



CSR and Strategic Communication in Spanish-Language Academia: A Systematic Review

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Abstract: The concept of strategic communication has gained importance in the internal and external management of organisations, especially in relation to Corporate Social Responsibility (CSR). This study aims to analyse how CSR communication strategies are addressed in Spanish-speaking academia, identifying key trends and their impact on corporate reputation and competitiveness. The methodology is based on a documentary review of recent studies on CSR communication in various sectors. The results highlight that sectors with greater environmental or social impact adapt their practices to gain public trust. The conclusions reveal that effective CSR communication enhances reputation, consumer loyalty, and long-term competitiveness. This study contributes by systematising Spanish-language scientific production linking CSR and strategic communication, offering theoretical insights and practical tools. Its novelty lies in identifying trends in Spanish-speaking academia and fostering a critical dialogue on responsible corporate management while emphasising the role of Spanish in CSR knowledge dissemination.

Keywords: corporate social responsibility; strategic communication; sustainability; business; business growth.

JEL classification: M14; D83; L31.

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1. INTRODUCTION

In a global environment that is increasingly aware of social and environmental issues, Corporate Social Responsibility (hereafter CSR) has established itself as an essential strategic tool for organizations in all sectors (Chavarría Ortiz *et al.*, 2020; Estanyol, 2020). Companies are no longer seen solely as economic agents but also as social actors responsible for their impact on the environment, the well-being of communities, and long-term sustainability (Rodríguez *et al.*, 2021). Zárate-Rueda *et al.* (2020) state that this transformation has led companies that integrate CSR practices into their philosophy and daily operations to not only meet stakeholders' expectations but also to develop a sense of belonging and commitment among their employees, reinforcing their motivation and alignment with corporate objectives. In this framework, strategic communication becomes a fundamental pillar to effectively project CSR actions, managing public perception, and reinforcing corporate credibility.

Despite the extensive body of literature on CSR, there is still a gap in understanding how strategic communication can serve as a catalyst for the effective implementation and visibility of CSR practices, particularly within Spanish-speaking academia. While various studies have examined CSR in specific industries, such as banking (Hinojosa-López and Cogco, 2020; Carpio and Perez, 2021; Castro-González and Vilela, 2021), mining (Díaz *et al.*, 2021), politics and hospitality (Becerra Bizarrón, 2021), fewer works have systematically analyzed the role of communication as a central axis in CSR implementation across multiple sectors. Moreover, the relationship between CSR communication and its influence on consumer trust, corporate reputation, and stakeholder engagement remains a crucial area for further exploration. This study seeks to address this gap by examining how different industries apply and communicate CSR strategies to align with stakeholder expectations and regulatory frameworks.

Contemporary trends show a growing focus on how companies can use strategic communication to leverage their intangible assets, such as reputation, consumer loyalty, and brand trust (Gallardo-Vázquez *et al.*, 2020). These intangible assets, although difficult to quantify, are fundamental to consolidating an organization's competitiveness and positioning in the market, representing an added value that distinguishes it from competitors. The shift in perception and application of CSR within organizational culture highlights the increasing need for transparent and bidirectional communication. Communicating CSR is not merely about disseminating information; it is about fostering dialogue and co-creation with stakeholders, reinforcing ethical and responsible business practices (Niño Benavides and Cortés Cortés, 2018).

Within the framework of the Sustainable Development Goals (SDGs), CSR serves as a crucial mechanism for aligning corporate activities with sustainability principles. This alignment is particularly vital in sectors that face significant scrutiny regarding their social and environmental responsibilities. For example, in the mining sector, where operations impact local communities and natural resources, companies must adopt CSR strategies that demonstrate a commitment to social and environmental sustainability (Criollo-Uyaguari *et al.*, 2020; Díaz *et al.*, 2021). In the banking industry, trust and transparency are pivotal, making CSR initiatives centered on ethical financial practices and community engagement indispensable (Carpio and Perez, 2021). Similarly, in hospitality, sustainability practices and local community support are essential for maintaining a positive reputation and ensuring long-term viability (Becerra Bizarrón, 2021).

