con mayor número de publicaciones.

Tabla 1: 5 artículos más citados

| ID | Año  | Autores                                                            | Título                                                                                                                        | Revista                           | Citas |
|----|------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------|
| 1  | 2018 | Liakos, K.G.; Busato, P.; Moshou, D.; Pearson, S. y Bochtis, D.    | Machine Learning in Agriculture: A Review                                                                                     | Sensors                           | 1287  |
| 2  | 2018 | Manyi-Loh, C.; Mamphweli, S.; Meyer, E. y Okoh, A.                 | Antibiotic Use in Agriculture and Its Consequential Resistance in Environmental Sources: Potential Public Health Implications | Molecules                         | 864   |
| 3  | 2014 | Grunert, K.G.; Hieke, S. y Wills, J.                               | Sustainability labels on food products: Consumer motivation, understanding and use                                            | Food Policy                       | 828   |
| 4  | 2017 | Guest, D.E.                                                        | Human resource management and employee well-being: towards a new analytic framework                                           | Human Resource Management Journal | 730   |
| 5  | 2014 | Knapp, J.R.; Laur, G.L.; Vadas, P.A.; Weiss, W.P.; Tricarico, J.M. | Enteric methane in dairy cattle production: Quantifying the opportunities and impact of reducing emissions                    | Journal of Dairy Science          | 727   |

Elaboración propia.

### 5.1 Resultados generales

En primer lugar, se analiza la producción científica de los últimos 10 años. En este punto se puede ver cómo el número de publicaciones se mantiene estable hasta 2019 y en 2020 alcanza su máximo, pero en los años posteriores decrece progresivamente. También, cabe

destacar que el 2018 es el punto de inflexión dentro de las citas encontradas en este ámbito de estudio. En este caso, las citas continúan creciendo y alcanzan su máximo en 2023. Por lo que se puede determinar que las publicaciones y las citas siguen tendencias opuestas, mientras que las publicaciones decrecen las citas aumentan.

Ilustración 1: Evolución de la producción científica. Publicaciones y citas



Elaboración propia

En la Tabla 2 se puede ver cuáles son las revistas con más publicaciones, destacando Animals frente al resto con 22 publicaciones. Además, todas las revistas que se analizan son Q1 y su índice H oscila entre 229 y 70.

Tabla 2: 5 revistas con más publicaciones, Q e índice H

| Posición | Revista                                  | Publicaciones | Q | H   |
|----------|------------------------------------------|---------------|---|-----|
| 1        | Animals an Open Access Journal from MDPI | 22            | 1 | 75  |
| 2        | Reviews in Aquaculture                   | 9             | 1 | 86  |
| 3        | Frontiers in Veterinary Science          | 6             | 1 | 70  |
| 4        | Journal of Dairy Science                 | 6             | 1 | 229 |
| 5        | Appetite                                 | 4             | 1 | 178 |

Elaboración propia

Por último, en la Tabla 3 se observan los 5 países con más publicaciones, a la cabeza se sitúa Reino Unido con 44 publicaciones seguido de China y Estados Unidos con 37 y 35 publicaciones respectivamente.

Tabla 3: 5 países con más publicaciones

| Posición | Revista        | Publicaciones |
|----------|----------------|---------------|
| 1        | Reino Unido    | 44            |
| 2        | China          | 37            |
| 3        | Estados Unidos | 35            |
| 4        | Alemania       | 16            |
| 5        | Italia         | 15            |

Elaboración propia

## 6 Discusiones

La relación existente entre las variables comentadas con anterioridad, bienestar del trabajador, bienestar animal, compromiso medioambiental, intención de compra y responsabilidad social corporativa, ha ganado relevancia en los últimos años. Desde el 2018 se ha disparado el número de citas académicas sobre estas temáticas y en 2020 ha alcanzado su pico máximo de publicaciones, con 25 artículos publicados. Además, estas investigaciones se llevan a cabo principalmente en revistas de alto impacto, Q1 y con índice H de entre 70 y 229. A su vez, cabe destacar a su vez que Reino Unido, China y Estados Unidos lideran este ámbito de estudio, pero otros países europeos como Alemania o Italia también cuentan con representación en este ámbito del conocimiento.

El bienestar del trabajador es un tema cada vez más importante para la sociedad actual. Esto es debido al cambio de paradigma por el que se prioriza el bienestar del trabajador y el propio individuo. Tal es así que los consumidores han tomado conciencia sobre esta realidad y valoran el hecho de que una empresa dote de buenas condiciones laborales (Hughes, 2005; Kang y Hustvedt, 2014)) a sus trabajadores. Esta concienciación se liga estrechamente con la estrategia de RSC de una empresa y con los mecanismos que tenga la misma para gestionar la felicidad dentro del ambiente laboral. A su vez, se ha visto reflejado en la literatura que el bienestar del trabajador puede afectar a las decisiones de compra del consumidor (Ravina-Ripoll et al., 2024). Aunque el estudio del bienestar del trabajador es un tema candente aún falta mucha investigación al respecto.

Por su parte, el bienestar animal también se puede considerar un tema que cada vez suscita más interés y preocupación. Esto es así ya que los compradores cada vez aparejan más sus decisiones de compra a sus convicciones morales (Grappe et al., 2021). Por ejemplo, las personas veganas cada vez tienen más en cuenta que las empresas sean “cruelty free” o que no testeen con animales durante sus procesos productivos (Stringer et al., 2020). Aun así, esta concienciación no se limita tan solo a este tipo de perfiles, sino que cada vez son actitudes más extendidas por la población en general. Por lo que, incluir políticas de bienestar animal dentro de las estrategias de RSC de una empresa puede llevar consigo aparejada una mejor concepción de la empresa, y con ello el incremento de la intención de compra del consumidor. Y, de este modo, se accedería a consumidores que estarían dispuestos a pagar más por productos que sigan un proceso productivo respetuoso con el bienestar animal.

Asimismo, el compromiso medioambiental de los consumidores se puede unir, en cierta medida, con el bienestar animal. Este compromiso también se ve reflejado con políticas de RSC de cualquier empresa y, a su vez, conlleva actitudes ligadas a valores o creencias personales de los consumidores (Stringer et al., 2020; Miguel et al., 2020). Basar parte de la estrategia de RSC de una empresa en prácticas relacionadas con la economía circular o la reducción de los residuos fomentará la intención de compra de los consumidores (Yang et al., 2024). Al estar el compromiso con el medioambiente muy vinculado al bienestar animal se comporta de un modo similar, es decir, también va dirigido a una parte de la población que está dispuesta a pagar un precio más elevado por productos que le garanticen que se han realizado respetando el medioambiente (de Graaf et al., 2016).

## 7 Conclusiones

Se puede concluir que tanto el bienestar de los trabajadores como el bienestar animal y el compromiso medioambiental son factores que potencialmente pueden afectar a la intención de compra. Además, estos factores se pueden enmarcar dentro de estrategias

de RSC. Es por ello por lo que implementar acciones de RSC tomando a estos tres factores como pilares probablemente incrementará la intención de compra de los consumidores.

Tal es así que se torna necesario desarrollar acciones a nivel gerencial donde se trabaje para mejorar el bienestar de los trabajadores y garantizar el bienestar animal y el compromiso medioambiental de la empresa. Una vez llevadas a cabo estas acciones sería interesante fomentar la comunicación de estas acciones de cara a buscar el incremento de la intención de compra del consumidor.

Por su parte, a nivel social se puede apreciar como los consumidores cada vez adquieren un carácter más social. Aquí priman sus valores éticos y morales sobre otro tipo de cuestiones relacionadas directamente con los productos que buscan consumir. Es por eso por lo que las empresas deben esforzarse por dar un matiz más social y ético a sus procesos y comunicaciones.

Y, por último, hay que destacar las limitaciones con las que cuenta la investigación. En este caso, este estudio tiene una limitación principal y es que se ha realizado únicamente tomando como referencia Web of Science. Por lo que se propone como futura línea de investigación, el desarrollo de una investigación destinada a comprobar la relación entre estas variables utilizando otras bases de datos como Scopus o ProQuest.

## 8 Originalidad

La presente investigación expone variables estudiadas en la literatura a lo largo de los años, pero poco interrelacionadas entre sí. El incremento del interés por temáticas como el bienestar del trabajador, el bienestar animal y el compromiso medioambiental motivan una investigación en la que se muestre la relación de éstas con otros conceptos muy importantes en el mundo empresarial como la intención de compra del consumidor y la responsabilidad social corporativa.

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## Chapter VII: Happiness management and university entrepreneurship: literature review

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## Chapter VII: Happiness management and university entrepreneurship: literature review

Cuesta-Valiño, P., Yustres-Duro, P., Melendo-Rodríguez-Carmona, L., & Núñez-Barriopedro, E. (2024). Happiness management and university entrepreneurship: Literature review. *Retos: Revista de Ciencias de la Administración y Economía*, 14(28), 261-275. <https://doi.org/10.17163/ret.n28.2024.05>

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**Authors:** Pedro Cuesta-Valiño, Pilar Yustres-Duro, Laura Melendo-Rodríguez-Carmona & Estela Núñez-Barriopedro

**Data of publication:** 30/10/2024

**Objetives:** O.6.

**Contribution to the SDG:**

4. Quality education.

4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

8. Decent work and economic growth

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

## Happiness management and university entrepreneurship: literature review

### *Gestión de la felicidad y emprendimiento universitario: revisión de la literatura*

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**Abstract:** the increasing importance of the concept of happiness management in the last 10 years makes it necessary to review the literature to assess the main lines of research and the possible gaps. Additionally, there is a need for more business and entrepreneurship education within universities. Therefore, this paper aims to contribute to the advancement of happiness management in the context of university entrepreneurship, where the existing relationships between the constructs happiness management and entrepreneurship and happiness and entrepreneurship are identified. In this work a literature review is made, where through five filtering processes a total of 391 articles selected as object of study are reached. Subsequently, the state of the art is discussed and the thematic areas of research on university entrepreneurship in relation to happiness management are identified, which are: the analysis of management and business organization, the business models, the types of entrepreneurship, the financing and the capabilities and training as the most prominent topics. In the end, the contributions of this study to the state of the art and the conclusions reached are mentioned, determining, through the identification of the different thematic areas, the roadmap for the implementation of future happiness management strategies within university entrepreneurship.

**Keywords:** entrepreneurship, economic development, job satisfaction, urban, rural, and regional economics, regional economic activity: growth, development, environmental issues, changes.

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**Resumen:** el incremento de la importancia del concepto de gestión de la felicidad en los 10 últimos años hace necesario una revisión de la literatura que permita valorar las principales líneas de investigación y posibles gaps. Adicionalmente existe la necesidad de mayor educación empresarial dentro de las universidades. Por lo que el presente trabajo pretende contribuir al avance de gestión de la felicidad en el contexto del emprendimiento universitario, donde se identifican las relaciones existentes entre los constructos gestión de la felicidad y emprendimiento y felicidad y emprendimiento. En este trabajo se hace una revisión de la literatura, donde a través de cinco procesos de filtrado se llega a un total de 391 artículos seleccionados como objeto de estudio. Posteriormente se debate sobre el estado de la cuestión y se identifican las áreas temáticas de investigación del emprendimiento universitario en relación con la gestión de la felicidad, las cuales son: el análisis de la gestión y organización empresarial, modelos de negocio, tipos de emprendimiento, financiación y capacidades y formación como temáticas más destacadas. Por último, se mencionan las aportaciones de este estudio al estado de la cuestión y las conclusiones alcanzadas, determinando, mediante la identificación de las distintas áreas de temáticas, la hoja de ruta para la implementación de futuras estrategias de gestión de la felicidad dentro de los emprendimientos en la universidad.

**Palabras claves:** emprendimiento, desarrollo económico, satisfacción laboral, economía urbana, rural y regional, actividad económica regional: crecimiento, desarrollo, cuestiones medioambientales, cambio.

## Introduction

This work consists of a review of the literature on entrepreneurship in the university and how “happiness management” influences entrepreneurial activity. Its starting point are previous reviews of the literature (Alonso-García *et al.*, 2021; Ravina-Ripoll *et al.*, 2023; Cuevas-Estrada and Sánchez-Bayón, 2024; Sierra-Casanova *et al.*, 2024; Melendo Rodríguez-Carmona *et al.*, 2024).

The management of happiness has become an essential element in the operation of the company, and it can be applied in various areas or departments and serves to promote business growth. It is also important to note that the demand for entrepreneurship-related training within the University has increased (Piperopoulos and Dimov, 2015). This need arises due to the difficulty of setting up a company for potential entrepreneurs, who lack the necessary training and knowledge in business matters (Martínez Martín *et al.*, 2019), i.e. even having an innovative and potentially successful business idea is perceived as difficult to undertake, especially if it is in the rural world (Martínez-Campillo *et al.*, 2019). Faced with this and with a proper university orientation, the student is placed at the heart of the business ecosystem, so that he or she makes decisions and influences business activity (Audretsch and Belitski, 2017).

In line with the above, Ruiz-Navarro *et al.* (2021) find that 11.6% of nascent university students and 20.8% of consolidated university students intend to undertake. This is due to the mediating effect of proactivity and optimism that

has occurred since 2022, increasing entrepreneurial intention (Cardella *et al.*, 2024). This situation highlights the need to support business education in universities, where the highly educated workforce becomes the core of innovation and knowledge transfer in today’s economy (Ravina-Ripoll *et al.*, 2017). It is here that universities increase their range of action by assuming new missions and relationships to contribute to the economic and social development of the territory in which they operate based on innovation and entrepreneurship (González Moreno *et al.*, 2019), promoting the management of happiness within the company and what this management can bring to entrepreneurs and workers.

It is worth highlighting the statements made by La Rubia *et al.* (2021) and Bel Durán *et al.* (2023), who highlight the need to promote entrepreneurial culture at all educational stages, given that when students arrive at university it is too late to promote such culture. Likewise, it is essential to orient careers that do not have a direct link with business sciences towards the inclusion of training modules on entrepreneurship within their programming (Salas-Velasco, 2023) and do so with specialized training in the different requirements to be an entrepreneur, as well as in the way of managing happiness within their working life as a new trend within the management sciences.

All of the above demonstrates how entrepreneurship gains strength and how happiness management takes center stage, being involved in different parts of the company, such as social marketing strategies (Elías Zambrano *et al.*, 2021;



Jiménez-Marín *et al.*, 2020). Another way to address happiness management would be to focus their efforts on incentivizing creativity and innovation (Ravina-Ripoll *et al.*, 2019). In addition, this concept of happiness management is also linked to the management of human talent (Ravina-Ripoll *et al.*, 2021a) of the company taking into account the capital of the staff. Happiness management is also considered an element of economic progress (Ravina-Ripoll *et al.*, 2022), as it drives complex productive or sustainability actions within the company.

Then, first, the traditional economic change and entrepreneurship and happiness management in this sector are presented; then, the selection criteria of the corpus; then, the debates; then, the contributions on the state of the matter and, finally, the conclusions.

## Traditional economic change and entrepreneurship

The support and promotion of entrepreneurship in the university is an action to advance in the change of the traditional economic model, by allowing the growth of a recent productive area that is more innovative and intensive in the use of technologies and competitive internationally (La Rubia *et al.*, 2021). This entrepreneurial action within the university can take place from the academic and the university approach. The differences between both entrepreneurial approaches are: the assumption of risks by the entrepreneur, the organizational effort and that the object of entrepreneurship must be an innovative task (Abreau and Grinevich, 2013). Both approaches are characterized by the resource limitation of the university (Bezanilla *et al.*, 2020).

On the one hand, there is academic entrepreneurship (Abreau and Grinevich, 2013) defined as an act that goes beyond the traditional academic roles of teaching and/or research, being understood as an innovative activity that carries a risk and that brings financial rewards for the academic or the institution in which the person works. Also, the definition is expanded to emphasize the commercial value of entrepreneurship with the social character of the entrepreneurial task to provide

a greater intangible value to academic entrepreneurship, such as the stimulation of learning in entrepreneurial environments, the sustainability of institutions, etc. This type of entrepreneurship facilitates academic transfer and the creation of university *spin-offs* (Vega Gómez *et al.*, 2019). In addition, university entrepreneurship, which is gaining more and more relevance (Bel Durán *et al.*, 2023), is led by the student mass, and it is an interesting phenomenon in universities with less research capacity by focusing their focus on the creation of companies by their students (Siegel and Wright, 2015).

Business workshops and training complements that encourage entrepreneurship are encouraged (Escalante Castro *et al.*, 2024). The entrepreneurial university perfects the research university by linking the search for solutions to the problems of industry and society with the academic field (Etzkowitz, 2017) using the basic research model traditionally used by universities.

University-born companies are understood as genuinely innovative, not only by being originated from research groups but by transferring knowledge from the university to society (Bel Durán *et al.*, 2023), for example, the implementation of virtual reality in a business can affect consumers, creating an experiential value (Li *et al.*, 2023). In addition, the entrepreneurial university acquires a strong social character, understanding that the generation of wealth that occurs through this function has to contribute to the creation of social value (Bel Durán *et al.*, 2023), which would lead to considering entrepreneurship the engine of innovation and social growth (Ward *et al.*, 2019; Aparicio *et al.*, 2021) of a country. Entrepreneurs can be seen as a source of innovation, job creation, responsible practices and promoters of the concept of sustainable enterprises (Boscán Carroz *et al.*, 2023).

## Managing happiness in entrepreneurship

The social change that entrepreneurship seeks to produce is reflected in job creation, economic growth, boosting productivity, increasing competitiveness, encouraging companies to improve efficiency and introducing innovation (Mortan *et*

*al.*, 2014; Robb and Robinson, 2014). This social change when affecting people is linked to the management of happiness within the entrepreneurial ecosystem. The company seeks to adapt to society by adopting happiness management strategies oriented to changing social demands. For example, through the creation of social enterprises (Bull and Ridley-Duff, 2019) that challenge the traditional conceptualization of the company for the sake of a moral orientation of the economic system and the social value that it generates. Another example is the “*ecopreneurship*” oriented to sustainable development (Del Brío González *et al.*, 2022).

These movements are part of the “green economy” that gives special importance to the sustainable nature of productive activity to preserve ecosystems (González-Argote *et al.*, 2024). The green economy is influenced by consumer behavioral changes, as there is an increase in customer preference for sustainable brands (Ravina-Ripoll *et al.*, 2021b). The “green economy” is also extrapolated to the field of human resources along with happiness management (Martínez-Falcó *et al.*, 2024), showing that these practices perfect work commitment, employee welfare and sustainable performance.

In addition, the implementation and use of the sustainable culture of the organization oriented to corporate social responsibility practices can lead to a higher level of financial performance and the company itself to climb positions within the corporate ranking (Pinzón-Castro and Maldonado-Guzmán, 2023). Also, this type of projects causes a direct effect within the regional growth of the site in which they are developed, contributing to the increase of regional wealth (Aparicio *et al.*, 2023).

It is interesting to encourage sustainable aspects or corporate social responsibility within the company to influence the happiness of both the company itself and the consumer (Cuesta-Valiño *et al.*, 2023a), being consistent with the current values and social purposes sought by the entrepreneur. This happiness of the consumer, caused by seeing their social and sustainable demands satisfied, influences their loyalty and supposes an alignment with the management of the happiness of the company, since it encourages the adoption

of habits or social and sustainable behaviors within the organization to satisfy the demands of its consumers (Gutiérrez-Rodríguez *et al.*, 2023).

Likewise, it is understood that the beginning of entrepreneurial activity generates a procedural utility (Frey and Benz, 2003; Kautonen *et al.*, 2015), i.e. we work with an approach oriented to welfare results. Thus, it can be identified that the fact of being an entrepreneur, working in reduced hierarchies, can increase happiness at work, which is related to better internal communication of these companies since there is a close link between happiness and it (Castro-Martínez and Díaz-Morilla, 2020). Just as it can be beneficial to work in the communication of the company in general, quality informative content through social networks can be very effective, directly impacting on the purchase intention and the loyalty of consumers (Çil *et al.*, 2023). In addition, using communication and content marketing techniques by the company creates functional, social and emotional value at the consumer level (Repovienė and Pažėraitė, 2023).

Another aspect that can increase the happiness of the entrepreneur is autonomy, also understood as individual self-organization (Shir *et al.*, 2019; Rosenblat and Stark, 2016), since they are considered “their own bosses”. This characteristic is held in such high esteem that it compensates for the difficulties associated with self-employment (Binder and Coad, 2010); in addition, entrepreneurs are also characterized by their shared mentality, talent, innovation and flexibility in work (Ravina-Ripoll *et al.*, 2017; Teece, 2014a), which is also understood as fundamental components of emotional wages (Madero-Gómez *et al.*, 2021). This emotional salary has a direct impact on happiness at work and, in addition, it mediates between organizational justice and happiness at work, so it becomes a fundamental element in the management of happiness (Ravina-Ripoll *et al.*, 2024).

Also, the happiness derived from entrepreneurial traits can contribute to maximizing the achievements of the subject and those of the organization (Cuesta-Valiño *et al.*, 2023b; Stam *et al.*, 2014). Therefore, “*happiness management*” within the business environment, through social enterprises (Battilana *et al.*, 2015) or sustainable, for example,



can generate personal and professional benefits within employees and employers, impacting on the entity (Ravina-Ripoll *et al.*, 2022; Rando-Cueto *et al.*, 2023) which would end up increasing the quality of life of the population in general.

Table 1 summarizes the relationship between the constructs under study, the management of happiness with entrepreneurship and happiness with entrepreneurship.

**Table 1**

*Analysis of the relationship between happiness management-entrepreneurship and happiness-entrepreneurship*

| Related Constructs                         | Relationship between constructs                                                                                                                                    |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Happiness management<br>- entrepreneurship | In entrepreneurship, happiness management has a crucial role, since it applies to concepts such as salary, hours, entrepreneurial autonomy, among others.          |
| Happiness-entrepreneurship                 | The happiness within the enterprises is reflected in the results of the enterprise, because the well-being of the entrepreneur affects the profits of the company. |

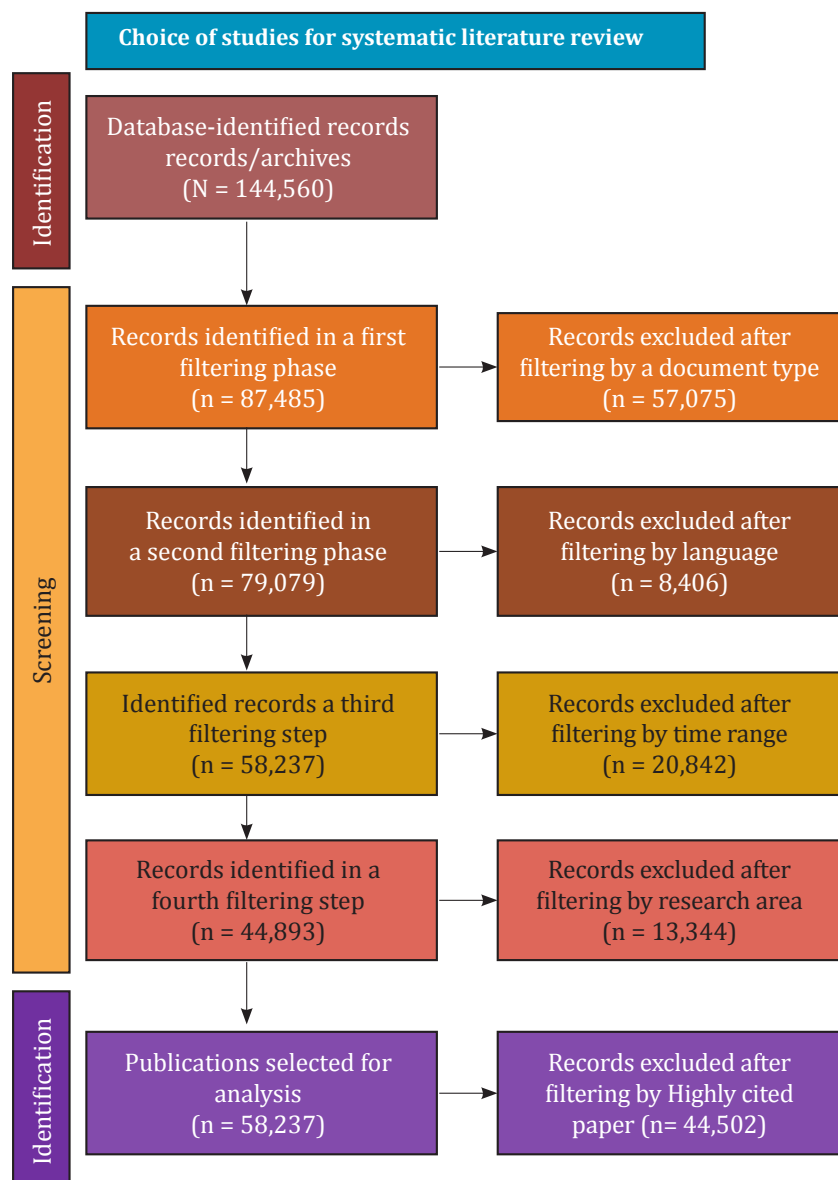
## Corpus selection criteria

In order to contribute to the study of happiness management within the context of university entrepreneurship, a systematic review of the literature is carried out. This is done using a PRISMA methodology where data is collected from the Web of Science database on June 17, 2024. Search criteria are based on choosing items that contain Topic: “happiness management” AND “entrepreneur” AND “university” AND “happiness management” OR “happiness at work” OR “workplace happiness” OR “happiness index” OR “employee happiness” OR “entrepreneur happiness” OR “wellbeing management” OR “wellbeing at work” OR “wellbeing index” OR “wellbeing” OR “wellbeing index” OR “wellbeing well-being” OR “well-being at work” OR “entrepreneur well-being” OR “subjective well-be-

ing” AND “entrepreneur” OR “entrepreneurial” OR “entrepreneurship” OR “entrepreneurs” OR “university entrepreneur” OR “university entrepreneurial” OR “university entrepreneurship”.

Subsequently, a first filtering is carried out which is limited by *Document type, Article*. Then it is filtered for the second time by language, limiting the search to English and Spanish and also a third filtering by publication date, from 2014-2024, because it is the period in which the bulk of the articles of this subject has been identified.

It is later re-filtered for the fourth time by Research Area: *Business, Economics, Behavioral Sciences, Social Issues, Social Sciences Other Topics, Social Work and Development Studies*. And finally, a fifth filter is made by Highly Cited Papers. After this search process 391 articles are obtained. Below is a flowchart to visually explain the process of searching and filtering articles (Figure 1).

**Figure 1***Flowchart of the systematic literature review*

## Discussions on the-state-of-the-art

The selected articles are described below in order to identify the thematic areas that addressed the topic in order to expose the main contributions and the application of these articles to the object of study. For reasons of space, a table is made where the most relevant articles of this

review are synthesized according to their number of citations and thematic area, and the main contributions and applications of happiness management in university entrepreneurship.

## Thematic areas

With the analysis of this section it is intended to expose which are the areas that arouse the most interest in the study of happiness management

in university entrepreneurship. Table 2 shows the different areas ordered by number of articles, management and business organization groups 181 articles out of 391, which represents 46.29% of the total, business models includes 66 articles,

16.88% of the total, types of entrepreneurship has 59 investigations, 15.09% of the total, business financing has 44 studies, 11.25% of the total, and skills and training includes 41 articles, 10.49% of the total.

**Table 2**

*Thematic areas by number of articles and percentage of total 391 articles*

| Thematic area                        | Number of items | Percentage of total |
|--------------------------------------|-----------------|---------------------|
| Management and business organization | 181             | 46.29 %             |
| Business models                      | 66              | 16.88%              |
| Types of entrepreneurship            | 59              | 15.09 %             |
| Corporate finance                    | 44              | 11.25 %             |
| Skills and training                  | 41              | 10.49 %             |

*Note.* Own elaboration through the revision of 391 articles.

Management and business organization is the most relevant thematic area in this study, since it includes 181 articles out of the 391 that have been analyzed. The aspects related to creativity and innovation and methods of evaluation of the different management strategies and business organization are shown, where the opportunity to implement happiness management strategies in a more concrete and effective way is identified. It also describes the steps to venture into internationalization and studies the creation of business sense, identifying feelings, emotions

and processes that are involved in the creation of meaning in a company. These works give a point of view from which to treat the management of happiness from the company

Table 3 identifies the three most relevant articles within this area. It can be seen how the idea is to create a reference for business management and organization, creativity, innovation, sense creation and apply experimental methods within this field. In addition, a series of proposals for the application of happiness management for each of these contexts are provided.

**Table 3**

*Most cited articles of management and business organization, main contribution and application of happiness management in the entrepreneurship of the most cited articles of the literature review*

| Authors                                  | No. of citations | Main contribution                                                                       | Application of                                                                                                                                                                                                     |
|------------------------------------------|------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| happiness management in entrepreneurship | 2420             | Ser una fuente de referencia para especialistas en gestión y organización empresarial.  | Detectar con rapidez nuevos temas emergentes en cuanto a la gestión de la felicidad en el emprendimiento.                                                                                                          |
| Zupic and Čater (2015)                   | 2420             | To be a reference source for specialists in management and business organization.       | Rapidly detect new emerging issues in the management of happiness in entrepreneurship.                                                                                                                             |
| Anderson <i>et al.</i> (2014)            | 2023             | Identification of the main themes in terms of creativity and organizational innovation. | Introduce happiness management within creativity and organizational innovation.                                                                                                                                    |
| Maitlis and Christianson (2014)          | 1391             | Creating sense to face problems within an organization.                                 | Emotions, cognitive processes, etc. are identified within the process of creating meaning in the organization. In our case, it would be transferred to the emotion of happiness and its management in the company. |

*Note.* Own elaboration after the revision of 391 articles.

In the second most prominent thematic area are the articles aimed at knowing more about business models. This area included 66 of the 391 articles analyzed. It studied how the factors affect business models, whether social issues, related to digital transformation or otherwise and that are increasingly gaining validity within the business model approach. There are also different concerns such as the effect of current changes and currents in the economy, such as the impact of

the coronavirus in the economy or how this new reality has affected companies.

In Table 4 are the three most relevant research studies of business models, among these are those that delve into innovation in business models, the composition of the entrepreneurial ecosystem, the collaborative economy and the effect of creating National Entrepreneurship Systems. Table 4 shows how these studies can contribute to the application of happiness management in entrepreneurship.

**Table 4**

*Most cited articles of business models, main contribution and application of happiness management in entrepreneurship of the most cited articles of the literature review*

| Authors                                  | No. of citations | Main contribution                                                                              | Application of                                                                    |
|------------------------------------------|------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| happiness management in entrepreneurship | 1179             | Estudio sobre la innovación de modelos de negocio aplicado orientado a la gestión empresarial. | Incluir la gestión de la felicidad dentro de la innovación de modelos de negocio. |
| Foss and Saebi (2017)                    | 1179             | Study on the innovation of business models applied oriented to business management.            | Include happiness management within the innovation of business models.            |
| Spigel (2017)                            | 989              | Study the composition of the entrepreneurial ecosystem.                                        | Study the entrepreneurial ecosystem from the perspective of happiness management. |
| Martin (2016)                            | 889              | Analyze the sharing economy.                                                                   | Consider the happiness management factors that make up the sharing economy.       |

*Note.* Own elaboration through the revision of 391 articles.

The third thematic area is the one that studies the types of entrepreneurship. In this area, there are 59 articles out of 391. It analyzes the types of entrepreneurship and how social, digital and sustainable companies gain prominence. These articles show the need to manage this type of organization, resulting in the use of happiness management strategies from these companies.

In addition, Table 5 presents the most outstanding articles within this thematic area, highlighting digital, social, hybrid entrepreneurship and the new concept of entrepreneurship within a large company. Identifying these contributions to literature aims to expose examples of how happiness management can be applied within each type of enterprise.

**Table 5**

*Most cited articles of types of entrepreneurship, main contribution and application of happiness management in entrepreneurship of the most cited articles of the literature review*

| Autores                      | N.º citas | Contribución principal                                                                 | Aplicación de la gestión de la felicidad en el emprendimiento                                                     |
|------------------------------|-----------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Nambisan (2017)              | 1155      | Estudio del emprendimiento digital.                                                    | Ver cómo la gestión de la felicidad puede introducirse dentro del emprendimiento digital.                         |
| Battilana y Lee (2014)       | 1086      | Análisis sobre las organizaciones híbridas con especial foco en las empresas sociales. | Utilizar la gestión de la felicidad como herramienta para afrontar los desafíos organizativos de carácter social. |
| Doherty <i>et al.</i> (2014) | 1015      | Estudiar la empresa social a través de la organización híbrida.                        | Estudiar cómo se implementa la gestión de la felicidad dentro de la empresa social.                               |

*Note.* Own elaboration through the revision of 391 articles.

The fourth thematic area comprises 44 articles out of the 391 that have been analyzed and studies business financing. They seek to extrapolate the creation of benefits in the first parts of the entrepreneurship to generate social benefits for both the entrepreneur and the financier, thus managing happiness at different levels of the entrepreneurial process.

Table 6 lists the three most relevant articles within this area. These highlight the importance of *crowdfunding*, the drive of financial markets, social capital and the capital structure within companies. In addition, examples of concrete application of happiness management are included, linked to the studies analyzed.

**Table 6**

*Most cited articles of business finance, main contribution and application of happiness management in entrepreneurship of the most cited articles of the literature review*

| Authors                      | No. of citations | Main contribution                                                          | Application of                                                                              |
|------------------------------|------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Nambisan (2017)              | 1155             | Study of digital entrepreneurship.                                         | See how happiness management can be introduced into digital entrepreneurship.               |
| Battilana and Lee (2014)     | 1086             | Analysis on hybrid organizations with special focus on social enterprises. | Use of happiness management as a tool to face organizational challenges of a social nature. |
| Doherty <i>et al.</i> (2014) | 1015             | Study social enterprise through hybrid organization.                       | Study how happiness management is implemented within the social enterprise.                 |

*Note.* Own elaboration through the revision of 391 articles.

Finally, there is the thematic area of skills and training where 41 articles of the 391 analyzed are identified. In this area it is evident that human capital has gained relevance within the literature of the management of happiness in entrepreneurship, becoming essential to monitor the skills and training of entrepreneurs and their workers. Their adaptation to change and their adaptation to the new business requirements at all times focusing on the individual well-being of the worker or entrepreneur, to identify the skills they have and the gaps or limitations to help them overcome and

find themselves well in their job. It also shows the role of universities as promoters of entrepreneurship within the academic environment and the promotion of entrepreneurial intention.

Table 7 presents the three main articles within this area, in which we can highlight the interest in how companies are trained for digital transformation, dynamic skills and entrepreneurial intentions. In addition, proposals on how happiness management could be applied in the context of each of these investigations are included.

**Table 7**

*Most cited articles on skills and training, main contribution and application of happiness management in entrepreneurship of the most cited articles of the literature review*

| Authors       | No. of citations | Main contribution                                                                                   | Application of                                                                                                         |
|---------------|------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Warner and    | 1012             | Investigar cómo las empresas tradicionales se capacitan para adaptarse a la transformación digital. | Ver cómo se adaptan las capacidades a la transformación digital integrando la gestión de la felicidad en este proceso. |
| Teece (2014b) | 1006             | Analyze the dynamic capabilities of entrepreneurs.                                                  | Introduce training on happiness management within the dynamic capacities of entrepreneurs.                             |

| Authors           | No. of citations | Main contribution                                                                          | Application of                                                                                                                             |
|-------------------|------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Bae <i>et al.</i> | 938              | Estudiar la relación entre la educación en emprendimiento y las intenciones emprendedoras. | Añadir el estudio de cómo influye la gestión de la felicidad desde la educación emprendedora y su efecto en las intenciones emprendedoras. |
| (2014)            | 938              | Study the relationship between entrepreneurship education and entrepreneurial intentions.  | Add the study of how happiness management influences entrepreneurial education and its effect on entrepreneurial intentions.               |

Note. Own elaboration through the revision of 391 articles.

## Contributions to the-state-of-the-art

This research yields data on the reference articles within this field of study. At the same time, it shows the progression of the research field over the last ten years and how it has gained weight progressively, contributing to valuable information on what are the most popular topics in this field, mainly the works related to management and business organization (Besharov and Smith, 2014; Nambisan *et al.*, 2019) and *the works related to the different business models* (Falk *et al.*, 2018; Schot and Steinmueller, 2018; Acs *et al.*, 2015).

Among the managerial contributions of this work, there is a growing interest in issues such as creativity and innovation (Anderson *et al.*, 2014) within the strategies of happiness management in the company. It also highlights the need to create business sense (Maitlis and Christianson, 2014; Nambisan *et al.*, 2017) through emotions and complex processes that involve the employee and entrepreneur. Also interesting is the way in which financing can be obtained (Navarro *et al.*, 2024) for these ventures. In this case, alternatives launched by companies that go beyond conventional sources of financing are identified, linking the concept of financing to innovation that was previously discussed in the sphere of the company's own management. It is also interesting to monitor the skills and training of human capital when it comes to entrepreneurship (Liñán and Fayolle, 2015; Schlaegel and Koenig, 2014).

It highlights the types of entrepreneurship, since the social (Battilana and Lee, 2014) and digital character (Nambisan, 2017) are key points for new ventures, therefore the management of

happiness within the company must align with these realities if it is to be successful. Finally, there would be social contributions; within this type of contributions it should be noted that the social aspect is a fundamental element within the management of happiness in university enterprises. This results in that the enterprises are acquiring a strong social character (Doherty *et al.*, 2014) in order to adapt to the demands of society. In addition, this social character of the enterprises is directly linked to the management of happiness within the company and, consequently, to the happiness of the customers, making the entire business ecosystem end up being in harmony.

## Conclusions

This research concludes in a theoretical way with the importance of happiness management in the university entrepreneurial landscape. Therefore, it is determined that this topic has gained relevance in the last 10 years, evidencing the need to incorporate mechanisms of support and promotion of entrepreneurship from the different parts of the university. At the same time, it also highlights the value of having and working with the mechanisms of happiness management that have been subtly masked with other nomenclatures over the years, such as the management of emotions or the valuation of the investor's well-being according to the expected benefits. This need is met by literature reviews, as these texts serve as a guide for scholars and practitioners.

At a practical level, the lack of implementation of clear mechanisms of happiness management shows, on the one hand, the need to contemplate this type of management within the training of



entrepreneurs and workers, in order to familiarize themselves with the concept and be able to contribute to the growth of this happiness in the workplace. This can be done from the university itself. This review of the literature has practical implications by presenting different cases on how to deal with problems of university entrepreneurs through the implementation of mechanisms of happiness management.

On the other hand, it also shows internal deficiencies at the business level, since it has not been given the recognition it deserves to happiness, a term that according to Aristotle is called the main purpose of the human being, i.e. it is the concept in which the sciences of administration and economy should revolve. Therefore, exposing different applications in specific contexts, as can be seen in table 2, 3, 4, 5 and 6, facilitates the employer to apply these happiness management strategies in his/her work environment. In this way, it is easier to address the inclusion of happiness management strategies within university entrepreneurship.

