

The Impact of ESG Performance on the Purchase Intention of JD.com Consumers in Zhanjiang City

Yu Rao Yun¹, An-Shin Shia², Yu Fan^{3*}

**Corresponding Author*

¹Student, Business School, Lingnan Normal University, Zhanjiang, Guangdong, China;

²Associate Professor, Business School, Lingnan Normal University, Zhanjiang, Guangdong, China;

³Lecturer, Business School, Lingnan Normal University, Zhanjiang 524048, Guangdong, China

ABSTRACT: In recent years, with the significant deepening of ecological protection awareness and public duty cognition among the populace, corporate comprehensive performance in environmental, social, and governance (ESG) practices has gradually become a core driving force influencing public consumption tendencies. This study takes JD.com as the research subject. Based on stakeholder theory, it constructs a theoretical model encompassing ESG performance, marketing competitiveness, and consumer purchase intention. Through questionnaire surveys and in-depth interviews, the research examines users of the JD.com platform in Zhanjiang City. The findings indicate that ESG performance is significantly and positively correlated with marketing competitiveness. Furthermore, marketing competitiveness not only exerts a distinct positive influence on consumer purchase intention but also plays a partial mediating role between ESG performance and consumer purchase intention. Based on these results, this study proposes targeted management recommendations aimed at enhancing JD.com's ESG performance and market competitiveness, thereby strengthening consumer purchase intention.

KEY WORD: ESG Performance; Marketing Competitiveness; Consumer Purchase Intention; Related Analysis

Date of Submission: 10-07-2025

Date of acceptance: 23-07-2025

I. INTRODUCTION

In recent years, with the increasingly severe global challenges of climate change and resource scarcity, consumer environmental awareness and social responsibility have significantly increased. Surveys indicate that consumers are willing to pay a premium for products from companies demonstrating strong performance in environmental, social, and governance (ESG) aspects. As China's leading e-commerce platform, JD.com has actively pursued a sustainable development strategy through measures such as enhancing supply chain efficiency, developing green logistics, and implementing circular recycling programs. This not only has yielded remarkable achievements for JD.com in fulfilling its social responsibilities but also, according to company reports (JD.com, 2023), significantly enhanced consumer trust and loyalty towards the JD.com brand.

Regarding ESG practices, JD.com's innovative initiatives stand out. For instance, by optimizing inventory management, JD.com successfully reduced inventory turnover days. This not only improved resource utilization efficiency but also set a new efficiency benchmark for the industry (Sohu.com, 2024). However, despite existing research exploring the relationship between corporate ESG performance and consumer behavior, specific case analyses focusing on the JD Group remain relatively scarce.

As mentioned previously, this study is grounded in the practical context faced by enterprises in the era of sustainable development. Building upon perspectives from stakeholder theory, it constructs a theoretical model encompassing three key variables: ESG performance, marketing competitiveness, and consumer purchase intention. Questionnaires were designed and distributed to consumers of the JD.com platform. Through the analysis of questionnaire data, the study validated that ESG performance exerts a significant positive influence on marketing competitiveness, that marketing competitiveness significantly positively impacts consumer purchase intention, and that marketing competitiveness plays a mediating role between ESG performance and consumer purchase intention. The specific theoretical model constructed in this study is illustrated in Figure 1.

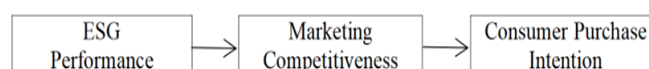


Figure 1: Theoretical Model of the Study

This study focuses on JD.com consumers in the Zhanjiang region, examining the impact of ESG performance on JD.com's marketing competitiveness. The primary research objective is to achieve the

following goals through an empirical analysis of purchase intention among JD.com consumers in Zhanjiang and its influencing factors:

(1) Theoretical Level: To fill the existing research gap regarding how ESG performance specifically influences consumer purchase intention, thereby deepening the understanding of the mechanism through which ESG affects consumer decision-making, particularly the theoretical linkage between ESG performance and marketing competitiveness.

(2) Empirical Level: To explore the specific pathways through which JD.com's ESG performance (Environmental, Social, Governance) affects purchase intention among consumers in Zhanjiang, and to examine whether and how this influence is realized through enhanced marketing competitiveness (such as brand trust and word-of-mouth).

The research findings are expected to provide empirical evidence for JD.com to optimize its ESG practices and develop more effective green marketing strategies. Simultaneously, they will offer decision-making references for other logistics companies seeking to enhance their social responsibility performance and improve relationships with stakeholders.

II. LITERATURE REVIEW

2.1 ESG and Marketing Competitiveness

He et al. (2020), employing structural equation modeling, analyzed the intrinsic link between corporate social responsibility (CSR) and organizational market valuation. Their research revealed the pivotal mediating role of marketing competitiveness in this relationship. Specifically, the study indicated that active CSR implementation by companies could enhance firm value by boosting marketing competitiveness, providing empirical support for understanding the role of ESG in elevating corporate market competitiveness. Further, Liao (2023) demonstrated the negative impact of greenwashing behavior on consumer purchase intention within the new energy vehicle industry, highlighting the importance of ESG in shaping consumer trust and purchase decisions.