Furthermore, in the public space, Third Sector Organizations are increasingly adopting Organizational Social Responsibility (hereafter OSR) as a means to enhance their ethical credibility and social impact. As demonstrated by [Ortíz Rodríguez \(2020\)](#), these organizations are strategically integrating digital media to communicate OSR efforts effectively, fostering greater stakeholder engagement and public trust. The role of emerging technologies, such as social media ([Armírola Garcés et al., 2020](#); [Capriotti and Zeler, 2020](#); [Aguirre et al., 2021](#); [Moyaert et al., 2021](#)) web analytics, and podcasts ([Barrio-Fraile et al., 2023](#)), has become central to the visibility, dissemination, and promotion of CSR initiatives. These tools enable companies to communicate their sustainability commitments in a transparent, interactive, and engaging manner.

Given these considerations, this study presents a systematic review of the literature in Spanish on the intersection between CSR and strategic communication. By analysing academic contributions in this field, the research aims to (1) identify the key methodologies and approaches used to study CSR communication, (2) examine the sector-specific challenges and opportunities in implementing CSR strategies, and (3) provide a comprehensive framework for understanding the role of communication in shaping CSR practices. As [Diez et al. \(2022\)](#) highlighted, well-communicated CSR not only strengthens corporate reputation and consumer loyalty but also contributes to long-term sustainability and competitive advantage. By synthesizing theoretical perspectives and empirical case studies, this work offers valuable insights for academics and practitioners alike, fostering a critical dialogue on how businesses can strategically manage their social and environmental impact.

The academic contribution of this study lies in providing a structured synthesis of the Spanish-language literature linking CSR and strategic communication. By integrating theoretical discussions, methodological perspectives, and industry-specific case studies, this research expands knowledge on the communicative dimension of CSR while offering practical tools for adapting these strategies to diverse business environments. This approach underscores the importance of Spanish as a vehicle for advancing academic discourse in this field and highlights the need for continued research on how communication can drive responsible corporate behavior in an evolving global landscape.

Focusing on the Spanish-speaking context responds to a theoretical necessity rooted in multiple factors. First, scientific production on CSR and strategic communication in Spanish has grown significantly in recent years, justifying the need to systematize and analyze these contributions within a specific framework. Unlike other contexts, CSR in Spanish-speaking countries has developed within socio-economic, cultural, and regulatory environments that shape how organizations adopt and communicate their sustainability strategies.

Moreover, this study identifies distinctive trends and methodological approaches emerging from Spanish-language literature, offering relevant findings on how organizations in these countries manage their corporate image and reputation through CSR communication. A key differentiating factor is the central role of cultural values and corporate identity in shaping public perception and acceptance of CSR strategies, which is not always as prominent in other contexts.

Additionally, by focusing on Spanish-language academic production, this research brings visibility to knowledge that is often underrepresented in international reviews dominated by English-language literature. This provides a complementary perspective to the global debate on strategic communication and CSR, fostering a more inclusive and diverse understanding of the field.

Finally, this approach opens new avenues for future research by facilitating comparative analyses with other linguistic and cultural contexts. Such studies can help identify common patterns and significant differences in CSR communication practices worldwide, enhancing both theoretical and practical applications in corporate sustainability management. To reinforce this justification, the Introduction and Conclusion sections have been expanded, emphasizing the relevance of this analytical framework and the distinctive contributions it offers to the existing body of knowledge. Furthermore, the present study follows the traditional and widely recognized structure of academic research papers – [Introduction](#), [Methodology](#), [Results](#), [Discussion](#), and [Conclusion](#). This organizational framework not only provides coherence and clarity but also strengthens the logical progression of the analysis, ensuring its accessibility and rigor for both academic and professional audiences. Aligned with the PRISMA protocol, this systematic review is guided by the following research question: How is strategic communication used to convey Corporate Social Responsibility (CSR) practices in Spanish-speaking academic contexts, and what trends and methodological approaches can be identified?