This research has as main limitation that it has been carried out only with the Web of Science database. Therefore, future lines of research are proposed to present a parallel work with Scopus and ProQuest databases in order to compare and enrich the results. It is also proposed to treat the management of happiness by linking it to consumer happiness, conducting cross-sectional studies.

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## Chapter VIII: University entrepreneurship in Spain and happiness management

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# Chapter VIII: University entrepreneurship in Spain and happiness management

Cuesta-Valiño, P., Yustres-Duro, P., Melendo-Rodríguez-Carmona, L., & Núñez-Barriopedro, E. (2025). University Entrepreneurship in Spain and Happiness Management. In *Un viaje hacia la gestión de la felicidad como leitmotiv del bienestar, el marketing social y el éxito empresarial* (pp. xx-xx). Peter Lang Publishing Group.

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**Authors:** Pedro Cuesta-Valiño, Pilar Yustres Duro, Laura Melendo Rodríguez-Carmona & Estela Núñez-Barriopedro

**Data of acceptance:** 2025 (Annex IV)

**Objectives:** O.6.

**Contribution to the SDG:**

4. Quality education.

4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

8. Decent work and economic growth.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Pedro Cuesta-Valiño, Pilar Yustres-Duro, Laura Melendo  
Rodríguez-Carmona and Estela Núñez-Barriopedro

## 11 University Entrepreneurship in Spain and Happiness Management

**Abstract:** This research deals with happiness management from the point of view of university entrepreneurship in Spain. Firstly, it contextualizes university entrepreneurship and the different facets that can form part of happiness management within entrepreneurship. Subsequently, the methodology, which consists of a literature review and an analysis of quantitative data from secondary sources, is discussed. It is followed by presenting the results, where data related to university entrepreneurship in Spain is analyzed, and the results are discussed managerially, socially, and theoretically. Finally, conclusions are drawn, highlighting the importance of university entrepreneurship in Spain. In this way, it is recognized that this type of entrepreneurial activity has sufficient potential to become the driving force of any economy and the areas in which university entrepreneurship can be improved are highlighted, underlining the importance of approaching it from a practical focus, orienting it towards strategic sectors of the economy and increasing the dissemination of successful entrepreneurial practices that promote this type of entrepreneurship, always taking the satisfaction and happiness of the entrepreneur as a cornerstone, in order to encourage entrepreneurial activity from all areas.

**Keywords:** happiness management, entrepreneurship, university, economic development, business management

### 1. Introduction

Currently, the demand for training related to entrepreneurship within the University has increased (Piperopoulos and Dimov, 2015; Li et al., 2024), which would indicate a more current quote because we are talking about current affairs, and nine years have passed since this reference. This need arises due to the difficulty of setting up a company for potential entrepreneurs, who usually do not have the necessary training or knowledge in business matters (Martínez et al., 2019). Thus, with proper university guidance, students are placed at the heart of the entrepreneurial ecosystem so that they can make decisions and influence entrepreneurial activity (Audretsch and Belitski, 2017).

Likewise, in order to meet the training demands and create a favorable climate for entrepreneurship, the need to support entrepreneurial education within universities is evident, as staff with higher education become the center

of innovation and knowledge transfer within the economy in which they find themselves (Ravina-Ripoll et al., 2017). At this point, universities expand their competencies by taking on new challenges and influences to form part of the development of the economy and society of which they are a part, generally through innovation and entrepreneurship (González Moreno et al., 2019), promoting the management of happiness within the company and highlighting what this type of management within the business sphere can contribute to the company and the society in which it develops.

It is pertinent to highlight (La Rubia et al., 2021) the need to promote entrepreneurship throughout the educational process, from the first levels to the most advanced because waiting until the university stage to offer this type of training could be too late (Bel Durán et al., 2023). In the same way, it is interesting to direct the disciplines that are not in the business sciences towards the incorporation of entrepreneurial training within their academic programming (Salas-Velasco, 2023) and to do so by considering students interested in creating their businesses, with specialized training in the various areas of entrepreneurship, as well as in the strategies for managing happiness in the workplace.

This article explores the dynamic landscape of university entrepreneurship in Spain; the methodology used in the study will be the analysis of secondary data on university entrepreneurship in Spain, followed by the presentation and discussion of the results and, finally, the conclusions and discussion of the article.

## **2. Literature Review**

Within the development of the state of the art, we will look at the different characteristics and types of entrepreneurship in universities and aspects that make it unique. Finally, we will delve into the management of happiness related to entrepreneurship to learn about the options available for managing happiness through entrepreneurial activity.

### **2.1. Entrepreneurship in Universities**

The support and promotion of entrepreneurship in the university framework is a strategic action that is conceived as an excellent opportunity to advance the change of the traditional economic model by enabling the development of a new, more innovative, productive fabric, more intensive in the use of technologies and with a greater capacity to compete in international markets (La Rubia et al., 2021). This entrepreneurial action within the university can occur from an academic and a university approach.



Before starting with the differences between the two types of entrepreneurship, it is worth highlighting the common characteristics: the assumption of risks by the entrepreneur, the organizational effort and the fact that the object of entrepreneurship must be an innovative activity (Abreau and Grinevich, 2013).

On the one hand, there is academic entrepreneurship (Abreau and Grinevich, 2013), which can be defined as an activity that goes beyond the traditional academic roles of teaching and research, understood as an innovative activity that entails risk and brings financial rewards for the academic or the institution in which he or she works. At this point, the definition is broadened so that the commercial value of entrepreneurship is phagocytized with the social nature of entrepreneurial activity, giving more excellent intangible value to academic entrepreneurship, such as the stimulation of learning in entrepreneurial environments and the sustainability of institutions.

On the other hand, there is university entrepreneurship, which is gaining more and more weight and prominence (Bel Durán et al., 2023), characterized by being led by the student mass; it can be exciting in universities with less research capacity as it focuses its entrepreneurship on the creation of companies by their students (Siegel and Wright, 2015). Therefore, in this venture, entrepreneurial workshops and different training complements are encouraged to encourage entrepreneurship and entrepreneurship (Muñoz et al., 2019).

Consequently, the entrepreneurial university enhances the research university by combining the search for solutions to the problems of industry and society with those of academia, using the primary research model with which the university traditionally works (Etzkowitz, 2017). Thus, university-born companies are understood as genuinely innovative, not only because they are born from research groups but also because they transfer knowledge directly from the university to society (Bel Durán et al., 2023); for example, the implementation of virtual reality in a business can affect consumers, creating experiential value (Li et al., 2023). Furthermore, the entrepreneurial university acquires a robust social character, understanding that the generation of wealth produced through this activity has to contribute to the creation of social value, not just generate economic value (Bel Durán et al., 2023), which would lead to considering entrepreneurship as the engine of innovation and social growth of a country (Ward et al., 2019; Aparicio et al., 2021). Entrepreneurs can be seen as a source of innovation, job creation, adoption of responsible practices, and promoters of the concept of sustainable enterprises in order to achieve a sustainable future (Boscán Carroz et al., 2023).

## 2.2. Happiness Management in Entrepreneurship

The social change entrepreneurship seeks to bring about would be reflected in job creation, economic growth, boosting productivity, increasing competitive pressure, encouraging firms to improve efficiency and introducing innovation (Mortan et al., 2014). Social enterprises (Bull and Ridley-Duff, 2019) are also being created to challenge the traditional conceptualization of the firm for the sake of a moral orientation of the economic system and the social value it generates. It is where movements such as “ecopreneurship” oriented towards sustainable development emerge (Del Brío González et al., 2022). This type of movement is part of the “green economy”, which attaches particular importance to the sustainable nature of productive activity to preserve ecosystems (Foncubierta-Rodríguez et al., 2021). The green economy is also influenced by consumer behavioral changes, as there is an increase in consumer preference for sustainable brands (Ravina-Ripoll et al., 2021). Another exciting aspect of developing this type of economy within the company is that the implementation and use of the company’s sustainable culture oriented towards corporate social responsibility practices can lead to a higher level of financial performance and to the company itself climbing up the corporate ranking (Pinzón-Castro and Maldonado-Guzmán, 2023).

The incentivization of sustainable aspects or corporate social responsibility within the company linked to the objective of influencing the dimensions of happiness of both the company itself and the consumer is essential (Cuesta-Valiño et al., 2023), as they are coherent with the new values and social goals sought by the entrepreneur. Apart from the fact that consumer happiness when the company responds to their social and sustainable demands serves as a means to foster their loyalty, it also implies an alignment of the consumer with the company’s happiness management philosophy, where the potential to create sustainable and prosperous companies is encouraged (Gutiérrez-Rodríguez et al., 2023).

Likewise, it is understood that the initiation of entrepreneurial activity generates a procedural utility (Frey and Benz, 2003), that is, following the line of achieving an end beyond the economic one, it works with an approach oriented towards the results of well-being. In this way, it can be identified that being an entrepreneur, working in reduced hierarchies, can directly increase happiness at work, which is related to better internal communication in these companies, as a close link between happiness and internal communication has been demonstrated (Castro-Martínez and Díaz-Morilla, 2020). Just as it can be beneficial to work on company communication in general, quality informational content via social media can be very effective, directly impacting consumer purchase intent

and loyalty (Çil, Erkan and Mogaji, 2023). In addition, using content marketing and communication techniques by the company creates functional, social and emotional value at the consumer level (Repovienė and Pažėraitė, 2023).

Another aspect that can increase the happiness of the entrepreneur is autonomy, understanding this also as individual self-organization (Shir et al., 2019), as they consider themselves “their bosses”, and this characteristic is held in such high esteem that it more than compensates for the difficulties associated with self-employment (Binder and Coad, 2010), in addition, entrepreneurs are also characterized by (Ravina-Ripoll et al., 2017) their shared mentality, talent, innovation or flexibility at work, which are also understood as fundamental components of the emotional wage (Madero-Gómez et al., 2021). Also, happiness derived from entrepreneurial characteristics can contribute to maximizing the subject’s achievements and those of the organization (Cuesta-Valiño et al., 2023).

In this way, happiness management within the business environment can generate benefits on a personal and professional level within employees and employers, but which have repercussions on the entity in which these people work (Ravina-Ripoll et al., 2022; Rando-Cueto et al., 2023), which would end up improving the quality of life of the population in general.

### 3. Methodology

An exploratory analysis of university entrepreneurship in Spain has been carried out using secondary sources. The sources chosen for the study were the Global University Entrepreneurial Spirit Students’ Survey Spain 2021, from which data were obtained on the intentions of nascent and active entrepreneurs, the entrepreneurial intentions of university students, the entrepreneurial climate of universities, the entrepreneurial self-assessment of the performance of their companies and the perception of business opportunities and the dissemination of entrepreneurship. The Global Entrepreneurship Monitor Spain 2022/2023 Report (Calvo et al., 2023) has also been studied, analyzing data related to the adult population involved in the entrepreneurial process, the reasons for starting an entrepreneurial activity, the sectors identified as drivers of entrepreneurship and the entrepreneurs’ perception of business opportunities. In addition, data has been extracted from the Ministry of Labour and Social Economy’s “Self-employed workers, natural persons, registered with the Social Security” for the years between 2019 and 2023; from this source, we have obtained the affiliation of entrepreneurs by age in Spain and the sectors that have a greater representation within Spanish entrepreneurship.

4. Results and Discussion

Firstly, data about university entrepreneurship in Spain from the analysis of secondary sources, which offer entrepreneurship-related data, will be analyzed and then connected to the concepts studied within the state of the art, finding the link between entrepreneurship and happiness management.

4.1. University Entrepreneurship in Spain

The coronavirus pandemic strongly affected Spain, unbalancing its economy, and this can be seen reflected in different indicators, some of which are shown in the GUESSS Spain 2021 Report, which indicates that in Spain 11.6% of nascent entrepreneurs and 20.8% of active entrepreneurs intend to create their company because of COVID-19. In other words, entrepreneurial intention and its relationship with COVID-19 have a significant mediating effect: proactivity and optimism in the relationship between COVID-19 and entrepreneurial intention (Cardella et al., 2024). In addition, it may be motivated by the various advantages offered by entrepreneurial activity, which has an impact on the happiness of the entrepreneur himself, that is, autonomy, the feeling of contributing to an end beyond the economic one are entrepreneurial characteristics that are linked to the happiness of the entrepreneur and the management of this (Shir et al., 2019; Ryff, 2019).

According to the GEM Spain 2022/2023 Report (Calvo et al., 2023), entrepreneurship in Spain indicates that in 2022, 6% of the adult population will be involved in the entrepreneurial process, 0.5% more than in 2021. In other words, the percentage of entrepreneurs increased timidly during the pandemic period in Spain. As shown in Table 1, the Social Security affiliation figures show that the predominant age groups are between 40 and 54 and 55. However, the 25–39 age group shows a fairly significant figure. However, it has fallen slightly from 2019 to 2023, showing that the university should continue working to encourage this type of entrepreneurship and help students obtain tools that make them capable of managing the different types of areas of a company, such as happiness.

**Table 1.** Self-employed individuals registered with Social Security by age in Spain (Source: Ministry of Labour and Social Economy (2019–2023). Own elaboration)

|                         | 2019  | 2020  | 2021  | 2022  | 2023  |
|-------------------------|-------|-------|-------|-------|-------|
| Under 25 years old      | 1.9%  | 1.9%  | 2.1%  | 2.1%  | 2.1%  |
| From 25 to 39 years old | 25.3% | 24.6% | 24.4% | 24.0% | 23.6% |
| From 40 to 54 years old | 45.8% | 45.5% | 45.2% | 44.9% | 44.6% |
| 55 years and older      | 27.0% | 28.0% | 28.3% | 29.0% | 29.7% |

This reality identifies Spanish entrepreneurs with a promising outlook for the future as the number of those under 25 years of age has been increasing over the last five years, and, moreover, there are quite a few student entrepreneurs in Spain (Aparicio et al., 2021). In turn, 13% of university students have entrepreneurial intentions at the end of their studies, and 23.1% of university students are interested in starting a business five years after finishing their studies, according to the GUESSS Spain 2021 Report, reinforced by the incentive and support given to this type of entrepreneurship by the university and by the added value that it can have for the worker both in the workplace and personally in terms of their happiness. Thus, it can be affirmed that entrepreneurship is an essential source of new jobs and an alternative to salaried employment (Salas-Velasco, 2023) since, according to the GEM Spain 2022/2023 Report, 70% of recent entrepreneurs undertake entrepreneurship to earn a living.

The fact that entrepreneurship is recognized as an excellent alternative to combat unemployment makes it possible for regional governments in Spain to become the driving force behind complex socialization processes aimed at fostering knowledge and maximizing opportunities for potential entrepreneurs (Aparicio et al., 2021). These types of projects have a direct effect on regional development in Spain, contributing to the improvement of regional wealth in general (Aparicio et al., 2023). Therefore, it is essential to focus on digitalizing the driving sectors of Spanish entrepreneurship, tourism and the renewable energy sector, as indicated in the GEM Spain Report 2022/2023. However, the branch of activity that has an apparent hegemony is the services sector, which accounts for almost three-quarters of the total number of self-employed workers in Spain, followed timidly by agriculture, construction and industry.

**Table 2.** Self-employed individuals registered with the Social Security by branch of activity in Spain (Source: Ministry of Labour and Social Economy (2019–2023). Own elaboration)

|              | 2019  | 2020  | 2021  | 2022  | 2023  |
|--------------|-------|-------|-------|-------|-------|
| Services     | 73.2% | 73.2% | 73.3% | 73.6% | 73.6% |
| Agriculture  | 11.4% | 11.4% | 11.1% | 10.8% | 10.7% |
| Construction | 11.0% | 11.1% | 11.4% | 11.5% | 11.6% |
| Industry     | 4.4%  | 4.3%  | 4.2%  | 4.1%  | 4.1%  |

This movement is necessary because the GUESSS Spain 2021 Report rates the entrepreneurial climate of Spanish universities at 3.8 out of 7, a figure that could be significantly improved. However, the positive aspect is the growing interest in

entrepreneurship on the part of researchers, teachers, university and administration (Bel Durán et al., 2023), which facilitates the academic transfer and the creation of university spin-offs (Vega Gómez et al., 2019) in line with the promotion of happiness management in entrepreneurship.

This reality is reflected in the fact that the process of entrepreneurship is not perceived as easy even if one has an innovative and potentially successful business idea and even less so if this business idea is intended to be carried out in the rural world (Martínez-Campillo et al., 2019). Moreover, according to the GEM Spain 2022/2023 Report, more than 60% of entrepreneurs who engage in the entrepreneurial process do so without perceiving clear business opportunities.

The development of entrepreneurship requires resources of various kinds, such as financial and human resources, among others, which, until now, Spanish universities have very limited funding that they are responsible for providing using internal resources (Bezanilla et al., 2020). Despite all these limitations and difficulties, the programs focused on entrepreneurial education show a representative influence on the rate of entrepreneurial activity in the autonomous communities in Spain (Hernández-Sánchez et al., 2019). However, when assessing the absolute satisfaction of entrepreneurs who have already started their business venture with the performance of their businesses, according to the GUESSS Spain 2021 Report, it can be seen how these entrepreneurs self-assess the performance of their companies with a 4.3 out of 7, a figure that reflects moderate conformity with the work carried out.

Potential Spanish entrepreneurs have somewhat particular entrepreneurial attitudes, which are defined as predetermined but changeable feelings and behavioral intentions that encompass the creation and operation of a business (La Rubia et al., 2021), so it is understood that, although happiness management mechanisms within the entrepreneurial world serve to encourage the happiness of these workers, they are not yet perceived as such. Since external evaluations influence these attitudes, the closest evaluations affect personal attitudes at a behavioral level, such as the desirability of carrying out an idea. In contrast, social evaluations affect perceptions of behavioral control, such as the perceived viability of a business. However, as in other aspects, these evaluations have a different influence depending on the region in which the entrepreneurial process is carried out (Liñán et al., 2011). It is, therefore, exciting to highlight the family environment as a critical moderator in the competence relationship and entrepreneurial intention, enlightening students with practical knowledge about what the entrepreneurial world is like, which underlines the importance of including reference models within entrepreneurial education as an enhancer of entrepreneurial intention (Borrero-Sánchez and Borrero-Domínguez, 2022),

to exemplify the well-being that can be achieved through entrepreneurship. This casuistry of Spanish entrepreneurship points to the consolidation of a new entrepreneurial profile, in which a strong inclination towards social issues is identified, led by young people who seek to create and organize their businesses with participatory, democratic models and, above all, that generate a social return (Martínez Martín et al., 2019).

## 4.2. Discussions

The theoretical discussions drawn from this study on university entrepreneurship are closely linked to investigating the causes and factors related to entrepreneurial intention (Galván-Vela et al., 2021). It can be confirmed that the entrepreneurial intention of the individual is a critical factor that can lead to the subsequent start-up of an economic activity. Even though the entrepreneurial intention is a very relevant factor, it would be interesting to study in greater depth other factors that can also affect entrepreneurial activity, such as training and the level of confidence of the population in their skills and competencies to face the entrepreneurial process, the search for and proposal of financing solutions for potential entrepreneurs, the study of the well-being or happiness of the entrepreneur to visualize success stories and encourage potential entrepreneurs to start their entrepreneurial activity through the exposure of the well-being that can be caused to the entrepreneur, both in the work environment and in general, by the fact of becoming their boss and having the autonomy to carry out ideas that make a difference (Ravina-Ripoll et al., 2020).

Within the managerial discussions of this research, the need to consolidate a theoretical basis on entrepreneurship at the lower levels of the training stage is highlighted so that the later stages of training have a practical orientation towards entrepreneurship, where different scenarios are put on the table. The diversity of existing entrepreneurial options is shown through direct contact with successful entrepreneurs. Thus, an increase in funding from the administration to universities and to encourage entrepreneurship among the university population can open the eyes of potential entrepreneurs, making them see the entrepreneurial opportunities that are within their reach and accompanying them to bring their innovative ideas to fruition so that they can contribute to development within their area of action and fight to reduce the fear of failure and nurture the entrepreneurial motivation that has been generated in response to the coronavirus crisis.

This research also provides social discussions, as entrepreneurship is undergoing a change in which the entrepreneurial profile acquires a social nuance, in

which it seeks to contribute to an end beyond economic results. This new current of entrepreneurship is focused on generating responses that transcend within society, as well as seeking to contribute, in the same way, to the development of the economy in which they are carried out (Hernández-García de Velazco et al., 2020). In this way, social entrepreneurship seeks to generate economic value while tackling social problems such as, for example, the search for solutions to tackle climate change.

## 5. Conclusions

University entrepreneurship in Spain has gained relevance as a strategy aimed at promoting innovation, contributing to economic and social development and encouraging happiness at work and personal levels through the actions implemented by the company itself to manage happiness, as entrepreneurial intentions have increased partly due to the optimism and proactivity derived from the coronavirus and partly due to the benefits of being an entrepreneur, such as the happiness that comes from being it own boss. The aim is to encourage this by responding to the increased demand for training on entrepreneurship issues that the university system faces. This training response is intended to emphasize technological careers more because they need more business training. It has been identified that these are the most proactive areas of knowledge within the university for the Start of an entrepreneurial activity. In Spain, there is a low percentage of self-employment in sectors of activity such as industry or construction; this incentive could serve to reverse this situation or improve these figures. Therefore, the university must ensure that the training it generates on entrepreneurship becomes the cornerstone of this type of economic activity, contributing to economic development, becoming an effective and viable alternative to unemployment, and social, generating value for society beyond mere economic results, giving rise to entrepreneurs characterized by high rates of well-being, both at work and in their lives in general, which will be achieved with proper management of happiness from the workplace and which will have an impact on the well-being and happiness of the population in general.

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## Chapter IX: Exploring a decade of happiness and university entrepreneurship: a bibliometric study

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# Chapter IX: Exploring a decade of happiness and university entrepreneurship: a bibliometric study

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**Data of acceptance:** 2025 (Annex V)

**Objectives:** O.6

**Contribution to the SDG:**

8. Decent work and economic growth.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

# EXPLORING A DECADE OF HAPPINESS AND UNIVERSITY ENTREPRENEURSHIP: A BIBLIOMETRIC STUDY

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## Abstract

In the last decade this concept has gained relevance. This justifies a bibliometric review to assess its main lines of research and possible gaps. In addition, the need for an increase in university business education is evident. In this way, this research contributes to the advancement of happiness management in university entrepreneurship. The methodology used consists of a bibliometric review. Subsequently, the state of the art is discussed, with the identification of the ten most cited articles, the scientific evolution, the ten most important areas of research, the ten journals with the highest number of publications and the ten countries with the highest representation in this subject. Finally, it reaffirms the increased importance of university entrepreneurship in relation to happiness management in 2018, with the United States, the United Kingdom and China as the leading countries in this field of study.

**Keywords:** Happiness management; Job satisfaction; Worker happiness; Entrepreneur happiness; Entrepreneurship

## 1. INTRODUCTION

This article explores happiness and its relationship with university entrepreneurship over the last decade. To do so, it presents a bibliometric review on entrepreneurship in universities and analyses how happiness management influences entrepreneurial activity. In this way, it is intended to monitor the subject under study to illustrate its progress over the years, thus enabling new trends to be recognised and potential areas within this field of study to be identified.

Happiness management has emerged as a fundamental pillar in the functioning of modern companies. Its implementation in various departments not only promotes employee well-being but also drives organizational growth. This approach has led to an increase in the demand for entrepreneurship training within universities, as noted by Piperopoulos and Dimov (2015).

Business creation, especially in rural areas, faces significant challenges due to the lack of business training and knowledge among entrepreneurs, according to Martínez Martín et al. (2019) and Martínez-Campillo et al. (2019). In the current context, 11.6% of nascent university entrepreneurs and 20.8% of established ones have expressed their intention to start a business, influenced by the situation caused by the coronavirus



pandemic. This increase in entrepreneurial intention is attributed to proactivity and optimism, as indicated by Ruiz-Navarro et al. (2021) and Cardella et al. (2024). Entrepreneurship and happiness management, as highlighted by Cuesta-Valiño et al. (2024), are gaining relevance in various business areas, including social marketing strategies (Elías Zambrano et al., 2021; Jiménez-Marín et al., 2020). Furthermore, happiness management fosters creativity and innovation (Ravina Ripoll et al., 2019) and is closely linked to human resource management, highlighting the importance of human capital (Ravina-Ripoll et al., 2021). It is also considered a driver of economic development, promoting productive and sustainable actions (Ravina Ripoll et al., 2022). Topics such as university entrepreneurship, happiness management in entrepreneurship, research methodology, results obtained and, finally, the conclusions of the study will be addressed below.

## **2. THEORETICAL FRAMEWORK**

### **2.1. University entrepreneurship**

The promotion of entrepreneurship in universities is an essential catalyst for transforming the traditional economic model. This transformation allows the development of a more innovative, technological and internationally competitive productive fabric (La Rubia et al., 2021). This drive can be addressed from two main approaches: the academic and the university.

The academic approach is characterized by going beyond the traditional roles of teaching and research, implying innovation, risk and financial rewards for both the academic and the institution (Abreau & Grinevich, 2017). This type of entrepreneurship not only has a commercial value, but also a social character, providing significant intangible value, such as the stimulation of learning in entrepreneurial environments and the sustainability of institutions. In addition, it facilitates academic transfer and the creation of university spin-offs (Vega Gómez et al., 2019).

On the other hand, the university approach, which is increasingly gaining weight and prominence (Bel Durán et al., 2023), is led by the student body. This approach is especially relevant in universities with lower research capacity, as it focuses on the creation of companies by students (Siegel & Wright, 2015). It encourages the development of business workshops and different training complements to encourage entrepreneurship and entrepreneurship (Muñoz et al., 2019).

The entrepreneurial university not only improves the research university by integrating the search for solutions to industrial and social problems with the academic field (Etzkowitz, 2017) but also positions entrepreneurship as a driver of innovation and social growth (Ward et al., 2019; Aparicio et al., 2021). For example, the implementation of virtual reality in business can create experiential value for consumers (Li et al., 2023). Entrepreneurs are a source of innovation, job creation, adoption of responsible practices and promoters of sustainable companies, thus contributing to a more sustainable future (Boscán Carroz et al., 2023).

### **2.2. Happiness management in entrepreneurship**

Entrepreneurship stands as a driver of social change, reflected in job creation, economic growth, increased productivity, competitive pressure, improved efficiency and the introduction of innovation (Mortan et al., 2014). A clear example of this is the creation

of social enterprises (Bull & Ridley-Duff, 2019), as well as ecopreneurship, which focuses on sustainable development (Del Brío González et al., 2022).

The implementation of corporate social responsibility practices not only improves financial performance and business positioning (Pinzón-Castro & Maldonado-Guzmán, 2023), but also contributes to regional development (Aparicio et al., 2023). Promoting sustainability and corporate social responsibility in companies can positively influence the happiness of both the company and the consumer (Cuesta-Valiño et al., 2023a). Meeting consumers' social and sustainable demands increases their loyalty and aligns the company's happiness management with the adoption of sustainable practices (Gutiérrez-Rodríguez et al., 2023).

Entrepreneurship also generates procedural utility, working with a well-being-oriented approach. Being an entrepreneur in reduced hierarchies can increase happiness at work, improving internal communication (Castro-Martínez & Díaz-Morilla, 2020). Quality communication on social media impacts consumer purchase intention and loyalty (Çil et al., 2023), creating functional, social and emotional value (Repovienė & Pažėraitė, 2023).

Autonomy, understood as self-organization, is another factor that increases the happiness of the entrepreneur, compensating for the difficulties of self-employment (Binder & Coad, 2010). Entrepreneurs are characterized by their shared mindset, talent, innovation, and flexibility, components of the emotional salary (Madero-Gómez et al., 2021). The happiness derived from these characteristics can maximize personal and organizational achievements (Cuesta-Valiño et al., 2023b).

### **3. METHODOLOGY**

Within the methodological field, it would be necessary to determine what the objectives of this research are:

G.O. Specify what the bibliometric panorama of the last 10 years is in happiness and university entrepreneurship.

S.O.1. Identify the 10 most cited articles in this field of knowledge.

S.O.2. Know what the evolution of scientific production has been about study.

S.O.3. Determine which 10 areas of research have the most articles published on happiness and university entrepreneurship.

S.O.4. Study which are the 10 journals with the most publications in this field of study.

S.O.5. Specify which are the countries with the highest number of publications.

To achieve the objectives of the study, a bibliometric review is carried out taking as reference recent research (Ravina-Ripoll et al., 2023; Melendo Rodríguez-Carmona et al., 2024) which represents the starting point of this research.

The study follows a PRISMA methodology where data is collected from the Web of Science database on June 17, 2024. The search criteria is based on choosing articles that contain as Topic: happiness management AND entrepreneur AND university AND "happiness management" OR "happiness at work" OR "workplace happiness" OR "happiness" OR "happiness index" OR "employee happiness" OR "entrepreneur happiness" OR "subjective happiness" AND "wellbeing management" OR "wellbeing at work" OR "wellbeing happiness" OR "wellbeing" OR "wellbeing index" OR "employee wellbeing" OR "entrepreneur wellbeing" OR "subjective wellbeing" AND "well-being management" OR "well-being at work" OR "well-being happiness" OR "well-being" OR "well-being index" OR "employee well-being" OR "entrepreneur well-being" OR "subjective well-being" AND "entrepreneur" OR "entrepreneurial" OR

"entrepreneurship" OR "entrepreneurs" OR "university entrepreneur" OR "university entrepreneurial" OR "university entrepreneurship" OR "university entrepreneurs".

Next, the first filter is applied in which it is limited by Document type, Article. Subsequently, a second language filter was carried out limiting the search to English and Spanish and a third filter is also made by publication date, from 2014-2023.

Next, a fourth filter is carried out by Research Area: Business Economics, Behavioral Sciences, Social Issues, Social Sciences Other Topics, Social Work and Development Studies. And, finally, it is filtered by Highly Cited Papers. After this search process, 391 articles were obtained. Of these, the 10 that have more than 1,000 citations will finally be analyzed, which are detailed in Table 1.

#### 4. RESULTS

The results specify the 10 most cited articles in this literature review, the evolution of scientific production according to the articles published and the number of citations, the 10 research areas with the most articles published, the 10 journals with the highest number of publications, their Q and H index and the 10 countries with the highest number of publications.

*Table 1. Ranking 10 most cited articles*

| ID | Year | Authors                                              | Title                                                                                                                    | Journal                              | N° Cites |
|----|------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------|
| 1  | 2015 | Zupic, I. & Cater, T.                                | Bibliometric Methods in Management and Organization                                                                      | Organizational Research Methods      | 2,352    |
| 2  | 2014 | Anderson, N., Potocnik, K. & Zhou, J.                | Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework | Journal of Management                | 2,003    |
| 3  | 2014 | Maitlis, S. & Christianson, M.K.                     | Sensemaking in Organizations: Taking Stock and Moving Forward                                                            | Academy of Management Annals         | 1,380    |
| 4  | 2014 | Belleflamme, P., Lambert, T. & Schwienbacher, A.     | Crowdfunding: Tapping the right crowd                                                                                    | Journal of Business Venturing        | 1,367    |
| 5  | 2017 | Nambisan, S., Lyytinen, K., Majchrzak, A. & Song, M. | Digital Innovation Management: Reinventing Innovation Management Research in A Digital World                             | MIS Quarterly                        | 1,286    |
| 6  | 2017 | Foss, N.J. & Saebi, T.                               | Fifteen Years of Research on Business Model Innovation: How Far Have We Come, and Where Should We Go?                    | Journal of Management                | 1,166    |
| 7  | 2017 | Nambisan, S.                                         | Digital Entrepreneurship: Toward a Digital Technology Perspective of Entrepreneurship                                    | Entrepreneurship Theory and Practice | 1,130    |
| 8  | 2014 | Battilana, J. & Lee, M.                              | Advancing Research on Hybrid Organizing - Insights from the Study of Social Enterprises                                  | Academy of Management Annals         | 1,079    |
| 9  | 2014 | Aguinis, H. & Bradley, K.J.                          | Best Practice Recommendations for Designing and Implementing                                                             | Organizational Research Methods      | 1,056    |

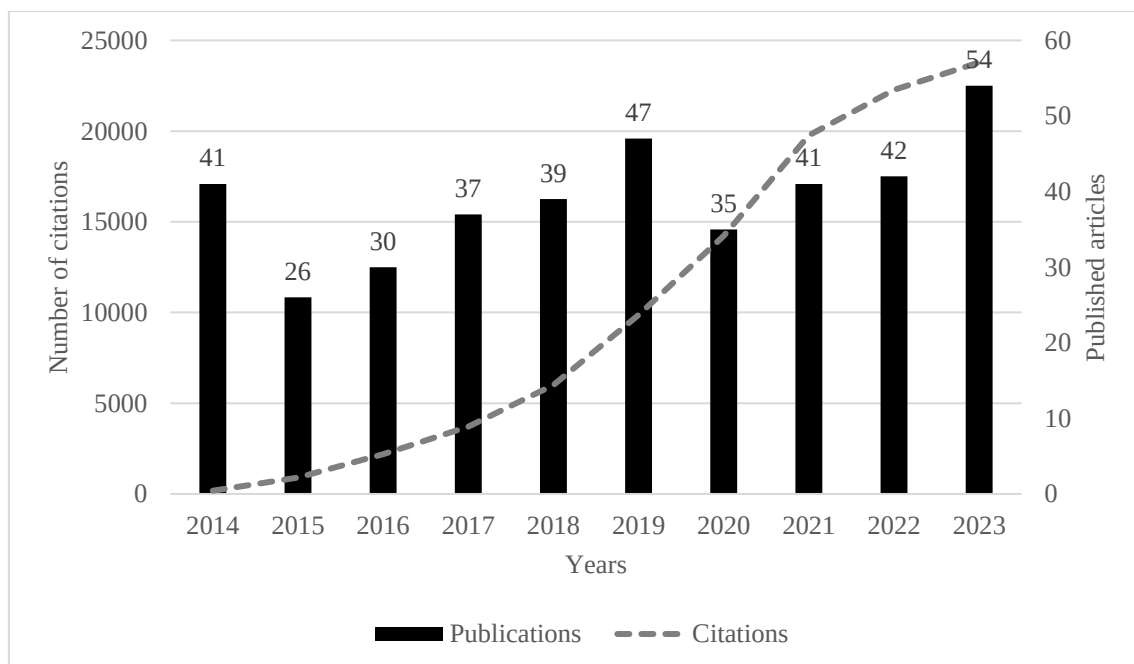
|    |      |                                   |                                                                          |                                             |       |
|----|------|-----------------------------------|--------------------------------------------------------------------------|---------------------------------------------|-------|
|    |      |                                   | Experimental Vignette Methodology Studies                                |                                             |       |
| 10 | 2014 | Doherty, B., Haugh, H. & Lyon, F. | Social Enterprises as Hybrid Organizations: A Review and Research Agenda | International Journal of Management Reviews | 1,006 |

Source: Own elaboration

#### 4.1. General results

Analyzing the scientific production on university entrepreneurship and happiness, the following graph shows how interest in this topic has been increasing over the last 10 years. While it is true that this growing interest has not been so noticeable in the number of articles published in recent years. It is a fact that in 2023 the maximum number of publications on this topic will be reached, reaching 54 published articles. The increase in interest in happiness management and entrepreneurship can really be seen in the fact that the number of citations of these articles has only increased, especially since 2018, a turning point and an exponential rise in citations has been identified.

*Graphic 1. Evolution of scientific production according to published articles and number of citations*



Source: Own Elaboration

On the other hand, Table 2 shows the distribution of articles by research area. It should be noted that most of the articles belong to more than one research area, differentiated by database. Within the Business Economics category there are 373 of the published articles, in Computer Science 124 articles, in Environmental Sciences Ecology 114, in Engineering 113 and in Geography 82 of the published articles.

*Table 2. Ranking 10 research areas with most published articles*

| Research area                       | Nº Published articles |
|-------------------------------------|-----------------------|
| Business Economics                  | 373                   |
| Computer Science                    | 124                   |
| Environmental Sciences Ecology      | 114                   |
| Engineering                         | 113                   |
| Geography                           | 82                    |
| Public Administration               | 59                    |
| Government Law                      | 57                    |
| Social Issues                       | 55                    |
| Psychology                          | 36                    |
| Information Science Library Science | 24                    |

Source: Own elaboration

Next, the journals with the most publications and the greatest impact within the selected articles are observed, all of them located in Q1. First, with 48 publications, is Technological Forecasting and Social Change with an H index of 179. Then it is the Journal of Business Research with 24 publications and an H index of 265, later Research Policy with 22 publications and an H index of 289 and with 16 publications are Entrepreneurship Theory and Practice with an H index of 198 and Journal of Business Venturing with an H index of 224.

*Table 3. Ranking 10 journal with most published articles, Q and H index*

| Journal                                     | Nº Published articles | Q | H index |
|---------------------------------------------|-----------------------|---|---------|
| Technological Forecasting and Social Change | 373                   | 1 | 179     |
| Journal of Business Research                | 124                   | 1 | 265     |
| Research Policy                             | 114                   | 1 | 289     |
| Entrepreneurship Theory and Practice        | 113                   | 1 | 198     |
| Journal of Business Venturing               | 82                    | 1 | 224     |
| Small Business Economics                    | 59                    | 1 | 167     |
| Academy of Management Review                | 57                    | 1 | 306     |
| Journal of Cleaner Production               | 55                    | 1 | 309     |
| Journal of International Business Studies   | 36                    | 1 | 229     |
| Journal of Management                       | 24                    | 1 | 280     |

Source: Own elaboration

Table 4 shows a ranking of countries by number of articles published about study. In first place would be the United States with 152 publications, the United Kingdom with

131 published articles, China with 82 publications, Italy with 48 publications and Germany with 45 published articles.

*Table 4. Ranking 10 countries with most published articles*

| Country        | Nº Published articles |
|----------------|-----------------------|
| United States  | 152                   |
| United Kingdom | 131                   |
| China          | 82                    |
| Italy          | 48                    |
| Germany        | 45                    |
| France         | 37                    |
| Australia      | 31                    |
| Netherlands    | 30                    |
| Spain          | 29                    |
| Canada         | 27                    |

Source: Own elaboration

### **3. CONCLUSIONS**

Since 2018, university entrepreneurship in Spain has been gaining notable prominence and this work serves to confirm it. This boom has been reflected in a significant increase in citations and publications, reaching its peak in 2023, when the highest number of studies related to happiness management in the university environment were recorded. Research has focused mainly on the areas of Business Economics, Computer Science and Environmental Sciences Ecology.

Among the most influential and prolific journals in this field are Technological Forecasting and Social Change, the Journal of Business Research and Research Policy. All of them are in the Q1 quartile and have an H index higher than 170, which underlines their relevance and prestige.

On the international scene, the United States, the United Kingdom and China emerge as the leaders in research on university entrepreneurship and happiness management, being the countries with the highest number of publications in this field.

However, this study has a major limitation: it was based exclusively on the Web of Science database. It is therefore suggested that future research also includes the Scopus and ProQuest databases, to compare and enrich the results obtained. In addition, it is proposed to explore happiness management in relation to consumer satisfaction through cross-sectional studies, thus opening new and promising lines of research.