2.2 Marketing Competitiveness and Purchase Intention

Wang et al. (2023), investigating the brand value transmission mechanism of geographically indicated agricultural products, empirically demonstrated that brand-building effectiveness significantly drives consumer decision-making tendencies. Their constructed "Five-Dimensional Influence Model" revealed that emotional resonance, cultural depth, quality assurance, communication penetration, and visual recognition strength are core elements shaping consumer preferences. Yang et al. (2023), utilizing structural equation modeling to validate the digital word-of-mouth communication mechanism, notably proposed a "online community evaluation - value perception construction - consumption decision transformation" chained transmission framework. This framework confirmed that the perceived utility index bears the majority of the mediating weight in the digital word-of-mouth influence pathway. Zhang and Liu (2024) innovatively integrated the Theory of Planned Behavior with market environmental variables, revealing the differential impact mechanisms of multiple factors on consumption decisions. Collectively, these studies confirm that the multi-dimensional components of marketing competitiveness influence consumption behavior decision pathways by modulating the value perception system.

2.3 Stakeholder Theory

Stakeholder value theory emphasizes that modern corporate operations must systematically consider the multi-dimensional entities that interact with its value creation process, encompassing shareholders, user groups, employee systems, supply networks, and local communities, among other diverse roles. The process of corporate value enhancement must achieve a dynamic balance between protecting shareholder interests and creating social value. This dual commitment constitutes a core component of the sustainable development strategy (Freedman & Jaggi, 1982).

In the pursuit of profit, enterprises must never neglect the interests of consumers; consumer contributions are as crucial to corporate development as capital. Actively fulfilling ESG responsibilities (such as increasing environmental protection investments, strengthening consumer rights protection, and participating in charitable donations) is a key way for enterprises to be accountable to consumers. The creation of corporate value relies on responsible production and operations towards all stakeholders. A company's ESG performance influences consumer attitudes; efforts made to enhance consumer satisfaction can earn consumer recognition and trust, thereby driving purchase behavior and increasing corporate revenue. If a company treats suppliers as stakeholders, suppliers may be more proactive in meeting the company's needs, potentially improving product or service quality, which in turn can impact corporate value (Cui & Yin, 2024).

2.4 Research Gaps

Recent research trends indicate that the dynamic coupling relationship between Environmental, Social, and Governance (ESG) performance and organizational financial performance has become a central topic in academic discussions. Existing empirical studies generally confirm a robust association between the level of sustainable development practices and the value creation system of commercial entities. Xu (2024), in analyzing the case of XPeng Motors, found that good ESG performance is beneficial for improving corporate financial performance. Wu (2025) demonstrated that the level of corporate ESG practices is positively correlated with green innovation outcomes, promoting corporate green innovation through R&D investment and internal controls. Ma (2025) argued that incorporating ESG factors into investment decisions and business strategies helps enhance corporate competitiveness, achieve long-term sustainable growth, and ultimately increase overall corporate value. Tan et al. (2025) analyzed the impact of corporate ESG performance on overseas business revenue, focusing specifically on how Chinese firms' ESG performance influences their international business income, and empirically validated the correlation between ESG practices and international business outcomes.

However, existing literature predominantly focuses on the effects of ESG practices on internal organizational efficiency and financial results, while the mechanisms through which ESG performance operates at the levels of market competitiveness and consumer behavior driving remain insufficiently elucidated. Xiang et al. (2024), in studying the impact of ESG performance on corporate resilience, mentioned the ability of firms to recover and grow during crises, which implies that ESG performance may have a positive effect on consumer trust and brand reputation, but the specific underlying mechanisms require further exploration. Similarly, He (2024) in his case study of TS Enterprise did not delve deeply into the impact of ESG performance on consumer purchase intention. This suggests that although the importance of ESG performance is increasingly recognized, its specific impact on marketing and consumer behavior remains a potential area for future research.

In summary, the primary research gap identified in this study is that existing research has not sufficiently elucidated the detailed mechanism through which corporate ESG performance, particularly the specific ESG practices of e-commerce platforms (using JD.com as an example), influences the purchase intention of consumers in a specific region (Zhanjiang) by affecting mediating factors such as consumer cognition, attitudes, and trust. This study aims to fill this gap by providing more micro-level and context-specific empirical evidence to understand the market effects of ESG.

III. MATERIALS AND METHODS

This study employed a mixed-methods approach, incorporating in-depth interviews and a questionnaire survey, to investigate JD.com consumers in Zhanjiang. Data were collected and analyzed to understand the characteristics and behaviors of JD.com users in this specific region.

3.1 Sampling Design

A multi-stage sampling method was adopted. The first stage involved stratified sampling based on the population distribution of Zhanjiang, as reported by the National Bureau of Statistics. Zhanjiang comprises 10 counties, districts, and county-level cities. Population census data from the Seventh National Population Census provided the basis for stratification (Zhanjiang Municipal Bureau of Statistics, 2021). Table 1 presents the population distribution across these areas:

Table 1: Population of Counties (Cities, Districts) in Zhanjiang

Area	Population	%
Chikan	390300	5.59
Xiashan	536424	7.68
Potou	337723	4.84
Majiang	326154	4.67
Kafai	340854	4.88
Suixi	824608	11.81
Xuwen	633258	9.07
Lianjiang	1363470	19.53
Leizhou	1321091	18.92
Wuchuan	907354	13.00

In the second stage, within Zhanjiang, stratified sampling was again used to randomly select a specific number of consumers who had used the JD.com platform. This method aimed to eliminate subjectivity and purposeful selection, ensuring each potential participant had an equal probability of being chosen. The survey questionnaire consisted of 22 items, including single-choice questions and scale-based items. To enhance data reliability and the stability of statistical analysis, a sample size of 280 was determined.