2. MATERIALS AND METHODS

2.1 Study design

For this study, we used a fundamental tool for academic evidence-based decision-making: the systematic review ([Rodríguez *et al.*, 2024](#)). This methodology allows synthesizing existing scientific information, increasing the validity of the conclusions of individual studies and highlighting areas of uncertainty that need further research ([López Cerezo and González García, 2011](#)). The systematic review was conducted according to the criteria of the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) statement, a guideline designed to improve the quality of reporting in systematic reviews. PRISMA is endorsed by more than 200 journals and organizations specialized in this type of studies ([Ciapponi, 2021](#)).

In relation to the methodological aspects of this review, a structured approach has been implemented that facilitates the identification, selection, evaluation and synthesis of studies, allowing the objectives set both at a general and specific level to be achieved ([Page *et al.*, 2021](#)).

2.2 Selection of studies

The studies were selected based on a set of inclusion criteria: (a) review articles explicitly addressing the relationship between strategic communication and CSR, (b) review articles published in Spanish, and (c) articles published between 2020 and October 2024. The exclusion criteria were: (a) publications not meeting the inclusion criteria. No further limitations were imposed to ensure a sufficient and relevant volume of studies that reflect the scientific reality.

The time frame for this systematic review was confined to the period from 2020 to 2024, driven by the need to focus on recent research reflecting the current state of the field. In fast-evolving areas like digital communication, social networks, and CSR practices, studies published before 2020 may not accurately capture the present-day landscape. Furthermore,

this period encompasses significant developments, such as the rise of emerging platforms and novel digital interaction strategies applied to CSR.

The COVID-19 pandemic marked a pivotal moment in many sectors, including communication, CSR, marketing, and social media behavior. Since 2020, studies have specifically analyzed the effects of this global event, providing a cohesive framework for understanding the recent trends and shifts in the field. This approach yields more relevant and contextualized insights during a time of profound impact for the subject at hand.

By narrowing the time frame, we ensure the quality and comparability of the analyzed sources. Concentrating on research published in the last four years prevents an overly broad scope that might hinder accurate analysis and conclusions. This also responds to the methodological need to standardize the conditions and approaches of the included studies, guaranteeing a rigorous and relevant analysis.

2.3 Study strategies

The authors independently executed a literature search through Scopus, Web of Science (WoS) and Google Scholar databases. The search was conducted with a time limit, which was between 2020 and October 2024. The databases used offer a complete and broad overview of the topic under study, which is why they were chosen for this research. Scopus and Web of Science (WoS) index articles from journals listed in the Journal Citation Reports (JCR), the Scimago Journal Rank (SJR), and similar databases. Google Scholar, however, collects publications on a topic, including those not indexed in these databases. The use of Google Scholar in this research is justified by its ability to index a wider variety of academic documents, including grey literature and publications that may not be included in Scopus or Web of Science. This inclusion provides a more comprehensive view of the state of the art on the studied topic, complementing the analysis with sources from conferences, doctoral theses, and book chapters, which enriches the documentary base and ensures a more exhaustive literature review. According to [Torres-Salinas et al. \(2009\)](#), Google Scholar offers broader coverage by indexing a diverse range of sources, including academic and non-academic publications that are often not considered in traditional databases. This broader inclusion enhances the accessibility and visibility of research findings, making it a valuable tool for conducting extensive literature reviews.

The optimization of the searches was based on the definition of key words that synthesize the collection of the sample of records. In line with the object of the research, in Spanish: 'Responsabilidad Social Corporativa' AND, ('comunicación estratégica' OR 'comunicación empresarial' OR 'gestión de la comunicación corporativa'); as in English: 'Social Corporate Responsibility' AND ('strategic communication' OR 'business communication' OR 'management corporate communication'). Records were collected using the 'General Search' section, with the field 'all fields'.

2.4 Data collection and synthesis

The collected records were independently reviewed and evaluated by the participating academics, following the guidelines of the PRISMA methodology. The section on data collection and synthesis would benefit from further elaboration to clarify how the data were gathered and synthesized.

3. RESULTS

Following the criteria established by the methodology of the present study (PRISMA statement) for systematic reviews, a total of 14.744 records were obtained from the selected search sources. After removing duplicates (1), 14.743 records remained. However, after applying additional filters to each publication according to the checklist items of the methodology used, as well as the previously mentioned inclusion and exclusion criteria, the final number of publications considered for this review was 50. This document search process, shown in [Figure no. 1](#), includes, by publication characteristics, studies in relation to strategic communication and CSR. The corpus obtained comes almost entirely from Google Scholar (14.736). Web of Science with 6 records and Scopus with 2 were the databases with the lowest volume of records in relation to the criteria determined.