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## Chapter X: Conclusions

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# Chapter X: Conclusions

This chapter will discuss the various contributions offered by the thesis. Three types of contributions will be offered: theoretical, managerial, and social. In addition, a general conclusion, limitations, and possible lines of research emerging from this study will be presented.

## 10.1. Theoretical contributions

At a theoretical level, this doctoral thesis represents a significant advance in the field of knowledge study on the mechanisms of digitalization in public administrations. The in-depth analysis of the Recovery, Transformation, and Resilience Plan (Government of Spain, 2021) together with the 2022 Retail Competitiveness Support Program (BOE, 2022) provide a panoramic view of the options available to Spanish businesses in terms of digitalization. Furthermore, it provides an overview of the different levels of digitalization in companies and society, identifying their strengths and weaknesses. For example, as seen in the theoretical framework, society has highly normalized internet use in its daily lives, with a 94.48% usage rate (European Commission, 2024), a 94% household internet penetration rate, and 30 million online shoppers in Spain (ONTSI, 2024). However, of these, only 66.18% have basic digital skills. The reality of the digitalization of society, combined with business digitalization, is, in figures, a 60.50% adoption of digital technologies and a 29.60% sales rate through digital channels (European Commission, 2024). Added to this is the decline in job creation, as small and medium-sized enterprises in Spain, which represent more than 99% of the country's business population, only generate 63.81% of employment (Ministry of Industry, Trade and Tourism, 2023). This analysis concludes that digitalization strategies are not having the expected impact. The bulk of Spanish businesses are losing their ability to generate employment due to their inability to adapt to new technologies, which are increasingly becoming commonplace among the Spanish population. However, this goes hand in hand with the population's low levels of training in basic technology skills. In other words, the population's lack of training in basic technology skills can be identified as a barrier to contributing to the adoption of digital technologies in the workplace.

Thus, this contribution to the literature links with SDGs 4 and 4.4, highlighting the need for quality training in basic and advanced digital skills so that the population can contribute to the sustainable development of the Spanish economy. This analysis has highlighted the lack of effectiveness of the mechanisms implemented by the Administration in this area, as the evolution of business digitalization is being hampered by the low levels of digital training of its workers. At the same time, it contributes to SDGs 8 and 8.3, as it sheds light on policies that promote decent work and economic growth through innovation in the digitalization of Spanish businesses. Here, we can see how, albeit slowly, SMEs are digitalizing, but also how they are losing their competitiveness and capacity to generate employment. This situation must be reversed so that SMEs achieve levels of digitalization that allow them to be globally competitive and once again generate more jobs, contributing to the country's economic development.

Furthermore, it contributes to literature from the perspective of achieving greater knowledge and understanding of consumer behavior. It points out that purchasing methods through digital channels tend toward omnichannel, expanding the options from the three most classic ones, that is, purchasing through digital-only channels (Lei et al., 2020), ROPO (Tinyakova et al., 2020), and showrooming (Kowalczyk, 2018), to new options that also take into account the method of receiving orders and after-sales service. Therefore, a perspective is offered in which purchasing methods are identified considering the entire customer journey, from the search for information prior to purchase to post-sale behavior, such as BOPIS (Khandelwal et al., 2020) and BORIS (Lesmes & Leony, 2022). Reaching this level of detail will enable academics to address consumer behavior from more perspectives and with combined methodologies.

Likewise, this doctoral thesis provides valuable contributions to the study of usability by conducting a comprehensive analysis of how companies evaluate the usability of their e-commerce sites (Ten & Paz, 2017). Understanding these processes offers a comprehensive view of how this concern is being addressed. Understanding which methods are used to evaluate usability can theoretically help improve them; identifying them helps continue developing the most popular ones or propose new methods that had not been considered until now. The same applies to the tools used: as a concept understood within the digital realm, the

advancement of these tools is imminent, with updates emerging, becoming obsolete, and new ones appearing that allow for more functionalities.

A new trend is also identified within the criteria used to evaluate this usability. While the results-based approach is the most widely used, deviations in dynamics are subsequently identified, shifting these criteria toward a more emotional perspective. At this point, we can highlight the focus on emotions and engagement, attitudes, and trust. The identification of these criteria, which are not as relevant when studied separately, makes them more relevant when given a more comprehensive perspective, as they can all be included within a group that combines emotions and behaviors.

Knowing the phases of the website's status when evaluating usability can also be crucial to avoiding usability errors. Virtually all evaluations are carried out once the website is finished and operational; performing analyses during the design, coding, or planning phases can prevent future errors. Finally, the consumer journey that is, most evaluations are carried out while the consumer is purchasing or when they are not immersed in any process. As seen in this doctoral thesis, it is essential to understand the consumer throughout their entire purchasing process, from searching for information to their post-sale behavior. Conducting studies that encompass all these perspectives will allow us to truly understand the consumer, as these consumers may purchase using any of the aforementioned methods and may not complete the purchase digitally, or may find it more important to receive good after-sales service. Therefore, sharing these findings with the academic community contributes to identifying new opportunities and highlighting the current state of usability in e-commerce.

In turn, this research sheds light on the different components that affect the usability of e-commerce from the consumer's perspective. Internalizing the importance of the consumer within the business environment reaffirms the validity of the usability attributes proposed by Nielsen (1993) and establishes an order of importance within them. Thus, memorability stands out above all others (Ali et al., 2022), followed by satisfaction with the platform (Samawi et al., 2023), efficiency of use (Behnam et al., 2023), learnability (Kumar et al., 2023) and error rate (Toraman et al., 2023). Reaffirming the validity of the classic attributes of usability and monitoring their evolution, how they have adapted to new technologies and

changes in the digital world provides interesting contributions within the theoretical field.

Likewise, this thesis contributes theoretically to the field of corporate social responsibility. Here, a series of variables somewhat different from those previously studied with CSR are presented, confirming the existing relationship between these variables and their relevance. The lack of studies on these relationships is confirmed, despite seeing growing academic interest in them over the last 10 years. The peak of interest in them occurred in 2020 and 2021 in terms of the number of publications, but citations have only increased exponentially from 2020 to 2023. This implies that these concepts have been identified individually and studied in isolation, or at least not all of them together. In this way, this research provides a new list of variables to work on going forward, contributing to SDGs 12 and 12.6. Since the importance of CSR is highlighted, a concept closely linked to responsible consumption and production, and its relationship with different variables such as animal welfare (Miguel et al., 2020), environmental commitment (Yang et al., 2024), and employee well-being (Ravina-Ripoll et al., 2024). This relationship between CSR and its variables promotes sustainable practices and the integration of sustainability into their information processes.

In another instance, the relevance of happiness management in the university entrepreneurial environment is highlighted. Consequently, it is observed that this topic has gained importance in the last decade, which underscores the need to implement mechanisms to support and promote entrepreneurship from various areas of the university. Furthermore, the value of utilizing and developing happiness management mechanisms, which have been discreetly referred to in other ways over time, such as emotion management (Maitlis & Christianson, 2014) or the valuation of investor well-being based on expected returns (Belleflamme et al., 2014), is highlighted. This need is most effectively addressed through literature reviews, as these texts act as guides for academics and practitioners. This contribution, in turn, links to SDGs 8, 8.3, and 8.8. Thus, by advancing the study of the implementation of happiness management mechanisms within the entrepreneurial field, it contributes to economic growth and the promotion of decent work for the sustainable progress of society. This

contribution is especially significant because it promotes policies aimed at supporting activities specifically related to the creation of decent work through entrepreneurship, creativity, and innovation. At the same time, it promotes labor rights, in such a way that it seeks the well-being and care of the workers of any company as much as possible, conceiving them as the most valuable asset of each organization.

## 10.2. Managerial contributions

In the managerial field, this doctoral thesis makes a significant contribution, focusing on the business environment. First, it offers an overview of the digitalization of Spanish businesses. This contributes to management by providing companies with a starting point for understanding their digital situation and what options they may have to improve it. Along these lines, it would be advisable for companies to increase the digital training of their staff, as it has been proven insufficient to meet current demands. This would allow for better adaptation and transition to new technologies, adopting them in a way that generates value for the company. As discussed in this doctoral thesis, companies can use the aforementioned plans promoted by the Administration (Government of Spain, 2021; BOE, 2022) as a reference, or opt for other private sector plans that can help them with more specific topics. This second option would allow them to focus their efforts more closely and obtain more direct training on their true needs, as each company has different characteristics.

In turn, the conceptualization of the consumer as an omnichannel consumer means that companies' strategies focus on adapting their strategies to this new environment. Combining information, communication, and sales channels within the physical and digital environments will foster a better relationship between companies and consumers. Understanding their demands and offering tailored solutions (Lavanda Reyes et al., 2022), where the physical and digital experience are merged into a single one (Cuesta-Valiño et al., 2022; Gutiérrez-Rodríguez et al., 2020), meaning that consumers feel equally comfortable and served in both environments which will enable a better response from them to the company. This can ultimately lead to increased sales intentions or increased customer loyalty. That is why these types of omnichannel strategies (Dogra & Kaushal, 2023) are



essential for SMEs and entrepreneurs, who, through these types of strategies, provide a differential value to their businesses that connects with consumers and makes them more competitive.

At the managerial level, companies using this doctoral thesis can focus on how they are evaluating usability, how it is being done at a general level, and what gaps remain to be filled to achieve better results. This study highlights poor practices within companies' usability evaluation. It identifies that they are not understanding the consumer or placing them at the center of their strategy. In other words, they seek to improve the user experience with their business through usability by successfully performing specific actions (Davidavčienė et al., 2020), but they fail to understand how this user relates to them. Therefore, it is crucial that they expand their evaluations to the entire consumer journey, understanding that their digital behavior is omnichannel (Dogra & Kaushal, 2023), and that, although they may only purchase through the digital channel, their experience can transcend physical stores or focus on digital post-sale behavior. After understanding this and identifying the importance of emotions and the human factor in digital sales, it becomes essential that evaluations be carried out from this perspective. This would result in longitudinal evaluations where the analysis focuses on the emotions and behaviors of their consumers, which will allow e-commerce businesses to reach the hearts of their consumers, generating added value that unites them with the bonds of loyalty.

Continuing with the study of usability in e-commerce, establishing a clear hierarchy within usability attributes, after conducting an empirical study with real consumers, facilitates their treatment by companies. This hierarchy of usability attributes based on the order of importance results in the possible development of new usability designs that take these findings as a cornerstone and make their websites more successful by using this knowledge as a starting point. This shift in perspective would allow e-commerce businesses to adapt in a more integrated way to new consumer behaviors (Laroutis et al., 2023).

Therefore, this research addresses a crucial topic in business management: CSR. This business strategy is approached in a novel way, identifying elements that were previously associated with CSR individually and viewing them as a whole. Furthermore, it is identified that actions of this type within CSR strategies

foster consumer purchase intentions, so executing and communicating them effectively will greatly benefit the relationship between the company and the consumer. For this reason, it is proposed to focus the actions carried out by companies on those related to animal welfare (Miguel et al., 2020), environmental commitment (Yang et al., 2024), and worker well-being (Ravina-Ripoll et al., 2024). Thus, companies are encouraged to strive to give a more social and ethical tone to their processes and communications. This objective is also twofold, since by implementing these actions, the company obtains a direct benefit, such as increased purchasing intentions among its consumers (Bonifacio et al., 2024), and, in turn, it contributes to the sustainable development of businesses and the society in which they operate, contributing to SDGs 12 and 12.6. From a practical perspective, the lack of clear mechanisms for happiness management highlights, on the one hand, the need to include this type of management in the training and education of entrepreneurs (Liñán & Fayolle, 2015; Schlaegel & Koenig, 2014), business owners, and workers, with the aim of familiarizing them with the concept and contributing to increasing happiness in the workplace. This can be implemented within the university itself (Piperopoulos & Dimov, 2015). This literature review has practical implications by presenting various cases of how to address the problems faced by university entrepreneurs through the implementation of happiness management mechanisms. In this way, it contributes to the achievement of SDGs 4 and 4.4 by promoting quality education and increasing the number of people with relevant skills for the business environment, decent work, and entrepreneurship. Thus, it is proposed that entrepreneurship education promote the teaching of happiness management strategies in companies, reaching branches of knowledge where entrepreneurial training is not as common, such as technology careers, to encourage the entrepreneurial spirit in all areas.

On the other hand, it also reveals internal deficiencies at the business level, as the importance of happiness, a concept around which the sciences of administration and economics should revolve, has not been adequately recognized. Therefore, by exposing various applications in specific contexts, such as business management and organization (Anderson et al., 2014), business models (Foss & Saebi, 2017), types of entrepreneurships, business

financing (Ahlers et al., 2015), and skills and training (Warner & Wäger, 2019), entrepreneurs are facilitated in the application of these happiness management strategies in their work environment. This makes it easier to address the inclusion of happiness management strategies in university entrepreneurship. These new proposals for the inclusion of happiness management in business go hand in hand with SDGs 8 and 8.8, as they foster the development of decent work and economic growth, promoting innovative and creative policies for entrepreneurs and the creation of new jobs with better working conditions.

### 10.3. Social contributions

Thus, we arrive at the final and significant contributions of this doctoral thesis, which focus on the social sphere. Throughout the research, the relevance of society and the human factor within business has been emphasized. Contributing to the advancement of society by promoting education in digital skills and happiness management will help achieve SDGs 4 and 4.4, facilitating the development of a more just and prosperous society.

Furthermore, at the social level, this thesis focuses on the consumer as a person, studying them from a social perspective with the aim of adapting to them and understanding their behavior, preferences, and particularities. This study reveals that today's consumer has a strong social character and is sensitive to movements such as sustainability (Miguel et al., 2020), the eradication of child labor (Stringer et al., 2022), and cruelty-free (Grappe et al., 2021). Likewise, a trend is observed that pushes consumers to demand human digital treatment, that is, that their digital experience be as similar as possible to the physical one. This underscores the importance of the human component in business, as in the future this human value may be the differentiating factor for companies, due to the automation of other management processes. This implies a more empathetic and personal approach, where relationships between companies and consumers become fundamental to the proper development of the Spanish economy and society.

The research also highlights the social tendency of consumers, where their ethical and moral values (De Klerk et al., 2019) take precedence over other issues related to the products they seek to consume. Thus, consumers' beliefs

dictate their attitudes toward accepting or rejecting new products (Brown & Dacin, 1997; Cuesta-Valiño et al., 2023b).

Another social contribution of this doctoral thesis is the generation of social value through education and the implementation of happiness management mechanisms in the business world. These mechanisms generate social value beyond the company's economic results, creating entrepreneurs with high levels of well-being, both at the professional and personal levels, which impacts well-being and happiness that extends to the general population. This type of business concept seeks to contribute to a goal beyond economic results, transcending the society in which they operate (Hernández-García de Velazco et al., 2020). Therefore, it can be determined that the management of happiness from the company contributes to SDGs 4, 4.4, 8, 8.3 and 8.8, promoting quality education, decent work and economic growth in the economy in which they operate.

## 10.4. Conclusion

This doctoral thesis represents a significant advance in the study of business digitalization and its impact on Spanish society. Through the analysis of various texts, several key points have been identified that contribute to the understanding and development of effective strategies in the areas of digitalization, usability, CSR, and happiness management.

First, it highlights the importance of digitalization in Spanish governments and companies. Although the adoption of digital technologies is widely accepted in society, SMEs and entrepreneurs face significant challenges in adapting to these technologies. The lack of training in basic digital skills among the population and workers is a crucial barrier impeding an effective transition to digitalization. This finding underscores the need to improve the quality of digital skills training to contribute to the sustainable development of the Spanish economy and effective economic growth, aligned with SDGs 4 and 8.

Furthermore, the thesis highlights the importance of understanding the consumer from an omnichannel perspective. Companies must adapt their strategies to combine physical and digital channels, thereby improving their relationship with consumers and increasing purchase intent and customer loyalty. This comprehensive approach allows for the identification of new opportunities and

improved usability in e-commerce, highlighting the need to evaluate usability at all stages of web development and throughout the entire consumer journey. The goal is to achieve the same physical and digital experience, that is, to make the entire e-commerce experience pleasurable and so comfortable that consumers want to return.

In the field of CSR, research provides new relationships between CSR and variables such as animal welfare, environmental commitment, and employee well-being. These relationships foster sustainable practices and the integration of sustainability into business processes, contributing to SDG 12. The implementation of CSR strategies not only improves consumer purchase intent but also promotes more ethical and responsible business and social development. This thesis highlights the shift in consumer behavior, as they have more ethical and moral concerns, and they carry this into all areas of their lives. Therefore, it is essential to communicate this within companies as well. Making consumers see that companies are aligned with their values will create closer bonds.

Finally, the thesis underscores the importance of happiness management in the business and entrepreneurial university environment. The inclusion of happiness management mechanisms in the training of entrepreneurs, business owners, and workers can increase happiness in the workplace and contribute to economic growth and decent work, aligning with SDGs 4 and 8. This approach promotes innovative and creative policies that seek worker well-being and the creation of new jobs with better working conditions. Furthermore, it encourages training in this area at various educational levels. Ultimately, promoting happiness management policies within the business environment will lead to a happier workplace and society in general. In conclusion, this doctoral thesis offers a comprehensive and multidimensional view of the challenges and opportunities in business digitalization, usability, corporate social responsibility, and happiness management. The findings and recommendations presented contribute to the sustainable development of the Spanish economy and society, providing a solid foundation for future research and practical applications in these fields.

## 10.5. Limitations

This doctoral thesis presents several limitations that must be considered. The first limitation is geographical, as the research is limited exclusively to the study of Spain. This restricted geographical focus means that the findings and conclusions obtained may not be applicable to other international contexts, thus limiting the generalizability of the results.

Another important limitation is that the study of usability evaluation by companies applies only to evaluations carried out on websites, excluding other types of platforms such as applications. Furthermore, B2B businesses and those not belonging to the retail sector are excluded.

An additional limitation is the restriction on literature reviews to articles published in journals, thus excluding conference papers, theses, etc. The language is also limited, considering only publications in English and Spanish.

Regarding the literature reviews, except for the one conducted in Chapter IV, the remaining systematic and bibliometric reviews focus on a single database, Web of Science, which limits their scope and depth. Another significant limitation is the focus on a single sector, fashion, and more specifically on e-commerce within this sector. This specialization can offer detailed and in-depth insights, but it also limits the applicability of the results to other industrial sectors, which may present different dynamics and challenges.

Furthermore, a limitation related to the time frame in which the studies are conducted is identified. The research was conducted in a post-COVID context, which provides insight into the Spanish business landscape during a specific period of recovery and adaptation following the pandemic. This temporal context may influence the observed behaviors and trends, and the results may vary under different temporal circumstances.

## 10.6. Future research lines

In line with the identified limitations, new opportunities and lines of research are emerging that could significantly enrich the field of study.

One possible line of future research could involve comparing the measures adopted to promote digitalization in Spain and other countries, analyzing the different plans implemented and the response of society and businesses. This would allow for the identification of good practices and their sharing among different administrations in an effort to achieve a more effective digitalization strategy globally.

Another line of research could focus on encouraging the use of new technologies in companies as part of the digitalization process for Spanish businesses, with particular emphasis on the implementation of these actions in the commercial sector.

Likewise, it would be relevant to investigate the implementation of omnichannel in small and medium-sized businesses and entrepreneurs in the sector who are in the process of digitalization, examining how these companies are adapting to new consumer demands, identifying the main barriers, what mechanisms they currently use, etc. One of the most interesting proposals would be to expand the study through an international comparison, analyzing the differences and similarities in consumer purchasing behaviors from different countries. This perspective would allow for a more comprehensive view and a better understanding of the cultural particularities that influence e-commerce.

Another line of research could focus on expanding the study of usability components, breaking down the original ones defined by Nielsen (1993) to better study the new features offered by current technology, including multi-device interactivity, space personalization, and communication with artificial intelligence, among others.

Furthermore, it would be valuable to expand the literature reviews to include more factors, not limited to journal articles but also considering other publications such as theses, projects in progress, conference proceedings, etc. It would be interesting to use more than one database to obtain a greater scope and depth of results.

It would also be beneficial to conduct studies in different sectors, such as tourism or beauty. This diversification would not only enrich knowledge of the e-commerce sector, but would also allow for cross-referencing data on usage

practices and customs across different sectors, thus boosting the usability and adaptability of platforms.

Another interesting line of research would be to conduct cross-reference studies that combine business and consumer perspectives, for example, combining in a single study consumer perceptions of their happiness and the happiness of the employee serving them in a store or through a digital platform.

Furthermore, it would be relevant to conduct a comparative study with pre-COVID and post-COVID periods. This analysis would allow us to observe what the situation was like before the pandemic and how it has evolved since then, identifying the most significant changes and areas for improvement based on historical data. This approach would help us better understand the impact of the pandemic on e-commerce and develop more effective strategies for the future.

Finally, it would be pertinent to develop clearer lines of research on happiness management in the university setting and the promotion of entrepreneurship, linking these concepts so that they go hand in hand within the educational field. This would allow this new trend to resonate with students and translate into a happier work and personal environment.



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## Annex I. Research Ethics Committee Report

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## INFORME DEL COMITÉ DE ÉTICA DE LA INVESTIGACIÓN

Dr. Francisco López Muñoz, Presidente del Comité de Ética de la Investigación de la Universidad Camilo José Cela (CEI-UCJC)

### INFORMA

Que habiendo tenido en cuenta la propuesta de investigación:

**Título:** Comportamiento del Consumidor en el Comercio Electrónico de Moda: Un Análisis de Usabilidad, Felicidad, Satisfacción e Intención de Compra.

**Código:** 24\_24\_CONS\_COM\_MODA.

#### Investigadores:

**NO ES NECESARIO** la realización de la preceptiva evaluación por el Comité de Ética de la Investigación dado **que la propuesta NO engloba** ninguno de los siguientes aspectos con implicaciones éticas o sobre la bioseguridad según la Ley 14/2007, de 3 de julio, de Investigación biomédica, Título 1 (art. 1):

- Experimentación clínica con seres humanos y ensayos clínicos con medicamentos y productos sanitarios.
- Las investigaciones relacionadas con la salud humana que impliquen procedimientos invasivos.
- La donación y utilización de ovocitos, espermatozoides, preembriones, embriones y fetos humanos o de sus células, tejidos u órganos con fines de investigación biomédica y sus posibles aplicaciones clínicas.
- Experimentación animal.
- La realización de análisis genéticos y el tratamiento de datos genéticos de carácter personal.
- El tratamiento de muestras biológicas.
- El almacenamiento y movimiento de muestras biológicas.
- Los biobancos.

No obstante, tal y como expresa el equipo de investigación, el estudio se encuentra sujeto a las disposiciones éticas institucionales de la Universidad Camilo José Cela y la Declaración de Helsinki. No existe conflicto de intereses por parte de los investigadores.

Y para que conste, se expide el presente certificado en Madrid, a 18/12/2024 | 19:23:35 CET

Digitally signed by  
Francisco López  
Firmado por: LOPEZ MUÑOZ FRANCISCO - 70733848Q  
Hora de firma: 18/12/2024 | 19:23:46 CET  
C: ES  
Emisor: AC FNMT Usuarios

Firmado: D. Francisco López Muñoz  
Presidente del Comité de Ética de la Investigación

## Annex II. Survey of Chapter V

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La Universidad Camilo José Cela está realizando una investigación sobre el **COMERCIO ELECTRÓNICO DE MODA** en España. Te agradeceríamos que respondieras a esta **ENCUESTA ANÓNIMA** que tan solo te llevará **4 MINUTOS**, ya que con tus respuestas nos permitirá identificar áreas de mejora y comprender los patrones relacionados con el uso del comercio electrónico en España. Muchas gracias por tu colaboración.

*La información recogida es totalmente confidencial y los datos serán utilizados exclusivamente para esta investigación, garantizando que cualquier dato que pueda identificarte no será difundido ni usado de ninguna manera, conforme a la normativa vigente de protección de datos (Ley Orgánica de Protección de Datos de Carácter Personal 3/2018). Si decides continuar, certificas que has leído el procedimiento descrito anteriormente y que accedes a participar voluntariamente en la presente investigación. Muchas gracias por tu participación*

Antes de comenzar la encuesta...

Debes saber que para esta investigación es **requisito indispensable que COMPRES O HAYAS COMPRADO POR INTERNET y que te encuentres** dentro una franja de edad comprendida **entre los 18 y los 78 AÑOS**, si tu edad no se encuentra dentro de esta franja te agradecemos tu interés, pero no es necesario que contestes las siguientes preguntas, muchas gracias.

Antes de abordar las preguntas principales, cuando **compras moda** lo haces en **tienda...**

- Física
- Digital
- Ambas

A partir de este punto, POR FAVOR, si respondes en móvil, colócalo DE MANERA HORIZONTAL para ver las 5 opciones de cada pregunta y responder más rápido. Muchas gracias.

Antes de empezar a responder...



Recuerda que **no hay respuestas correctas o incorrectas**, tan solo buscamos tu opinión sincera.

Para responder a las siguientes preguntas cuando se indica "**comercios electrónicos de moda**" visualiza algún ejemplo en concreto como por ejemplo la **web o app de Zara, Mango, etc.** y responde en base a tu **experiencia al usarlo**.

Indica tu grado de acuerdo o desacuerdo con las siguientes afirmaciones relacionadas con los **comercios electrónicos de moda**

#### **ESTOY SATISFECHO CON...**

- ☐ La web o app
- ☐ La facilidad para comprar
- ☐ Lo fácil que es usarlo
- ☐ El tiempo que tardo en comprar

Indica tu grado de acuerdo o desacuerdo con las siguientes afirmaciones relacionadas con los **comercios electrónicos de moda**

#### **AL UTILIZARLO...**

- ☐ Me permite comprar eficazmente
- ☐ Puedo corregir mis fallos
- ☐ Me resalta los errores que cometo
- ☐ Cometo errores

Indica tu grado de acuerdo o desacuerdo con las siguientes afirmaciones relacionadas con los **comercios electrónicos de moda**

#### **ES FÁCIL...**

- ☐ Aprender a usarlo
- ☐ Aprender su funcionamiento
- ☐ Aprender a navegar por él
- ☐ Aprender a comprar en él
- ☐ Usarlo
- ☐ Navegar por él
- ☐ Entender su funcionamiento
- ☐ Recordar cómo usarlo

- Recordar cómo comprar en él
- Volver a comprar en él
- Usarlo con naturalidad
- Que mejore mi forma de comprar
- Que simplifique mi proceso de compra
- Seleccione la opción indiferente
- Adaptar su uso a mi forma de comprar

Para responder a las siguientes preguntas...

Para responder a las siguientes preguntas cuando se indica **"comercios electrónicos de moda"** visualiza algún ejemplo en concreto como por ejemplo la **web o app de Zara, Mango, etc.** y responde en base a tu **experiencia de compra**.

Indica tu grado de acuerdo o desacuerdo con las siguientes afirmaciones relacionadas con los **comercios electrónicos de moda**

- Puedo volver a comprar en él

Indica tu grado de acuerdo o desacuerdo con las siguientes afirmaciones relacionadas con los **comercios electrónicos de moda**

### **CUANDO COMPRO MODA POR INTERNET ME PREOCUPO POR...**

- La reputación de la marca en la que compro
- Evitar comprar marcas poco éticas laboralmente
- Que las marcas en las que compro ofrezcan condiciones justas de trabajo
- Comprar en marcas responsables con el medio ambiente
- Comprar sólo lo que necesito
- Que sean cosas que me duren el mayor tiempo posible
- El bienestar de los animales
- Comprar en marcas que piensan tanto en sus beneficios como en el bienestar animal
- Comprar en marcas que están comprometidas con el bienestar animal

Estás a 30 segundos de terminar...

En este punto nos gustaría **explorar tus hábitos y experiencias** específicas relacionadas con el uso del comercio electrónico.

¿Cuántos años de experiencia tienes comprando moda por internet?

- ☐ Menos de 2 años
- ☐ Entre 2 y 5 años
- ☐ Entre 6 y 10 años
- ☐ Más de 10 años

¿Cuántas veces has comprado moda por internet en el último mes?

- ☐ Menos de 1 vez al mes
- ☐ 1 o 2 veces al mes
- ☐ 3 o 4 veces al mes
- ☐ Más de 4 veces al mes

¿Cuántos productos de moda has comprado en el último mes?

- ☐ Respuesta abierta

Ya falta poco para terminar...

Antes de finalizar, nos gustaría **conocerte un poco mejor** a través de algunas preguntas, estas preguntas nos ayudarán a **contextualizar** mejor tus respuestas y obtener una **visión más completa** de nuestra muestra.

Nivel de estudios (alcanzados o en curso)

- ☐ Primarios
- ☐ Secundarios
- ☐ Superiores

Edad

- ☐ Entre 18 y 27 años
- ☐ Entre 28 y 43 años
- ☐ Entre 44 y 59 años
- ☐ Entre 60 y 78 años

Género

- ☐ Hombre
- ☐ Mujer

Localidad de residencia

- Menos de 1.000 habitantes
- Entre 1.001 y 10.000 habitantes
- Entre 10.001 y 50.000 habitantes
- Entre 50.001 y 100.000 habitantes
- Más de 100.000 habitantes

#### MUCHAS GRACIAS POR TU PARTICIPACIÓN

Te agradecemos tu compromiso con la excelencia académica y tu colaboración en nuestra investigación. Si en el futuro deseas conocer los resultados de la investigación, no dudes en ponerte en contacto con nosotros.

## Annex III. Certificate of Acceptance of Chapter VI

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# IX CONGRESO UNIVERSIDAD Y COOPERACIÓN AL DESARROLLO: Nuevos Escenarios y Retos

27, 28 y 29 de noviembre

Universidad de Alcalá  
Alcalá de Henares



## CERTIFICADO

La Comunicación presentada en el *IX Congreso Universidad y Cooperación al Desarrollo: Nuevos Escenarios y Retos*, celebrado en el Colegio Mayor de San Ildefonso de la Universidad de Alcalá (Alcalá de Henares, Madrid), del 27 al 29 de noviembre, con una duración total de 25 horas,

titulada:

*Impacto del bienestar y compromiso medioambiental en la responsabilidad social corporativa*

cuyos autores son:

Yustres-Duro, P., Melendo-Rodríguez-Carmona, L., González-Santos, I. & Cuesta-Valiño, P.

ha sido seleccionada entre las mejores comunicaciones aceptadas para su publicación en la edición especial de Los Libros de la Catarata denominada: *Solidaridad global ante un orden internacional incierto: el papel de las universidades*, ISBN: 978-84-1067-303-8

Y para que así conste y surta los efectos oportunos, se firma el presente certificado en Alcalá de Henares, a la fecha de la firma digital.

D.<sup>a</sup> Elena Campo Montalvo

Directora para la Cooperación y Sostenibilidad Universitaria de la Universidad de Alcalá  
Coordinadora del Comité Científico

IX Congreso Universidad y Cooperación al Desarrollo: Nuevos escenarios y retos

## Annex IV. Certificate of Acceptance of Chapter VIII

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D. Rafael Ravina Ripoll, doctor- profesor de la Universidad de Cádiz, y coordinador del libro de investigación con título “A Journey towards Happiness Management as a leitmotiv for well- being, social marketing and business success”, certifica que el capítulo de libro titulado “University Entrepreneurship in Spain and Happiness Management” escrito por D. Pedro Cuesta- Valiño, D<sup>a</sup> Pilar Yustres- Duro, D<sup>a</sup> Laura Melendo Rodríguez- Carmona y D<sup>a</sup> Estela Núñez- Barriopedro ha sido aceptado, -una vez revisado por pares, para su publicación como capítulo de libro de investigación en la editorial Peter Lang (ISBN 978- 3- 0343- 5242- 0) . Esto tendrá lugar durante el primer semestre del año 2025.

Y para que conste a los efectos oportunos, firmo la presente en Cádiz, a 06 de marzo de 2025.



Fdo: D. Rafael Ravina Ripoll



## Annex V. Certificate of Acceptance of Chapter IX

---

D. Rafael Ravina Ripoll, doctor- profesor de la Universidad de Cádiz, y coordinador del libro de investigación con título “Happiness management and social marketing in the age of artificial intelligence. An itinerary towards social well-being and digital innovation”, certifica que el capítulo de libro titulado “ Exploring a decade of happiness and university entrepreneurship: a bibliometric study” escrito por D<sup>a</sup> Pilar Yustres-Duro, D<sup>a</sup> Laura Melendo-Rodríguez-Carmona, D. Israel González-Santos y D. Pedro Cuesta-Valiño ha sido aceptado, -una vez revisado por pares, para su publicación como capítulo de libro de investigación en la editorial Tirant lo Blanch. Esto tendrá lugar durante el segundo semestre del año 2025.

Y para que conste a los efectos oportunos, firmo la presente en Cádiz, a 27 de abril de 2025.



Fdo: D. Rafael Ravina Ripoll

## Annex VI. Other publications

Other scientific articles and book chapters published outside the thesis will be presented in this section. The following table shows the type of publication, title, year of presentation, authors and journal or editorial of each contribution.

*Table 12. Scientific articles under review*

| Type of publicaton | Title                                                                                       | Year | Authors                                                   | Journal                                  |
|--------------------|---------------------------------------------------------------------------------------------|------|-----------------------------------------------------------|------------------------------------------|
| Article            | Composición visual y contenido de la publicidad en prensa digital de la Comunidad de Madrid | 2023 | Melendo Rodríguez-Carmona, L. & Yustres Duro, P.          | Zer: Revista de estudios de comunicación |
| Book Chapter       | La felicidad del consumidor como clave para la lealtad en el comercio electrónico           | 2025 | González-Santos, I.; Cuesta-Valiño, P. & Yustres-Duro, P. | Tirant Lo Blanch                         |

# 1. Composición visual y contenido de la publicidad en prensa digital de la Comunidad de Madrid

Melendo Rodríguez-Carmona, L. & Yustres Duro, P. (2023). Composición visual y contenido de la publicidad en prensa digital de la Comunidad de Madrid. *Zer. Revista de estudios de comunicación*, 28(55), 79-103, <https://doi.org/10.1387/zer.25102>

**Name of the journal:** Zer: Revista de estudios de comunicación

**Editorial:** Universidad del País Vasco/Euskal Herriko Unibertsitatea

**Indexation:** Dialnet - C2 Comunicación

**Name of the publication:** Composición visual y contenido de la publicidad en prensa digital de la Comunidad de Madrid

**Authors:** Laura Melendo Rodríguez-Carmona & Pilar Yustres Duro

**Date of publication:** 05/12/2023

# Composición visual y contenido de la publicidad en prensa digital de la comunidad de Madrid<sup>1</sup>

*Madrilgo erkidegoko prentsa digitaleko publizitatearen  
ikusizko osaera eta edukia*

Visual composition and content of online advertising  
in digital media in the community of Madrid

Laura Melendo Rodríguez-Carmona, Pilar Yustres Duro\*  
Universidad Camilo José Cela

**RESUMEN:** Este artículo busca conocer la composición visual y el contenido de los anuncios de la prensa digital que en la Comunidad de Madrid. Para ello se realiza un estudio de la publicidad en los cuatro periódicos *online* más leídos en esta región, para estudiar su origen, los formatos y la tipología de las creativities, los sectores de actividad anunciados, el carácter geográfico y el poder discriminante. La conclusión principal que se obtiene es que la publicidad de la prensa *online* de la Comunidad de Madrid se caracteriza por mantener el matiz de la prensa tradicional.

**PALABRAS CLAVE:** publicidad digital; prensa local; medios digitales; prensa digital; publicidad.

**ABSTRACT:** *This article seeks to know the visual composition and content of the advertisements in the digital press of the Community of Madrid. For this purpose, a study of the online advertising of the four most read newspapers in this community is carried out, to study the origin of advertising, the formats and typology of the creatives, the sectors of activity advertised, the geographical nature and the discriminating power of online advertising. In conclusion, the online advertising of the digital press of the Community of Madrid is characterized by maintaining a classic nuance.*

**KEYWORDS:** *digital advertising; local press; digital media; digital press; advertising.*

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<sup>1</sup> Este trabajo nace en el marco del proyecto Madrid: marca ciudad, mercados, identidad, imagen, publicidad, y protección jurídica, MAD\_MMIIPP\_2 financiado con fondos de la IX Convocatoria de Investigación de la Universidad Camilo José Cela.

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## Introducción

El proceso de digitalización de la publicidad española está muy consolidado en muchos de sus ámbitos, pero hoy en día es difícil asegurar que ha llegado a su máximo desarrollo. La innovación aplicada a las tecnologías de la información y la comunicación y la digitalización siguen impactando en el ámbito publicitario, y siguen desencadenando cambios en sus estructuras, procesos y productos. Debido a que el papel que juega la publicidad en la sociedad digital es clave, por su aportación como motor económico y social, observar su estado es una herramienta vital para conocer su desarrollo. Cómo se gestiona la publicidad, qué formatos se emplean y qué actividad publicitaria tiene la prensa digital debe ser tema de estudio constante para medir el grado en que se encuentra este proceso de desarrollo.

En el siguiente artículo se realiza un estudio empírico con el fin de descubrir cómo la prensa digital gestiona la publicidad y qué tipo de contenido se anuncia en la página de inicio de los soportes de prensa *online* más consumida en la Comunidad de Madrid.

Centrar el estudio en el área de Madrid permite avanzar en el campo de estudio del grupo de investigación y poner una primera piedra para futuros estudios comparativos con otras áreas del país.

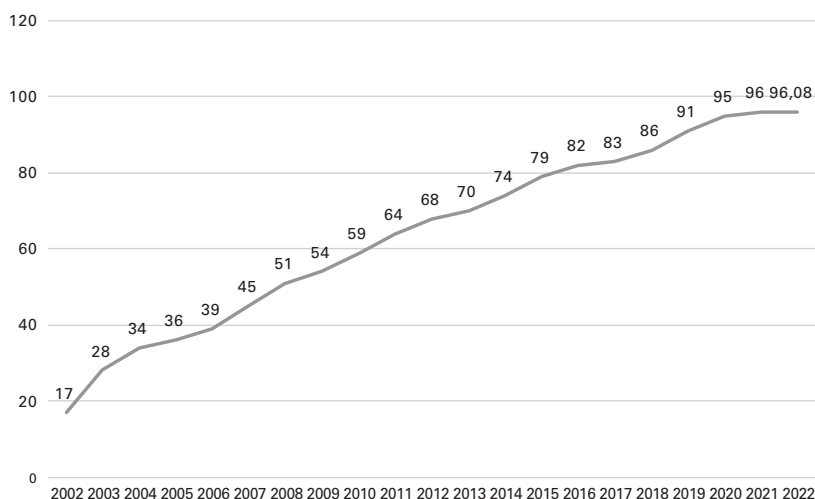
### 1. Estado de la cuestión

Actualmente vivimos en la sociedad de la información (Oğuz, Yaşar Dinçer & Yirmibeşoğlu, 2022), donde las personas están expuestas a demasiados estímulos informativos, lo que hace que la prensa, una de las principales y más creíbles (Solís Baena, 2016) fuentes de información, adquieran un carácter más dinámico y busquen la modernidad (Martín-García, 2017b) con el mero fin de adecuarse a los nuevos tiempos. Tal es así que se podría afirmar que todo lo que sucede en los medios de comunicación y la publicidad se ve afectado por una vertiginosa y desmedida evolución del propio medio, consolidándose de esta forma el mundo digital en la población y normalizando el consumo de prensa digital entre los usuarios españoles (Solís Baena, 2016), este dato encuentra su fundamento en que, en 2021 se cuenta con una penetración de la banda ancha en el 95,9% de los hogares, cifra que en 2016 se situaba en un 81,2% (Ministerio de Asuntos Económicos y Transformación Digital, 2022), lo que evidencia la progresiva acogida y aceptación de las tecnologías digitales en la población española. Además, se cuantifica que el 91,8% de la población española utiliza regularmente Internet y que leer noticias, periódicos o revistas de actualidad *online* es la tercera actividad más demandada dentro del uso de internet por la población española (Ministerio de Asuntos Económicos y Transformación Digital, 2022), aunque no consta de un aumento demasiado significativo, esta actividad, leer noticias, periódicos o revistas de actualidad *online* ha seguido una tendencia ascendente en los últimos años, del 2019 al

2022 (INE, 2022). De esta manera, según Martín García, los periódicos *online* han virado su rumbo, sin dejar de centrarse en su carácter informativo, definiéndose por tres rasgos distintivos, los cuales serían la interactividad, la multimedialidad y la actualización constante (2017a), rasgos que caracterizan el estado actual de la prensa *online*.