Following an initial pilot survey, which included reliability and validity analyses, the questionnaire was finalized. The final version was then distributed online to platform users across the respective regions in

Zhanjiang, in proportion to their population distribution. A total of 298 questionnaires were distributed, resulting in a response rate of 93.96%. The specific allocation of the sample size is detailed in Table2:

Table 2: Proportion of Questionnaires Distributed		
Area	Questionnaires Distributed	%
Chikan	17	5.59
Xiashan	23	7.68
Potou	14	4.84
Majiang	14	4.67
Kafai	15	4.88
Suixi	35	11.81
Xuwen	27	9.07
Lianjiang	58	19.53
Leizhou	56	18.92
Wuchuan	39	13.00

3.2 Questionnaire Design

The survey questionnaire comprised three main sections:

(1) User Basic Characteristics and Consumption Behavior: This section aimed to collect demographic information such as age, gender, and shopping frequency. The goal was to construct a profile of JD.com users in Zhanjiang and gain in-depth insights into their awareness and satisfaction levels regarding JD.com's performance in key ESG areas, including green logistics, social responsibility, and corporate governance. This provided a foundation for subsequent analysis.

(2) ESG Performance Perception and Purchase Decision Influence: This section focused on respondents' perceptions and satisfaction ratings regarding four core ESG factors of JD.com: green logistics and packaging, social responsibility performance, and corporate governance. A Likert scale was employed to quantify feedback, allowing for a detailed gradation of influence levels. This enabled precise measurement of how these factors affect consumer purchase decisions, thereby revealing the intrinsic link between ESG performance and purchasing behavior.

(3) Purchase Intention and Willingness-to-Recommend Analysis: Building upon the analysis from the first two sections, this part delved into respondents' expectations and future outlook regarding JD.com's ESG performance. It comprehensively analyzed potential motivations influencing their purchase decisions and brand recommendation behavior, directly assessing their purchase intention and willingness to recommend. This provided key insights for JD.com to enhance user loyalty and market competitiveness.

3.3 In-depth Interviews with Zhanjiang JD.com Users

To ensure the representativeness of the sample, 30 JD.com platform users were selected for in-depth online and offline interviews across various locations in Zhanjiang (including schools, rural areas, shops, and urban districts) between February and March 2025.

3.3.1 Interview Guide Design

Through interactions with interviewees and subsequent analysis of the interview materials, the main aspects of their perceptions and experiences regarding shopping on JD.com were categorized into four dimensions: Green Logistics (GL), Green Packaging (GP), Social Responsibility (SR), and Corporate Governance (CG). The interview results were meticulously documented. The specific interview design is outlined below (Table 3):

Table 3: Main Issues and Suggestions from Interviewed (Codes)					
Dimension	Question	Object	Description	Suggested	Participants
GL	QR1	OB1	VD1	SR1	5
	QR2	OB2	VD2	SR2	6
	QR3	OB3	VD3	SR3	4
	QR4	OB4	VD4	SR4	3
GP	QR5	OB5	VD5	SR5	3
	QR6	OB6	VD6	SR6	2
	QR7	OB7	VD7	SR7	3
SR	QR8	OB8	VD8	SR8	2
	QR9	OB9	VD9	SR9	2
	QR10	OB10	VD10	SR10	2
CG	QR11	OB11	VD11	SR11	2

(1) Preparation Phase: Introduce oneself and explain the purpose of the interview to the respondent, emphasizing confidentiality and respect.

(2) Basic Information Collection: Gather the respondent' s basic personal information, including age group, consumption frequency, and prior experience with shopping on JD.com.

(3) Interview Procedure: Inquiry about ESG Concept Understanding: Ask the user about their understanding of the ESG concept. If their understanding is limited, explain the concept during the interview and guide them to offer suggestions from their own perspective. For example, explain that "ESG generally refers to Environmental aspects, including green logistics and energy conservation; Social aspects, including charity projects and employee welfare; and Corporate Governance aspects, including information disclosure and corporate transparency." Guiding Questions for Issues/Suggestions: "From your perspective as a user, which ESG direction do you find most interesting or believe needs the most improvement? What suggestions do you have regarding JD.com' s performance in these areas?"

IV. RESULTS

4.1 Descriptive Analysis

Age and Gender: According to the questionnaire results presented in Table 4, individuals aged 35-44 constitute the primary consumer group for the JD.com platform, accounting for 32.75% of the respondents. The 25-34 age group also represented a significant portion at 25.09%. This distribution may be related to their purchasing power, shopping preferences, and family situations. Generally, this demographic is highly active on e-commerce platforms and often possesses independent financial means. Regarding gender distribution, males accounted for 51.57%, slightly outnumbering females at 48.43%. This gender disparity might be associated with JD.com' s origins in the 3C (Consumer Electronics, Computers, and Communication) sector, a category where it has maintained a strong presence and traditionally attracts a larger male customer base.

Table 4: Basic Characteristics		
Basic Characteristics		%
Gender	Female	48.43
	Male	51.57
Age	18↓	13.24
	18~24	16.72
	25~34	25.09
	35~44	32.75
	45↑	12.2

Shopping Frequency Characteristics: As indicated by the survey results in Figure 2, the largest proportion of respondents selected "shopping at least once a month." This was followed by those shopping "at least once a quarter" and "at least once a week." This distribution may be related to Zhanjiang being a third-tier city, where average wage levels are generally not high. Collecting this indicator allows for a better understanding of users' awareness and satisfaction regarding ESG performance. Consumers who shop more frequently may have a higher level of experience with JD.com' s services and products, making their feedback potentially more valuable for future recommendations.