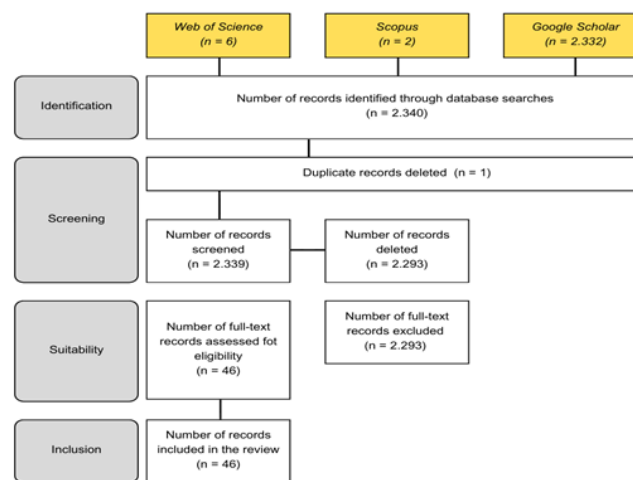


Figure no. 1 – Flow chart of the records obtained

Source: own elaboration

4. DISCUSSION

The list of proposed research and approaches covers a broad and current spectrum of CSR and organisational strategic communication, allowing for an in-depth analysis of how different sectors and strategies approach CSR and sustainability through the prism of communication in different contexts. This study compiles scientific production in various areas related to the object of study.

The records that make up the corpus are reflected in [Table no. 1](#) according to authors, year of publication, publication medium, publication title, most relevant findings and doi-url. The sample consists of forty-five academic articles and spans the years 2020 to 2024. Most of the scientific production is concentrated in the years 2020 (28%), 2021 (34%) and 2022 (28%). The remainder is in the years 2023 (8%) and 2024 (2%) as seen in [Figure no. 2](#).

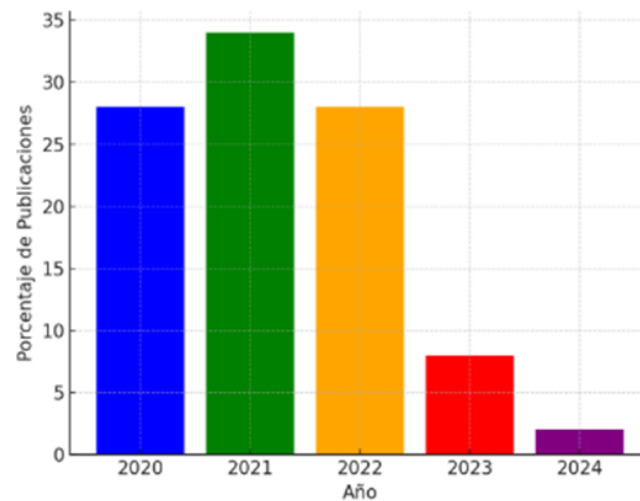


Figure no. 2 – Distribution of publications in the period 2020-2024

Source: own elaboration

In this sense, the records obtained indicate that the journals of scientific impact that publish the most on Corporate Social Responsibility and strategic communication are the SEECI Journal of Communication (5 records), Revista Latina de Comunicación Social (4 records), El Profesional de la Información (3 records) and Anagramas - Rumbos y sentidos de la comunicación (2 records) and Sintaxis (2 records). The rest of the journals with academic impact only have one entry in this systematic review.