## 2. Panorama de la prensa digital en España y en la Comunidad de Madrid

El panorama actual de la prensa digital ha tomado especial importancia en todo el mundo, debido al amplio abanico de posibilidades que arrojan las nuevas tecnologías frente a los medios convencionales, y en España no podía ser de otra manera. Lo que ahora se conoce como prensa *online* se consolidó en España a finales de la década de 2010 (Martín-García, 2017b), aunque desde 1995 se podían visualizar versiones digitales de periódicos como El Comercio de Gijón o el Abc.es, posteriormente, en 1996 se lanzó la versión digital de La Vanguardia, El Mundo y el País (Solís Baena, 2016). La tardía consolidación de la prensa digital en España se debió a la baja penetración y a la dificultad de acceso a internet, ya que en 2002 tan solo el 17% de los hogares españoles tenían conexión a internet frente al 96,1% de los que la tienen en 2022, en el gráfico 1 también se aprecia el rápido aumento de la penetración de internet entre los años 2010 y 2015, tanto anterior como posteriormente, las cifras de penetración siempre han ido en aumento, pero entre esa franja temporal la aceleración ha sido más pronunciada que en el resto de años (ONTSI, 2022).



Fuente: ONTSI, 2022. Datos recopilados del INE.

GRÁFICO 1

Evolución anual de Hogares conectados a Internet (2003-2022)

Las cifras arrojadas por el último Estudio General de Medios (AIMC, 2023), muestran como seis medios digitales generalistas se encuentran dentro del ranking de los veinte soportes más visitados de internet, siendo estos El País, La Vanguardia, La Razón, La Voz de Galicia, Heraldo y Diario de Navarra, y suponiendo un porcentaje de representación del 30% del total de soportes destacados como se muestra en la Tabla 1.

TABLA 1  
Ranking Tipología de Soportes de Internet

| Soporte             | N.º de visitantes únicos |
|---------------------|--------------------------|
| YouTube             | 29.821                   |
| Spotify             | 13.053                   |
| El País             | 7.221                    |
| La Vanguardia       | 3.325                    |
| Rtve.es             | 3.323                    |
| As                  | 3.105                    |
| Loteriasypuestas.es | 2.598                    |
| Antena3tv           | 1.959                    |
| El Mundo Deportivo  | 1.760                    |
| Hola.com            | 1.580                    |
| Lasexta.com         | 1.570                    |
| La Razón.Es         | 1.538                    |
| Ondacero            | 1.366                    |
| El Economista.es    | 1.260                    |
| Lavozdeg Galicia.es | 1.088                    |
| Europafin.com       | 1.007                    |
| Kissfm.es           | 735                      |
| Cincodias.com       | 603                      |
| Heraldo.es          | 269                      |
| Diariodenavarra.es  | 135                      |

Fuente: Elaboración Propia. Datos recopilados del EGM 2023 2.ª Ola.

### 3. Evolución de la publicidad *online* en prensa digital

Una vez se tiene una panorámica del periodismo digital resulta interesante indagar sobre una parte fundamental de la prensa, la publicidad. La publicidad *online* en prensa digital ha ido evolucionando de un tiempo a esta parte, surgiendo a finales de 1995 con la aparición de las primeras impresiones de publicidad digital en prensa, protagonizadas por unos faldones patrocinados en la edición digital de la revista *Wired* (Solís Baena, 2016), este hecho abrió el camino de la publicidad digital en prensa *online*, lo que posibilitó la llegada de importantes ingresos para la prensa, aunque, a posteriori, también supuso el fin de muchas de ellas por el mismo motivo, ya que con



la crisis económica las inversiones destinadas a este tipo de anuncios se vieron mermaidas (Martín García, De Frutos Torres & Ávila Rodríguez de Mier, 2022). Pese a este hecho, los soportes tradicionales *online* han seguido apostando por un modelo tradicional de prensa, donde se ha dado mayor relevancia a lo textual sobre lo icónico, y se ha seguido trabajando prescindiendo de altos porcentajes de publicidad en sus ediciones, lo que a su vez ha propiciado que la publicidad que se muestra en este tipo de periódicos tome un matiz más novedoso buscando una mayor vinculación con la parte informativa, dando de lado a los formatos clásicos (Martín García, 2017a).

Pero la publicidad *online* en prensa digital no ha dejado de crecer hasta el punto de llegar a la saturación por parte de los lectores (Solís Baena, 2016). En este aspecto se produce una incongruencia perceptiva entre usuarios y anunciantes con respecto a la publicidad *online*, ya que los anunciantes la consideran como una buena opción publicitaria (Papí Gálvez, 2014), mientras que los usuarios la perciben como molesta, considerándola un peaje para acceder a los contenidos de forma gratuita, por eso, gran parte de los usuarios también se decantan por el uso de bloqueadores de anuncios para evitar la molestia que les puede causar la visualización de anuncios durante la lectura (Martínez-Costa, Serrano-Puche, Portilla Manjón & Sánchez-Blanco, 2019). Si bien, para combatir esta realidad, el uso de estos mecanismos de evasión de anuncios en prensa *online*, ésta comenzó a implementar modelos de suscripción, con el fin de evitarle a los usuarios la aparición de publicidad en su experiencia de lectura con el periódico digital, lo que se conoce técnicamente como muro de pagos (Epalza Lahuerta, Castañeda Zumeta & Pazos Illarramendi, 2020; Martín García, Ortega Fernández & Arranz Rodríguez, 2022), este modelo se instauró a principios de los 2000 tímidamente en varios de los periódicos digitales de referencia en España pero tuvo un recorrido muy breve, ya que no sufrió la aceptación esperada por los consumidores, ya que provocó una notable bajada en el número de lectores de esta prensa en su versión *online* y, consecuentemente, una bajada en sus ingresos publicitarios (Martín García, 2017a), lo que obligó a la prensa a reinstaurar el modelo gratuito en sus versiones digitales. Aunque entre 2020 y 2023 se ha relanzado un modelo modificado de suscripción, este modelo presume de tener una mejor acogida entre los usuarios, aunque suponga un descenso en el número de lectores para el medio también lleva implícito una mayor fidelidad de los lectores al periódico, el nuevo modelo de suscripción a noticias fideliza al 13% de los usuarios de internet de España (Amoedo-Casais, Moreno-Moreno, Negredo-Bruna, Kaufmann-Argueta & Vara-Miguel, 2023), pero, en el caso de que las suscripciones se rebajasen, un 20% estaría dispuesto a pagarlas para acceder a las noticias *online*. Otra de las medidas que se ha implementado con el fin de lograr una mejor aceptación de la publicidad *online* en la prensa digital ha sido utilizar los elementos propios del diseño periodístico de manera similar a la publicidad, es decir, se busca integrar de la forma más efectiva los anuncios dentro del contenido informativo, con el fin de hacer pasar desapercibido el contenido publicitario para los lectores (Martín García, 2017a) y así mejorar su experiencia de lectura.

Dentro del estudio de la publicidad digital en prensa, otra de las características evolutivas más interesantes de este tipo de publicidad es su elevada capacidad de segmentación, su bajo coste de acceso, la posibilidad de tener una alta rentabilidad, la flexibilidad en la contratación, la potencialidad de resultados, su versatilidad, amplia gama en la producción de contenidos y la gran capacidad comunicativa, dando opción a utilizar múltiples creatividades y de interactuar con el usuario (Papí Gálvez, 2014; Solís Baena, 2016), estas características hacen que esta publicidad tenga un alto interés para los anunciantes y una mejor acogida por parte de los usuarios.

## 4. Características de la publicidad *online*

Tras lograr una panorámica general de la evolución de la publicidad *online* quedaría ver cuáles son las características más determinantes de este tipo de publicidad, en este punto se encontraría el origen de dicha publicidad, los formatos y la tipología de las creatividades, los sectores de actividad anunciados, el carácter geográfico y el poder discriminante de la publicidad digital utilizada en prensa *online*.

### 4.1. ORIGEN DE LA PUBLICIDAD ONLINE

Cuando se habla del origen de la publicidad *online* no se hace referencia al origen histórico de ésta, sino al origen de la contratación, es decir, si es dispuesta directamente en la página web por el medio digital, en tal caso se denominaría propia, o, si por contra, la publicidad se muestra de forma programática y dinámica dentro de la página web, este último tipo se denominaría publicidad dentro de un emplazamiento publicitario.

El primer tipo de publicidad *online* de la que se habla es la propia, la cual se gestiona por los propios medios, de tal manera que se puede acceder a su contratación consultando las tarifas publicitarias y negociando las opciones directamente con el medio digital deseado (Papí Gálvez, 2014; Martín García, 2017a), estas opciones de compra de espacios publicitarios dentro de la prensa digital suelen ser públicas y accesibles para cualquier comprador, ya que, en la mayoría de los casos suelen estar publicadas de manera accesible en sus respectivas páginas web.

El segundo tipo, el que hace referencia a la publicidad que se muestra mediante un emplazamiento publicitario, es decir, la que se muestra dentro de la prensa *online*, pero no depende en su totalidad de ellos, se encontrarían fuentes publicitarias como las que ofrece la publicidad de *display* perteneciente a Google Ads, los anuncios de *display* de Amazon Ads o los anuncios de *display* de LinkedIn Ads, destacando estas fuentes como las principales fuentes que utilizan este tipo de publicidad en prensa digital, pero reconociendo que son parte de una amplia red en la que también podríamos encontrar otras fuentes como Criteo o Taboola. Al mismo tiempo, los anuncios que se gestionan

mediante los emplazamientos publicitarios suelen disponer de diversas formas de publicación, siendo estas una compraventa más clásica o una compra programática, en ambos casos, la publicidad de estos medios está orientada a generar una buena experiencia de compra y a encontrar cuál es el mejor contenido para mostrar a cada usuario. Esto hace de la estrategia de medios *online* una estrategia muy interesante, ya que permite insertar publicidad en aquel soporte que está siendo consumido por el usuario que cumple con la característica que interesa a la marca (Papí Gálvez, 2014), es decir, facilita la identificación del público objetivo y el impacto sobre él. Este hecho hace que la selección de soporte se convierta en un efecto colateral ya que, la planificación de medios tiende más a la búsqueda de perfiles de audiencia que a lo que pueda significar el uso de uno u otro soporte (Martín García *et al.*, 2022b).

#### 4.2. DIVISIBILIDAD DE FORMATOS DE LAS CREATIVIDADES DE LA PUBLICIDAD ONLINE

Este medio destaca de los demás por ser muy divisible, es decir, por ofrecer una amplia gama de tamaños y posibilidades de admisión de anuncios de muy distintos tipos por parte a sus anunciantes (González Lobo, Carrero López y González Mariñas, 2018). Dentro de la publicidad digital en prensa digital, en concreto, se pueden encontrar distintos tamaños y formatos. Los que se detallan a continuación son los más comunes, los cuales han sido agrupado según afinidad y frecuencia de uso para facilitar la categorización y el posterior análisis de los datos, ya que con respecto a flexibilidad de formatos se puede determinar que internet es el medio por excelencia (Solís Baena, 2016) y de no hacer esta agrupación sería muy complicado analizar los datos ofrecidos en el estudio.

TABLA 2

##### Nombre y tamaño de los formatos de publicidad online en prensa digital

| Nombre del formato                       | Tamaño del formato (en píxeles)         |
|------------------------------------------|-----------------------------------------|
| <i>Billboard</i>                         | 990×250, 980×250, 970×250               |
| <i>Careta</i>                            | 990×90 desplegable a 990×1000           |
| <i>Botón</i>                             | 300×100                                 |
| <i>Robapáginas</i>                       | 300×250, 300×300                        |
| <i>Robapáginas grande</i>                | 300×600                                 |
| <i>Sky lateral</i>                       | 120×600, 160×600                        |
| <i>Megabanner</i>                        | 990×90, 980×90, 970×90, 990×50          |
| <i>Native ads</i>                        | 300×600, 300×250                        |
| <i>Native video</i>                      | 300×600, 300×250                        |
| <i>Wallpaper</i>                         | 456×1000 + 990×250 + 300×600 + 456×1000 |
| <i>Push down video</i>                   | 972×90 a 972×90                         |
| <i>In-read roll, Pre-roll, Post-roll</i> | 640×480                                 |
| <i>Premium video</i>                     | 640×80                                  |
| <i>Video in banner</i>                   | 300×600, 300×350, 990×90, 990×250       |

Fuente: Elaboración propia.

La elaboración de este listado se ha basado en la información proporcionada por la prensa *online* líder en la Comunidad de Madrid, a saber: tarifas digitales de El Mundo (El Mundo, 2023), ABC.es (CMVocento, 2023), La Vanguardia (Godo Strategies, 2023), La Razón (La Razón, 2023) y La Voz de Galicia (La Voz de Galicia, s.f.), ya que la de El País Madrid no se ha encontrado publicada.

También suscita interés la diferenciación entre los dos grandes grupos de anuncios, especificando entre los integrados y los flotantes (Epalza Lahuerta *et al.*, 2020). Los integrados hacen referencia a los anuncios que se muestran directamente dentro de la página web, es decir, que se integran con el contenido de esta, mientras que los flotantes se caracterizan por sobreponerse al contenido web y, además, muestran la opción de cerrar el anuncio, ya que, por lo general, entorpecen la visualización del contenido total o parcialmente.

En otra instancia, la publicidad que proviene de emplazamiento, es decir, la que no se dispone directamente desde el medio digital, porque las plataformas que ofrecen esta publicidad cuentan con múltiples opciones de tamaños y formatos en los anuncios que muestran, ya que son capaces de gestionar anuncios más clásicos, es decir, que tan solo muestren una imagen, o la nueva modalidad de anuncios adaptables, donde se combinan distintas imágenes y textos en los anuncios que se muestran con el fin de mejorar la experiencia de usuario en la web y conseguir unas mejores métricas para el anuncio, en esta referencia se pueden consultar las medidas disponibles para los anuncios de *display* de Google Ads (Ayuda de Google Ads Editor, 2023), aunque, si bien es cierto, en cualquier caso, el tamaño de estos anuncios, cuando se muestran en prensa digital, se adaptan a los espacios definidos en la Tabla 2, la amplia variedad de formatos se justifica debido a que estas plataformas trabajan tanto con prensa como con otros soportes y tienen que adaptarse a sus especificaciones.

Una vez tomada conciencia de los aspectos relativos a la composición visual de la publicidad *online* quedaría analizar el contenido del anuncio propiamente dicho, es decir, cuáles son los sectores que se publicitan, el tipo de segmentación geográfica a la que responden los anuncios y el carácter que tiene la publicidad digital.

#### 4.3. TIPOLOGÍA DE LAS CREATIVIDADES DE LA PUBLICIDAD ONLINE

Además de la diversidad de formatos disponibles en la publicidad *online* en prensa digital también resulta interesante estudiar los tipos de tecnología que se pueden utilizar en estos anuncios, es decir, si son anuncios estáticos, que constan tan solo de una imagen fija, si son anuncios *Rich Media* (Arriaga Bonilla & Trujillo Palenzuela, 2020) o dinámicos, que utilizan creatividades *flash* o gif, o si son anuncios interactivos, es decir, los que permiten crear una interacción directa entre el

usuario y el anuncio dentro de la página donde éste está visualizándolo, llegando, en ocasiones, hasta a posibilitar la venta o crear un punto de contacto directo con el anuncio.

#### 4.4. SECTOR DE ACTIVIDAD DEL ANUNCIANTE

Para analizar el sector de la actividad del anunciante se realiza un listado con la categorización de los más representativos, para ello, se toma como referencia los que se estudian en IAB Spain (IAB Spain, 2023a; IAB Spain, 2023b), los cuales serían en total 16. En concreto: Alimentación, Automoción, Belleza e higiene, Editorial, Formación *online*, Electrónica de consumo, Finanzas, Hogar, Instituciones, Moda y ropa, Ocio y entretenimiento, Seguros, Servicios profesionales, Productos de farmacia y Turismo.

Pese a que pueden existir más sectores a analizar interesantes, desde este estudio estos se han considerado los más relevantes ya que encajan a la perfección con los que se evidencian en la publicidad *online* de la prensa digital.

#### 4.5. CARÁCTER GEOGRÁFICO DE LA PUBLICIDAD ONLINE

Si se analiza el grado de carácter geográfico de la publicidad digital, se pueden crear tres categorías: la que se realiza desde el ámbito internacional, con mensajes más amplios y globales, la publicidad que se hace dentro del territorio nacional, caracterizada por tomar matices de la cultura nacional del país y adaptar sus mensajes y creatividades al país en el que se publicita, y, por último, se encontraría la publicidad local, la más específica de todas, es la que conoce mejor a su público objetivo, ya que pretende causar efecto solo sobre un público muy concreto que se encuentra en una región determinada como podría ser una provincia o una comunidad autónoma. Este último tipo de segmentación es considerado por los anunciantes la manera más económica ya que consigue llegar a una audiencia masiva focalizándose en un objetivo local (Solís Baena, 2016).

#### 4.6. PODER DISCRIMINANTE DE LA PUBLICIDAD ONLINE

Otra de las características clave de los medios publicitarios, es el poder discriminante que tienen. Esta característica dará la capacidad al anuncio de alcanzar a un grupo concreto y bien definido de personas, dirigiéndolo para llegar a un segmento de la población más amplio o homogéneo (González Lobo *et al.*, 2018), según las preferencias del anunciante. El medio digital destaca por su alto poder discriminante, pero en el caso de la prensa *online* disminuye notablemente. Debido a ello resulta in-

interesante determinar este carácter de la publicidad que se muestra en la prensa digital, porque la característica de ser digital da un matiz único a este tipo de publicidad en prensa donde se pueden mostrar anuncios que cuenten con un carácter más generalista o segmentado. Es decir, si se escoge una publicidad más generalista no se tendrían tan en cuenta las preferencias del usuario son anuncios que se muestran de forma masiva, es decir, el mismo anuncio a todos los usuarios que visiten esa web. Mientras que los segmentados serían los que se guían por las preferencias y gustos de los usuarios que están visitando esa página web. En este punto se puede afirmar que la versión digital de la prensa puede ofrecer campañas mucho más segmentadas que las versiones impresas (Solís Baena, 2016).

Las características de la prensa generalista junto con las peculiaridades de la publicidad que ofrece motivan estudios sobre esta temática como el de De Frutos Torres y Martín García (2016), sobre la presencia de la publicidad en la composición visual de los anuncios, el de De Lara González (2010), sobre el análisis publicitario de la prensa alicantina digital e impresa, o el de Abuín Vences (2008), sobre la publicidad en periódicos electrónicos, por lo que han surgido una serie de preguntas y objetivos de investigación que se detallarán en el siguiente apartado.

## 5. Objetivos y preguntas investigación

Una vez comprobadas las distintas características que influyen a la publicidad *online* en prensa digital y, teniendo en cuenta el panorama actual de la prensa *online*, surgen una serie de preguntas de investigación, que desencadenan el planteamiento de unos objetivos de investigación y que a su vez marcan el desarrollo de un procedimiento de investigación que se detallará a continuación.

### 5.1. PREGUNTAS DE INVESTIGACIÓN

Este estudio cuenta con dos preguntas de investigación:

- PI1: ¿Cómo gestiona la prensa generalista digital la publicidad de su página principal?
- PI2: ¿Qué tipo de contenido anuncia la prensa generalista digital en su página principal?

### 5.2. OBJETIVOS DE INVESTIGACIÓN

Con el fin de dar respuesta a las preguntas de investigación se han definido dos objetivos generales y una serie de subobjetivos.

- O1.: Conocer cuál es la composición visual de la publicidad *online* en prensa digital de la Comunidad de Madrid.
- O1.1.: Determinar cuál es el origen de la publicidad que se muestra en la página principal de la prensa digital de la Comunidad de Madrid.
- O1.2.: Analizar cuáles son los formatos de creatividades más utilizados en publicidad *online* de la prensa digital más leída en la Comunidad de Madrid.
- O1.3.: Estudiar la tipología de creatividades usadas en la publicidad *online* dentro de la página principal de la prensa digital más leída en la Comunidad de Madrid.
- O2.: Estudiar el contenido del anuncio que se muestra en la página principal de la prensa digital más leída en la Comunidad de Madrid.
- O2.1.: Conocer cuál o cuáles son los sectores de actividad que se publicitan en la página principal de la prensa digital más leída de la Comunidad de Madrid.
- O2.2.: Determinar cuál es el carácter geográfico de los anuncios mostrados en la página principal de la prensa digital más leída de la Comunidad de Madrid.
- O2.3.: Analizar el poder discriminante de los anuncios que se muestran en la página principal de la publicidad digital de la prensa digital más leída de la Comunidad de Madrid.

## 6. Metodología de investigación

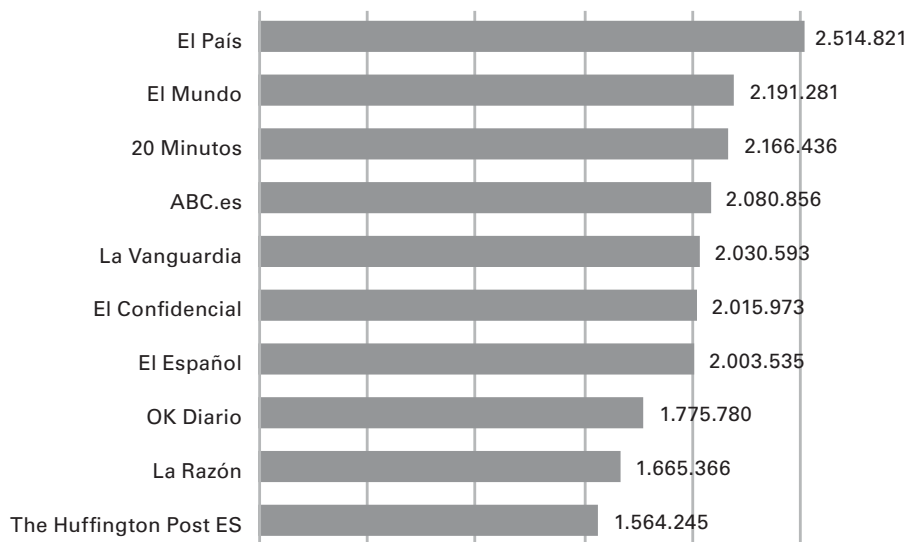
Para alcanzar los objetivos de investigación presentados se plantea una metodología basada en la selección de una determinada muestra y de las variables a recoger de la misma que permitan analizar la presencia de publicidad en la prensa digital. De esta manera, se obtendrá una radiografía de la importancia que tiene esta publicidad en la prensa *online*.

### 6.1. SELECCIÓN DE LA MUESTRA

La investigación que se ha llevado a cabo consiste en un estudio de los cuatro periódicos de prensa generalista más leída en la Comunidad de Madrid, los cuales son: El País Madrid, El Mundo Madrid, ABC.es Madrid y La Vanguardia.

En este estudio se excluye a 20 Minutos, a pesar de sus datos de audiencia, por su carácter de periódico gratuito. Coincidiendo con lo destacado por Martín García *et al.*, (2022), es un soporte que basa sus ingresos exclusivamente en la publicidad y tiene un perfil de lectores y de anunciantes diferentes a los de la prensa de pago, por lo que se ha decidido no incluirlo en este estudio para poder centrarse solo en la situación de la prensa tradicional.

Esta muestra se ha seleccionado tras realizar un ranking con el top 10 basado en el número de usuarios únicos de cada periódico.



Fuente: Elaboración propia. Datos recopilados de GFK.

GRÁFICO 2

### Ranking de periódicos digitales más leídos en la Comunidad de Madrid (N.º usuarios únicos)

El gráfico 2 muestra que la prensa más popular es: El País, El Mundo, 20 Minutos, ABC.es y La Vanguardia, destacando el claro liderazgo de El País frente al resto de prensa *online* (es el único que supera los dos millones y medio de usuarios únicos). De los cinco primeros, cuatro son periódicos de pago y uno es gratuito (20 minutos). Parece que el comportamiento de los lectores madrileños sigue una tendencia nacional, optando, entre todas sus opciones más demandadas por periódicos de tirada nacional frente a los de un carácter más local.

El estudio de las distintas características que se analizan en prensa digital se hace desde una VPN de la Comunidad de Madrid, más concretamente desde el municipio de Villanueva de la Cañada. Tal requisito tiene su razón en realizar una investigación lo más objetiva posible, ya que se sospecha que los anuncios que se muestran en la prensa *online* pueden estar fuertemente influenciados por la ubicación geográfica.

Continuando con el proceso metodológico, la investigación se ha llevado a cabo tan solo del formato de escritorio de la prensa digital, obviando el resto de las posibilidades que ofrece y a que es el dispositivo que mejor visualización muestra, permitiendo la apreciación de más detalles. Y, del mismo modo, el estudio centra su análisis en la página de inicio de Madrid, o si el medio digital no dispone de una específica de Madrid se estudia la página principal, de cada uno de la prensa *online* seleccionados.



Por último, como requisito final, el análisis exhaustivo de cada página web se ha realizado diariamente durante el 1 al 15 de agosto de 2023, tomando la muestra de análisis dentro de una franja horaria comprendida entre las 10 y las 12 de la mañana de cada día. Estipular un rango temporal y horario se ha decidido con el fin de garantizar la mayor objetividad e igualdad de condiciones en el análisis.

La recogida de datos queda sesgada por el perfil del investigador, ya que se realiza mediante el navegador Google Chrome con el usuario registrado con su cuenta de Google, teniendo en cuenta que no se han borrado las *cookies* ni el historial cada vez que se ha realizado el estudio, por lo que la publicidad analizada puede tener características que guarden especial relación con el perfil y las características de dicho sujeto.

En la tabla 3 se observa, con estas condiciones previamente comentadas, el detalle de la muestra analizada.

TABLA 3  
Distribución de la muestra analizada por soportes

| Soporte                                                                   | Anuncios analizados |
|---------------------------------------------------------------------------|---------------------|
| <a href="https://www.abc.es/">https://www.abc.es/</a>                     | 97                  |
| <a href="https://www.elmundo.es">https://www.elmundo.es</a>               | 75                  |
| <a href="https://elpais.com/">https://elpais.com/</a>                     | 112                 |
| <a href="https://www.lavanguardia.com/">https://www.lavanguardia.com/</a> | 285                 |
| TOTAL                                                                     | 569                 |

Fuente: Elaboración propia.

## 6.2. VARIABLES ANALIZADAS

Para la realización del estudio se definen unas variables a analizar, las que serían el origen de la publicidad *online*, la divisibilidad de formatos de las creatividades de la publicidad digital, la tipología de creatividades de publicidad *online*, el sector de actividad del anunciante, el carácter geográfico de la publicidad *online* y el poder discriminante de la publicidad digital se ha fijado un sistema de categorización de cada uno de los elementos a estudiar, con el objetivo de simplificar el proceso de recogida de datos y, posteriormente, el del análisis de estos.

Estas variables se clasifican en dos grupos: las orientadas a analizar el origen de la publicidad (origen, divisibilidad de formatos de las creatividades y tipología de las creatividades) y las destinadas a estudiar el contenido del anuncio que se muestra en la publicidad *online* en prensa (sector de actividad, carácter geográfico y poder discriminante).

TABLA 4  
Categorías e ítems recogidos en la observación

| Categoría                                                                     | Ítem                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Origen de la publicidad <i>online</i>                                         | Propia<br>Emplazamiento publicitario                                                                                                                                                                                                                                       |
| Divisibilidad de formatos de las creatividades de la publicidad <i>online</i> | <i>Billboard</i><br>Botón<br>Caretá<br><i>Megabanner</i><br><i>Megabanner</i> flotante<br><i>Native Ads</i><br><i>Native Video</i><br>Robapáginas<br>Robapáginas grande<br><i>Sky lateral</i><br><i>Wallpaper</i>                                                          |
| Tipología de las creatividades de la publicidad <i>online</i>                 | Estático<br>Dinámico<br>Interactivo                                                                                                                                                                                                                                        |
| Sector de actividad del anunciante                                            | Alimentación<br>Automoción<br>Belleza e Higiene<br>Editorial<br>Formación <i>online</i><br>Electrónica de consumo<br>Finanzas<br>Hogar<br>Instituciones<br>Moda y ropa<br>Ocio y entretenimiento<br>Productos de farmacia<br>Seguros<br>Servicios profesionales<br>Turismo |
| Carácter geográfico de la publicidad <i>online</i>                            | Internacional<br>Nacional<br>Local                                                                                                                                                                                                                                         |
| Poder discriminante de la publicidad <i>online</i>                            | Generalista<br>Segmentada                                                                                                                                                                                                                                                  |

*Fuente:* Elaboración propia.

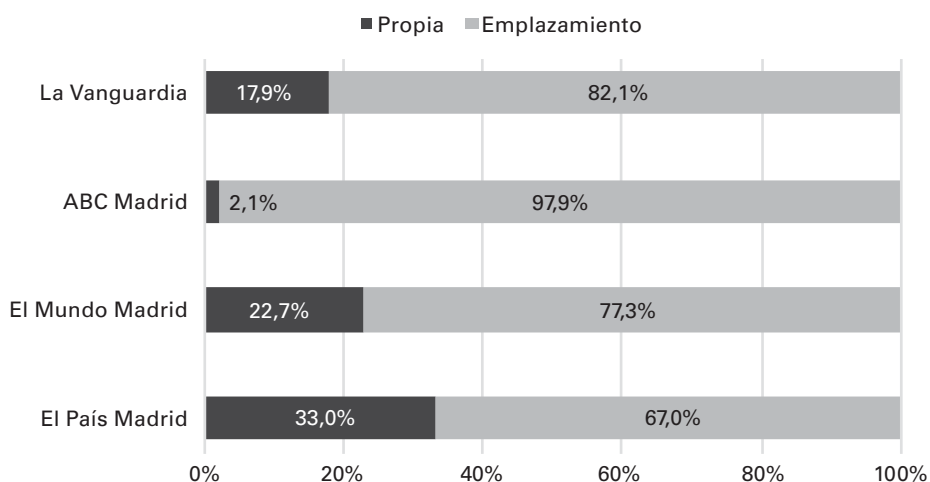
En la tabla 4 las categorías e ítems recogidos en la observación, y posteriormente, en los siguientes epígrafes, se explica cómo se ha determinado la categorización de cada una de ellas.

## 7. Resultados

A continuación, se presentarán los datos extraídos en el estudio, realizando un repaso por las diferentes partes que afectan a la publicidad *online* en la prensa *online*, comenzando por el origen de esta publicidad, siguiendo con la divisibilidad de los formatos de las creatividades y la tipología de las creatividades de publicidad que se da en la prensa digital, siguiendo con los sectores de actividad que se anuncian en la prensa *online*, el carácter geográfico y el poder discriminante de la publicidad *online* en prensa digital.

### 7.1. ORIGEN DE LA PUBLICIDAD ONLINE

En primer lugar, se detallan los datos obtenidos del análisis del origen de la publicidad *online* en la prensa digital, como se ilustra a continuación, en el gráfico 3. En líneas generales, la publicidad ofertada por la prensa *online* emana de emplazamientos publicitarios, suponiendo, en la totalidad de los casos analizados, ser el origen de más de la mitad de los anuncios que se muestran en cada uno de los soportes digitales.



Fuente: Elaboración propia.

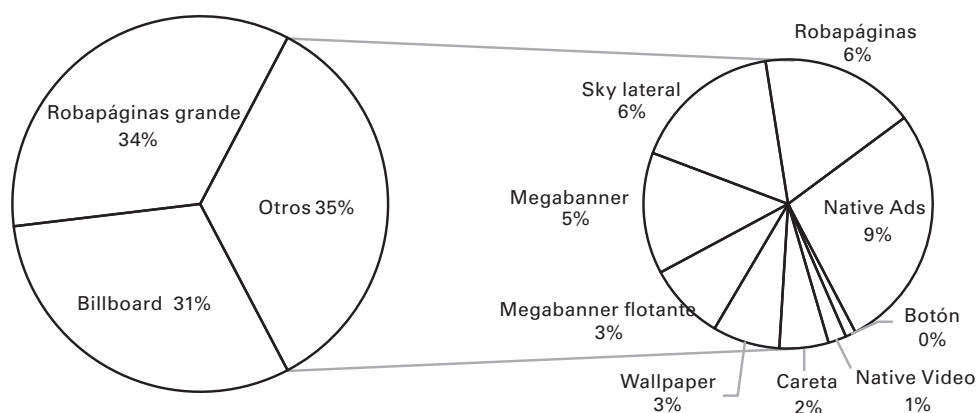
GRÁFICO 3

Porcentaje de anuncios analizados según el origen de la publicidad por prensa digital

En todos los casos, la presencia de la publicidad ofertada por emplazamientos publicitarios es mayoritaria, pero en el caso de ABC Madrid tiene un peso significativo, ya que supone ser el origen de prácticamente la totalidad de los anuncios mostrados, dejando una breve muestra de anuncios gestionados directamente por el propio periódico.

## 7.2. DIVISIBILIDAD DE FORMATOS DE LAS CREATIVIDADES DE LA PUBLICIDAD ONLINE

Se observa que dos de los formatos son los preferidos por los anunciantes llegando a ser en el 65% de los anuncios analizados: en primer lugar, el robapáginas grande (34,5% de los anuncios se ajustan a él), seguido muy de cerca por el *billboard* (30,8%). El resto de los anuncios (34,6%), usan otros formatos como los *native ads*, seguidos del *sky lateral* y el robapáginas. Los formatos más relegados son el *megabanner*, el *megabanner* flotante, el *wallpaper*, la careta, el *native video* y, por último, el botón.



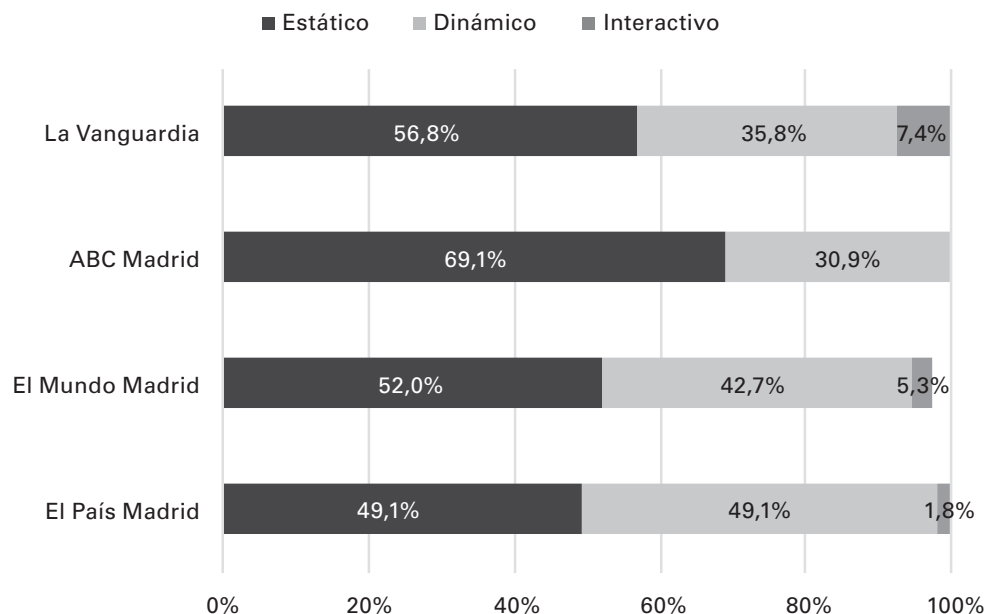
Fuente: Elaboración propia.

GRÁFICO 4  
Porcentaje de anuncios analizados según el formato

Resulta igualmente interesante que tan solo se utilizan dos formatos con características flotantes, el *megabanner* flotante y la careta, ambos con muy poca representación dentro del conjunto de creatividades utilizadas en la publicidad *online* de la prensa digital analizada.

## 7.3. TIPOLOGÍA DE LAS CREATIVIDADES DE LA PUBLICIDAD ONLINE

Cuando se habla de tipología de la publicidad *online* se hace referencia al carácter de la propia creatividad, y en este aspecto se pueden hacer tres diferenciaciones. La primera serían las creatividades estáticas, las más básicas y clásicas, son las predominantes en toda la prensa *online*. Seguidamente las creatividades dinámicas, las segundas más utilizadas dentro de publicidad digital en prensa digital y, por último, los diseños interactivos (muy residual dentro del panorama publicitario en prensa digital).



Fuente: Elaboración propia.

GRÁFICO 5

Tipología de creatividad según el porcentaje de anuncios analizados y el medio digital

Pese al predominio de la tipología de creatividad estática, la dinámica también tiene un gran peso, en algunos medios puede llegar a suponer casi la mitad de las creatividades mostradas, lo que crea un equilibrio entre tipologías dentro de un mismo periódico digital.

#### 7.4. SECTOR DE ACTIVIDAD DEL ANUNCIANTE

Casi el 50% de los anuncios totales analizados se aglutinan en tres categorías, lo que muestra una estrategia alineada de estos sectores de actividad con respecto a la inversión en publicidad *online* en el periodo: electrónica de consumo (19,2%) turismo (17,8%) y servicios profesionales (12%). Seguido de estos se encontrarían los servicios profesionales (12%), ocio y entretenimiento (9,5%) y editorial (9,3%). Algo más rezagado se encontraría el sector de la formación *online* y, por último, estarían los sectores con menor peso publicitario moda y ropa, finanzas, automoción, instituciones, alimentación, hogar, belleza e higiene, seguros y productos de farmacia.