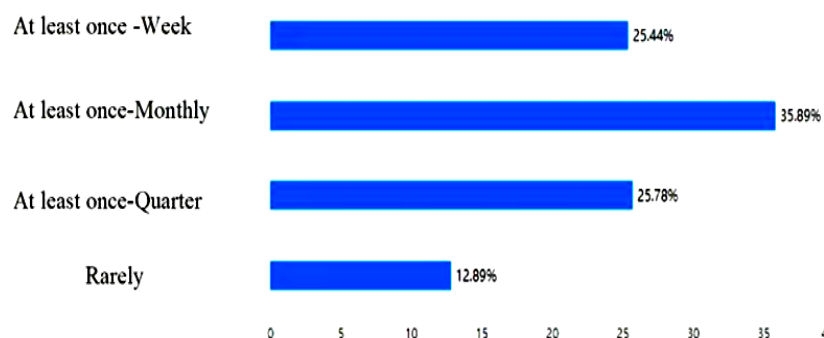


Figure 2: Characteristics of Shopping Frequency

4.2 Reliability and Validity Analysis

4.2.1 Reliability Test

In this questionnaire survey, SPSS software was used to calculate the Cronbach' s alpha coefficient ($SC\ \alpha$), which was found to be 0.958 (see Table 5). This indicates that the questionnaire design is reasonable and exhibits high stability and reliability.

Table 5: Cronbach's alpha coefficient

Cronbach's α	SC α	Terms	Sample
0.958	0.958	20	280

4.2.2 Validity Test

The data from this empirical study show that the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy reached 0.866, exceeding the benchmark threshold of 0.6. This demonstrates that the data are suitable for factor model construction. Furthermore, the p-value for Bartlett's test of sphericity was 0.000***, which is less than 0.05 (see Table 6). This suggests that the questionnaire's structural design is sound.

Table 6: KMO Test and Bartlett's Test

KMO Value		0.866
Bartlett's Test of Sphericity	Approx. Chi-Square	1591.477
	df	36
	P	0.000***

4.3 Correlation Analysis

Based on the Pearson correlation test results (Table 7), the correlation coefficients for all dimensions exceeded 0.8, confirming that the variables exhibit significant co-movement characteristics. Specifically, the strength of the association between the driving force of consumption decisions and market efficiency indicators reached 0.861. Its correlation with the level of ESG practices was even higher, reaching 0.886. Both correlations passed the statistical test at an extremely high confidence level, indicating that the enhancement of Consumer Purchase Intention (III) is closely related to the improvement of Marketing Competitiveness (II) and ESG Performance (I). At the same time, the correlation coefficient between marketing competitiveness and ESG performance was 0.918, which is also statistically significant at the 1% level. This indicates that there is a high degree of consistency between the enhancement of marketing competitiveness and the improvement of ESG performance. Overall, the three variables show significant and strong positive correlations statistically. This provides important empirical evidence for subsequent research, indicating that in the process of enhancing consumer purchase intention, both marketing competitiveness and ESG performance are crucial and indispensable key factors.

Table 7: Correlation Analysis

Item	III	II	I
III	1(0.000***)	0.861(0.000***)	0.886(0.000***)
II	0.861(0.000***)	1(0.000***)	0.918(0.000***)
I	0.886(0.000***)	0.918(0.000***)	1(0.000***)

Note:***、**、* represent significance levels of 1%, 5%, and 10% respectively

4.4 Mediation Effect Test

According to the results of the data analysis (Table 8), ESG performance has a significant positive impact on consumer purchase intention. The regression coefficient is 0.966 ($t = 31.786$, $p < 0.001$), and the standardized coefficient is 0.886. This indicates that for every one-unit increase in ESG performance, consumer purchase intention increases by 0.966 units, and this effect is significant at the 1% level.

Table 8: Regression Model Coefficients for Mediating Effects

Variable	Consumer Purchase Intention (III)					Marketing Competitiveness (II)					Consumer Purchase Intention (III)				
	Coefficient	Std. Error	t	P	Std. C	Coefficient	Std. Error	t	P	Std. C	Coefficient	Std. Error	t	P	Std. C
Constant	0.233	0.106	2.205	0.028**	-	0.014	0.092	0.149	0.882	-	0.229	0.102	2.239	0.026**	-
I	0.966	0.03	31.786	0.000***	0.886	1.019	0.026	38.662	0.000***	0.918	0.66	0.074	8.898	0.000***	0.606
II											0.3	0.067	4.48	0.000***	0.305
R ²		0.784					0.843					0.799			
Adjusted R ²		0.783					0.842					0.797			
F	F(1, 278)=1010.363, P=0.000***					F(1, 278)=1494.758, P=0.000***					F(2, 277)=549.869, P=0.000***				

Note:***, **, * indicate statistical significance at the 1%, 5%, & 10% levels, respectively. Mediating Effect Analysis Results, n=280

Additionally, ESG performance also has a significant positive impact on marketing competitiveness, with a regression coefficient of 1.019 ($t=38.662$, $p<0.001$) and a standardized coefficient of 0.918. This

indicates that for every one-unit increase in ESG performance, marketing competitiveness increases by 1.019 units, and this effect is also significant at the 1% level.

Further analysis of the impact of marketing competitiveness on consumer purchase intention showed a regression coefficient of 0.3 ($t=4.48$, $p<0.001$) and a standardized coefficient of 0.305. This suggests that for every one-unit increase in marketing competitiveness, consumer purchase intention increases by 0.3 units, and this effect is significant at the 1% level.