Table no. 1 – Characteristics of the records obtained in the search strategy

Author(s) and Year	Publication medium	Title of publication	Study findings	Communication category strategy
Estanyol (2020)	El profesional de la información	Comunicación de la responsabilidad social corporativa (RSC): análisis de las campañas más premiadas en 2018	The analysis highlights successful CSR practices, such as alignment with the SDGs (gender equality, reduction of inequalities and environmental protection), integration with the organisational mission, employee engagement and the use of two-way channels to engage with stakeholders.	CSR Communication & Stakeholders Engagement
Buitrago Betancourt (2021)	Gestión y Organizaciones	La comunicación corporativa de la responsabilidad social empresarial (RSE): el caso de las empresas de la provincia Sabana Centro de Cundinamarca, Colombia	Large and medium-sized companies communicate more about their CSR actions than micro and small companies, although overall the percentage is low. Surprisingly, the mining and quarrying sector is the one that uses web portals and social media the least, despite facing more social pressure.	CSR Communication & Industry Practices
Ramos Rubio (2021)	RECAI Revista de Estudios en Contaduría,	Elementos de responsabilidad social empresarial	The results show that, although there are unimplemented mechanisms, companies have reinforced sustainability strategies,	CSR & Branding Impact

Author(s) and Year	Publication medium	Title of publication	Study findings	Communication category strategy
	Administración e Informática	y mercadotecnia social para la reputación corporativa e impacto en el branding	improving their reputation, branding and positive social and environmental impact.	
Pellicer Jordá (2023)	Revista de Comunicación de la SEECI	Ética y valores en la publicidad. El Branded Content como formato estrella de la responsabilidad social corporativa. Comunicación de la responsabilidad social empresarial de las empresas de América Latina en Facebook: estudio comparativo con las empresas globales	Analyses branded content actions in Spain in CSR during the last four months of 2022, identifying themes, genres, formats, companies involved, advantages and limitations.	CSR & Branded Content
Capriotti and Zeler (2020)	Palabra clave	Variables de la responsabilidad social corporativa. Un modelo de ecuaciones estructurales	The research reveals that companies prioritise economic over social issues on Facebook, using it more as a channel for dissemination than for interactive communication of their CSR, which calls for a more dialogical approach.	CSR & Social Media
Reyes Ramírez <i>et al.</i> (2022)	Retos. Revista de Ciencias de la Administración y Economía	Tendencias teóricas y desafíos en la comunicación de la responsabilidad social corporativa	The validation of the model confirmed that CSR has a multidimensional approach, where internal factors such as leadership, communication, values and job satisfaction are significantly correlated with customer perception, in line with previous studies.	CSR & Leadership/Organisational Culture
Díez <i>et al.</i> (2022)	Anagramas - Rumbos y sentidos de la comunicación	La legitimación en el discurso de la Responsabilidad Social Corporativa (RSC): El sector energético y financiero del Ibex 35	The literature review confirmed the need to jointly investigate the four dimensions of CoRSC (identity, integration, interpretation and image) from an ethical perspective that highlights the role of design in CSR communication.	CSR & Communication/Branding
Fernández-Vallejo (2022)	Revista Signos	Estrategias de transformación digital organizacional desde la responsabilidad social.	The results indicate similar legitimisation strategies by sector and year, but with thematic differences: the energy sector prioritises environmental issues, while the banking sector focuses on social issues.	CSR & Reputation Management
Castro <i>et al.</i> (2022)	Escuela de Ciencias de la Comunicación. Programa de Comunicación Social y Periodismo Digital. Universidad Sergio Arboleda.	La dimensión medioambiental y los ODS en la	This work highlights the importance of adopting technologies with a focus on social responsibility and sustainable development, as evidenced in the consultancy carried out by students of Social Communication at the Universidad Sergio Arboleda, Bogotá	Digital Transformation & CSR
Barroso <i>et al.</i> (2023)	Estudio sobre el Mensaje Periodístico		Although the majority of participants value the environmental dimension, only 2 out of 10 companies consider the SDGs	Environmental communication & SDGs