TABLA 5  
Sector de actividad de los anunciantes

| Muestra analizada       |        |                   |
|-------------------------|--------|-------------------|
| Sectores de actividad   | SOV    | Puesto en ranking |
| Electrónica de consumo  | 19,2%  | 1.º               |
| Turismo                 | 17,8%  | 2.º               |
| Servicios profesionales | 12,0%  | 3.º               |
| Ocio y entretenimiento  | 9,5%   | 4.º               |
| Editorial               | 9,3%   | 5.º               |
| Formación <i>online</i> | 7,6%   | 6.º               |
| Moda y ropa             | 6,0%   | 7.º               |
| Finanzas                | 4,7%   | 8.º               |
| Automoción              | 4,0%   | 9.º               |
| Instituciones           | 3,3%   | 10.º              |
| Alimentación            | 2,3%   | 11.º              |
| Hogar                   | 1,9%   | 12.º              |
| Belleza e higiene       | 1,4%   | 13. <sup>a</sup>  |
| Seguros                 | 0,5%   | 14.º              |
| Productos de farmacia   | 0,4%   | 15.º              |
| Industrial              | 0,2%   | 16.º              |
| TOTAL                   | 100,0% |                   |

Fuente: Elaboración propia.

TABLA 6  
Top 3 sectores de actividad por soporte

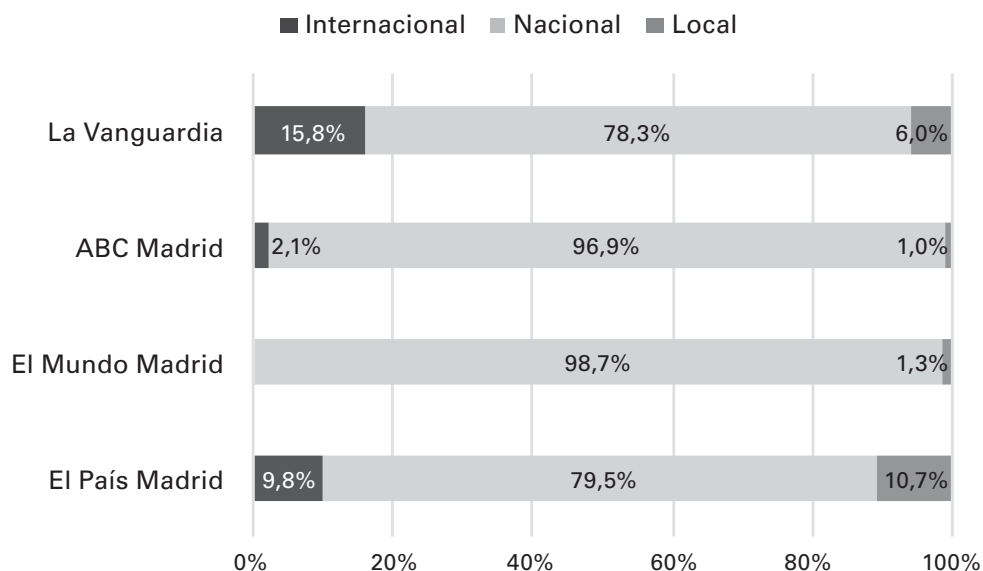
| Soporte                | Sector                  | Share of Voice |
|------------------------|-------------------------|----------------|
| <i>ABC MADRID</i>      | Turismo                 | 41%            |
|                        | Servicios profesionales | 14%            |
|                        | Moda y ropa             | 12%            |
| <i>EL MUNDO MADRID</i> | Electrónica de consumo  | 29%            |
|                        | Instituciones           | 21%            |
|                        | Turismo                 | 12%            |
| <i>EL PAÍS MADRID</i>  | Editorial               | 18%            |
|                        | Formación online        | 17%            |
|                        | Electrónica de consumo  | 15%            |
| <i>LA VANGUARDIA</i>   | Electrónica de consumo  | 21%            |
|                        | Turismo                 | 14%            |
|                        | Servicios profesionales | 13%            |

Fuente: Elaboración propia.

Siguiendo con el análisis de los sectores de actividad se ha de destacar que cada medio tiene como principales unos distintos y, pese a que algunos se repiten en todos los diarios, no ha sido norma encontrar el mismo nivel de importancia por sector y medio digital. Tal es así que se pueden destacar el sector turismo y el de electrónica de consumo se posiciona dentro del ranking top 3 en 3 de los diarios analizados, mientras que servicios profesionales se puede encontrar entre las primeras posiciones en dos de los diarios analizados.

### 7.5. CARÁCTER GEOGRÁFICO DE LA PUBLICIDAD ONLINE

Teniendo en cuenta el carácter geográfico de la publicidad *online* mostrada por la prensa *online* en la primera quincena de agosto encontramos que la mayoría de la publicidad es de carácter nacional, casi un 85% de los anuncios analizados. Seguidamente, se encontraría la publicidad internacional y, en última posición, la publicidad de carácter local.

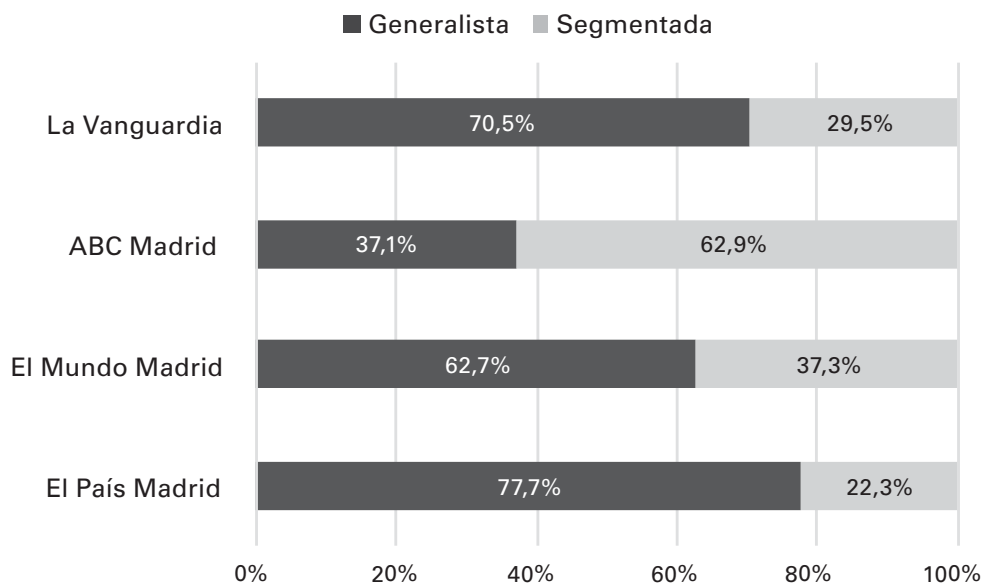


Fuente: Elaboración propia.

GRÁFICO 6  
Segmentación geográfica de la publicidad en función del porcentaje de anuncios analizados y la prensa digital

## 7.6. PODER DISCRIMINANTE DE LA PUBLICIDAD ONLINE

Por último, cabe comentar el poder discriminante de la publicidad *online* analizada, con relación a este aspecto se puede ver un fuerte predominio por la publicidad generalista, dejando relegada a un casi 35% la presencia de anuncios segmentados y personalizados.



Fuente: Elaboración propia.

GRÁFICO 7

Carácter de la publicidad según el porcentaje de anuncios analizados y el medio digital

## 8. Conclusiones

Una vez expuestos los resultados de la investigación queda discutirlos.

En primer lugar, se buscará dar respuesta a la Pregunta de Investigación 1: ¿Cómo gestiona la prensa digital la publicidad de su página principal?, para responder esta pregunta se definió el Objetivo 1: Conocer cuál es la composición visual de la publicidad *online* en prensa digital de la Comunidad de Madrid. Este objetivo consta de tres subobjetivos. Sobre el primero de los subobjetivos, Determinar cuál es el origen de la publicidad que se muestra en la página principal de la prensa digital de la Comunidad de Madrid, se puede determinar que el principal origen de la publicidad



*online* en prensa digital se halla en los emplazamientos publicitarios, podría deberse a su capacidad de mostrar al usuario anuncios más afines a sus preferencias, basándose en criterios de segmentación, *cookies* y demás características singulares que son capaces de ofrecer los anuncios provenientes de emplazamientos publicitarios. En línea con dar respuesta al Objetivo 1.2.: Analizar cuáles son los formatos de creatividades más utilizados en publicidad *online* de la prensa digital más leída en la Comunidad de Madrid, encontramos una hegemonía de formatos grandes, copando más de la mitad de las creatividades formatos como el robapáginas grande y el *billboard*, ambos formatos integrados en la web. Para terminar de responder a la PI1, se encuentra definido el Objetivo 1.3.: Estudiar la tipología de las creatividades más usadas en la publicidad *online* de la prensa digital más leída en la Comunidad de Madrid, donde encontramos un liderazgo moderado por parte de los anuncios estáticos, se denomina moderado ya que también se aprecia un alto número de anuncios con características dinámicas, de tal modo, se podría afirmar que se produce un reparto armónico entre las dos tipologías de creatividades, dentro de la publicidad digital en la prensa *online*.

En segundo lugar, se busca responder a la Pregunta de Investigación 2: ¿Qué tipo de contenido anuncia la prensa digital en su página principal? Con tal fin se define el Objetivo 2: Estudiar el contenido del anuncio que se muestra en la página principal de la prensa digital más leída en la Comunidad de Madrid que, a su vez, para ser respondido se compone de tres subobjetivos. El Objetivo 2.1.: Conocer cuál o cuáles son los sectores de actividad que se publicitan en la página principal de la prensa digital más leída de la Comunidad de Madrid, arroja datos sobre los sectores que apuestan por publicitarse dentro de prensa *online* de la Comunidad de Madrid, en este aspecto se destaca la electrónica de consumo, el turismo y los servicios profesionales, ocupando el grueso de casi el 50% de los anuncios mostrados en prensa y el periodo de tiempo establecidos en el estudio, también, cabe comentar que la presencia de estos sectores de actividad entre las frecuencias más altas de publicación es prácticamente generalizada entre la totalidad de diarios analizados. Además, para dar respuesta a la PI2 se define el Objetivo 2.2.: Determinar cuál es el carácter geográfico de los anuncios mostrados en la página principal de la prensa digital más leída de la Comunidad de Madrid, el cual muestra el predominio de la publicidad a nivel nacional frente a las de carácter local e internacional. Y, para acabar, está el Objetivo 2.3.: Analizar el poder discriminante de los anuncios que se muestran en la página principal de la publicidad digital en la prensa digital más leída de la Comunidad de Madrid, en el que se muestra como casi dos tercios de la publicidad tiene un enfoque generalista en pro del tercio restante que apuesta por una publicidad más segmentada.

Para concluir se puede asegurar que la propia prensa *online* apuesta por nuevas formas de publicidad *online*, como las ofrecidas por los emplazamientos publicitarios, donde se dispone de una variedad más amplia de creatividades y configuraciones más complejas dentro de su ámbito de exposición, buscando generar la mejor experiencia

de usuario para sus lectores ofreciéndoles contenido más atractivo y afín a sus intereses, añadiendo una breve parte publicitaria gestionada por ellos, pero otorgando libertad a los anunciantes, es decir, dejando en mano de los emplazamientos publicitarios la mayor parte del peso publicitario de la web. Además, se puede apreciar como los formatos grandes, y que guardan mayor similitud con los formatos clásicos de prensa impresa, son los ganan protagonistas, dado su gran tamaño, pero no excesivo, permiten llamar la atención, ofrecer la información necesaria para despertar la curiosidad del usuario sin entorpecer la lectura, integrando la publicidad en la página. También se percibe un equilibrio entre el movimiento y la quietud de las creatividades, lo que indica que abusar del movimiento puede resultar abrumador, mientras que un exceso de quietud puede percibirse aburrido, por lo que en el equilibrio está la virtud de evitar la saturación de los lectores. Esto se debe al uso abusivo de tipos de publicidad dinámica en prensa digital cuando este tipo de formatos comenzó a estar disponible, exceso de *gifs*, *pop-ups*, etc., ha derivado en la utilización de tipologías con un dinamismo más moderado o, directamente, por la quietud de formatos, logrando captar la atención del usuario de forma sutil evitando ser vista como una publicidad arrolladora.

A su vez, se destacan tres sectores: el turismo, coincidiendo con la delimitación temporal del estudio y sin olvidar el carácter turístico de España era evidente que iba a ser uno de los protagonistas; la electrónica de consumo, la segmentación personalizada en función del comportamiento del usuario y la campaña de «La vuelta al cole» han convertido a este sector en otro de los protagonistas de los anuncios del estudio; y, por último, los servicios profesionales, ofertando su trabajo a quien pueda necesitarlo. Así mismo, la publicidad digital de la prensa *online* de la Comunidad de Madrid se caracteriza por tener un fuerte carácter nacional y generalista, aunque poco a poco la publicidad segmentada gana terreno.

A modo de conclusión general, se puede decir que la publicidad digital de la prensa digital de la Comunidad de Madrid tiene un claro matiz clásico, determinado en primera instancia por los comportamientos de los lectores, ya que prefieren periódicos nacionales a especializadas en su zona geográfica, aunque si bien es cierto, estos periódicos cuentan con secciones locales, pero esta peculiaridad hace que se mantenga el carácter clásico dentro de la publicidad *online* debido a que la prensa analizada son periódicos de referencia de «toda la vida», lo que se refleja en su *modus operandi* publicitario, trasladando bastantes características del medio impreso al digital. Queda pues de relieve que este medio digital, tan rompedor y que de manera tan impactante se ha hecho un hueco en los planes de medios de los anunciantes, crece mirando de cerca a los medios tradicionales y hereda algunas de sus características. Es el momento entonces de reconocer que todo lo que llega nuevo, siempre tiene de referente a los que ya estaban antes.

Por ello, resultaría interesante continuar la investigación realizando una comparativa de prensa local de la Comunidad de Madrid con otra comunidad autónoma,

donde la prensa a nivel local tiene un claro enfoque territorial, es decir, donde se leen periódicos de cobertura local. Este estudio se realizaría con el fin de ver las diferencias entre las versiones de prensa nacionales en edición local y la prensa local propiamente dicha, investigación que podría arrojar datos interesantes en el ámbito de la publicidad *online* en prensa *online*.

## Distribución de trabajo y orden de autoría

Laura Melendo Rodríguez-Carmona se ha encargado del diseño de la investigación, la elaboración de las Figuras y Tablas para los resultados y la redacción de conclusiones. Pilar Yustres Duro ha colaborado en el diseño de la investigación, recolección y análisis de datos, ha redactado el marco teórico y ha participado en la discusión y conclusiones. La distribución del trabajo ha fijado el orden de las firmas.

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## 2. La felicidad del consumidor como clave para la lealtad en el comercio electrónico

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# **LA FELICIDAD DEL CONSUMIDOR COMO CLAVE PARA LA LEALTAD EN EL COMERCIO ELECTRONICO**

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## **Resumen**

El auge del comercio electrónico ha ido transformado las preferencias de los consumidores, quienes cada vez más, optan por plataformas digitales para realizar sus compras en lugar de las tiendas físicas. Tras una revisión de la literatura se determina que el comportamiento de compra en el comercio electrónico, así como la lealtad hacia estas plataformas vienen influidos por factores como la felicidad del consumidor, la satisfacción del mismo y la calidad en el servicio. Con el objetivo principal de analizar la literatura existente sobre estos constructos en el contexto del comercio electrónico se ha realizado una revisión bibliométrica donde se exponen los artículos con más citas de estos campos de estudio, la evolución científica, las cinco revistas más importantes y los cinco países con más representación. Este análisis refleja que la producción científica es cada vez más prolífica y cómo la felicidad y satisfacción del consumidor se convierten en motores de lealtad y repetición de compra los consumidores especialmente en el mundo digital. Por ello, las empresas que busquen esa lealtad deberían orientarse hacia esta mejora de la felicidad del consumidor.

**Keywords:** Service Quality, Loyalty, Satisfaction, Consumer Happiness, E-Commerce

## **1. INTRODUCCIÓN**

El comercio electrónico ha experimentado un crecimiento sin precedentes en los últimos años redefiniendo por completo las preferencias y los comportamientos de compra en los consumidores a nivel global que prefieren cada vez más la tienda digital, que la tienda física.

En la Unión Europea (UE), el sector del comercio electrónico ha ido superando a otros sectores económicos, contribuyendo significativamente al crecimiento del PIB y al consumo sostenible (Roszko-Wójtowicz et al., 2024). Hoy en día ya son el 75% de los consumidores realiza al menos una compra online al año en la UE según datos de Eurostat (2023).

La tendencia ascendente del comercio electrónico está motivada por la pandemia de COVID-19, que aceleró más la preferencia hacia las plataformas digitales (Roszko-Wójtowicz et al., 2024).

Esta tendencia hacia la compra online refleja un cambio en las preferencias del consumidor, quien prioriza la accesibilidad (Agrawal & Gupta, 2022; Soava et al., 2022), la comparación (Fernandes et al., 2021) y la personalización en la compra (Pappas et al., 2014; Balan & Mathew, 2022) que ofrecen plataformas digitales

Analizado el cambio de tendencia en el comercio electrónico por el cambio de preferencias del consumidor y hábitos de compra; el presente estudio busca tres objetivos principales. Uno general, que es el análisis de la literatura existente sobre la calidad del servicio, la felicidad del consumidor, la satisfacción del consumidor y la lealtad del consumidor. Y, por otro lado, dos objetivos específicos: Clasificar y categorizar las publicaciones relevantes para entender mejor los constructos estudiados; y proporcionar recomendaciones académicas y empresariales para futuras investigaciones.

Con estos tres objetivos se busca demostrar que los constructos citados tienen una interrelación en la literatura y aplicaciones prácticas a nivel gerencial.



## **2. MARCO TEÓRICO**

Se ha realizado una revisión de la literatura centrada en los elementos críticos que afectan la lealtad del consumidor, fundamentalmente en el contexto del comercio electrónico: calidad del servicio, satisfacción, felicidad y la propia lealtad.

### **2.1. Calidad de servicio**

La definición más extendida de la calidad del servicio es: La percepción del cliente sobre el rendimiento de un servicio, comparándolo con el grado en el que este satisface o excede sus expectativas (Parasuraman et al., 1985; Hennig-Thurau et al., 2002; Cuesta-Valiño et al., 2019).

En el contexto actual de alta competitividad, la calidad de servicio es un constructo fundamental para diferenciarse en el mercado y construir relaciones duraderas con los consumidores (Kang & James, 2004), pues la calidad percibida por el cliente, tanto intrínseca (características del producto) como extrínseca (marca), influye en su lealtad (Frank et al., 2014).

Con el paso del tiempo y el desarrollo del comercio electrónico, se empieza a integrar la calidad de servicio en este contexto (e-SQ). Esta se entiende como la capacidad de un sitio web para ofrecer una experiencia de compra integral, que cubra todas las etapas de interacción del cliente y asegure una adquisición y entrega de productos de manera eficiente y efectiva. (Parasuraman et al., 2005).

Se ha observado que la calidad del servicio tiene un gran efecto en la satisfacción del cliente y la intención de compra, desempeñando un papel fundamental en la búsqueda de una empresa por construir relaciones a largo plazo con los clientes. (Carrillat et al., 2009; Ahmad et al., 2017).

### **2.2 Felicidad del consumidor**

A pesar de que la percepción de la felicidad cambia con la edad (Mogilner et al., 2011); o varíe según cada cultura (Delle Fave et al., 2016); a grandes rasgos se puede definir la felicidad como la satisfacción subjetiva con la vida, donde la felicidad es una evaluación individual sobre el grado en que una persona disfruta de su vida en su totalidad (Veenhoven, 2010).

Poniendo el foco en la felicidad del consumidor, se pueden encontrar definiciones que la identifiquen más a un estado emocional (Mowen, 1993; Núñez-Barriopedro et al., 2021); debido a que estas emociones, influyen en las decisiones de consumo (Nyer, 1997; Cohn et al., 2009).

La felicidad del consumidor es un concepto amplio que abarca la satisfacción con un producto o servicio, el valor percibido, la calidad del servicio, la lealtad a la marca y el cumplimiento de necesidades psicológicas básicas (Dhiman & Kumar, 2022).

La felicidad del consumidor se ha explorado desde dos prismas: la hedonía y la eudaimonía. Aunque desde la mayoría de enfoques de marketing se centran en la dimensión hedónica (Cuesta-Valiño et al., 2023); es la sinergia entre estas dos dimensiones de felicidad la fundamental para consolidar relaciones de lealtad con el consumidor. Ambas perspectivas permiten una experiencia de consumo completa y satisfactoria que promueve la felicidad a corto y largo plazo. (Hennig-Thurau et al., 2004)

### **2.3 Satisfacción del consumidor**

La satisfacción del consumidor es un constructo fundamental en el estudio del comportamiento del consumidor, estrechamente vinculado con la lealtad y la retención de clientes (Oliver, 1999). Recientemente, la literatura ha señalado que la satisfacción no solo depende de factores funcionales, sino también de elementos emocionales y experienciales (Han & Hyun, 2018; Oliver & DeSarbo, 1988). Esto permite a las empresas adaptarse mejor a los cambiantes patrones de consumo y expectativas de los clientes en el entorno digital (Roy et al., 2020).

La relación entre satisfacción, emociones y lealtad, identificada inicialmente por autores como Oliver (1999) y Parasuraman et al. (1988), sigue siendo una referencia para los estudios actuales, proporcionando un marco sólido para entender la satisfacción del consumidor en el contexto actual de comercio electrónico y plataformas digitales.

Durante la pandemia de COVID-19, la adaptación de los consumidores a nuevas modalidades de compra, como el comercio electrónico, y la calidad percibida de los servicios online han demostrado ser determinantes claves de la

satisfacción y la intención de recompra (Rao et al., 2021). En particular, factores como la confianza y la percepción de libertad en la toma de decisiones emergen como mediadores críticos de la satisfacción (Fasolo et al., 2023).

## **2.4 Lealtad**

La lealtad ha sido definida de diversas formas en un campo del marketing y de la psicología.

Ciñéndose al contexto de este estudio, en la literatura se puede encontrar como la lealtad se compone de dos dimensiones. Estas son la conductual y la actitudinal (Rauyruen & Miller, 2007; Cossío-Silva et al., 2016).

La conductual se define como la disposición del cliente a volver a comprar un producto o servicio y a mantener una relación continua con la empresa o marca. Y la lealtad actitudinal muestra el nivel de compromiso del consumidor con una marca o producto, así como su predisposición a recomendarlo o promocionarlo (Dick & Basu, 1994; Chaudhuri & Holbrook, 2001).

Independientemente de la calidad del servicio y la satisfacción, la felicidad del consumidor ha cobrado relevancia como un factor que influye en la lealtad. Estudios recientes han demostrado que los consumidores leales no solo están satisfechos con una marca, sino que encuentran en ella una fuente de bienestar emocional y social (Aksoy et al., 2015).

## **3. METODOLOGÍA**

A fin de contribuir con el estudio de la correlación entre calidad de servicio, felicidad, satisfacción y lealtad del consumidor, se realiza una revisión bibliométrica de la literatura. Se utiliza una metodología PRISMA y se obtiene la información de la base de datos de Web of Science el 3 de febrero de 2025.

Para el criterio de búsqueda se ha utilizado como Topic: “consum\* happ\*” OR “custom\* happ\*” OR “consumer well\*being” OR “customer well\*being” OR “Hedonic Well\*being” OR “Hedonic happiness” OR “Eudaimonic well\*being” OR “Eudaimonic happiness” OR “consum\* experience” OR “custom\* experience” AND “loyal\*” OR “consumer loyal\*” OR “customer loyal\*” OR “consum\* loyalty”

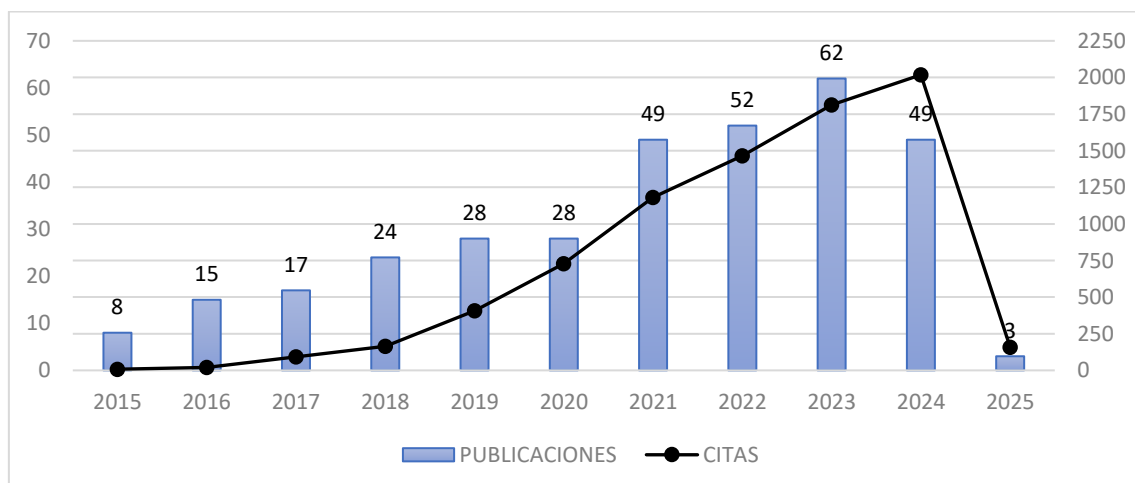
OR "custom\* loyalty" OR "e-loyalty" OR "Brand loyalty" OR "Repurchase intention\*" OR "intention to repurchase" OR "loyalty behavior" AND "consum\* satisf\*" OR "custom\* satisf\*" OR "user satisf\*" OR "satisfaction" OR "e-satisfaction" OR "perceived satisf\*" AND "service qual\*" OR "quality" OR "e-SQ" OR "quality of service" OR "perceived quality" OR "percived service qual\*" OR "Service performance" OR "SERVQUAL".

Los datos obtenidos se han filtrado, en primer lugar, con el filtro *Document type, Article*. En segundo lugar, por idioma, a los escritos en español o inglés. El tercer filtro es temporal, a los artículos publicados entre 2015 y 2025. Finalmente, por área de investigación: *Business Economics, Social Sciences Other Topics, Behavioral Sciences y Social Issues*. Concluida la búsqueda se ha obtenido como resultado 334 artículos.

#### 4. RESULTADOS

A continuación, se muestran los resultados del proceso de búsqueda anteriormente citado, donde se expone en primer lugar la evolución de la producción científica teniendo como referencia el número de artículos publicados y el número de citas. Luego, los cinco artículos más citados. Después, las cinco revistas con mayor número de publicaciones, su Q e índice H. Y, para finalizar, los cinco países con más publicaciones. Para facilitar la lectura y por cuestiones de espacio se realizará este análisis en formato de ilustraciones y tablas resumen.

*Ilustración 1. Evolución de la producción científica. Publicaciones y citas.*



Fuente: Elaboración propia

Como se aprecia, las publicaciones crecen de forma estable en los primeros años, mientras que las citas duplican su número año tras año (Ilus. 1). Se distingue claramente un punto de inflexión a partir de la pandemia COVID-19 donde, en 2021, las publicaciones aumentan un 75% y continúa una línea ascendente llegando a alcanzar su máximo en 2023 hasta este último año donde por primera vez decrecen, no así las citas. Por lo tanto, se puede determinar que existe cierta correlación entre el número de publicaciones y de citas estudiadas, donde las dos siguen tendencias crecientes.

Tabla 1. Artículos más citados

| Nº | AUTORES               | TITULO                                                                                                       | REVISTA                                         | Nº CITAS |
|----|-----------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------|
| 1  | So et al., 2016       | The Role of Customer Engagement in Building Consumer Loyalty to Tourism Brands                               | Journal of Travel Research                      | 335      |
| 2  | Ray et al., 2019      | Why do people use food delivery apps (FDA)? A uses and gratification theory perspective                      | Journal of Retailing and Consumer Services      | 294      |
| 3  | Ameen et al., 2021    | Customer experiences in the age of artificial intelligence                                                   | Computers in Human Behavior                     | 256      |
| 4  | Dedeoglu et al., 2018 | The impact of servicescape on hedonic value and behavioral intentions: The importance of previous experience | International Journal of Hospitality Management | 173      |
| 5  | Ali et al., 2018      | Make it delightful: Customers' experience, satisfaction and loyalty in Malaysian theme parks                 | Journal of Destination Marketing & Management   | 160      |

Fuente: Elaboración propia

Dentro de toda esta producción destacan especialmente los cinco artículos expuestos en la tabla 1 por ser los más citados.

Tabla 2. Revistas con más publicaciones. Índices Q y H.

| Puesto | Revista                                                      | Nº Publicaciones | Q | H   |
|--------|--------------------------------------------------------------|------------------|---|-----|
| 1      | Journal of Retailing and Consumer Services                   | 25               | 1 | 143 |
| 2      | Sustainability                                               | 15               | 2 | 169 |
| 3      | Cogent Business Management                                   | 12               | 2 | 44  |
| 4      | International Journal of Contemporary Hospitality Management | 12               | 1 | 126 |
| 5      | International Journal of Retail Distribution Management      | 10               | 1 | 101 |

Fuente: Elaboración propia

El análisis de las cinco revistas con más publicaciones revela una predominancia de revistas de alto impacto. Destaca *Journal of Retailing and*

*Consumer Services* con 25 publicaciones y un índice H de 143. A excepción de *Cogent Business Management* todas las demás cuentan con índices H por encima de los 100 lo que denota una alta consolidación en términos de impacto académico. La presencia de tres revistas en Q1 y dos en Q2, y sus respectivos índices H, indica un equilibrio entre calidad y volumen de producción, reflejando el interés creciente en el estudio del comportamiento del consumidor.

*Tabla 3. Países con más publicaciones*

| Número ranking | País           | Nº Publicaciones |
|----------------|----------------|------------------|
| 1              | Estados Unidos | 53               |
| 2              | China          | 50               |
| 3              | India          | 40               |
| 4              | España         | 27               |
| 5              | Inglaterra     | 24               |

Fuente: Elaboración propia

Estados Unidos se identifica como el país más productivo con 53 artículos, seguido de cerca por China con 50 artículos. También, destacar la presencia de España con 27 artículos.

## 5. DISCUSIONES

Este estudio resalta el crecimiento y la evolución en la investigación sobre la interrelación entre la calidad del servicio, la satisfacción, la felicidad del consumidor y la lealtad. Se ha demostrado que la calidad de servicio y la satisfacción del consumidor son factores clave en la retención de clientes (Tzavlopoulos et al., 2019; Rao et al., 2021). Sin embargo, aunque haya estudios que demuestren la influencia de la felicidad en la lealtad del consumidor (Nuñez-Barriopedro, 2021); su papel aún está poco explorado.

Aunque se ha demostrado que el comercio electrónico puede producir experiencias que afecten a la felicidad hedónica y, por ende, aumenten la intención de compra del consumidor (Nisar & Prabhakar, 2017); se necesita más investigación para comprender como la felicidad impacta realmente en la lealtad del consumidor.

Desde una perspectiva gerencial, el análisis realizado sugiere que las empresas de comercio electrónico deben considerar estrategias que vayan más allá de la satisfacción del consumidor e incorporen la felicidad como un bloque significativo en la construcción de la lealtad. Un consumidor feliz genera ingresos

significativos para la empresa y aumenta su fidelización a ésta (Cuesta-Valiño et al., 2022). Sin embargo, esta felicidad no se tiene que basar solo en la satisfacción de un cliente, sino en una personalización de producto, o creando una conexión emocional con él (Cuesta-Valiño et al., 2024a) especialmente en un entorno digital donde la competencia es cada vez más intensa (Ameen et al., 2021).

Además, es sugerible que las empresas consideren la implementación de tecnologías novedosas como la inteligencia artificial o la realidad aumentada, para mejorar la experiencia del consumidor y, en última instancia, su felicidad y lealtad (Dedeoglu et al., 2018).

Para finalizar, cabe reseñar las aportaciones sociales de esta investigación. La literatura ha demostrado que la lealtad del consumidor no solo beneficia a las empresas a nivel financiero, sino que también afecta a la calidad de vida de los consumidores (Ali et al., 2018).

Actualmente el comercio electrónico, donde la calidad de servicio percibida tiene una relación directa con la felicidad, está cambiando la forma en que los consumidores interactúan con las marcas. Por ello, centrarse en la creación de experiencias provocará una mayor felicidad y bienestar emocional en la población. Al tener presente la felicidad del consumidor, las empresas no solo mejorarían la retención y lealtad de sus clientes, sino que también fomentarían un consumo más consciente y sostenible, lo cual contribuye al desarrollo social.

## **6. CONCLUSIONES**

Tras analizar la literatura de los constructos estudiados podemos concluir a nivel teórico que existe un interés y una evolución en el estudio de la calidad de servicio, la satisfacción, la felicidad del consumidor y la lealtad en la literatura académica. La tendencia positiva especialmente en los últimos años sugiere un interés creciente por el objeto de estudio de esta investigación. Además, la presencia de revistas Q1 y Q2 con altos índices H resalta la calidad de la producción científica en este ámbito, reafirmando aún más la importancia de estos temas.

A un nivel práctico, es reseñable que los países con mayor producción científica sobre el objeto de estudio sean Estados Unidos y China, las dos principales potencias económicas mundiales. Seguidas por la India, la principal economía emergente. Esto deja entrever la relación de este factor con una economía fuerte. Sin embargo, se aprecia como la felicidad del consumidor, que es un factor desencadenante de la lealtad, tiene poco peso en la literatura y en políticas empresariales. Existe un desconocimiento generalizado sobre el impacto real de la felicidad del consumidor en su comportamiento, como también sugieren Cuesta-Valiño *et al.* (2024b), y en la sostenibilidad de un negocio. Esta falta de enfoque en la felicidad puede traducirse en estrategias empresariales erróneas, donde se ignore la construcción de relaciones con sus clientes, y por lo tanto una menor retención e intención de recompra. Por lo tanto, es importante incidir en esta cuestión tanto en el ámbito académico como en el empresarial, generar conocimiento y ampliar la producción científica sobre la felicidad de consumidor.

Los hallazgos de esta revisión han permitido identificar las tendencias y las carencias académicas entorno a la felicidad del consumidor. Además, este estudio ofrece una base para futuras investigaciones sobre la correlación entre los constructos analizados en diferentes contextos comerciales.

Esta investigación cuenta principalmente con una limitación, y es que el análisis se ha realizado tan solo contando con la base de datos de Web of Science. Por esto se propone replicar el estudio en otras bases de datos como ProQuest o Scopus, a fin de comparar y enriquecer estos resultados.

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## Annex VII: Scientific congresses

In this section, the scientific conferences where related contributions that align with the expected results of the thesis have been presented or accepted will be presented. The table below shows the relationship of the status, title, date, authors, name of the conference and location of each contribution.

Table 13. Scientific congresses

| State     | Title                                                                                                               | Date                         | Authors                                                                                       | Congress                                                                                                                                                                              | Location |
|-----------|---------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Presented | Métodos de compra online en España. Situación tras la pandemia                                                      | 5, 6 and 7 october 2022      | Yustres Duro, P., & Melendo Rodríguez-Carmona, L.                                             | XII Congreso Universitario sobre Contenidos, Investigación, Innovación y Docencia                                                                                                     | Madrid   |
| Presented | Mecanismos de formación de la Administración pública para las pymes frente a la transformación digital              | 29 and 30 de november 2023   | Yustres Duro, P., & Melendo Rodríguez-Carmona, L.                                             | X CONGRESO INTERNACIONAL Investigación en Comunicación e Información Digital. Competencias digitales en la era de la Inteligencia Artificial. Las TRIC para la transformación social. | Zaragoza |
| Presented | Treatment of digital advertising in the online press in the Community of Madrid according to geographical character | 18, 19 and 20 january 2024   | Yustres Duro, P., & Melendo Rodríguez-Carmona, L.                                             | International Marketing Trends Conference 2024. Venice                                                                                                                                | Venice   |
| Presented | Donde la educación se convierte en innovación. Emprendimiento universitario en Madrid                               | 12, 13 and 14 june 2024      | Yustres Duro, P. & Melendo Rodríguez-Carmona, L.; Gutiérrez-Rodríguez, P. & Cuesta-Valiño, P. | 38º AEDEM Annual Meeting                                                                                                                                                              | Toledo   |
| Presented | Cómo comprender al consumidor online: usabilidad, intención de compra y lealtad                                     | 11, 12 and 13 september 2024 | Cuesta-Valiño, P.; Melendo Rodríguez-Carmona, L.; Gutiérrez-                                  | XXXV Congreso Internacional de Marketing. AEMARK                                                                                                                                      | Cuenca   |

| State     | Title                                                                                                           | Date                         | Authors                                                                                      | Congress                                                               | Location          |
|-----------|-----------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------|
|           |                                                                                                                 |                              | Rodríguez, P. & Yustres Duro, P.                                                             |                                                                        |                   |
| Presented | Camino al bienestar del trabajador. Estudio comparativo entre empresas de España e Italia                       | 11, 12 and 13 september 2024 | Yustres Duro, P.; Melendo-Rodríguez-Carmona, L.; Presol Herrero, A. & Cuesta-Valiño, P.      | XXXV Congreso Internacional de Marketing                               | Cuenca            |
| Presented | Happiness management in university entrepreneurship: A bibliometric review                                      | 16, 17 and 18 october 2024   | Yustres-Duro, P.; Cuesta-Valiño, P.; Melendo Rodríguez-Carmona, L.; Núñez-Barriopedro, E.    | II International Congress on Sustainable Social Development ICOSOD24   | Cádiz             |
| Presented | Worker happiness, consumer purchase intent and e-commerce usability, the road to consumer happiness             | 21 and 22 november 2024      | Yustres-Duro, P.; Cuesta-Valiño, P.; Melendo Rodríguez-Carmona, L. & Gutiérrez-Rodríguez, P. | 8th International Academic and Professional Congress on Happiness      | Málaga            |
| Presented | Consumer happiness as a key to loyalty in e-commerce: The preference for digital platforms over physical stores | 21 and 22 november 2024      | González-Santos, I.; Cuesta-Valiño, P.; Núñez-Barriopedro, E. & Yustres-Duro, P.             | 8th International Academic and Professional Congress on Happiness      | Malaga            |
| Presented | Impacto del bienestar y compromiso medioambiental en la responsabilidad social corporativa                      | 27, 28 and 29 november 2024  | Yustres-Duro, P.; Melendo-Rodríguez-Carmona, L.; González-Santos, I. & Cuesta-Valiño, P.     | IX Congreso Universidad y Cooperación al Desarrollo. Alcalá de Henares | Alcalá de Henares |
| Accepted  | Impact of artificial intelligence on the purchasing behavior and loyalty on fashion consumers                   | 11, 12 and 13 june 2025      | Yustres-Duro, P.; Melendo-Rodríguez-Carmona, L.; Gutiérrez-Rodríguez,                        | XXXIX International Annual Meeting. AEDEM                              | Santander         |



| State     | Title                                                                                                           | Date                         | Authors                                                                                      | Congress                                                                      | Location          |
|-----------|-----------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------|
|           |                                                                                                                 |                              | P. & Cuesta-Valiño, P.                                                                       |                                                                               |                   |
| Accepted  | Influence of e-commerce usability, consumer happiness and satisfaction on purchase intentions in fashion retail | 18, 19 and 20 june 2025      | Cuesta-Valiño, P.; Gutiérrez-Rodríguez, P.; Melendo-Rodríguez-Carmona, L. & Yustres-Duro, P. | 22nd Academy of Innovation, Entrepreneurship, and Knowledge Conference. ACIEK | Alcalá de Henares |
| Submitted | Achieving the consumer happiness: Usability matters?                                                            | 17, 18 and 19 september 2025 | Yustres-Duro, P.; Melendo-Rodríguez-Carmona, L.; Gutiérrez-Rodríguez, P. & Cuesta-Valiño, P. | XXXVI Congreso Internacional de Marketing. AEMARK                             | Murcia            |

# 1. Métodos de compra online en España.

## Situación tras la pandemia

**Congress:** XII Congreso Universitario sobre Contenidos, Investigación, Innovación y Docencia

**Date:** 5, 6 and 7 october 2022

**Authors:** Pilar Yustres Duro & Laura Melendo Rodríguez-Carmona

**Title:** Métodos de compra online en España. Situación tras la pandemia

**Location:** Madrid

## MÉTODOS DE COMPRA ONLINE EN ESPAÑA. SITUACIÓN TRAS LA PANDEMIA

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*El presente texto nace bajo el proceso de investigación del proyecto de tesis doctoral “La experiencia de usuario como base de la digitalización de los comercios electrónicos de las pymes de moda en España” desarrollada en la Universidad Camilo José Cela.*

La pandemia de la COVID-19 ha afectado la vida de millones de personas en todo el planeta. Además de las graves consecuencias para la salud, también ha supuesto grandes cambios en todos los aspectos: sociales, familiares, laborales y económicos, entre otros. Con relación a los aspectos económicos, todos los métodos de compra se han visto afectados por la situación. Debido al confinamiento y a las limitaciones de movilidad los consumidores han tenido que primar, en la mayoría de las ocasiones, la adquisición de productos por vía *online* a las tradicionales visitas a los establecimientos físicos. Pero pese a estas circunstancias, la mayoría de los consumidores *online* afirman no haber variado sus hábitos de compra, dado que ya compraban online con regularidad antes de la crisis del coronavirus. No obstante, casi un 25% de los compradores *online* que antes acudía siempre o casi siempre a realizar las compras a tiendas físicas ahora reconoce que comprará más a través de internet.