When controlling for marketing competitiveness, the direct effect coefficient of ESG performance on consumer purchase intention is 0.66 ($t=8.898$, $p<0.001$) with a standardized coefficient of 0.606. This indicates that the direct effect of ESG performance on consumer purchase intention remains significant, although the coefficient has decreased compared to when marketing competitiveness was not controlled. This suggests that marketing competitiveness plays a partial mediating role between ESG performance and consumer purchase intention.

The goodness of fit of the model is high, with R^2 values for the three regression equations being 0.784, 0.843, and 0.799, respectively, and adjusted R^2 values being 0.783, 0.842, and 0.797. This indicates that the model has strong explanatory power for the data. The F-test results show that all three regression equations are significant at the 1% level, further validating the overall effectiveness of the model.

The empirical findings demonstrate that ESG practices not only exert a direct driving effect on consumer purchase preferences but also generate a synergistic promotion effect through the transmission path of market strategy effectiveness. The data analysis reveals that the marketing effectiveness indicator plays a clear partial mediating role between ESG practice levels and consumer decision-making tendencies. The summary results of the mediation mechanism test (Table 9) show that the total effect © of the path “ESG performance => marketing competitiveness => consumer purchase intention” is 0.966 ($p<0.001$), indicating a significant positive total effect of ESG performance on consumer purchase intention. In other words, the better the ESG performance, the stronger the consumer purchase intention.

The coefficient of the mediation path (a and b): the a path coefficient is 1.019 ($p<0.001$), indicating a significant positive impact of ESG performance on marketing competitiveness, meaning better ESG performance leads to stronger marketing competitiveness. The b path coefficient is 0.3 ($p<0.001$), indicating a significant positive impact of marketing competitiveness on consumer purchase intention, meaning stronger marketing competitiveness leads to stronger consumer purchase intention. The mediating effect ($a*b$) has a value of 0.305 ($p<0.001$), indicating that the mediating effect of marketing competitiveness between ESG performance and consumer purchase intention is significant. The mediating effect value of 0.305 suggests that the indirect effect of ESG performance on enhancing consumer decision-making tendencies, achieved by improving marketing competitiveness, is significant.

The regression coefficient of the direct effect path coefficient c' reaches 0.66 (significance level $p<0.001$), confirming that after controlling for the mediating transmission mechanism of market effectiveness, there remains a statistically significant and positive independent effect of ESG practice levels on consumer decision-making tendencies in the empirical model. This means that, in addition to the indirect path through marketing competitiveness, ESG performance also directly influences consumer purchase intention

Table 9: Summary of Mediation Effect Tests

Item	TT Effect	a	p-value	b	p-value	M Effect Value	Boot SE	z-value	p-value	95% Boot CI	Direct Effect	p-value	Test Conclusion
I => II => III	c	a	A	b	B	a*b	a*b	a*b	a*b	a*b	c'	c'	
	0.966	1.019	0.000 ***	0.3	0.000 ***	0.305	0.071	4.318	0.000 ***	0.144 - 0.428	0.66	0.000 ***	Partial

In summary, market strategy effectiveness functions as a transmission mechanism, exhibiting an incomplete mediation effect between ESG performance and consumer decision-making tendencies. Specifically, ESG practice levels exert a direct driving effect on consumer preferences, while simultaneously reinforcing this effect through the pathway of market effectiveness indicators, forming a synergistic promotion mechanism, as illustrated in Figure 3.



Figure 3: Mediation Effect Pathways

V. CONCLUSIONAND RECOMMENDATIONS

5.1 Conclusions

This study confirms a positive correlation between ESG performance and marketing competitiveness. The research finds that marketing competitiveness positively influences consumers' purchase intention. Furthermore, marketing competitiveness plays a mediating role between ESG performance and consumers' purchase intention

Specifically, first, as shown in Table 10, ESG performance is significantly and positively correlated with marketing competitiveness ($\beta = 0.918$, $p < 0.01$). This finding provides new insights and empirical evidence for stakeholder theory. Second, marketing competitiveness is also significantly and positively correlated with consumers' purchase intention ($\beta = 0.861$, $p < 0.01$), and the mediating role of employee proactive work behavior has also been validated.

Table 10: Verification of Hypotheses

Hypotheses	Result
H1: ESG performance has a positive impact on marketing competitiveness	Supported
H2: Marketing competitiveness has a positive impact on consumers' purchase intention	Supported
H3: Marketing competitiveness plays a mediating role between ESG performance and consumers' purchase intention	Supported

5.2 Research Innovations

Building upon existing research, this study strives for innovation in the following aspects:

(1) Research Perspective Innovation:

- **Shift to a Consumer Behavior Perspective:** Compared to existing research that primarily focuses on the impact of ESG on financial performance, this study adopts a consumer behavior perspective, delving into how ESG performance influences consumer purchase intention by affecting corporate marketing competitiveness.

- **Filling a Gap in the Consumer Behavior Field:** This perspective helps elucidate the specific mechanisms through which ESG operates at the marketing level, filling a gap in the understanding of ESG's consumer behavior-driven mechanisms.

- **Providing Theoretical Support for Marketing Strategies:** The research findings can offer new theoretical foundations for e-commerce platforms (like JD.com) to optimize green marketing strategies and enhance brand appeal through ESG practices.

(2) Theoretical Framework and Methodological Innovation:

- **Integrated Theoretical Model Construction:** By introducing a stakeholder collaborative value theory framework, an integrated analytical model encompassing environmental (E), social (S), and governance (G) effectiveness, corporate marketing competitiveness, and consumer purchase propensity was constructed.