Author(s) and Year	Publication medium	Title of publication	Study findings	Communication category strategy
Palma and Sánchez (2021)	Disertaciones: Anuario electrónico de estudios en Comunicación Social	comunicación estratégica de las empresas de triple impacto Las reescrituras de la sustentabilidad: comunicación estratégica en el escenario de desastres socioambientales	as the most relevant issues, indicating a lack of adequate communication of this environmental value to their stakeholders. Sustainability reports and interviews will be analysed to understand how company discourse evolves around sustainability and is used as a strategy to transform social practices.	Sustainability communication & Social Impact
Bravo <i>et al.</i> (2021)	RICSH Revista Iberoamericana de las Ciencias Sociales y Humanísticas	La comunicación estratégica como articulador de los intangibles organizacionales	The results will help to identify the role of communication processes in the production of assets, and will guide communication strategies in organisations to generate value and competitiveness.	Strategic communication & Organisational value
Díaz <i>et al.</i> (2021)	Investigación y Desarrollo	Gestión de la comunicación en programas de responsabilidad social en el sector minero	This research analysed the role of communications management in engaging with communities through the CSR programmes of the Quebradona and Gramalote mining projects in Antioquia, Colombia, winners of the Sello Social a la Minería Award. Using an interpretive approach and document review.	Corporate Social Responsibility & Community Engagement
Xifra (2020)	El Profesional de la Información	Comunicación corporativa, relaciones públicas y gestión del riesgo reputacional en tiempos del Covid-19	This study reflects on how the Covid-19 pandemic conditions corporate communication, highlighting reputation management as a risk that must be managed with public relations tools and the importance of trusting relationships with audiences.	Crisis communication & Reputation Management
Barrio-Fraile <i>et al.</i> (2023)	Revista Latina de Comunicación Social	Uso del podcast corporativo como herramienta de comunicación de los ODS en el sector bancario español	36.1% of the podcasts analysed address the SDGs, showing a significant use of podcasts as a tool for communicating the SDGs, in line with companies' commitment to committed CSR communication. This research advances knowledge of the use of digital platforms, such as podcasts, to communicate CSR issues.	Digital Communication & SDGs
Ortiz Rodríguez (2020)	InMediaciones de la Comunicación	Comunicación publicitaria en medios digitales: La gestión de la responsabilidad social en las Organizaciones del Tercer Sector	UK companies use more advertising communication for OSR than those in Mexico. All face challenges in strengthening their RSO and digital communication, essential to improve reputation and trust with their audiences.	Digital Advertising & Third sector communication
Zárate-Rueda <i>et al.</i> (2020)	Revista Espacios	Relacionamiento con stakeholders en el marco de la responsabilidad social empresarial	Stakeholder engagement is key to achieving CSR objectives, but inappropriate stakeholder engagement in an IPS in Bucaramanga, Santander (Colombia) led to stakeholder identification and prioritisation analysis	Stakeholder engagement & CSR communication

Author(s) and Year	Publication medium	Title of publication	Study findings	Communication category strategy
Hernández <i>et al.</i> (2021)	Anuario de Investigación de la Comunicación	La Perspectiva en Comunicación Responsable: conceptualización, rasgos y ámbitos de aplicación	using Rawlins' systematic model and Grunig's theory of engagement. The paper characterises the emerging perspective of Responsible Communication as relevant in public and private scenarios, highlighting its framing, importance and areas of relationship for organisations and actors in communication.	Responsible communication & Organizational Communication
Fong Villegas <i>et al.</i> (2022)	TELOS: Revista de Estudios Interdisciplinarios en CCSS	Hipocresía corporativa: un concepto poco nombrado de la responsabilidad social empresarial	This paper analyses perceived hypocrisy in CSR from an analytical approach, highlighting the need for congruent and consistent action by all stakeholders to avoid it.	Corporate Social Responsibility & Stakeholder Engagement
Durán <i>et al.</i> (2020)	Cuadernos.info	Influencia de la cultura nacional en la gestión de comunicación para la sostenibilidad	National culture influences communication strategies for sustainability: collectivism in Ecuador, accountability in Chile and planning in Colombia stand out in their respective approaches.	Cultural Influence & Sustainability Communication
Herranz de la Casa and García Caballero (2021)	CIRIEC-España. Revista de Economía Pública, Social y Cooperativa	La comunicación de los Objetivos de Desarrollo Sostenible en las organizaciones de la Economía Social	Initiatives have been analysed where participation in organisations has generated recognition in communication management. Strengthening the implementation of the SDGs can differentiate social economy organisations in the next 10 years and have an impact on CSR.	SDGs & Social Economy Communication
Zevallos Oscco <i>et al.</i> (2022)	Revista GEON	La comunicación como estrategia de diferenciación competitiva	This study reflects how communication in its various dimensions is a priority for optimal organisational development and, due to the pandemic, faces the challenge of redefining itself in the context of CSR.	Communication & Organizational Strategy
Rodríguez-Ríos and Lázaro Pernías (2023)	Revista Latina de Comunicación Social	El storydoing como modelo innovador de comunicación publicitaria que favorece una mejora en la sociedad	The results show that storydoing improves society through education in values and awareness of issues such as environmental pollution and recycling. Discussion: Despite its effectiveness, some studies show a lack of clarity in corporate strategies based on social causes. Conclusions: Storydoing is presented as a disruptive model that integrates advertising communication with CSR, promoting social transformation aligned with business reality.	Corporate Social Responsibility & Communication Strategy
Erazo-Coronado <i>et al.</i> (2020)	El Profesional de la Información	Impacto de la comunicación de la responsabilidad social universitaria en la selección de universidad y efecto mediador de la reputación	The results show that the communication of USR practices on websites directly influences university selection and indirectly through reputation. This theoretical evidence will help universities to evaluate and improve their communication of social responsibility.	Corporate Social Responsibility in Higher Education & Communication Strategy