¿Cuál es la situación actual en España? ¿Qué métodos de compra *online* se están usando? Estas son las preguntas que generan el objetivo de investigación de este estudio buscará conocer los diferentes métodos de compra *online* adoptados por la sociedad española tras la situación de pandemia del coronavirus. Este estudio comprenderá el análisis de los diferentes métodos de compra *online* que han ido afianzándose en nuestra sociedad tras la pandemia del coronavirus y, además, de los métodos de compra *online* emergentes, considerados fruto de la hibridación del comercio electrónico con el tradicional, o lo que se denomina omnicanalidad. Siendo estos el método de compra puramente *online*, el “ROPO”, el “*Show-rooming*”, el “BOPIS” y el “BORIS”.

Al objetivo de la investigación se responderá a través de un método de investigación cualitativo, en este caso, se desarrollará un diseño de la investigación de tipo descriptivo y se utilizará la técnica de análisis de documentos con una revisión bibliográfica, de diferentes bases de datos científicas, estudios de organismos relevantes y noticias en medios.

Entre las principales conclusiones que se alcanzan en este trabajo se puede observar que los nuevos métodos de compra *online* vienen impulsados por la omnicanalidad, ya que esta ha hecho posible la unión entre los comercios electrónicos y los tradicionales, dándole al consumidor la oportunidad de aprovechar las ventajas de ambos modelos de negocio para su propio beneficio, donde la flexibilidad y la experiencia que se le ha otorgado al comprador ha jugado un papel fundamental en el desarrollo de nuevos métodos de compra *online*. Pero pese a la reciente creación de nuevos modelos de compra *online* que aúnen las facilidades del mundo *online* y del tradicional, la venta puramente *online* sigue siendo la punta de lanza del comercio electrónico en España hoy en día, ya que es el modelo más afianzado y el que más tiempo ha tenido para desarrollar todas sus funcionalidades y dar respuesta a las distintas necesidades que les han ido surgiendo a los compradores *online* a lo largo de los años.

**Palabras clave:** Métodos de compra *online*; Comercio *online*; *Retail*; Consumidor; Omnicanalidad.

## 2. Mecanismos de formación de la administración pública para las pymes frente a la transformación digital

**Congress:** X CONGRESO INTERNACIONAL Investigación en Comunicación e Información Digital. Competencias digitales en la era de la Inteligencia Artificial. Las TRIC para la transformación social.

**Date:** 29 and 30 november 2023

**Authors:** Pilar Yustres Duro & Laura Melendo Rodríguez-Carmona

**Title:** Mecanismos de formación de la administración pública para las pymes frente a la transformación digital

**Location:** Zaragoza

**Contribution to the SDG:**

8. Decent work and economic growth.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

# MECANISMOS DE FORMACIÓN DE LA ADMINISTRACIÓN PÚBLICA PARA LAS PYMES FRENTE A LA TRANSFORMACIÓN DIGITAL

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PILAR YUSTRES DURO

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**Introducción:** La propuesta para el congreso se basa su razón de ser en la necesidad de las empresas por adaptarse a los cambios que hay en la economía, para ello, la formación es un aspecto clave para conseguir un progreso económico.

**Objetivos:** Por este motivo, se plantea la pregunta de investigación, ¿cuáles son los mecanismos de formación que proponen las administraciones públicas para ayudar a las pymes a afrontar la transformación digital? Pregunta que perseguiría conseguir el objetivo de conocer los distintos mecanismos de formación diseñados por los entes públicos para facilitar la transformación digital de las pymes.

**Metodología:** En este caso, para conseguir el objetivo de la investigación, se propone realizar una contribución teórica mediante, basada en la revisión bibliográfica, donde se busca plasmar las distintas medidas diseñadas por las administraciones para facilitar la transición a la transformación digital de las pequeñas y medianas empresas españolas.

Dentro del recorrido por las distintas necesidades y peculiaridades que estas medidas pretenden cubrir, se centrará el objeto de estudio en las que puedan afectar al sector comercio, ya que es uno de los más importantes para nuestro país. Para ello se analizarán las medidas que puedan servir para su progreso en este ámbito, pasando por medidas como podría ser la implementación de comercio electrónico en sus negocios, tal actuación podría suponer que este tipo de empresas dé el salto tímida-mente a el uso de mecanismos de inteligencia artificial como podría ser el uso de asistentes inteligentes en sus comercios electrónicos.

**Discusión:** Tomando conciencia del panorama económico y empresarial de España, cabe ver cuáles son las actuaciones que ha hecho la administración para conseguir esta situación. Dentro de las diferentes medidas diseñadas por el Gobierno de España destacan el Marco Estratégico de política de la pyme 2030, la Agenda Digital España 2025, la Estrategia de Internacionalización de la Economía Española 2017-2027, el Plan de Recuperación, Transformación y Resiliencia, España Digital 2026 y el Programa de apoyo a la competitividad del comercio minorista 2022.

**Conclusiones:** Con esta revisión de la literatura se puede confirmar el claro esfuerzo de las administraciones españolas por impulsar el proceso de transformación digital en España. Diseñando planes acordes con las necesidades de las empresas, donde se ofertan un amplio abanico de medidas que abarcan todo el proceso de transformación digital, desde la implementación de una web para el comercio online hasta la implementación de la inteligencia artificial en procesos productivos.

## **PALABRAS CLAVE**

COMERCIO ELECTRÓNICO, DIGITALIZACIÓN, PYMES, TRANSFORMACIÓN DIGITAL

### 3. Treatment of digital advertising in the online press in the Community of Madrid according to geographical character

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**Date:** 18, 19 and 20 January 2024

**Authors:** Pilar Yustres Duro & Laura Melendo Rodríguez-Carmona

**Title:** Treatment of digital advertising in the online press in the Community of Madrid according to geographical character

**Location:** Venice

Título: Tratamiento de la publicidad digital en prensa online de la Comunidad de Madrid según el carácter geográfico.

Title: Treatment of digital advertising in the online press in the Community of Madrid according to geographical character.

Palabras clave: publicidad digital, prensa local, medios digitales, prensa digital, publicidad.

Keywords: digital advertising, local press, digital media, digital press, advertising.

Track choice: digital marketing and/or sectorial marketing.

Abstract: This study focuses on the degree of influence that the geographic nature of the advertiser may have on the origin, format and typology of its online advertising. Focusing on one location, the headquarters of the Camilo José Cela University in Madrid, the online advertising of four of its leading digital newspapers was studied for 15 days and, after classifying the advertisements according to whether they are from international, national or local companies, their origin, format and type of advertising were studied.

The results of this study show the different behaviour of digital advertising depending on the geographic nature.

### 1. Introducción

El cambio estructural de la sociedad, que ha dado como fruto la sociedad de la información (Oğuz, Yaşar Dinçer & Yirmibeşoğlu, 2022) en la que actualmente vivimos, tiene como resultado una consecuencia directa en las tecnologías de la información y la comunicación, las cuales han sufrido un importante proceso de innovación en su campo de actuación. Siendo la prensa digital uno de los medios de información más creíbles (Solís Baena, 2016), resulta evidente la necesidad del medio por adaptarse a la innovación tomando un matiz más dinámico y buscando la modernidad (Martín-García, 2017b). Este hecho, ha dado como resultado la aceptación y normalización su formato digital entre la población española (Solís Baena, 2016), ya que, el 91,8% de los españoles tienen un hábito consolidado de uso de internet para leer noticias, periódicos o revistas de actualidad (Ministerio de Asuntos Económicos y Transformación Digital, 2022), siendo esta la tercera actividad más habitual dentro del comportamiento digital de la población española. Además, esta práctica, cuenta con una tendencia ascendente durante los últimos años, del 2019 al 2022 (INE, 2022). Tal es así, que la prensa *online* ha adquirido como características identificativas del medio la interactividad, multimedialidad y constante actualización (Martín García, 2017a).

El auge del periodismo digital lleva de la mano la evolución de la publicidad en este nuevo medio, que se inició en 1995 con un faldón patrocinado en la edición digital de la revista Wired (Solís Baena, 2016). El auge de la publicidad *online* en medios digitales supuso una importante fuente de ingresos, pero también supuso la extinción de algunos con la llegada de la crisis económica (Martín García, de Frutos Torres & Ávila Rodríguez de Mier, 2022a). Este acontecimiento propició la transformación de la publicidad *online* en medios digitales de modo que se enfocase más en generar una mayor vinculación con la parte informativa y dejando de lado los formatos clásicos (Martín García, 2017a), teniendo como consecuencia colateral intentar evitar la conocida saturación por publicidad sufrida por los lectores (Solís Baena, 2016). Esta transformación publicitaria se debe a la diferente perceptiva de la publicidad por parte de anunciantes y lectores, ya que los primeros consideran la publicidad *online* en medios digitales una buena opción de publicitaria (Papí Gálvez, 2014), mientras que los lectores la encuentran molesta, propiciando el uso de bloqueadores de anuncios para evitarla (Martínez-Costa, Serrano-Puche, Portilla Manjón & Sánchez-Blanco, 2019). Lo que desencadenó los muros de pago (Epalza Lahuerta, Castañeda Zumeta & Pazos Illarramendi, 2020; Martín García, Ortega Fernández & Arranz Rodríguez, 2022b), suscripciones a los periódicos en versión digital con el objetivo de reducir la carga publicitaria para los lectores y mejorar su experiencia de lectura. Por lo que se podría determinar que la publicidad *online* hoy en día se puede caracterizar por su alta capacidad de segmentación, su bajo coste de acceso, la posibilidad



de tener una alta rentabilidad, la flexibilidad en la contratación, la potencialidad de resultados, su versatilidad, amplia gama en la producción de contenidos y la gran capacidad comunicativa, dando opción a utilizar múltiples creatividades y a interactuar con el usuario (Papí Gálvez, 2014; Solís Baena, 2016). Del mismo modo, el potencial de este tipo de publicidad consta de una característica singular, la cual se podría definir como el carácter geográfico de la publicidad. Esta característica se puede desglosar en tres ámbitos de actuación, el ámbito internacional, con mensajes generales y, normalmente, en inglés; el ámbito nacional, también mostraría mensajes generales, pero plasmando la cultura del país en el que se muestran, y, para finalizar, el ámbito local, con mensajes más cercanos ya que trata de impactar sobre un público muy concreto en una región determinada (Solís Baena, 2016), lo que otorga a esta característica de la publicidad digital un gran potencial, ya que permite llegar a todo tipo de públicos.

## 2. Preguntas de investigación

En el marco de este trabajo se presentan cuatro preguntas de investigación: P.I.1. ¿El carácter geográfico de la publicidad *online* de la prensa digital de la Comunidad de Madrid condiciona el resto de las características de dicha publicidad?, P.I.2. ¿El carácter geográfico condiciona el formato de la creatividad en la publicidad *online* de los medios digitales de Madrid?, P.I.3. ¿El carácter geográfico condiciona la tipología de creatividad en la publicidad digital de la prensa *online* de Madrid? Y P.I.4. ¿El carácter geográfico condiciona el origen de la publicidad *online* de la prensa digital de Madrid?

Para responder a las preguntas planteadas con anterioridad se han definido una serie de objetivos: O.G.: Determinar si el carácter geográfico actúa como condicionante en la publicidad *online* en los medios digitales de la Comunidad de Madrid, O.E.1.: Analizar la forma en la que el carácter geográfico condiciona el formato de creatividad utilizado en la publicidad digital de los medios digitales de Madrid, O.E.2.: Estudiar la manera en la que el carácter geográfico influencia el uso de las distintas tipologías de creatividad en la publicidad *online* de los medios digitales de Madrid y O.E.3.: Conocer cómo se comporta el carácter geográfico en cuanto al origen de la publicidad digital en la prensa *online* de Madrid.

## 3. Metodología

Con el objetivo de resolver las preguntas de investigación se ha diseñado una metodología basada en una base muestral específica donde, además, se han definido una serie de variables a analizar que permitan lograr dar respuesta a los objetivos de este estudio.

La selección de la muestra se ha realizado teniendo en cuenta los cuatro periódicos más relevantes en el ámbito digital de la Comunidad de Madrid: El País Madrid, El Mundo Madrid, ABC.es Madrid y La Vanguardia (GFK DAM, 28 de julio de 2023).

La base del estudio se ha llevado a cabo utilizando en todo momento una VPN (*virtual private network*) con ubicación en Villanueva de la Cañada (Madrid) para la recolección de datos, analizando los anuncios mostrados por los periódicos digitales más consumidos en la Comunidad de Madrid en la versión de escritorio de sus webs. Y, tomando la muestra del 1 al 15 de agosto de 2023 entre la franja horaria de las 10 y las 12 de la mañana de cada día. Por último, hay que destacar el carácter sesgado de la investigación al influir el perfil y las características del comportamiento *online* del recopilador de los datos en los anuncios mostrados en dichos medios digitales.

De tal modo se han analizado un total de 569 anuncios, siendo 97 de ellos pertenecientes a ABC.es Madrid, 75 a El Mundo Madrid, 112 a El País Madrid y 285 a La Vanguardia.

Las variables para analizar se dividen en dos tipos: la variable dependiente, que es el carácter geográfico; y las variables independientes, que son el formato de la creatividad, el origen de la publicidad y la tipología de la creatividad.

En primer lugar, la variable dependiente, el carácter geográfico de la publicidad *online*, la cual se ha definido con anterioridad en la introducción.

En segundo lugar, la variable independiente que hace relación al origen de la publicidad se puede dividir en dos tipos, la publicidad propia y la publicidad dentro de un emplazamiento publicitario. El primer tipo se caracteriza porque se gestiona dentro del propio medio, es decir, se puede contratar consultando y negociando las distintas tarifas con el medio digital (Papí Gálvez, 2014; Martín García, 2017a). Mientras que el segundo tipo de publicidad, la perteneciente al emplazamiento publicitario, no depende en su totalidad del propio medio digital, sino que se gestiona por fuentes publicitarias como Google Ads. Esta publicidad se caracteriza por su capacidad de insertar publicidad en función de intereses y comportamientos del usuario en el medio que está siendo consumido por dicho usuario (Papí Gálvez, 2014).

En tercer lugar, la variable independiente relacionada con los formatos de las creatividades cuenta con distinta variedad de formatos, ya que la gama de tamaños y las posibilidades de anuncio en prensa son inmensas (González Lobo, Carrero López y González Mariñas, 2018, Sánchez-Vizcaíno López, 2019, Perlado Lamo de Espinosa, 2006), pero para esta investigación se van a señalar tan solo los que se encontraron en los medios durante la recolección de los datos, detallándolos en la tabla 1.

*Tabla1. Nombre y tamaño de los formatos de publicidad online en medios digitales*

| Nombre del formato  | Tamaño del formato                                 |
|---------------------|----------------------------------------------------|
| <i>Billboard</i>    | 990x250px, 980x250px, 970x250px                    |
| Careta              | 990x90px desplegable a 990x1000px                  |
| Botón               | 300x100px                                          |
| Robapáginas         | 300x250px, 300x300px                               |
| Robapáginas grande  | 300x600px                                          |
| <i>Sky lateral</i>  | 120x600px, 160x600px                               |
| <i>Megabanner</i>   | 990x90px, 980x90px, 970x90px, 990x50px             |
| <i>Native ads</i>   | 300x600px, 300x250px                               |
| <i>Native video</i> | 300x600px, 300x250px                               |
| <i>Wallpaper</i>    | 456x1000px + 990x250px + 300x600px +<br>456x1000px |

*Fuente: Elaboración propia. Datos recopilados de (El Mundo, 28 de julio 2023), (CMVocento, 28 de julio 2023), (Godol Strategies, 1 de enero de 2023), (La Razón, 1 de enero de 2023) y (La Voz de Galicia, s.f.)*

En cuanto a la última variable independiente, la tipología de las creatividades, se encontrarían tres tipologías distintas, la de los anuncios estáticos, donde se muestran creatividades en un formato jpg o png, el cual carece de movimiento, las dinámicas, que se podrían definir también como anuncios *Rich Media* (Arriaga Bonilla & Trujillo Palenzuela, 2020), que serían las que utilizan tipologías *flash* o gif, y los anuncios interactivos, que son los que tienen la capacidad de interactuar con el usuario dentro de la página en la que se muestra.

#### 4. Resultados y conclusiones

En el presente apartado se discutirán los resultados de la investigación, viendo el grado de influencia que puede tener la variable carácter geográfico en el origen, formato y tipología de publicidad. A continuación, se muestra la ilustración 1 en la que se exponen las correlaciones existentes entre el carácter geográfico de la publicidad y su origen.

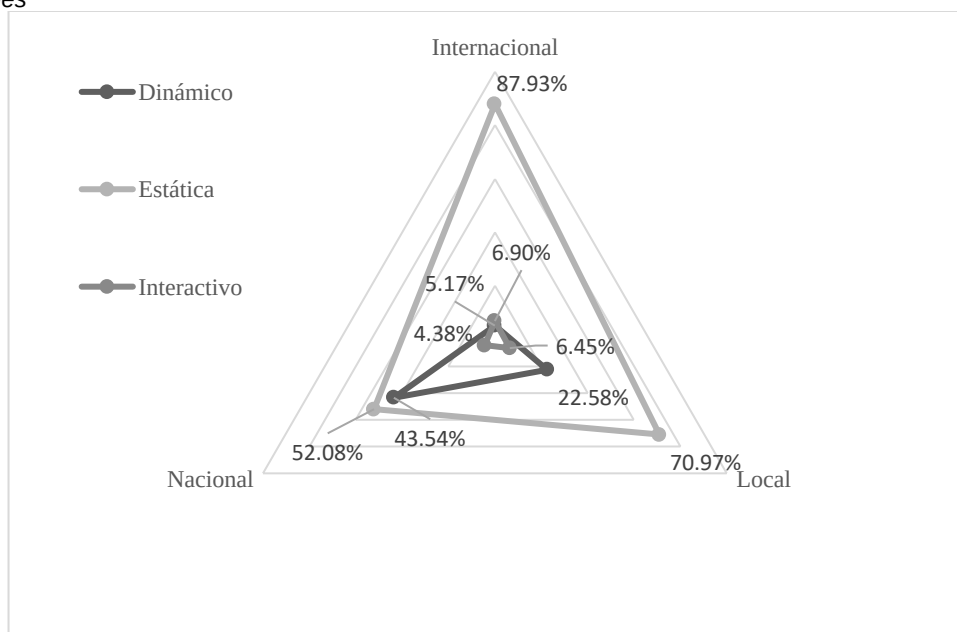
*Ilustración 1. Correlaciones existentes entre el carácter geográfico de la publicidad y su origen*



*Fuente: Elaboración propia*

Dentro del origen de la publicidad, se puede apreciar como existe una correlación muy alta entre los distintos tipos de carácter geográfico y el origen de la publicidad, siendo especialmente elevada en la relación existente entre el carácter internacional y local con la publicidad procedente de emplazamiento publicitario, mientras que la nacional, pese a que también registra un elevado porcentaje de correlación, el dato no es tan determinante, siendo casi un 0,78 la relación de la publicidad nacional con la proveniente de emplazamiento publicitario. Mientras que la publicidad propia registra una relación de un 0,21 con la publicidad de carácter nacional. Siguiendo con la discusión de los resultados se muestra en la Ilustración 2 las correlaciones existentes entre el carácter geográfico de la publicidad y la tipología de las creatividades.

*Ilustración 2: Correlaciones existentes entre el carácter geográfico de la publicidad y la tipología de las creatividades*



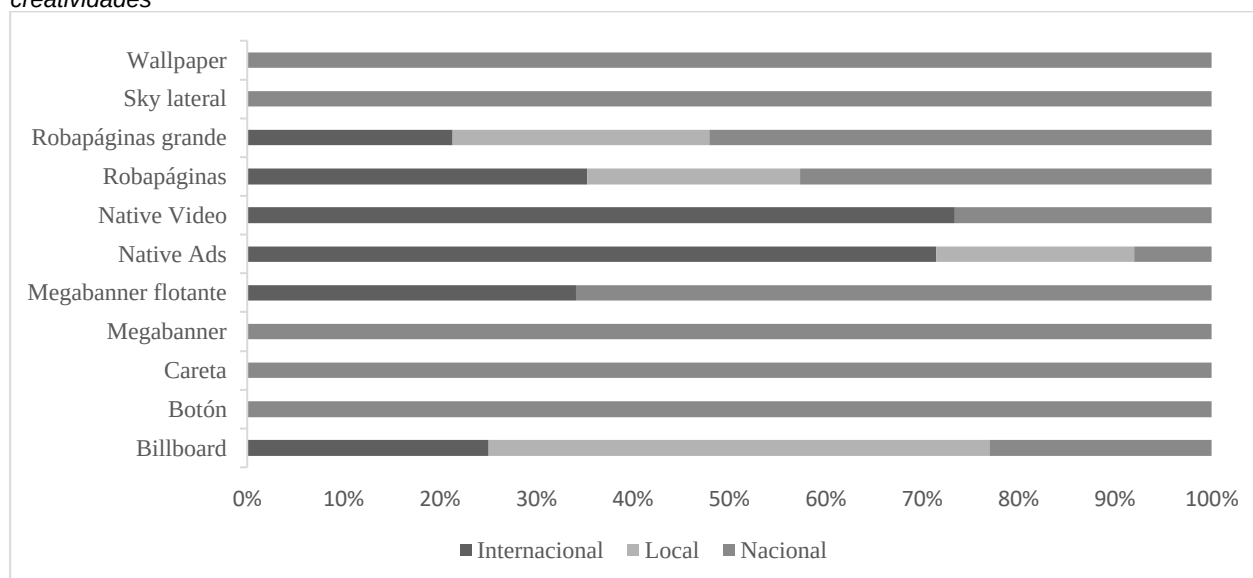
*Fuente: Elaboración propia*

Por consiguiente, estaría la correlación existente entre el carácter geográfico y las distintas tipologías de creatividades de la publicidad *online*, en este aspecto se ve como la publicidad de carácter nacional está más relacionada con los formatos estático y dinámico, mientras que la local y la internacional guarda mayor afinidad con la publicidad categorizada como estática.

Por último, cabe destacar que la publicidad interactiva y local muestran más relación con la publicidad interactiva que la publicidad de carácter nacional.

Terminando con la discusión de los resultados se encuentra la Ilustración 3, la cual expone las correlaciones existentes entre el carácter geográfico de la publicidad y el formato de las creatividades.

*Ilustración 3. Correlaciones existentes entre el carácter geográfico de la publicidad y el formato de las creatividades*



*Fuente: Elaboración propia*

Para finalizar quedaría resaltar el grado de relación que se muestra entre los distintos formatos de creatividad y el carácter geográfico de la publicidad digital, en este caso resulta especialmente importante destacar que la publicidad nacional guarda estrecha relación con el formato *billboard* (0,28) y robapáginas grande (0,37), al igual que la publicidad que tiene un carácter más local, pero en este caso, las correlaciones varían su graduación, siendo más fuerte la correlación con el formato *billboard* (0,65) y robapáginas grande (0,19) y, añadiendo, un nuevo formato destacado, los *native ads* (0,13). En última instancia estaría la publicidad perteneciente internacional, donde se encuentra una correlación más fuerte con los *native ads* (0,45), seguido de los *billboard* (0,31) y a la cola los robapáginas grandes (0,15).

Estos resultados evidencian el distinto comportamiento de la publicidad digital en función del carácter geográfico, caracterizando a la publicidad internacional por un uso exclusivo de los emplazamientos digitales, una clara preferencia por los formatos estáticos en sus creatividades y la preferencia de los *native ads* frente al resto de formatos publicitarios. Por el contrario, la publicidad local pese a su alto grado de correlación con el emplazamiento publicitario también muestra una (0,1) pequeña afinidad a la publicidad propia, repartiendo los pesos de las tipologías utilizadas con algo más de proporcionalidad entre el formato dinámico y el estático, aunque mantiene la hegemonía el formato estático, y, para finalizar, cabe destacar que apuestan por el *billboard* como formato estrella de anuncio. Por último estaría la publicidad de carácter nacional, la cual se encuentra mucho más repartida en origen que las mencionadas con anterioridad pero, aun así, la publicidad predominante sigue siendo la originaria de los emplazamientos publicitarios, en cuanto la tipología de creatividad se encuentra una afinidad de 0,44 con la tipología dinámica y de 0,52 con la tipología estática, lo que equilibra las tipologías de creatividad mostradas por la publicidad de carácter, y, para concluir, estaría el formato robapáginas grande como el más afín a este tipo de publicidad seguido por el *billboard*. A modo de conclusión, se puede afirmar que existen diferencias sustanciales entre los distintos caracteres geográficos de la publicidad *online* en medios digitales, los cuales suponen un

condicionante para el resto de las características de esta publicidad, destacando el formato y la tipología de la creatividad frente al origen de esta.

La relevancia del estudio se refleja en información de valor para anunciantes, ya que de este modo mejorarían y concretarían las características de su publicidad para obtener los mejores resultados cuando se anuncien en este medio. Además, esta investigación contribuye a la literatura existente sobre la publicidad digital, arrojando luz dentro de una característica tan concreta como es el carácter geográfico de esta. Y, por último, también aporta valor a la sociedad, ayudándola a comprender cuál es el funcionamiento de publicación de la publicidad *online* que consumen.

#### 5. Futuras líneas de trabajo

A modo de continuación de este estudio, resultaría interesante indagar en el ámbito de la prensa nacional con el fin de llegar a unas conclusiones más genéricas acerca del comportamiento de la publicidad en los medios digitales. Este tipo de investigaciones son necesarias para optimizar el sistema publicitario de los medios digitales, comprendiendo qué es lo que se muestra en relación con la totalidad de las características que tiene la prensa *online*.

Además, resultaría interesante ampliar esta investigación realizando una comparativa de la prensa digital con otros soportes digitales como podrían ser los blogs. Esto ayudaría a comprender la generalización o segmentación de la publicidad y cómo se puede mejorar su funcionamiento relacionado con el tipo de soporte en el que se muestra.

#### 6. Agradecimientos

Esta investigación se enmarca en el proyecto Madrid: marca ciudad, mercados, identidad, imagen, publicidad, y protección jurídica, MAD\_MMIIPP\_2 financiado con fondos de la IX Convocatoria de Investigación de la Universidad Camilo José Cela.

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## 4. Donde la educación se convierte en innovación. Emprendimiento universitario en Madrid

**Congress:** 38º AEDEM Annual Meeting

**Date:** 12, 13 and 14 June 2024

**Authors:** Pilar Yustres Duro, Laura Melendo Rodríguez-Carmona, Pablo Gutiérrez-Rodríguez & Pedro Cuesta-Valiño

**Title:** Donde la educación se convierte en innovación. Emprendimiento universitario en Madrid

**Location:** Toledo

**Contribution to the SDG:**

4. Quality education.

4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

8. Decent work and economic growth.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

## Donde la educación se convierte en innovación. Emprendimiento universitario en Madrid

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### ABSTRACT:

This paper address the current situation of university entrepreneurship in Spain, with special attention to the Community of Madrid. The research begins by exploring the orientation that universities provide to entrepreneurship, analysing how they approach training and the encouragement of entrepreneurial practice. Next, the concept of entrepreneurship at the university environment is examined, identifying academic and university approaches. Subsequently, the research focuses on university entrepreneurship in Spain and, more specifically, in the Community of Madrid. Its relevance as a source of innovation and economic and social development at regional and national level is highlighted. In addition, areas of improvement are pointed out in the promotion of entrepreneurship from the university with a practical approach, highlighting strategic sectors and underlining the importance of disseminating successful entrepreneurial practices to promote university entrepreneurship, emphasising the visualization of entrepreneur happiness and well-being.

### KEYWORDS:

University entrepreneurship, employer happiness, Community of Madrid, development economy, entrepreneurial ecosystem



## 5. Cómo comprender al consumidor online: usabilidad, intención de compra y lealtad

**Congress:** XXXV Congreso Internacional de Marketing. AEMARK

**Date:** 11, 12 and 13 september 2024

**Authors:** Pedro Cuesta-Valiño, Laura Melendo Rodríguez-Carmona, Pablo Gutiérrez-Rodríguez & Pilar Yustres Duro

**Title:** Cómo comprender al consumidor online: usabilidad, intención de compra y lealtad

**Location:** Cuenca

# CÓMO COMPRENDER AL CONSUMIDOR ONLINE: USABILIDAD, INTENCIÓN DE COMPRA Y LEALTAD

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## RESUMEN

*La presente investigación pretende abordar temas de actualidad como es el comercio electrónico de moda. En primer lugar, se realizará una revisión de la literatura de la usabilidad del comercio electrónico, la intención de compra y la lealtad del consumidor. Para después probar mediante una ecuación estructural la relación existente entre las variables usabilidad, intención de compra, teniendo en consideración factores que pueden afectarla como el bienestar animal, el compromiso medioambiental y el bienestar de los trabajadores, y lealtad del consumidor. Todo esto se tratará de manera cuantitativa a través de una encuesta que busca conseguir una muestra representativa de la población española. Por último, este estudio busca aportar contribuciones gerenciales, sociales y teóricas.*

## Palabras clave:

Comercio electrónico, usabilidad, intención de compra, lealtad del consumidor, gestión de la felicidad, comercio minorista, moda

## ABSTRACT

*This research aims to address current issues such as fashion e-commerce. Firstly, a literature review of e-commerce usability, purchase intention and consumer loyalty will be carried out. Then, a structural equation will be used to test the relationship between the variables usability, purchase intention, taking into consideration factors that may affect it such as animal welfare, environmental commitment and workers' welfare, and consumer loyalty. All of this will be dealt with quantitatively through a survey that seeks to obtain a representative sample of the Spanish population. Finally, this study seeks to provide managerial, social and theoretical contributions.*

## Keywords:

e-commerce, usability, purchase intention, consumer loyalty, happiness management, retail, fashion

## **1. Introducción**

El comercio electrónico de moda es una realidad cada día más normalizada en nuestras vidas, el uso y disfrute de este tipo de comercio acarrea ciertas inquietudes y dudas respecto a cómo optimizar su uso por parte de las empresas y cómo aprovechar sus beneficios por parte de los consumidores. De tal modo, esta investigación propone un trabajo en curso que ha estructurado en tres partes, el marco teórico, donde se ahondará un poco en la literatura existente sobre la usabilidad del comercio electrónico, la intención de compra y algunos de sus indicadores más interesantes como la preocupación del consumidor por el bienestar animal, el compromiso medioambiental o el bienestar de los trabajadores y, por último, se estudiará la lealtad del consumidor. Todo el marco teórico irá acompañado del planteamiento de las hipótesis objeto de estudio, surgidas a consecuencia del estudio de la literatura de este campo. Posteriormente, se expondrá la metodología que se empleará para llevar a cabo esta investigación. Y, por último, se expondrán las posibles aportaciones gerenciales, sociales y teóricas del estudio.

## **2. Marco teórico**

### **2.1. Usabilidad del comercio electrónico**

El concepto de usabilidad ha sido objeto de estudio desde los años 90, Nielsen (1993) comienza definiéndolo como la cuestión de cómo los usuarios pueden utilizar la funcionalidad de un sistema o aplicación. Lewis (1995) la entiende como un producto que no sigue un comportamiento unidimensional, es decir, aborda varios atributos relacionados con el usuario como la satisfacción de este con el sistema, el tiempo que tarda en completar una tarea y la adecuación de la información al soporte. Posteriormente, Preece (2001) define a la usabilidad como el sentido de cómo de intuitivo y fácil es para las personas aprender a usar e interactuar con un producto. Más recientemente, Casaló, Flavián & Guinalíu (2008) también tratan la usabilidad haciendo referencia al esfuerzo necesario que tiene que hacer el usuario para utilizar un sistema informático y, además, destaca el hecho de que una buena usabilidad haría que el usuario tenga en mayor consideración al sistema o aplicación que está utilizando, aumentando consecuentemente su nivel de lealtad. A su vez, Vila & Kuster (2011) tratan la usabilidad como un elemento del diseño web, y la definen como la facilidad y rapidez de usar un sistema, estos autores, del mismo modo, relacionan la usabilidad con la intención de compra que a su vez afectaría a la lealtad del consumidor. Más adelante, autores como Barnard, Bradley, Hodgson & Lloyd (2013) continúan teorizando sobre la usabilidad y recalcan su importancia, en el sentido de que la tecnología no debe ser demasiado difícil de usar ya que de ser así el usuario renunciaría a utilizarla o la utilizaría de forma errónea. Y, actualmente, sigue siendo un tema de estudio interesante, Behnam, Khajovei, Navizadeh, Saedi & Ghaemi (2023) definen la usabilidad como un sistema que muestra el grado de eficiencia, eficacia y satisfacción del usuario para alcanzar unos objetivos concretos. Por último, otros de los muchos autores que tratan este concepto es AlSalem & Alshamari (2023) que indican que la usabilidad es un aspecto de calidad que tiene como fin ayudar a los usuarios a lograr sus objetivos fácilmente.

H1. La usabilidad del comercio electrónico afecta directa y positivamente a la lealtad del consumidor.

H2. La usabilidad del comercio electrónico afecta directa y positivamente a la intención de compra del consumidor

### **2.2. Intención de compra del consumidor**

La intención de compra del consumidor es un concepto que ha suscitado mucho interés por los académicos a lo largo de los años, Taylor & Backer (1994) comienzan tratando el tema de la intención de compra del consumidor relacionándola con la calidad del servicio y la satisfacción del cliente en entornos de servicio. Más tarde, Otim & Grover (2006) estos autores investigan sobre todas las fases de la intención de compra, desde el punto de vista de los servicios que proporciona la web y sus efectos en los servicios previos a la compra, los servicios relacionados con la transacción y los servicios posteriores a la compra sobre la fidelidad del cliente, entendido

como la intención de volver a comprar un producto en la misma tienda. Harris & Goode (2010) realizan una investigación en la que tratan las intenciones de compra, confianza y paisaje de servicios electrónicos que presenta los entornos físicos en línea. Luego, Hsu, Chang & Chen (2012) indican que la intención de compra por internet es la fuerza de las intenciones de un consumidor de realizar un determinado comportamiento de compra a través de internet. Kang & Hustvedt (2014) también se interesan por la intención de compra relacionándola con aspectos como la transparencia, responsabilidad social, confianza, actitud e intención de realizar recomendaciones boca a boca. Posteriormente, Pappas (2016) estudia la intención de compra dentro del sector turístico, analizando la relación que se da entre los riesgos percibidos en Internet y la influencia relativamente igual de los riesgos del producto y del canal electrónico en la confianza de los consumidores, y que las intenciones de compra en línea están igualmente influidas por la confianza de los consumidores en el producto y en el canal electrónico. Yim, Chu & Sauer (2017) estudian la intención de compra mediante las actitudes positivas que se producen mediante el uso de la realidad aumentada ya que proporcionaría una serie de beneficios como la novedad, la inmersión, el disfrute o la utilidad. Por último, Stringer, Mortimer & Payne (2020) investigan sobre la intención de compra con relación a la industria del *fast-fashion* y cómo aspectos éticos influyen en este comportamiento, los aspectos escogidos como objeto de estudio han sido el bienestar animal, el compromiso medio ambiental y el bienestar de los trabajadores, pese a que este estudio no arroja datos concluyentes de todas las variables, estos aspectos éticos siguen suscitando un gran interés por parte de la comunidad académica.

H3a. La preocupación de los consumidores por el bienestar de los animales influirá positivamente en sus intenciones de compra.

H3b. La preocupación de los consumidores por el medio ambiente influirá positivamente en sus intenciones de compra.

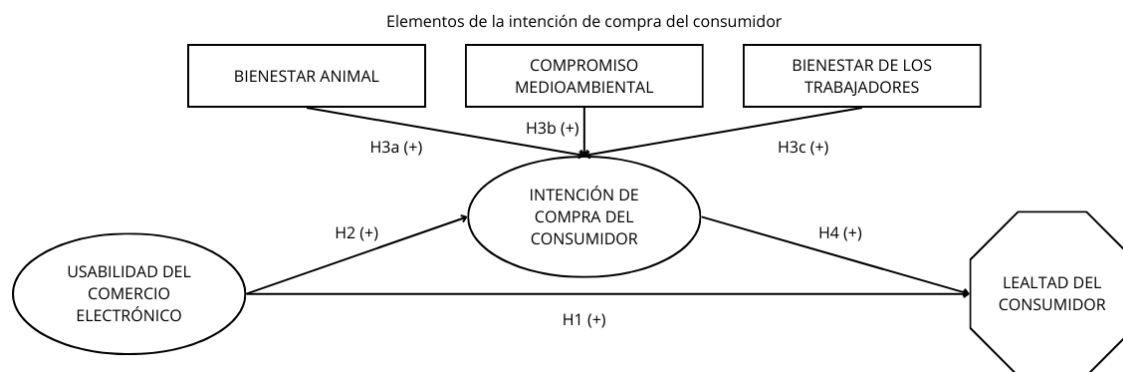
H3c. La preocupación de los consumidores por el bienestar de los trabajadores influirá positivamente en sus intenciones de compra.