- **Application of Mixed Research Methods:** A mixed research design combining structured scale measurement and group interviews was employed. Scale measurement facilitates large-sample quantitative analysis, while interviews provide deeper, more context-specific qualitative insights. The combination allows for a more comprehensive and multi-dimensional understanding of complex relationships.

- **Mechanism Analysis and Empirical Testing:** The study not only aims to reveal the complex pathways through which ESG performance influences consumer purchase intention but also specifically empirically tests the partial mediating role of marketing competitiveness within these pathways, providing more robust empirical evidence for the theoretical model.

5.3 Research Contributions

This study holds significant theoretical and practical implications, specifically manifested in the following:

5.3.1 Theoretical Significance

It innovatively explores the pathways and synergistic mechanisms through which comprehensive ESG performance influences consumer purchase decisions, filling a gap in research on the association mechanisms between composite ESG indicators and marketing effectiveness.

5.3.2 Practical Significance

- (1) **Provides Empirical Evidence:** It offers data-based empirical support for e-commerce platforms (such as JD.com) on how to enhance marketing competitiveness and influence consumer purchase decisions by optimizing their ESG performance.

(2) Guides Management Practices: The findings help businesses formulate more precise ESG-related marketing strategies and management measures, thereby improving the effectiveness of their social responsibility practices.

(3) Offers Decision-Making References: It provides specific decision-making references and directional guidance for JD.com and other logistics companies in the same industry to optimize their ESG performance and enhance market competitiveness.

5.3.3 Countermeasures and Recommendations

Recommendations were extracted and refined from the records of the first-round interviews. Different research subjects (OB) were categorized into 11 groups. Suggestions (SR) and typical verbal descriptions (VD) were collected from their respective perspectives. In the second round, interactive inquiries were conducted regarding the agreement or disagreement with the suggestions proposed by each group. The majority of members in most groups agreed with the opinions put forward by other groups. The following suggestions will be elaborated based on the interview content and literature.

(1) Environmental Aspects:

1)Green Logistics:Increase investment in new energy vehicles (SR1). The measure of increasing investment in new energy vehicles has reference value (Zhao & Yan, 2022). JD.com should continue to increase its investment in new energy vehicles, not only expanding its fleet in first- and second-tier cities but also increasing investment in third- and fourth-tier cities and below, thereby enhancing the environmental friendliness and efficiency of logistics.

Optimize the logistics network and cold chain transportation (SR2). Driven by steady economic growth, in-depth urban-rural integration, continuous optimization of the logistics network, and expanding household income, the underserved markets, represented by county-level economic zones, exhibit significant consumer potential, township settlements, and rural areas exhibit significant consumer potential (Meng, 2023). Therefore, rural e-commerce holds great significance in the supply chain. JD.com can increase its investment in self-operated service points in third- and fourth-tier cities, optimize the logistics network, and improve delivery efficiency and service quality.

By strengthening cooperation with local agricultural cooperatives, direct supply channels for fresh produce can be established, reducing intermediate links and lowering logistics costs. In terms of fresh logistics, investment in cold chain vehicles and warehousing facilities can be increased. Big data and artificial intelligence technologies can be utilized to optimize route planning and temperature control for cold chain transportation, ensuring the quality of fresh products is not compromised during transit, and meeting the needs of merchants and influencers. Additionally, JD.com can collaborate with e-commerce platforms to launch promotional activities and preferential policies targeting fresh products, attracting more merchants to choose JD Logistics and expanding market share (Sun, 2024).

Focus on demonstrating the benefits of new energy. According to interview suggestions (SR3), JD.com can enhance consumer engagement and environmental awareness by visually displaying the fuel savings and usage benefits of new energy vehicles through the JD App, WeChat Mini Programs, etc. For example, data such as the monthly fuel savings and reduced carbon emissions per new energy vehicle can be displayed, allowing consumers to directly see the effectiveness of green logistics.

Enhance logistics experience through customized services. Customized services can be set up to meet different market demands, such as increasing service points and recycling facilities in the campus market and hosting green activities; establishing village service stations and self-collection points in the rural market, providing door-to-door installation services; and offering fast door-to-door pickup and priority delivery services for aquatic product merchants and influencers to improve customer satisfaction. For example, in the campus market, JD.com can collaborate with schools to increase JD service points on campus, providing convenient pickup and delivery services, while setting up prominent promotional signs to enhance brand visibility. Activities like campus green logistics experience days and environmental knowledge competitions can be held, combined with online promotion to increase students' awareness of JD's green logistics. In the rural market, village service stations and self-collection points can be established in collaboration with the government to facilitate elderly customers in picking up goods, while also providing door-to-door installation and usage guidance services to enhance the shopping experience. Big data can be utilized to optimize delivery routes, improve efficiency, ensure the elderly receive their goods promptly, and enhance brand loyalty.

2)Packaging and Products:Promote paid upgrades for logistics packaging materials, and offer eco-friendly merchandise as gifts (SR4).

Co-develop co-branded eco-friendly products with brand manufacturers to enhance product awareness and market competitiveness through joint marketing activities. Additionally, JD.com can conduct online and offline promotional activities for eco-friendly packaging to educate consumers about the knowledge and advantages of eco-friendly packaging, guiding them to develop the habit of choosing eco-friendly packaging (Shi, 2023). Furthermore, strengthen co-branded partnerships with brand manufacturers to launch more eco-

friendly products (SR5). This initiative can meet consumer demand and enhance brand influence. For example, JD.com can collaborate with well-known environmental organizations to establish a series of certification standards for eco-friendly packaging, mark and recommend merchants who meet the standards, allowing consumers to easily identify and choose eco-friendly products.