Author(s) and Year	Publication medium	Title of publication	Study findings	Communication category strategy
Rodríguez <i>et al.</i> (2021)	Revista de Comunicación de la SEECI	La comunicación de la sostenibilidad como herramienta de ventas y de cambio social: fast fashion vs slow fashion	It identifies how brands communicate their sustainable actions and raise awareness among their followers. It concludes that Zara and HM use sustainability communication as a sales tool, but from a global perspective, it is still positive in giving visibility to the issue and educating consumers.	Sustainability Communication & Consumer Behaviour
Rangel-Lyne <i>et al.</i> (2022)	Revista Investigación Administrativa	Imagen de Responsabilidad Social Corporativa e Intención de Compra Millennial	The findings suggest that when CSR communications are perceived as legitimate, the consumer creates an altruistic and credible perception, enhancing a socially responsible image that motivates millennial purchase. The World Tourism Organisation seeks to improve tourism competitiveness through human resource development, especially in the hotel industry. This article analyses management communication in the hotel industry, highlighting barriers in feedback, team spirit and contribution as key factors influencing coordination and support processes, also considering their relevance to Corporate Social Responsibility.	Corporate Social Responsibility & Consumer Behaviour
Becerra Bizarón (2021)	Revista Ciencias Administrativas	La Comunicación: Estrategia Vital Para La Industria Hotelera	The results show a good working environment and satisfaction with the emotional and social support received, but there is a need to promote more environmental care actions. In addition, external agents highlight the importance of trust in interaction to generate empathy and strengthen business ties, indicating the need to systematise social responsibility processes for long-term sustainable development.	Corporate Social Responsibility & Hospitality Management
Criollo-Uyaguari <i>et al.</i> (2020)	Revista CEA	La responsabilidad social corporativa de la TV local: estudio de caso	Through the analysis of the experiences and meanings constructed by young university students in Baja California in relation to the consumption of ecological products on Facebook, it was concluded that environmental organisations in Tijuana communicate in a linear way, neglecting interaction with their clients, which limits the development of conscious and socially responsible consumption.	
Rodríguez Alcalá and Valenzuela Gómez (2022)	Sintaxis	Análisis de experiencias y significados respecto al consumo de productos ecológicos con base en la Comunicación Estratégica		
Moyaert <i>et al.</i> (2021)	Revista de Comunicación de la SEECI	La estrategia de comunicación de RSC de Iberdrola en Facebook y Twitter: Un análisis lingüístico y de contenido basado en corpus	The results show that Iberdrola uses different approaches on Twitter and Facebook to communicate its CSR, highlighting an informal and emotional language in its interactive strategy,	Corporate Social Responsibility & Media Communication