### **2.3. Lealtad del consumidor**

Zeithaml, Berry & Parasuraman (1996) defienden que la lealtad puede manifestarse de múltiples formas, por ejemplo, expresando preferencia por una empresa frente a otras, continuando la compra a la misma o aumentando el negocio en el futuro. Unos años más tarde, Olsen (2002) estudia la intención de compra desde la perspectiva de un comportamiento recurrente de consumo ligado a la lealtad del consumidor. Después, Cyr (2008) aporta una definición a la lealtad dentro del ámbito electrónico, la define como la intención percibida de visitar o utilizar un sitio web en el futuro y considerar comprar en él en el futuro. Prasad, Gard & Prasad (2019) describen la lealtad como el compromiso que muestra el cliente al comprar en una empresa y contribuir a su éxito e indica que se manifiesta tras su primera compra. Más adelante, Molinillo, Anaya-Sánchez & Liébana-Cabanillas (2020) indican que los factores de apoyo social y comunidad afectan en el compromiso de los clientes y, a su vez, tiene efecto en la lealtad del consumidor a los sitios web de comercio social. Coetáneamente, Panda et al. (2020) también realiza un estudio en el que entre otros aspectos relaciona la intención de compra con la lealtad, dentro del ámbito del consumo sostenible. Marco & Kusá (2023) realizan una investigación a través del neuromarketing con el objetivo de definir el impacto de la información y la desinformación en la generación Y y Z en lo respectivo a la fidelidad del consumidor dentro de las técnicas comunicativas de marketing de marcas de *fast-fashion*. Raman & Ramachandaran (2024) subrayan la importancia de la lealtad del consumidor al indicar que es un elemento fundamental para el éxito a largo plazo de un negocio.

H4. La intención de compra del consumidor afecta directa y positivamente a la lealtad del consumidor

FIGURA 1  
**Modelo de marco teórico e hipótesis.**



Fuente: Elaboración propia.

### 3. Metodología

La metodología escogida para esta investigación será puramente cuantitativa, a través de una encuesta plantearán cuatro preguntas para el constructo usabilidad (Chiu et al, 2005), cuatro preguntas para el constructo lealtad (Zeithaml, Berry & Parasuraman, 1996), cuatro preguntas para el constructo de intención de compra del consumidor (Vila y Kuster, 2011; Hsu, Chang & Chen, 2012) y tres preguntas respectivamente para cada uno de los indicadores relacionados con la intención de compra del consumidor, bienestar animal, compromiso medioambiental y bienestar del trabajador (Pepper et al, 2009; Miguel, Coelho y Bairrada, 2020). Además, el cuestionario cuenta con cuatro preguntas comportamentales, cinco demográficas y una pregunta de control para asegurar la validez y fiabilidad de la investigación.

Se pretende conseguir que sea representativa de la población española, alcanzando las 385 encuestas válidas como mínimo, lo que aseguraría un nivel de confianza para esta investigación del 95% y un margen de error del 5%. La encuesta se enviará a personas que hayan comprado por internet y que se encuentren en una franja de edad de entre 18 y 78 años y el sistema de recolección de datos sería mediante el sistema CAWI (*computer assisted web interviewing*).

Una vez recolectados los datos, se realizará un análisis factorial de los datos mediante el software SPSS para comprobar la validez y fiabilidad de los datos con los que se va a trabajar.

Posteriormente, mediante el software PLS se llevará a cabo la validación del modelo de ecuación estructural propuesto.

### 4. Posibles aportaciones

Esta investigación pretende aportar contribuciones de distinta índole, gerenciales, sociales y teóricas. Las contribuciones gerenciales que busca aportar van en línea con la gestión de la felicidad de las empresas y la gestión de su responsabilidad social, en este punto, la investigación evidenciaría el efecto directo que este tipo de prácticas puede tener directamente sobre la intención de compra e indirectamente sobre la lealtad del consumidor. Asimismo, también pretende dar luz sobre la importancia que pueda tener la usabilidad y cuidado de la web o aplicación de venta de un negocio sobre la intención de compra y lealtad del usuario, ayudando al empresario a identificar qué puntos de su web son en los que tendría que poner mayor atención.

Por otro lado, las aportaciones sociales que trata de mostrar esta investigación es la concienciación del usuario sobre ciertas técnicas de marketing aplicadas por la empresa como pudiera ser la usabilidad de sus plataformas o bien la percepción que tienen los consumidores sobre aspectos más éticos relacionados con una empresa y cómo esto puede afectar a la intención de compra y la lealtad de los consumidores.

Por último, cabrían destacar las aportaciones teóricas, ya que este estudio propone un modelo de ecuación estructural que no ha sido estudiado con anterioridad y que identifica temas candentes de la actualidad académica, social y gerencial, por lo que supondría un gran aporte de valor a la literatura del comportamiento del consumidor.

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## 6. Camino al bienestar del trabajador. Estudio comparativo entre empresas de España e Italia

**Congress:** XXXV Congreso Internacional de Marketing. AEMARK

**Date:** 11, 12 and 13 september 2024

**Authors:** Pilar Yustres Duro, Laura Melendo-Rodríguez-Carmona, África Presol Herrero & Pedro Cuesta-Valiño

**Title:** Camino al bienestar del trabajador. Estudio comparativo entre empresas de España e Italia

**Location:** Cuenca

### **Contribution to the SDG:**

8. Decent work and economic growth.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

# CAMINO AL BIENESTAR DEL TRABAJADOR. ESTUDIO COMPARATIVO ENTRE EMPRESAS DE ESPAÑA E ITALIA

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## RESUMEN

*La presente investigación pretende abordar temas de actualidad como es el bienestar de los trabajadores mediante un estudio comparativo de la Comunidad de Madrid y la Emilia Romagna. En primer lugar, se trabajará el estado del arte del salario emocional, la responsabilidad social corporativa, la satisfacción del trabajador y el bienestar del trabajador. Después se probará la ecuación estructural que relacione los conceptos estudiados previamente. Todo esto se tratará de manera cuantitativa a través de una encuesta que busca conseguir una muestra representativa de trabajadores de España e Italia y de forma cualitativa a través de una entrevista al empresariado de ambos países. Por último, este estudio busca aportar contribuciones gerenciales, sociales y teóricas.*

## Palabras clave:

Gestión de la felicidad, felicidad del trabajador, satisfacción del trabajador, satisfacción en el trabajo, salario emocional, responsabilidad social corporativa

## ABSTRACT

*This research aims to address current issues such as the well-being of workers through a comparative study of the Community of Madrid and Emilia Romagna. Firstly, the state of the art of the emotional wage, corporate social responsibility, employee satisfaction and employee well-being will be studied. Then, the structural equation relating the previously studied concepts will be tested. All this will be dealt with quantitatively through a survey that seeks to obtain a representative sample of workers in Spain and Italy and quantitatively through an interview with employers in both countries. Finally, this study seeks to provide managerial, social and theoretical contributions.*

## Keywords:

Happiness management, employee wellbeing, employee satisfaction, job satisfaction, emotional salary, corporate social responsibility



## **1. Introducción**

El estudio del bienestar de los trabajadores es un tema de investigación que ha ganado popularidad en los últimos años, aunque si bien es cierto, se podría decir que su estudio aún es un poco limitado. Tal es así que esta investigación pretende contribuir a dar luz a esos puntos mediante un estudio comparativo del camino al bienestar del trabajador entre la Comunidad de Madrid, en España, y la Emilia Romagna, en Italia. Este estudio se dividirá en varias partes, en primer lugar, se llevará a cabo un estudio del estado del arte del objeto de estudio y se presentarán las hipótesis que se pretenden confirmar con la parte empírica del estudio. En segundo lugar, se planteará la metodología escogida para el estudio, en este punto se trabajará con una metodología mixta, a nivel cuantitativo se planteará un cuestionario para trabajadores y a nivel cualitativo se planteará una entrevista en profundidad a empresarios, directivos de empresas y/o representantes de asociaciones empresariales. Por último, se expondrán las posibles aportaciones del estudio.

## **2. Marco teórico**

### **2.1. Salario emocional**

El concepto del salario emocional es un tema que ha ganado bastante protagonismo en la actualidad, autores como Sánchez-Bayón (2020) estudian el término desde la perspectiva de la renovación del pensamiento económico-empresarial tras la globalización, además incluirlo dentro de la economía de la felicidad. Rodríguez Ortega de Peña (2020) busca comprobar en qué medida el salario emocional influye en la salud y bienestar de los trabajadores y como mecanismo de retención del talento por las empresas. Salvador Moreno, Torrens-Pérez, Vega-Falcón & Noroña-Álvarez (2021) indican el auge de este tipo de salario por el empresariado español tras la pandemia del COVID-19, y lo define “como los factores y satisfactores que logran bienestar emocional en el trabajador y permiten su desarrollo profesional y familiar”. Carpio & Urbano (2021) describen el salario emocional como horarios flexibles, teletrabajo, seguro médico, sistema de bonificaciones, conciliación entre tiempo de trabajo, tiempo de ocio y tiempo familiar, promoción personal y profesional. Madero-Gómez, Ortiz-Mendoza & Guerra-Leal (2020) destacan la importancia de la flexibilidad dentro del salario emocional. Díaz-García, Almorza-Gomar & González-Arrieta (2023) comprueban la relación existente entre el salario emocional y la satisfacción en el trabajo. A su vez, Solís Granda & Burgos Villamar (2023) define el salario emocional como algo que va más allá de una compensación complementaria económica al salario monetario y buscan la relación del salario emocional con la satisfacción en el trabajo. Más recientemente, Ravina-Ripoll, Díaz-García, Ahumada-Tello & Galván-Vela (2024) determinan que el salario emocional se está convirtiendo en uno de los factores más importantes para que las empresas aumenten la efectividad de sus trabajadores, y lo relacionan con la felicidad del trabajador.

H1. El salario emocional influye directa y positivamente en la satisfacción del empleado

### **2.2. Responsabilidad social corporativa**

A lo largo de los años se ha ido estudiando la responsabilidad social corporativa de las empresas (RSC), Windsor (2001) trata el término haciendo alusión a su complejidad, ya que afecta a muchas partes del panorama económico desde al modus operandi del propio empresario como a los stakeholders o a la propia globalización de la economía. Griesse (2007) estudia la RSC desde distintas prácticas, medioambientales, de derechos de los trabajadores, de transparencia de las organizaciones e incluso desde donaciones promovidas para causas de distinta índole como la formación en educación medioambiental. Poco después, Gomes Molica, Moreira de Carvalho Neto y Barros Goncalves (2008) investigan sobre la RSC desde el punto de la negociación colectiva entre trabajadores y empresarios. Prado Lorenzo, García Sánchez & Gallego-Álvarez (2009) estudian la RSC partiendo de los informes de responsabilidad social corporativa que aportan las propias empresas buscando la relación entre estos informes, los Consejos de Administración de las empresas y la divulgación de esta información. En cambio, Bauman & Skitha (2012) trabajan en la relación que puede darse entre RSC y los empleados. Contemporáneamente, Luna-González & Rodríguez-Hurtado (2012) definen la RSC como la

contribución de la empresa al desarrollo sostenible de una economía, donde se fagocitan los intereses económicos con aspectos de ámbito social y/o medioambiental. Robles Acosta, Alviter Rojas y Martínez Rodríguez (2020) trabajan la relación entre el sentido de pertenencia, las relaciones intraorganizacionales, la participación activa en el desarrollo de la comunidad y la RSC. Por último, Andreu-Pinillos, Fernández-Fernández & Fernández-Mateo (2020) ponen el valor el papel crucial del gobierno corporativo de la empresa en la responsabilidad social corporativa.

H2. La responsabilidad social corporativa influye directa y positivamente en la satisfacción del empleado

### **2.3. Satisfacción del empleado**

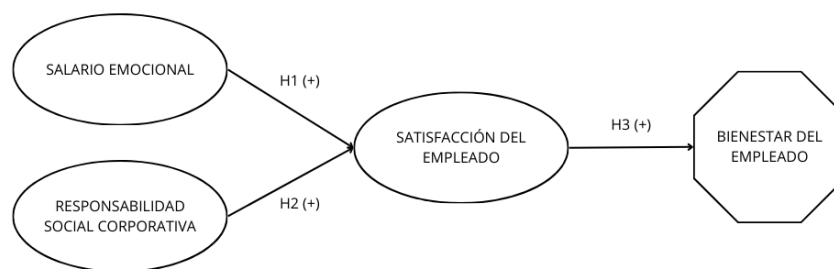
La satisfacción del empleado es un tema de estudio recurrente, Williams & Anderson (1991) investigan sobre la relación entre la satisfacción en el trabajo, el compromiso organizativo de la empresa y la organización de la ciudadanía y los comportamientos de esta. Posteriormente, Judge, Locke, Durham & Kluger (1998) estudian la satisfacción del trabajo con relación a las propias autoevaluaciones de los trabajadores, las características del propio trabajo y la satisfacción con la vida en general. Harter, Schmidt & Hayes (2002) trabajan la relación a nivel de unidad de negocio entre la satisfacción y el compromiso de los empleados y los resultados a nivel de unidad de negocio de satisfacción del cliente, productividad, beneficios, rotación de empleados y accidentes. Wong & Law (2002) estudian la relación entre la inteligencia emocional de supervisores y empleados con la satisfacción con el trabajo entre otros conceptos. Chi & Gursoy (2009) determinan que la satisfacción del cliente afecta a los resultados económicos de la empresa y media entre la satisfacción del trabajador y estos resultados. Más adelante, Men (2014) estudia cómo influye el liderazgo en las relaciones públicas internas estableciendo el vínculo entre el liderazgo transformacional, el uso de canales de comunicación, la comunicación simétrica y la satisfacción de los empleados. De Reuver, Kroon, Madinabeitia Olabarria & Elorza Iñurrategui (2021) estudian el comportamiento de distintos tipos de organizaciones empresariales con respecto a aspectos como la participación en el lugar de trabajo y la satisfacción del empleado entre otros. Y, por último, Elayan, Elbawi, Shalan, AlHoorie & Shamaout (2023) concluyen que la inteligencia emocional percibida del supervisor afecta a al bienestar del trabajador.

H3. La satisfacción del empleado influye directa y positivamente en la felicidad del empleado.

### **2.4. Bienestar del empleado**

Con relación al estudio del bienestar del empleado, De Jonge, Bosma, Peter & Siegrist (2000) estudiaron los efectos del modelo de control de demanda laboral y el modelo de desequilibrio esfuerzo-recompensa sobre el bienestar de los empleados. Meyer, Stanley, Herscovitch & Topoluytsky (2002) estudiaron la relación entre el compromiso afectivo, de continuidad y normativo sobre los turnos rotativos, el comportamiento en el trabajo y la salud y el bienestar de los empleados. Más adelante, Page & Vella-Brodrick (2009) indicaron que el bienestar de los empleados se compone de tres tipos de bienestar, el subjetivo, el laboral y el psicológico, además, el bienestar de los empleados es un acicate para el bienestar organizacional y propusieron modelos para aumentar el bienestar de los empleados. Fisher (2010) destaca como elementos indispensables dentro del bienestar del trabajador el compromiso laboral, la satisfacción laboral y el compromiso organizacional efectivo. Posteriormente, Gilchrist, Brown & Mortanzino (2015) estudian cómo afectan las zonas verdes dentro de los espacios de trabajo a la felicidad del empleado. Inceoglu, Thomas, Chu, Plans & Gerbasi (2018) estudian como el liderazgo en la empresa afecta al bienestar de los empleados. Por otro lado, Gorgenyi-Hegyes, Nathan & Farkas (2021) investigan sobre relación entre los beneficios laborales relacionados con la salud y el bienestar, la satisfacción y la lealtad de los empleados hacia su lugar de trabajo. Por último, Zacher (2023) trabaja en cómo las características de los empleados, las características organizacionales y las características de los eventos corporativos se relacionan con la felicidad de los empleados.

FIGURA 1  
**Modelo de marco teórico e hipótesis**



Fuente: Elaboración propia

### 3. Metodología

La metodología propuesta para este estudio será cuantitativa y cualitativa. Por un lado, la parte cuantitativa se centrará en la elaboración de un cuestionario dirigido a trabajadores de empresas de la Comunidad de Madrid en España y de la Emilia Romagna en Italia. Este cuestionario constará de quince preguntas, de ellas, tres serán demográficas, tres harán referencia a aspectos del salario emocional, tres a aspectos de la responsabilidad social corporativa, tres a la satisfacción del empleado y tres al bienestar del empleado. Este cuestionario pretende alcanzar una muestra de 800 trabajadores repartidos por las zonas de estudio, obteniendo 400 de España y otros 400 de Italia y conseguir un error muestral de 3,46%. Se difundirá mediante el sistema CAWI (*computer assisted web interviewing*). Los datos obtenidos del cuestionario se trabajarán mediante SPSS con para validar y dar fiabilidad a los datos disponibles y, luego, se comprobará el modelo de ecuación estructural planteado a través de PSL-SEM. Por otro lado, se realizará una entrevista en profundidad a las distintas partes del empresariado a fin de obtener una visión completa del tema objeto de estudio, cómo gestionan las propias empresas el bienestar de sus trabajadores. La información que se haya conseguido de estas entrevistas se trabajará mediante el soporte atlas.ti.

### 4. Posibles aportaciones

Las aportaciones gerenciales buscan contribuir directamente al desarrollo empresarial en materia de gestión de la felicidad por parte de las empresas, mostrar la realidad de la situación actual del objeto de estudio contada por los propios trabajadores a través de la encuesta y la actual gestión de la felicidad por parte del empresariado. Una vez se tengan los datos de la parte del trabajador y del empresario se procederá a proponer mejoras, consejos y recomendaciones para ayudar al empresariado a mejorar la gestión de la felicidad por parte de sus empresas. En cuanto a las contribuciones sociales, este estudio pretende otorgar la importancia que merece un ámbito de estudio tan candente como es la gestión de la felicidad por parte del empresario y el bienestar y la satisfacción del trabajador, buscando justificar que la perfecta armonía de la felicidad dentro de la empresa hará que esta funcione mejor y que se consiga una sociedad más feliz. Por último, estarían las aportaciones teóricas, realizando un breve repaso por la literatura existente sobre este tema, hemos descubierto que la gestión de la felicidad es un tema que suscita mucho interés en los últimos años, que la literatura académica está poniendo su foco de interés en él y que el modelo propuesto en esta investigación está aún inexplorado, por lo que su confirmación podría suponer un gran aporte de valor para la literatura económica.

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## 7. Happiness management in university entrepreneurship: A bibliometric review

**Congress:** II International Congress on Sustainable Social Development ICOSOD24

**Date:** 16, 17 and 18 october 2024

**Authors:** Pilar Yustres-Duro, Pedro Cuesta-Valiño, Laura Melendo Rodríguez-Carmona & Estela Núñez-Barriopedro

**Title:** Happiness management in university entrepreneurship: A bibliometric review

**Location:** Cádiz

**Contribution to the SDG:**

8. Decent work and economic growth.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

## HAPPINESS MANAGEMENT IN UNIVERSITY ENTREPRENEURSHIP: A BIBLIOMETRIC REVIEW

In the last decade, happiness management has gained relevance within the university entrepreneurial field. This justifies a bibliometric review that assesses its lines of research and possible gaps. Additionally, the need for greater business education within universities is evident. Therefore, this work aims to contribute to the advancement of happiness management in the context of university entrepreneurship.

The methodology used consists of a bibliometric review. To reach these articles, the PRISMA methodology has been used, through which the keywords that have been dumped into the Web of Science database have been selected. These keywords would be identified within the “Topic” of the search engine and were: happiness management AND entrepreneur AND university AND "happiness management" OR "happiness at work" OR "workplace happiness" OR "happiness" OR "happiness index" OR "employee happiness" OR "entrepreneur happiness" OR "subjective happiness" AND "wellbeing management" OR "wellbeing at work" OR "wellbeing happiness" OR "wellbeing" OR "wellbeing index" OR "employee wellbeing" OR "entrepreneur wellbeing" OR "subjective wellbeing" AND "well-being management" OR "well-being at work" OR "well-being happiness" OR "well-being" OR "well-being index" OR "employee well-being" OR "entrepreneur well-being" OR "subjective well-being" AND "entrepreneur" OR "entrepreneurial" OR "entrepreneurship" OR "entrepreneurs" OR "university entrepreneur" OR "university entrepreneurial" OR "university entrepreneurship" OR "university entrepreneurs". The first filtering phase was then carried out by limiting the “Document type” to “Article”. Secondly, it was filtered by language, limiting the search to documents that were in English or Spanish. Thirdly, it was filtered by publication date, limiting the publications between the years 2014 and 2024. Subsequently, the “Research Area” was limited to Business Economics, Behavioral Sciences, Social Issues, Social Sciences Other Topics, Social Work and Development Studies. And, finally, a filter was applied to work only with documents that were categorized as “Highly Cited Papers”. After this process, a total of 391 articles from scientific journals related to the object of study were analyzed.

Once the articles to be analysed have been identified, the results are presented, where the 10 most cited articles on the topic are identified. In addition, the main contribution of these articles is analysed and their application within the management of happiness in university entrepreneurship. Also, the evolution of scientific production will be studied according to the articles published and the number of citations of each of these articles. Then, the 10 journals with the highest

number of publications will be determined, identifying their Q and H index. Additionally, a ranking will be made with the 10 countries with the highest number of publications. Continuing with the study, the different thematic areas to which the selected articles belong will be identified and the type of study carried out in each of the investigations will be studied.

The academic contributions of this research, by providing data on the reference articles within this field of study. In turn, it shows the progression of the research topic over the last 10 years and how it has progressively gained importance. In addition, it identifies which journals and countries are working most on happiness management within university entrepreneurship, which makes it easier for academics to identify the highest quality or most relevant content to continue studying in this line of research. It also contributes by providing valuable information on which are the most popular topics in this field, mainly studies related to business management and organization and works related to the different types of entrepreneurship. It also highlights empirical studies and those of a more theoretical or conceptual nature as the most common within this field of study.

Among the managerial contributions that this work provides, it can be seen how topics such as creativity and innovation gain importance within the strategies for managing happiness in the company, likewise, the importance of creating business sense through emotions and complex processes that involve the employee and entrepreneur is highlighted. Also of special interest is the way in which financing can be obtained for these ventures; in this case, alternatives implemented by companies that go beyond conventional sources of financing are identified. Finally, the importance of the different types of entrepreneurship is highlighted, since the social and digital nature is a key point for new ventures and the management of happiness within the company must be aligned with these realities if it is to be successful.

Finally, there are social contributions. Within this type of contributions, it is worth highlighting that the social aspect is a fundamental element within the management of happiness within university ventures, firstly, due to the mere fact that ventures are acquiring a strong social character to adapt to the demands of society. In addition, this social character of ventures is directly linked to the management of happiness within the company and, consequently, to the happiness of the clients themselves, which makes the entire business ecosystem end up being in harmony.

In conclusion, it can be said that university entrepreneurship in Spain has gained relevance from 2018 onwards, with most of the citations on this subject being concentrated between those years and reaching the highest number of

publications on university entrepreneurship in relation to happiness management in 2023. The journals with the greatest impact and number of publications of the object of study can be highlighted as Technological Forecasting and Social Change, Journal of Business Research and Research Policy, all of which are located in Q1 and have in an H index greater than 170. It is also worth highlighting the United States, the United Kingdom and China as leading countries in the study of university entrepreneurship in relation to happiness management, since they are the countries that register the greatest number of publications. It is also concluded that the studies analyzed can be grouped by research areas in which they mainly study business management and organization, the creation of meaning within an organization, business financing and types of entrepreneurship. Taking special relevance to the studies of business management and organization, types of entrepreneurship, business models and financing, found mainly in empirical and theoretical work



## 8. Worker happiness, consumer purchase intent and e-commerce usability, the road to consumer happiness

**Congress:** 8th International Academic and Professional Congress on Happiness

**Date:** 21 and 22 november 2024

**Authors:** Pilar Yustres-Duro, Pedro Cuesta-Valiño, Laura Melendo-Rodríguez-Carmona & Pablo Gutiérrez-Rodríguez

**Title:** Worker happiness, consumer purchase intent and e-commerce usability, the road to consumer happiness

**Location:** Málaga

**Contribution to the SDG:**

8. Decent work and economic growth.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

It was awarded the "Award to the communication 'Worker happiness, consumer purchase intent and e-commerce usability, the road to consumer happiness'" (see Annex VIII).



## Red Universitaria de la Felicidad

### 8th International Academic and Professional Congress on Happiness "Communication, happiness, economy and innovation: Analysis of entrepreneurial ecosystems with a gender perspective"

#### 4. Worker happiness, consumer purchase intent and e-commerce usability, the road to consumer happiness

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**Abstract:** The rise in popularity of e-commerce and the focus on consumer loyalty are the key drivers behind this study. Brands must adapt to the new demands of their consumers in the digital channel but always with a focus on customer loyalty. To achieve this objective, it is essential to study the factors that affect this dimension, such as the aesthetics and functionality of the digital platform or the consumer's intention to buy, the concern for the well-being of the employees of the companies in which they consume, among others. This paper conducts an empirical study based on structural equation modelling (SEM) in which constructs such as e-commerce usability, consumer purchase intention and employee well-being are studied in relation to consumer loyalty. The results obtained from the proposed conceptual model show that E-Commerce Usability has a positive influence on Consumer Purchase Intention with a loading of .527. In turn, Worker Welfare can be considered a significant component of Consumer Purchase Intention with a loading of 0.106. And finally, Consumer Purchase Intention has a positive influence on Consumer Loyalty with a loading of 0.751. As theoretical contributions, this research contributes to the existing literature in the fashion industry by developing and testing how concepts such as e-commerce usability, e-commerce worker well-being, consumer purchase intention and consumer loyalty interact with each other. This study also provides practical contributions, it is here where the need to work on web usability (Vila & Kuster, 2011) and manage the well-being of workers (Stringer et al., 2020; Stringer et al., 2022) becomes evident, as both are elements that influence to a greater or lesser extent the purchasing decisions of consumers. This study is limited to the Spanish population, which would be interesting for future lines of research to extend the study to other countries.

**Keywords:** Worker wellbeing, Customer purchase intention, E-commerce Usability, Customer Loyalty, Customer Behavior, Retail.

## 9. Consumer happiness as a key to loyalty in e-commerce: The preference for digital platforms over physical stores

**Congress:** 8th International Academic and Professional Congress on Happiness

**Date:** 21 and 22 november 2024

**Authors:** Israel González-Santos, Pedro Cuesta-Valiño, Estela Núñez-Barriopedro & Pilar Yustres-Duro

**Title:** Consumer happiness as a key to loyalty in e-commerce: The preference for digital platforms over physical stores

**Location:** Málaga



## Red Universitaria de la Felicidad

### 8th International Academic and Professional Congress on Happiness "Communication, happiness, economy and innovation: Analysis of entrepreneurial ecosystems with a gender perspective"

#### 47. Consumer Happiness as a Key to Loyalty in E-commerce: The Preference for Digital Platforms over Physical Stores

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**Abstract:** The rise of e-commerce has been transforming consumer preferences, with more people opting for platforms like Aliexpress, Amazon, or Temu instead of physical stores. Following a review of the literature, this study aims to demonstrate how both consumer happiness and satisfaction influence online shopping behavior and loyalty toward these platforms. Through a mixed-methods analysis based on a digital survey conducted in Spain among individuals aged 18 to 65, and on structural equation modeling (PLS-SEM), the relationships between perceived service quality, satisfaction, consumer happiness (analyzed from both hedonic and eudaimonic perspectives), and consumer loyalty are explored. This analysis seeks to show that consumers experience higher levels of happiness when shopping online due to convenience, ease of use, and the ability to personalize their entire shopping experience. Additionally, it aims to prove that this happiness, mediated by high satisfaction with the purchasing process, translates into stronger loyalty toward digital platforms. Lastly, it seeks to demonstrate that consumers who enjoy the online shopping process, influenced by emotional factors and service quality, tend to shop more frequently. These findings are key to understanding why more consumers prefer e-commerce over physical stores and how consumer happiness and satisfaction become drivers of loyalty and repeat purchases. The study concludes that digital platforms that succeed in optimizing user satisfaction can establish themselves as leaders in consumer loyalty.

**Keywords:** Loyalty, Consumer happiness, Service quality, Consumer satisfaction, E-commerce.

## 10. Impacto del bienestar y compromiso medioambiental en la responsabilidad social corporativa

**Congress:** IX Congreso Universidad y Cooperación al Desarrollo. Alcalá de Henares

**Date:** 27, 28 and 29 november 2024

**Authors:** Pilar Yustres-Duro, Laura Melendo-Rodríguez-Carmona, Israel González-Santos & Pedro Cuesta-Valiño

**Title:** Impacto del bienestar y compromiso medioambiental en la responsabilidad social corporativa

**Location:** Alcalá de Henares

**Contribution to the SDG:**

12. Responsible consumption and production.

12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

# Impacto del Bienestar y Compromiso Medioambiental en la Responsabilidad Social Corporativa

Nombre Apellidos<sup>1</sup>, Nombre Apellidos<sup>2</sup> y Nombre Apellidos<sup>3</sup>

<sup>1</sup>Centro de trabajo/Institución, <sup>2</sup>Centro de trabajo/Institución, <sup>3</sup>Centro de trabajo/Institución

<sup>1</sup>Correo-e de contacto, <sup>2</sup>Correo-e de contacto, <sup>3</sup>Correo-e de contacto

## 1. Contenido:

La sociedad está cambiando y con ella su comportamiento de compra. El hecho de que estemos en una sociedad que cada vez se guíe más por sus valores y creencias éticas propone nuevos desafíos para las empresas. Tal es así que estos valores deben verse reflejados en la empresa, desde sus procesos productivos a sus estrategias de comunicación. De este modo, las empresas deben comenzar a investigar sobre cuáles son los factores que afectan a las decisiones de compra en relación con los nuevos desafíos éticos y morales que conducen la intención de compra de sus consumidores.

En este punto, surgen aspectos como el bienestar del trabajador (Stringer et al., 2020), que tímidamente afectan a estos comportamientos de compra con nuevos lemas como “comercio justo”. De forma paralela, el bienestar animal también se percibe como una nueva preocupación para los consumidores, estos cada vez demandan más productos “cruelty free” y se interesan por el estado en el que están los animales (Grappe et al., 2021). Otro aspecto de influencia dentro del comportamiento del consumidor sería su compromiso medioambiental. Este compromiso se enlaza con los movimientos de economía circular y productos ecológicos (Yang et al., 2024).

Es por eso por lo que se identifican estos elementos dentro de la responsabilidad social corporativa (en adelante RSC) y se tratan como distintas estrategias a llevar a cabo de forma conjunta. El hecho de realizar una estrategia de RSC contemplando acciones relacionadas con la mejora del bienestar de los trabajadores, el bienestar animal y el compromiso medioambiental puede verse reflejado posteriormente en el comportamiento del consumidor. Asimismo, se ha demostrado que existe una relación entre la RSC y la intención de compra del consumidor (Cuesta-Valiño et al., 2023a), por lo que cuidar la estrategia de RSC podría incrementar las intenciones de compra del consumidor.

Tal es así que a continuación se pasará al desarrollo del marco teórico, se discutirán los resultados y se expondrán las conclusiones de este estudio.

## 2. Propósito/Objetivos del artículo/póster:

El presente artículo, por un lado, persigue un objetivo general que es:

O.G. Determinar teóricamente si la intención de compra del consumidor está relacionada con la responsabilidad social corporativa de una empresa.

Por otro lado, presenta distintos objetivos específicos:

O.E.1. El bienestar del trabajador se considera teóricamente un componente de la RSC.

O.E.2. El bienestar animal se considera teóricamente un componente de la RSC.

O.E.3. El compromiso medioambiental se considera teóricamente un componente de la RSC.

### 3. Metodología de la investigación o proyecto:

En este estudio se realiza una revisión de la literatura utilizando principalmente la base de datos de Web of Science y Google Scholar. Se ha contextualizado sobre factores que componen la RSC, en este caso se han identificado el bienestar del trabajador, el bienestar animal y el compromiso medioambiental. Estos factores que componen la RSC también se han relacionado con la intención de compra del consumidor. Y, por último, se ha relacionado la intención de compra del consumidor con las acciones de RSC.

### 4. Hallazgos/Conclusiones:

Se puede concluir que tanto el bienestar de los trabajadores como el bienestar animal y el compromiso medioambiental son factores que potencialmente pueden afectar a la intención de compra. Además, estos factores se pueden enmarcar dentro de estrategias de RSC. Es por ello por lo que implementar acciones de RSC tomando a estos tres factores como pilares probablemente incrementará la intención de compra de los consumidores.

Tal es así que se torna necesario desarrollar acciones a nivel gerencial donde se trabaje para mejorar el bienestar de los trabajadores y garantizar el bienestar animal y el compromiso medioambiental de la empresa. Una vez llevadas a cabo estas acciones sería interesante fomentar la comunicación de estas acciones de cara a buscar el incremento de la intención de compra del consumidor.

### 5. Discusión:

A continuación, se expondrá la relación existente entre las variables comentadas con anterioridad, bienestar del trabajador, bienestar animal, compromiso medioambiental, intención de compra y responsabilidad social corporativa.

El bienestar del trabajador es un tema cada vez más importante para la sociedad actual. Esto es debido al cambio de paradigma por el que se prioriza el bienestar del trabajador y el propio individuo. Tal es así que los consumidores han tomado conciencia sobre esta realidad y valoran el hecho de que una empresa dote de buenas condiciones laborales a sus trabajadores. Esta concienciación se liga estrechamente con la estrategia de RSC de una empresa y con los mecanismos que tenga la misma para gestionar la felicidad dentro del ambiente laboral. A su vez, se ha visto reflejado en la literatura que el bienestar del trabajador puede afectar a las decisiones de compra del consumidor. Aunque el estudio del bienestar del trabajador es un tema candente aún falta mucha investigación al respecto.

Por su parte, el bienestar animal también se puede considerar un tema que cada vez suscita más interés y preocupación. Esto es así ya que los compradores cada vez aparejan más sus decisiones de compra a sus convicciones morales. Por ejemplo, las personas veganas cada vez tienen más en cuenta que las empresas sean “cruelty free” o que no testeen con animales durante sus procesos productivos. Aun así, esta concienciación no se limita tan solo a este tipo de perfiles, sino que cada vez son actitudes más extendidas por la población en general. Por lo que, incluir políticas de bienestar animal dentro de las

estrategias de RSC de una empresa puede llevar consigo aparejada una mejor concepción de la empresa, y con ello el incremento de la intención de compra del consumidor. Y, de este modo, se accedería a consumidores que estarían dispuestos a pagar más por productos que sigan un proceso productivo respetuoso con el bienestar animal.

Asimismo, el compromiso medioambiental de los consumidores se puede unir, en cierta medida, con el bienestar animal. Este compromiso también se ve reflejado con políticas de RSC de cualquier empresa y, a su vez, conlleva actitudes ligadas a valores o creencias personales de los consumidores. Basar parte de la estrategia de RSC de una empresa en prácticas relacionadas con la economía circular o la reducción de los residuos fomentará la intención de compra de los consumidores. Al estar el compromiso con el medioambiente muy vinculado al bienestar animal se comporta de un modo similar, es decir, también va dirigido a una parte de la población que está dispuesta a pagar un precio más elevado por productos que le garanticen que se han realizado respetando el medioambiente.

#### 6. Implicaciones sociales/Impacto en la sociedad y/o política (si corresponde):

A nivel social se puede apreciar como los consumidores cada vez adquieren un carácter más social. Aquí priman sus valores éticos y morales sobre otro tipo de cuestiones relacionadas directamente con los productos que buscan consumir. Es por eso por lo que las empresas deben esforzarse por dar un matiz más social y ético a sus procesos y comunicaciones.

#### 7. Originalidad/¿Qué hay de nuevo en tu investigación o proyecto?

La presente investigación expone variables estudiadas en la literatura a lo largo de los años, pero poco interrelacionadas entre sí. El incremento del interés por temáticas como el bienestar del trabajador, el bienestar animal y el compromiso medioambiental motivan una investigación en la que se muestre la relación de éstas con otros conceptos muy importantes en el mundo empresarial como la intención de compra del consumidor y la responsabilidad social corporativa.

#### 8. Palabras clave (máximo 5 palabras):

Bienestar del trabajador, bienestar animal, compromiso medioambiental, responsabilidad social corporativa, intención de compra



# 11. Impact of artificial intelligence on the purchasing behavior and loyalty in fashion consumers

**Congress:** XXXIX International Annual Meeting. AEDEM

**Date:** 11, 12 and 13 june 2025

**Authors:** Pilar Yustres-Duro, Laura Melendo-Rodríguez-Carmona, Pablo Gutiérrez-Rodríguez & Pedro Cuesta-Valiño

**Title:** Impact of artificial intelligence on the purchasing behavior and loyalty on fashion consumers

**Location:** Santander

## Impacto de la inteligencia artificial en el comportamiento de compra y lealtad de los consumidores de moda

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### RESUMEN – ABSTRACT (Also in English)

La digitalización del comercio ha revolucionado la industria de la moda, llevando a las empresas a innovar y a incorporar la inteligencia artificial (IA) en sus estrategias de comunicación. Este avance ha permitido profundizar en el estudio de la Teoría de la Lealtad del Consumidor desde una perspectiva contemporánea, identificando conceptos clave como la intención de compra y la lealtad, y relacionándolos con factores cognitivos y afectivos derivados de la comunicación mediada por IA. Se ha identificado la necesidad de investigar el comercio electrónico mediante una metodología mixta para evaluar el papel determinante de la IA en la intención de compra y la lealtad del consumidor. El primer estudio propone la modelización de una ecuación estructural basada en un cuestionario con 471 respuestas. El segundo estudio incluye entrevistas en profundidad a 18 profesionales en comercio electrónico de moda. Los resultados destacan una fuerte orientación social y humana en la aplicación de la IA en este sector.

The digitalization of commerce has revolutionized the fashion industry, prompting companies to innovate and incorporate artificial intelligence (AI) into their communication strategies. This advancement has allowed for a deeper exploration the Theory of Consumer Loyalty from a contemporary perspective, identifying key concepts such as purchase intention and loyalty, and linking them to cognitive and affective factors derived from AI-mediated communication. The need to investigate e-commerce through a mixed-methods approach has been identified to evaluate the crucial role of AI in purchase intention and consumer loyalty. The first study proposes the modelling of a structural equation based on a questionnaire with 471 responses. The second study includes in-depth interviews with 18 experts in fashion e-commerce. The results highlight a strong social and human orientation in the application of AI in this sector.