Focus on supply chain collaboration (SR6). Deepen supply chain collaboration with merchants, increase technological investment, and use recyclable materials from Zhanjiang as packaging materials to reduce production costs and improve the environmental friendliness of packaging. For example, JD.com can collaborate with local recyclable material suppliers to establish a stable supply relationship, ensuring the quality and supply stability of packaging materials (Chao, 2024).

Strictly screen home products to ensure they meet environmental standards, protect consumer health, and enhance the quality of platform products. Utilize its technological advantages to help merchants optimize packaging design, reduce the amount of packaging materials used, and lower packaging costs. For home products, establish strict environmental standards and inspection mechanisms, conduct spot checks and certifications on products to ensure they meet environmental requirements, and provide consumers with safe and healthy product choices.

(2) Social Responsibility Aspects

Public Welfare Projects and Employee Welfare Enhancement: Actively carry out public welfare projects such as poverty alleviation through education (SR7) and medical assistance to enhance the company's social image. For example, in terms of poverty alleviation through education, it can collaborate with education departments to establish Hope Primary Schools in poverty-stricken areas, providing teaching facilities and teacher training to improve local educational conditions. In terms of medical assistance, it can collaborate with medical institutions to provide free or discounted medical services to impoverished patients, alleviating their medical burdens (Li, 2025).

Additionally, employee welfare can be further strengthened, such as improving the five social insurances and one housing fund system. By strengthening organizational identification and career commitment, human resource effectiveness can be effectively enhanced, and corporate organizational resilience can be strengthened. It is recommended to build a diversified security mechanism (such as supplementary commercial health insurance, flexible leave systems, and skill advancement training programs) to systematically improve employees' job satisfaction and overall well-being beyond the basic social security framework (the five social insurances and one housing fund), which can not only activate employees' subjective initiative but also form a long-term talent retention mechanism (Huang, 2025).

Data Security and Consumer Rights Protection: Systematically safeguard user privacy rights through the deployment of cutting-edge technology systems and standardized control mechanisms. Taking JD.com as an example, the company can deploy blockchain encryption protocols to achieve end-to-end protection of user information (SR8), while simultaneously constructing a framework for data classification, authorization, and compliant use, implementing cybersecurity capability certifications for internal personnel and ecosystem partners. It is recommended to simultaneously improve the consumer rights protection system (Zhang & Gong, 2024) by establishing a professional customer service team, implementing a service standard certification system, and establishing a real-time feedback tracking system (SR9). Specific implementation paths include: building an intelligent customer service training matrix, incorporating service ethics evaluation indicators, improving the complaint response closed-loop mechanism, ultimately forming a synergistic optimization model between user trust and platform service quality.

Consumer Feedback and Service Optimization (SR10): Place high importance on consumer feedback, including evaluations and complaints, establish a rapid response mechanism, solve problems promptly, and continuously optimize products and services. For example, JD.com can build an intelligent semantic analysis dashboard to generate service quality heat maps, driving continuous upgrades in service efficiency and product experience, ultimately achieving precise user needs touchpoints and symbiotic evolution of platform ecosystem value. Additionally, establish an efficient feedback processing workflow, categorize and prioritize consumer feedback to ensure important issues are addressed promptly, and conduct periodic data insights and root cause tracing to identify product functional defects and service process bottlenecks, thereby formulating service upgrade paths.

(3) Corporate Governance Aspects: Strengthening Information Disclosure and Improving Governance Structure: Enhance the transparency of information disclosure by promptly and accurately publicizing important corporate information, such as financial reports and ESG reports, thereby increasing trust from investors and consumers. Improve the corporate governance structure by clarifying the responsibilities and authorities of various departments, thereby enhancing decision-making efficiency and management levels (Wei & Li, 2025). For instance, JD.com could establish a dedicated information disclosure team responsible for collecting, organizing, and publishing the company's information, ensuring the timeliness and accuracy of disclosures. Furthermore, it is essential to optimize the corporate governance structure, strengthen

communication and interaction with investors, clarify the division of responsibilities among the board of directors, management, and various departments, establish sound decision-making and supervision mechanisms, and improve the company's operational efficiency and management level. Regularly organizing investor meetings and roadshows to introduce the company's development strategy and operating conditions to investors can enhance their confidence in the company.

Employee Training and Brand Image Maintenance (SR11): Strive to achieve a synergistic path between organizational capability building and reputation management. In the human resources dimension, a systematic training system needs to be established to strengthen organizational resilience. Specific implementation paths include designing a tiered capability development framework (covering pre-job adaptive training, professional skills enhancement modules, and business ethics training courses), integrating diverse training mechanisms such as internal training mentorship, cross-disciplinary research programs, and digital learning platforms. At the governance level, decision-makers should practice the ESG leadership paradigm, maintaining brand credibility by establishing decision transparency disclosure systems and public opinion risk management mechanisms. For example, JD.com can achieve value co-creation with stakeholders through initiatives like the senior management public welfare endorsement plan and the supply chain responsibility disclosure white paper. Such practices can not only enhance the perception of organizational legitimacy but also drive a positive cycle in the business ecosystem.

ACKNOWLEDGEMENTS

This paper was supported by Guangdong Office of Philosophy and Social Science (GD24XYJ37) Department of Education of Guangdong Province (2023WQNCX041), Lingnan Normal University talent project(ZW22008).