**PALABRAS CLAVE- KEY WORDS (Also in English):** inteligencia artificial, comunicación, intención de compra del consumidor, lealtad del consumidor, comercio electrónico, moda, comercio minorista

artificial intelligence, communication, consumer purchase intention, consumer loyalty, e-commerce, fashion, retail

### INTRODUCCION

En la era digital, el comercio electrónico ha transformado la industria de la moda, permitiendo a las marcas ofrecer experiencias de compra que iguallen los niveles de satisfacción tanto en el entorno físico como en el digital. Este estudio se centra en analizar el comportamiento del consumidor en el contexto del comercio electrónico de moda, explorando factores clave como la intención de compra y la lealtad del consumidor y el efecto que tiene sobre estos la inteligencia artificial (en adelante, IA).

El comercio electrónico se ha popularizado debido a su conveniencia y economía, lo que ha llevado a un aumento en las transacciones realizadas exclusivamente online y una creciente preferencia por la omnicanalidad (Dogra & Kaushal, 2023; Yustres Duro & Melendo Rodríguez-Carmona, 2022). Las marcas de moda han integrado este canal en sus estrategias de desarrollo para adaptarse a los cambios en el comportamiento del consumidor, ofreciendo productos y servicios que respondan a sus demandas emergentes (Lavanda Reyes et al., 2022). La comunicación con inteligencia artificial (IA) ha emergido como una herramienta poderosa para estas empresas, permitiendo una interacción más personalizada y eficiente con los clientes. A través de la IA, las marcas pueden comprender mejor las preferencias y necesidades de los consumidores, mejorando así la experiencia de compra y fomentando la lealtad (Gutiérrez-Rodríguez et al., 2020; Cuesta-Valiño et al., 2022). Además, la integración de tecnologías emergentes como los *chatbots* ofrece nuevas oportunidades para personalizar la experiencia del cliente y mejorar la eficiencia operativa dentro del entorno de compra (Martínez Puertas et al., 2024).

La intención de compra del consumidor ha sido objeto de numerosos estudios tanto en el ámbito académico como empresarial. Este concepto se refiere a la predisposición de los consumidores a adquirir productos o servicios, influenciada por diversos factores. Toma et al. (2011) sugieren que la desconfianza en la información puede ser utilizada por los consumidores como excusa para mantener sus hábitos de compra. La percepción del usuario sobre una empresa juega un papel crucial en su intención de compra: percepciones positivas aumentan la predisposición a comprar, mientras que percepciones negativas la reducen (Kang y Hustvedt, 2014). La comunicación es fundamental en la formación de estas percepciones. Nielsen y Loranger (2006) destacan que la información precisa sobre los productos facilita las decisiones de compra al percibirse como más seguras. Grappe et al. (2021) explican que una persona escéptica es menos propensa a adoptar una actitud positiva hacia una empresa o producto y, por ende, menos dispuesta a comprar. Lo que da lugar a la primera hipótesis de investigación:

H1: La intención de compra del consumidor influye positivamente en la lealtad del consumidor.

La lealtad del consumidor se define, según Dick y Basu (1994), como la relación entre la actitud relativa de un individuo hacia una marca y su comportamiento de compra repetida. Otros autores la consideran un proceso a largo plazo en el que la calidad de las ofertas y la comunicación efectiva son cruciales (Olsen, 2002). Otim y Grover (2006) destacan que el éxito del comercio electrónico está vinculado a la capacidad de fidelizar a los clientes, subrayando que las empresas que ofrecen servicios excelentes y productos de calidad tienen más probabilidades de fidelizar a sus clientes. La personalización es una técnica efectiva de fidelización, generando sentimientos positivos y manteniendo la percepción de seguridad del sitio web (Swaid y Wigand, 2009). Casaló et al. (2008) entienden la lealtad como un comportamiento no aleatorio, dependiente de procesos psicológicos y del compromiso con la marca. Cyr (2014) estudia la fidelidad en línea como el apego psicológico duradero a un vendedor o proveedor de servicios en línea.

La comunicación efectiva con IA desempeña un papel crucial en la intención de compra del consumidor. Cheng y Jiang (2021) destacan que la calidad de la comunicación de los *chatbots*, caracterizada por la precisión, credibilidad y competencia, es fundamental para construir relaciones sólidas entre la empresa y el cliente. Guo et al. (2020) identifican que, en las tiendas sin personal, la IA y la tecnología de Internet de las cosas permiten optimizar la colocación de productos y ofrecer recomendaciones instantáneas, mejorando la experiencia del cliente y aumentando la intención de compra. Martínez Puertas et al. (2024) señalan que los *chatbots* que utilizan un lenguaje personalizado y humano no solo mejoran la experiencia del cliente, sino que también estimulan la compra. Yen y Chiang (2020) corroboran estos hallazgos al destacar que la credibilidad y competencia de los *chatbots* generan confianza, lo que incrementa la intención de compra del consumidor. Lo que da lugar a las siguientes hipótesis de investigación:

H2: La comunicación efectiva con IA influye en la intención de compra del consumidor.

H3: La comunicación efectiva con IA influye en la lealtad del consumidor.

De este modo, la investigación se centra en la relación entre la comunicación efectiva con IA y dos variables clave: la intención de compra y la lealtad del consumidor, formulando las hipótesis de que la comunicación efectiva con IA influye positivamente en ambas.

## DISEÑO Y METODOLOGIA DEL ESTUDIO

Para evaluar las hipótesis planteadas, se ha realizado una investigación utilizando una metodología mixta. En primer lugar, se ha intentado validar la relación entre la intención de compra y la lealtad del consumidor mediante la modelización de una ecuación estructural. Para ello, se ha planteado un cuestionario con quince preguntas que pretenden evaluar la relación de influencia entre la intención de compra y la lealtad del consumidor. Tras un pretest con diez personas, se ha procedido a la difusión del cuestionario y se ha obtenido una muestra representativa con 471 respuestas válidas. Los datos obtenidos se trabajarán mediante el software PSL-SEM, para poder crear y validar la ecuación estructural planteada.

En segundo lugar, se ha explorado la influencia de una comunicación efectiva con IA en la intención de compra y la lealtad del consumidor a través de entrevistas en profundidad con expertos en comercio electrónico de moda. Las entrevistas en profundidad se han planteado para que tengan una duración estimada de 45 minutos y se han seleccionado a 18 profesionales del sector para que participen en el estudio. Los datos obtenidos se han tratado siguiendo una metodología de codificación temática (Braun & Clarke, 2006).

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## 12. Influence of e-commerce usability, consumer happiness and satisfaction on purchase intentions in fashion retail

**Congress:** 22nd Academy of Innovation, Entrepreneurship, and Knowledge Conference. ACIEK

**Date:** 18, 19 and 20 June 2025

**Authors:** Pedro Cuesta-Valiño, Pablo Gutiérrez-Rodríguez, Laura Melendo-Rodríguez-Carmona & Pilar Yustres-Duro

**Title:** Influence of e-commerce usability, consumer happiness and satisfaction on purchase intentions in fashion retail

**Location:** Alcalá de Henares

# THE INFLUENCE OF E-COMMERCE USABILITY, CONSUMER HAPPINESS, AND SATISFACTION ON PURCHASE INTENTIONS IN FASHION RETAIL

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## 1 Purpose

The incipient rise of electronic commerce over traditional commerce, and the preference of consumers for newer options such as omnichannel (Dogra & Kaushal, 2023; Yustres Duro & Melendo Rodríguez-Carmona, 2022), increases the interest in its study. Thus, the revolution of electronic commerce makes researchers pay special attention to which products are most consumed by this means. At this point, an evolution can be seen since the coronavirus, where a progress in purchases has been seen in 2021 mainly of technological material (IAB Spain, 2021), in 2022 of entertainment material (IAB Spain, 2021) and from 2023 to this part of fashion (IAB Spain, 2023; IAB Spain, 2024).

The union of electronic commerce with the fashion sector gives rise to interest in the consumer behaviour of this sector. This is where the consumer's purchase intention takes on special importance and the study of its influencing factors becomes essential. Thus, three possible elements of influence are identified: the usability of e-commerce, consumer satisfaction and happiness.

By delving deeper into the study of the consumer's purchase intention and its influencing factors, the study is framed within the Theory of Consumption Values (Sheth et al., 1991). This theory identifies different values as components of the purchase decision process, which in our case could be placed at the point of the consumer's purchase intention. Thus, after analyzing the theory, the Functional Value is identified as the Usability of E-commerce, the Epistemic Value as the Consumer Satisfaction and the Emotional Value as the Consumer Happiness.

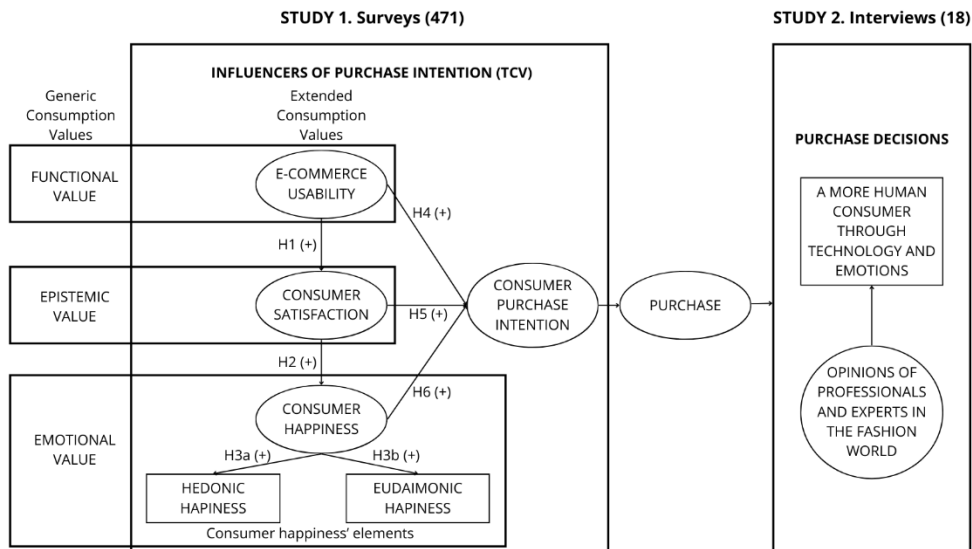
This leads to the main objective of this research, which is to verify the relationships of influence that may occur between the usability of e-commerce, consumer satisfaction and happiness with the consumer's purchase intention from the point of view of the Theory of Consumption Values.

## 2 Research methodology

Illustration 1

Proposed model





Source: Own elaboration

The methodology used in this study is mixed, where a first quantitative study is proposed (Study 1), based on a survey and a structural equation model, and a second qualitative study (Study 2), based on an in-depth interview with experts in fashion.

In the first part, the chosen methodology is quantitative (Study 1), where a survey is developed which, after the necessary adjustments following a pretest, is distributed to the Spanish population between 18 and 78 years of age who buy or have bought fashion on the Internet in the last year. After its dissemination, 471 valid responses are collected, enough to be representative of the population of Spain, which enables the development of a structural equation model to check the relationships existing between the study variables. For the analysis of the results, the PLS-SEM tool is used, which allows the data to be treated effectively in accordance with the objective of the study.

In the second part of the study, the qualitative one (Study 2), an in-depth interview is proposed with experts in the fashion sector. For this in-depth interview, 18 experts between 28 and 63 years of age are selected, with a background in the sector of between 5 and 40 years, to collect different points of view. The questions raised are in line with the results obtained from the quantitative analysis and will be analyzed following an approach based on the thematic coding method (Braun & Clarke, 2006).

### 3 Findings

Regarding the results obtained from the studies, in Study 1, it can be stated that the proposed structural equation model reflects positive relationships between all variables. This confirms the influence of usability on consumer purchase intention and consumer satisfaction. It also reflects the influence of consumer satisfaction on consumer purchase intention and consumer happiness. The influence that consumer happiness has on purchase intention. And, as purchase intention is composed of hedonic and eudaimonic happiness. Therefore, all the hypotheses raised in the previous stages are accepted.

In Study 2, the interviews yielded responses that have been grouped by themes. In relation to usability, the ease of use of the application, the speed of purchase, the intuitive design, filtering tools in searches and the importance of visual elements in e-commerce

can be highlighted. Regarding consumer satisfaction, the maintenance and consistency of the sizing of garments, the reduction of the carbon footprint and the importance of a safe and efficient shopping environment were considered essential. Regarding consumer happiness, the importance of knowing how to read different emotions and moods and the personalization of the shopping environment were highlighted. Four techniques were also studied to convert the intention to purchase into consumer loyalty. At this point, three techniques were highlighted: the use of promotions and discounts, the humanization of the digital experience, and personalized customer service. Continuing with the analysis of the intention to purchase, it was seen that the brand narrative had to be convincing to have a good acceptance, where the values and mission of the brand were included, which would generate a feeling of belonging and exclusivity. The topic of integrating advanced technologies into the purchasing process was also discussed, where the use of artificial intelligence to generate personalized recommendations, the development of virtual fitting rooms and the implementation of after-sales services with a rapid response were proposed. Finally, some emerging trends within this field of study were highlighted, such as the reduction of purchasing time, the reduction of ecological impact and the personalization of the experience.

## **4 Discussion**

At this point, special mention should be made of the relationship between usability and consumer satisfaction (studied in Taiwan by Chiu et al. (2005), in Spain by Casaló et al. (2008) or in China by Guo et al. (2023)). Next, two quite intense relationships are evident: that of consumer satisfaction with consumer happiness (studied in Greece by Theodorakis et al. (2015) and Theodorakis et al. (2019)) and that of usability and consumer purchase intention (studied in Spain by Vila & Kuster (2011)). In turn, although more slightly, satisfaction is positively related to consumer purchase intention (other studies that deal with these relationships can be found in the United States, such as that of Taylor & Baker (1994)). And just like consumer happiness with consumer purchase intention (previously studied in Spain by Gutiérrez-Rodríguez et al. (2024)). At the same time, the composition of consumer happiness by hedonic and eudaimonic attributes is reaffirmed, (studies that have dealt with this topic have been previously carried out in Spain by Cuesta-Valiño et al. (2022)).

## **5 Research limitations**

The limitations of this study are centred on its sample. The number of valid responses (471), its focus on Spain and the low representation among adults make its results unrepresentative and limit its generalization.

## **6 Practical implications**

This study highlights managerial contributions, emphasizing the need to maintain continuous improvement in the usability of e-commerce (Lacka & Chong, 2016; Vila & Kuster, 2011). For companies, it is essential to know the different factors that affect usability and to control where they are. This helps companies to advance within an area of e-commerce as decisive as the user experience on the web. At this point, it is especially interesting to focus on the speed of purchase, the intuitive design, the search tools and the multimedia content of the page, as these are elements that are perceived as more closely linked to usability and affect consumer purchase satisfaction.

It is key not to neglect consumer satisfaction levels (Hsu et al., 2012) since a satisfied

consumer is more likely to buy and, therefore, to be loyal. Working on consumer satisfaction should be an axial axis of any business strategy. In addition, focusing work on consumer satisfaction should be carried out from the point of view of offering consistent sizing of garments, reducing the carbon footprint throughout the purchasing process and providing the costumer with a safe shopping environment.

Consumer happiness (Cuesta-Valiño et al., 2022) is a newer concept in the management field. The study and application of happiness management strategies (Cuesta-Valiño et al., 2024) by companies are still in an embryonic state, although they are increasingly being given greater importance. In this way, a more human treatment is given to the relationship between the company and the consumer, giving greater relevance to the feelings, emotions and values of consumers, since it is shown that these play a fundamental role in their purchasing decisions. To do this, it is essential to try to perceive or take into account the consumer's mood and, through personalization techniques, relate to them. Also, the company can use emotions to create an emotional narrative that gets closer to the consumer and transmits its values and mission and even generates a feeling of belonging and exclusivity with the brand.

The fact that the consumer's purchase intention is considered a reflection of loyalty (Vila & Kuster, 2011) makes this concept even more coveted by companies, since the purchase intention is the first step to achieve costumer loyalty. So much so that working on and studying which are the influencing factors that can affect the consumer's purchase intention becomes an essential task for the success of any company. Following this study, it can be stated that working together on web usability, consumer satisfaction and happiness largely determine the level of consumer purchase intention. Thus, promotions and discounts, humanizing the shopping experience and personalized costumer service throughout the entire purchasing process play a key role in building consumer loyalty.

## **7 Social implications**

As social contributions, this work seeks to demonstrate the importance of the balance between the technical field of e-commerce and the human field of buyers. Here it is highlighted how a good system has a decisive influence on consumer behaviour, but, at the same time, the involvement of emotions within the purchasing process is also considered a key factor in obtaining the consumer's purchase intention. Achieving the humanization of e-commerce, a strictly technical concept, is the prevailing challenge within today's society.

## **8 Originality**

The originality of this work lies in the relationship studied between the different variables, which had not been previously studied. It is true that relationships between usability and purchase intention or satisfaction and happiness had been studied, but no previous study had dealt with the usability of e-commerce, consumer satisfaction and happiness together with the consumer's purchase intention in a joint manner. In addition, this study is carried out from the perspective of the Theory of Consumption Values, which provides an extra layer of knowledge and understanding of consumer decision-making.

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## 13. Mejorando la felicidad del consumidor de moda. La influencia de la IA y la usabilidad

**Congress:** XXXVI Congreso Internacional de Marketing. AEMARK

**Date:** 17, 18 and 19 september 2025

**Authors:** Pilar Yustres-Duro, Laura Melendo-Rodríguez-Carmona, Pablo Gutiérrez-Rodríguez & Pedro Cuesta-Valiño

**Title:** Mejorando la felicidad del consumidor de moda. La influencia de la IA y la usabilidad

**Location:** Murcia

# MEJORANDO LA FELICIDAD DEL CONSUMIDOR DE MODA. LA INFLUENCIA DE LA IA Y LA USABILIDAD

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## RESUMEN

*El comercio electrónico de moda ofrece experiencias de compra integradas en línea y en tiendas físicas. La usabilidad de las plataformas, la comunicación mediada por inteligencia artificial (IA) y la satisfacción del consumidor son factores críticos. Un diseño intuitivo y accesible, junto con interacciones personalizadas, mejora la satisfacción del consumidor y fomenta su lealtad, impulsando el éxito de las marcas. Este estudio utiliza una metodología mixta: un análisis cuantitativo de encuestas (471) y modelización de ecuaciones estructurales, y un análisis cualitativo de entrevistas en profundidad (18) a expertos. Los resultados confirman la relación entre usabilidad, felicidad y comunicación con IA, destacando los fuertes vínculos entre tecnología y felicidad. La discusión resalta implicaciones teóricas y gerenciales, proponiendo una nueva hoja de ruta hacia la tecnología y la felicidad. La integración de tecnología y felicidad del consumidor es clave para mejorar el comercio electrónico y la relación con la marca.*

## Palabras clave:

Comercio electrónico, usabilidad, felicidad del consumidor, moda, comunicación, inteligencia artificial, comportamiento del consumidor

## ABSTRACT

*Fashion e-commerce offers integrated shopping experiences both online and in physical stores. Platform usability, AI-mediated communication, and consumer satisfaction are critical factors. An intuitive and accessible design, combined with personalized interactions, enhances consumer satisfaction and fosters loyalty, driving brand success. This study employs a mixed methodology: a quantitative analysis of surveys (471) and structural equation modeling, and a qualitative analysis of in-depth interviews (18) with experts. The results confirm the relationship between usability, happiness, and AI communication, highlighting strong links between technology and happiness. The discussion emphasizes theoretical and managerial implications, proposing a new roadmap towards technology and happiness. The integration of technology and consumer happiness is key to improving e-commerce and brand relationships.*

## Keywords:

E-commerce, usability, consumer happiness, fashion, communication, artificial intelligence, consumer behaviour

## 1. Introducción

El comercio electrónico permite a las marcas ofrecer experiencias de compra satisfactorias tanto en el entorno físico como en el digital (Cuesta-Valiño et al., 2022). Este crecimiento, impulsado por la conveniencia y economía del canal online, ha aumentado las transacciones exclusivamente online y la preferencia por la omnicanalidad (Yustres Duro & Melendo Rodríguez-Carmona,

2022). Las marcas de moda han integrado este canal en sus estrategias para adaptarse a los cambios en el comportamiento del consumidor, ofreciendo productos y servicios que respondan a sus demandas emergentes (Lavanda Reyes et al., 2022). La inteligencia artificial (IA) ha emergido como una herramienta poderosa para la industria de la moda, permitiendo una interacción más personalizada y eficiente con los clientes, mejorando la experiencia de compra y fomentando la lealtad (Cheng y Jiang, 2021). Además, la integración de tecnologías emergentes como los *chatbots* ofrece nuevas oportunidades para personalizar la experiencia del cliente y mejorar la eficiencia operativa (Martínez Puertas et al., 2024).

La usabilidad de las plataformas de comercio electrónico es crucial para garantizar una experiencia de usuario satisfactoria, permitiendo a los consumidores navegar y realizar compras con facilidad (Melendo Rodríguez-Carmona et al., 2024). La calidad de la comunicación con IA también afecta la felicidad del consumidor, ya que una interacción eficiente y personalizada puede mejorar significativamente el bienestar del usuario (Hu y Rui, 2023; Mallick et al., 2023). Este estudio se enmarca en la Teoría de la Experiencia del Consumidor, que se basa en ofrecer eventos memorables que involucren de manera personal y emocional (Pine & Gilmore, 1998). Se identifican diferentes tipos de experiencias basadas en el nivel de participación del usuario: experiencias escapistas (usabilidad del comercio electrónico), experiencias de entretenimiento (felicidad del consumidor) y experiencias educativas (comunicación con IA).

## **2. Marco teórico**

En este marco teórico, se destacan tres variables clave: la usabilidad de las plataformas, la felicidad del consumidor y la comunicación con inteligencia artificial

### **2.1. Usabilidad del comercio electrónico (Experiencia escapista)**

La usabilidad es fundamental en el diseño de sistemas y sitios web, definida por Nielsen (1993) como la capacidad de los usuarios para utilizar la funcionalidad de un sistema, destacando atributos como facilidad de aprendizaje (Kumar et al., 2023), eficiencia (Ormeño et al., 2023), facilidad de recordar (Lacka & Chong, 2016), la baja ratio de errores (Toraman et al., 2023) y satisfacción (Barakovic et al., 2023). En el contexto del comercio electrónico, Kumar et al. (2023) consideran la usabilidad como un indicador de eficacia y eficiencia, mientras que Melendo Rodríguez-Carmona et al. (2024) afirman que es crucial para el éxito. Esta teoría arroja las siguientes hipótesis de investigación: H1: La facilidad de aprendizaje es un componente de la usabilidad del comercio electrónico, H2: La eficiencia en el uso es un componente de la usabilidad del comercio electrónico, H3: La facilidad de recuerdo es un componente de la usabilidad del comercio electrónico, H4: La baja ratio de error es un componente de la usabilidad del comercio electrónico y H5: La satisfacción con la plataforma es un componente de la usabilidad del comercio electrónico.

Estudios recientes como los de Lu y Zhu (2024) y Li y Atkinson (2020) relacionan la usabilidad con la felicidad del consumidor, destacando la personalización y calidad del servicio como factores influyentes. Bhattacharya y Mulay (2024) también estudian esta relación, definiendo la usabilidad como un atributo de la calidad del servicio. Esto da lugar a la hipótesis: H6: La usabilidad del comercio electrónico tiene una influencia positiva en la felicidad del consumidor.

### **2.2. Felicidad del consumidor (Experiencia de entretenimiento)**

En los últimos años, la felicidad del consumidor ha cobrado relevancia, enfocándose en su bienestar (Miguel et al., 2021). Se ha investigado cómo satisfacer las necesidades humanas para generar felicidad (Norris y Vella-Brodrick, 2007), analizando la relación entre consumidores y trabajadores de atención al cliente (Fatima et al., 2020) y vinculando la felicidad a prácticas sostenibles (Guillen-Royo, 2019). La Global Happiness Scale de Parackal (2016) considera la felicidad como un indicador de progreso social y económico. La felicidad se entiende como una combinación de placer inmediato (hedonía) y un sentido de significado (eudaimonía) (Esteves y Rauhut, 2022), siendo ambos necesarios para una felicidad plena. Dando lugar a: H7: La felicidad



eudaimónica es un componente de la felicidad del consumidor, H8: La felicidad hedónica es un componente de la felicidad del consumidor

### **2.3. Comunicación con IA (Experiencia educativa)**

La comunicación efectiva con IA es crucial para el comercio electrónico. Bhattacharya y Mulay (2024) estudian la relación entre la calidad de los servicios de atención al cliente y la felicidad del consumidor, además de la relación de estos sistemas con atributos de usabilidad como el diseño de la plataforma. Abd-Alrazaq et al. (2020) explican cómo los *chatbots* mejoran la capacidad de respuesta de la IA, destacando la usabilidad como factor clave. Liaw et al. (2023) analizan la comunicación en entornos de realidad virtual habilitados por IA, relacionándola positivamente con la usabilidad de la plataforma. Rese et al. (2020) determinan que la autenticidad, utilidad y satisfacción son aspectos importantes de la usabilidad en la comunicación con IA. Esto da lugar a la hipótesis: H9: La comunicación con IA tiene una influencia positiva en la usabilidad del comercio electrónico.

La comunicación con IA también impacta la felicidad del consumidor. Hu y Rui (2023) analizan cómo los algoritmos de IA en aplicaciones generan sentimientos en los usuarios, influyendo en su bienestar y felicidad. Mallick et al. (2023) investigan la comunicación en equipos de trabajo que combinan humanos e IA, afectando positivamente la felicidad de los miembros humanos. Valverde (2023) aborda la comunicación mediada por IA y sus efectos en el bienestar de los consumidores. Esto da lugar a la hipótesis: H10: La comunicación con IA tiene una influencia positiva en la felicidad del consumidor.

## **3. Metodología**

La metodología de esta investigación adopta un enfoque mixto, compuesto por dos estudios. El Estudio 1, de naturaleza cuantitativa, se basa en una encuesta, mientras que el Estudio 2, de carácter cualitativo, se fundamenta en entrevistas en profundidad a expertos.

### **3.1. Estudio 1. Encuesta**

El estudio 1 de esta investigación tiene como objetivo probar las Hipótesis 1, 2, 3, 4, 5, 6, 7 y 8, enfocándose en identificar los componentes de la usabilidad, la relación entre usabilidad y felicidad del consumidor, y los componentes de la felicidad del consumidor. Para ello, se diseñará una encuesta cuyos resultados se analizarán mediante un modelo de ecuación estructural para verificar las relaciones entre las variables.

La encuesta va dirigida para compradores de moda españoles que tengan entre 18 y 78 años y hayan comprado por internet en el último año.

### **3.2. Estudio 2. Entrevistas a expertos**

Tras recopilar y analizar los resultados del Estudio 1, se planteó un estudio complementario, el Estudio 2. Este estudio tenía como objetivo probar las Hipótesis 9 y 10, buscando identificar si existía una relación positiva entre la comunicación con IA, la usabilidad y la felicidad del consumidor. Las entrevistas, dirigidas a profesionales de la industria de la moda, tuvieron una duración de 45 minutos. En total, se busca que participen 18 expertos de la industria de la moda en España.

## **4. Posibles aportaciones**

Esta investigación busca aportar hallazgos relevantes al unir la usabilidad y la felicidad del consumidor, sus respectivos atributos y el efecto de la comunicación con IA, una combinación de variables que no ha sido estudiada en conjunto anteriormente. Se espera identificar los elementos más determinantes para la usabilidad del comercio electrónico, ayudando a las empresas a mejorar su competitividad. La investigación pretende comprobar la importancia de la usabilidad en la felicidad del consumidor y la adaptación a nuevas tecnologías como la comunicación con IA. Los usuarios esperan que la IA optimice su experiencia de compra, generando recomendaciones

personalizadas y utilizando probadores virtuales. La interacción humana con la IA será crucial, ya que los consumidores buscan un equilibrio entre tecnología y asistencia humana.

El estudio busca destacar la importancia de los sentimientos y emociones en el proceso de compra, resaltando que no es solo una transacción, sino una experiencia emocional. Facilitar la vida de los consumidores con plataformas intuitivas y rápidas mejorará su actitud hacia la empresa. La investigación también persigue dar luz sobre un futuro en el que la tecnología y los humanos conviven y se complementan, mejorando procesos desde la gestión de inventarios hasta el servicio postventa. La unión entre tecnología y felicidad del consumidor será esencial para las estrategias de comercialización digital en el sector de la moda.

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Annex VIII. Award to the communication  
"Worker happiness, consumer purchase  
Intent and e-commerce usability, the road to  
consumer happiness"

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8th International  
Academic and  
Professional Congress  
on Happiness



November 21st and 22nd, 2024

# Award

TO THE COMMUNICATION

"Worker happiness, consumer purchase intent and e-commerce usability, the road to consumer happiness"  
by

Pilar Yustres-Duro, Pedro Cuesta-Valliño, Laura Melendo-Rodríguez-Carmona and Pablo Gutiérrez-Rodríguez

Malaga, 22nd November 2024

D. Pablo Gutiérrez-Rodríguez  
Secretary of the Organizing Committee  
University of Leon



UNIVERSIDAD  
DE MÁLAGA

Red Universitaria  
de la Felicidad



FACULTAD DE  
MARKETING Y GESTIÓN



D<sup>a</sup>. María Jesús Delgado-Rodríguez  
Co-Chair of International Scientific Committee  
King Juan Carlos University

"Communication, happiness, economy and innovation: Analysis of  
entrepreneurial ecosystems with a gender perspective"

## Annex IX: Scientific articles under review

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In this section, the scientific articles under review that align with the expected results of the thesis will be presented. Table 4 shows the relationship of the title, year of submission, authors and journal of each contribution.

*Table 14. Scientific articles under review*

| Title                                                                                                            | Year | Authors                                                                                      | Journal                                                            |
|------------------------------------------------------------------------------------------------------------------|------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| The path to consumer loyalty: e-commerce usability, consumer purchase intention and employee happiness           | 2025 | Yustres-Duro, P.; Melendo-Rodríguez-Carmona, L.; Gutiérrez-Rodríguez, P. & Cuesta-Valiño, P. | Humanities and Social Sciences Communication                       |
| Building loyalty: happiness, usability and purchase intention                                                    | 2025 | Yustres-Duro, P.; Melendo-Rodríguez-Carmona, L.; Gutiérrez-Rodríguez, P. & Cuesta-Valiño, P. | European Journal of Marketing                                      |
| IA for effective communication: impact on consumer purchase intention and loyalty in fashion                     | 2025 | Yustres-Duro, P.                                                                             | Revista de la Asociación Española de Investigación en Comunicación |
| Influence of E-Commerce Usability, Consumer Happiness, and Satisfaction on Purchase Intentions in Fashion Retail | 2025 | Cuesta-Valiño, P.; Gutiérrez-Rodríguez, P.; Melendo-Rodríguez-Carmona, L. & Yustres-Duro, P. | Journal of Consumer Behaviour                                      |
| Achieving fashion consumer happiness. IA communication and Usability matter?                                     | 2025 | Yustres-Duro, P.; Melendo-Rodríguez-Carmona, L.; Gutiérrez-Rodríguez, P. & Cuesta-Valiño, P. | Revista Latina de Comunicación Social                              |

# 1. The path to consumer loyalty: e-commerce usability, consumer purchase intention and employee happiness

**Name of the journal:** Humanities and Social Sciences Communication

**Editorial:** Springer Nature

**Indexation:** JCR Q1 - Social Sciences, Interdisciplinary

**Name of the publication:** The path to consumer loyalty: e-commerce usability, consumer purchase intention and employee happiness

**Authors:** Pilar Yustres-Duro, Laura Melendo-Rodríguez-Carmona, Pablo Gutiérrez-Rodríguez & Pedro Cuesta-Valiño

**Contribution to the SDG:**

8. Trabajo decente y crecimiento económico

8.3. Promover las políticas orientadas al desarrollo que apoyen las actividades productivas, la creación de puestos de trabajo decentes, el emprendimiento, la creatividad y la innovación, y fomentar la formalización y el crecimiento de las microempresas y las pequeñas y medianas empresas, incluso mediante el acceso a servicios financieros.

8.8. Proteger los derechos laborales y promover un entorno de trabajo seguro y sin riesgos para todos los trabajadores, incluidos los trabajadores migrantes, en particular mujeres migrantes y personas con empleos precarios.

**Abstract:**

Background: The rise in the popularity of e-commerce and interest in building consumer loyalty are the key elements motivating this study. This research studies attributes such as learnability, efficiency, memorability, low error rate, satisfaction, e-commerce usability, consumer purchase intention, and employee happiness in relation to consumer loyalty.

Method: This paper conducts an empirical study based on structural equation modelling (SEM) using survey data with 471 valid responses.

Results: The structural equation demonstrated a positive relationship between all the variables and the importance of memorability and satisfaction as components of usability. The influence of usability and employee happiness on consumer purchase intentions is also evident. Positive relationships are also established directly between consumer purchase intention and indirectly between e-commerce usability and consumer loyalty.

Conclusions: This study contributes to the literature by verifying the positive relationships between the different constructs under study. At the same time, incorporating elements that have been little studied in the literature, such as employee happiness, is innovative. It also aims to contribute managerially by drawing a roadmap for companies. Here, the need to address e-commerce usability is highlighted, focusing on memorability and satisfaction, to increase purchase intention and consumer loyalty. It underscores the social character companies face, as consumers attach importance to the happiness of the employees of the companies they buy from. This poses a challenge for companies. Additionally, there is a need to implement happiness management mechanisms that allow them to improve the happiness of their employees to increase the purchase intentions of potential consumers. This study reveals a more experiential and human consumer.



## 2. Building loyalty: happiness, usability and purchase intention

**Name of the journal:** European Journal of Marketing

**Editorial:** Emerald Group Publishing LTD

**Indexation:** SJR Q1 - Marketing

**Name of the publication:** Building loyalty: happiness, usability and purchase Intention

**Authors:** Pilar Yustres-Duro, Laura Melendo-Rodríguez-Carmona, Pablo Gutiérrez-Rodríguez & Pedro Cuesta-Valiño

### **Abstract:**

**Purpose:** The aim of this study is to test the relationship between e-commerce usability, consumer purchase intention and consumer loyalty. In turn, it seeks to demonstrate the extent to which employee happiness is a component of consumer purchase intention.

**Design/methodology:** The methodology used for this research is quantitative. A survey was designed and distributed to the Spanish population (471 valid responses). With the data, a structural equation model has been posed that allows the relationships posited between variables to be checked.

**Findings:** The importance of usability in e-commerce is promoted as an incentive to increase purchase intention and consumer loyalty. At the same time, it can be seen how it is necessary to take the consumer into consideration. Since consumer purchase intention is the variable that has the most impact on consumer loyalty. Also, the perception that customers have about how fashion companies treat their workers affects their intention to buy from them.

**Originality:** This research is based on demonstrating the relationships between different variables that have not been studied together until now. With this study, the relationships between e-commerce usability, consumer purchase intention and consumer loyalty have been tested. It also identifies employee happiness as an influential element in consumer purchase intention.

Research limitations: This study has one main limitation; in this case the research has been carried out in Spain. Another limitation is in the sample, there is a low representation of the eldest population, about 8%.

### 3. IA for effective communication: Impact on consumer purchase Intention and loyalty in fashion

**Name of the journal:** Revista de la Asociación Española de Investigación en Comunicación

**Editorial:** Asociación Española de Investigación de la Comunicación (AE-IC) y Grupo Novos Medios

**Indexation:** FECYT Q4 - Comunicación, Información y Documentación Científica

**Name of the publication:** IA for effective communication: impact on consumer purchase intention and loyalty in fashion

**Author:** Pilar Yustres-Duro

**Abstract:**

E-commerce has transformed the fashion sector, driving companies to innovate and incorporate artificial intelligence (AI) elements into their communication strategies. This advancement has allowed the continued study of the Consumer Loyalty Theory from a more innovative perspective, identifying key concepts such as purchase intention and loyalty, and relating them to cognitive and affective factors derived from AI communication. The need to study e-commerce through a mixed methodology has been identified to evaluate the determining role of AI in consumer purchase intention and loyalty. The first study proposes the modelling of a structural equation based on a questionnaire (471 responses). The second study includes in-depth interviews (18) with experts in fashion e-commerce. The results highlight a strong social and human orientation in the application of AI within the fashion e-commerce sector.

## 4. Influence of e-commerce usability, consumer happiness on purchase intentions in fashion retail

**Name of the journal:** Journal of Consumer Behaviour

**Editorial:** Wiley

**Indexation:** SJR Q1 - Social Psychology

**Name of the publication:** Influence of e-commerce usability, consumer happiness on purchase intentions in fashion retail

**Authors:** Pedro Cuesta-Valiño, Pablo Gutiérrez-Rodríguez, Laura Melendo-Rodríguez-Carmona & Pilar Yustres-Duro

### **Abstract:**

The expansion of e-commerce in the fashion sector has motivated the exploration of the factors that influence the intention to purchase through this channel. Employing the theory of consumption values, this research studies how the usability of e-commerce (functional value), together with satisfaction (epistemic value) and consumer happiness (emotional value), impact the purchase intentions of online fashion consumers. To do so, a mixed methodology has been proposed, where, firstly, a survey (471) has been carried out and a structural equation model has been developed to analyze the relationships between these concepts. And, secondly, an in-depth interview (18) has been proposed to experts in e-commerce. The results obtained demonstrate the connection between these variables and the degree of influence of each one on the consumer's purchase intention. The research reveals significant findings on consumer behavior, highlighting, on the one hand, the importance of usability in purchasing intention and, on the other, the crucial role of the emotional component in the purchasing process, underlining satisfaction and happiness as key emotions for the success of an online business.

## 5. Achieving fashion consumer happiness: IA communication and usability matters?

**Name of the journal:** Revista Latina de Comunicación Social

**Editorial:** HISIN (History of Information Systems)

**Indexation:** JCR Q1 - Communication

**Name of the publication:** Achieving fashion consumer happiness. IA communication and usability matter?

**Authors:** Pilar Yustres-Duro, Laura Melendo-Rodríguez-Carmona, Pablo Gutiérrez-Rodríguez & Pedro Cuesta-Valiño

### **Abstract:**

Introduction: Fashion e-commerce has revolutionised the industry, providing integrated shopping experiences both online and in-store. Platform usability, artificial intelligence (AI)-mediated communication and customer satisfaction emerge as critical factors. Intuitive and accessible design, combined with personalised interactions, not only improves consumer satisfaction, but also fosters consumer loyalty, thus driving brands' success.

Methodology: This study uses a mixed methodology. The first study is based on a quantitative analysis of survey results (471) and structural equation modeling to verify the relationships between variables. The second study conducts a qualitative analysis of responses obtained from in-depth interviews (18) with experts.

Results: This research confirms the existing relationship between the study variables (usability, happiness, and AI communication). Additionally, it highlights the strong links created between technology-related variables and those related to happiness.

Discussion: Strong theoretical implications are highlighted as the proposed variables had not been studied together before. Managerial contributions are also provided, indicating a new roadmap towards technology and happiness for the

business sector. Finally, the social, human, and technological character of consumers is emphasized.

Conclusions: The integration of technology and consumer happiness is key in digital fashion marketing. Maximizing both improves e-commerce and the relationship with the brand.