BIBLIOGRAPHY

- [1]. Chao, J. (2024). Exploring the application of green logistics packaging in e-commerce. *China Storage and Transportation*, (02), 43-44. <https://doi.org/10.16301/j.cnki.cn12-1204/f.2024.02.007>
- [2]. Cui, J., & Yin, X. (2024). An empirical study on the impact of ESG factors on corporate value. *China Asset Appraisal*, (11), 35-44.
- [3]. Freedman, M., & Jaggi, B. (1982). Pollution disclosures, pollution performance and economic performance. *International Journal of Management Science*, 10, 167-176.
- [4]. He, C. (2024). The impact of ESG compliance on corporate financial performance: A case study of TS Enterprise. *China Agricultural Accounting*, 34(24), 30-35. <https://doi.org/10.13575/j.cnki.319.2024.24.016>
- [5]. He, Y., Li, J., Cai, M., et al. (2020). The role of corporate social responsibility and corporate value: The mechanism of marketing competitiveness and customer awareness. *Journal of Management Engineering*, 34(02), 84-94. <https://doi.org/10.13587/j.cnki.jieem.2020.02.009>
- [6]. Huang, P. (2025). On the role of ideological and political guidance in the development of the logistics industry. *Journal of Taiyuan City Vocational College*, (03), 34-36. <https://doi.org/10.16227/j.cnki.tycc.2025.0141>
- [7]. JD.com. (2023). Sustainability Report 2023. JD.com.
- [8]. Li, S. (2025). The necessity and key measures of ESG development for logistics enterprises under the "dual carbon" background. *China Storage and Transportation*, (02), 90-91. <https://doi.org/10.16301/j.cnki.cn12-1204/f.2025.02.029>
- [9]. Liao, Y. T. (2023). An empirical study on the impact of greenwashing behavior in new energy vehicles on consumer purchase intention under environmental responsibility awareness, Master's thesis, Guizhou Normal University. <https://doi.org/10.27048/d.cnki.ggzsu.2023.001273>
- [10]. Ma, R. (2025). An economic study on the relationship between corporate value and ESG scores of listed companies in China. *Journal of Innovations in Economics & Management*, 6(1), 1-13.
- [11]. Meng, J. (2023). Research on the rural e-commerce development strategy of HX Postal Branch [Master's thesis, Nanjing University of Posts and Telecommunications]. <https://doi.org/10.27251/d.cnki.gnjdc.2023.001717>
- [12]. Shi, L. Z. (2023). Research on green marketing strategies of YX plastic packaging company [Master's thesis, Shanghai International Studies University]. <https://doi.org/10.27316/d.cnki.gswyu.2023.001004>
- [13]. Sohu. (2024). JD.com's innovative practices in the ESG field are recognized at the 2024 Enterprise Sustainable Development Conference. https://www.sohu.com/a/841619780_121798711
- [14]. Sun, W. (2024). Analysis of e-commerce development strategies in the digital economy era. *Modern Business*, (22), 95-98. <https://doi.org/10.14097/j.cnki.5392/2024.22.042>
- [15]. Tan, Q., Ma, H., Guang, F., et al. (2025). The influence of enterprise ESG performance on overseas business income: Evidence from China. *Journal of Environmental Management*, 373, 123790.
- [16]. Wang, L. L., Zou, H. W., & Dong, S. Y. (2023). Evaluation and suggestions on the marketing competitiveness of geographical indication fruit products in Guizhou. *Chinese Fruit*, (12), 110-114. <https://doi.org/10.16626/j.cnki.issn1000-8047.2023.12.020>
- [17]. Wei, Y. X., & Li, Y. (2025). The impact of ESG ratings on corporate green transformation: Empirical evidence from A-share listed companies. *Monthly Journal of Technological Innovation*, 38(01), 36-42.
- [18]. Wu, M. Q. (2025). The impact of corporate ESG performance on green innovation performance. *Modern Business*, (01), 127-131. <https://doi.org/10.14013/j.cnki.scxdh.2025.01.039>
- [19]. Xiang, Y. T., Wu, J. H., & Wang, Y. Y. (2024). The impact of ESG performance on corporate resilience. *Business Exhibition Economy*, (24), 183-186. <https://doi.org/10.19995/j.cnki.CN10-1617/F.2024.24.183>
- [20]. Xu, J. H. (2024). An analysis of the impact of ESG performance on corporate financial performance: A case study of XPeng Motors. *Modern Marketing (Last Volume)*, (11), 131-133. <https://doi.org/10.19932/j.cnki.22-1256/F.2024.11.131>
- [21]. Yang, F., Yang, Y., & Li, Y. Z. (2023). An empirical study on the influencing factors of online word-of-mouth on consumer purchase intention. *Modern Business*, (20), 7-10. <https://doi.org/10.14097/j.cnki.5392/2023.20.037>
- [22]. Zhang, Q., & Liu, P. (2024). Research on purchase intention and its influencing factors based on consumer behavior: A case study of peony seed oil. *China Business Theory*, (04), 74-78. <https://doi.org/10.19699/j.cnki.issn2096-0298.2024.04.074>

- [23]. Zhang, Q. Q., & Gong, Y. Z. (2024). Research on strategies for protecting online shopping consumer rights in the digital economy. *Legal Horizon*, (20), 151-153.
- [24]. Zhanjiang Municipal Bureau of Statistics. (2021). Statistical Bulletin of the Seventh Population Census of Guangdong Province. <https://tjgb.hongheiku.com/11547.html>.
- [25]. Zhao, S. N., & Yan, K. (2022). Research on the promotion path of new energy logistics vehicles under the background of urban green freight distribution. *Logistics Engineering and Management*, 44(09), 75-78.