Author(s) and Year	Publication medium	Title of publication	Study findings	Communication category strategy
García-Huguet (2021)	Fonseca, Journal of Communication	La comunicación online de la RSC en materia medioambiental. El caso de las empresas de moda rápida y moda lenta	avoiding the use of negative emotions on environmental issues. From this research it is concluded that, despite carrying out sustainable actions as reported on their corporate pages, fast fashion companies do not communicate them on their Facebook profile, unlike slow fashion companies that communicate them constantly.	Sustainability Communication & Consumer Engagement
Arévalo-Martínez (2021)	Sintaxis	Comunicación digital para las organizaciones y responsabilidad social	This article reflects in particular on digital communication and the relationship it enables between the organisation and its stakeholders in order to contribute to the solution of problems affecting society, from a perspective of social responsibility, sustainability and ethics, i.e. communication for social transformation.	Social Media & Corporate Social Responsibility Communication
Cuenca-Fontbona <i>et al.</i> (2022)	Revista Latina de Comunicación Social	La estrategia aplicada a las relaciones públicas en el medio digital: el caso español	It has been found that most of the PR plans in the digital environment of Spanish companies are strategically designed, which contrasts with previous studies that showed a tactical and short-term management of PR in the digital environment.	Sustainability Communication in the Fashion Industry
Castro-Martínez <i>et al.</i> (2022)	Revista de Comunicación de la SEECI	El papel de la comunicación interna en la gestión del teletrabajo durante la crisis de la COVID-19	The results highlight the importance of internal communication in managing telework during the Covid-19 crisis, especially in keeping employees aligned with the interests of the brands and fostering the well-being and happiness of the workforce. CSR plays a key role in these policies, as it promotes cohesion and empathy, which are fundamental to maintaining a positive and effective remote working environment.	Digital Communication for social transformation
Giraldo-Patiño <i>et al.</i> (2021)	Revista de Investigación, Administración e Ingeniería	Marketing sostenible y responsabilidad social organizacional: un camino hacia el desarrollo sostenible	This study concludes that the application of fundamental social responsibility is necessary for sustainable marketing to happen properly.	Public relations strategy in the digital environment
Zarta Rojas (2022)	Mediaciones	Los horizontes disciplinares de la Comunicación Estratégica Integral	The findings reveal that it is important to explore strategic communication from a transdisciplinary perspective in order to enable its practitioners to develop tools that unleash the potential of this branch to generate new ways of leading organisations to implement new processes and procedures for business success.	Internal communication and corporate social responsibility in telework management
Carpio and Perez (2021)	Revista Veritas et Scientia	Responsabilidad social bancaria y su	The study reveals that banking social responsibility significantly influences the competitiveness of a Tacna-based bank in	Sustainable marketing and corporate social

Author(s) and Year	Publication medium	Title of publication	Study findings	Communication category strategy
Aguirre <i>et al.</i> (2021)	Anagramas - Rumbos y sentidos de la comunicación	influencia en la competitivi	2019, showing an impact of 72%. This underlines the importance of CSR practices to improve competitiveness and customer perception of the bank. Companies are trying to innovate in their communication strategies to provide information about their products and services, as well as their CSR activities.	responsibility for sustainable development
		El rol del Ewom en la comunicación de RSC en redes sociales	Social networks have become a key channel for this communication, where consumers share information and support companies in disseminating their activities, a phenomenon known as eWOM.	Strategic communication and organizational success
Guerrero Alvarado <i>et al.</i> (2022)	aDResearch ESIC	La comunicación interna como herramienta estratégica constructora y transmisora de la cultura organizacional	Internal communication is crucial for organisational development, as it must be integrated into all processes and strategic planning to achieve corporate goals. This article underlines its role as the basis of organisational culture and its importance in shaping and maintaining the organisation's cultural system, highlighting its interdependence with organisational culture.	Corporate social responsibility and competitiveness
Valle-Arellano <i>et al.</i> (2023)	Revista Científica Arbitrada De Investigación En Comunicación, Marketing Y Empresa REICOMUNICAR	Relación entre la comunicación corporativa y la imagen corporativa	This study highlights the relationship between corporate communication and corporate image, underlining the importance of internal and external communication in brand building and positioning.	eWOM and Social Media in corporate social responsibility communication
Urrea-Urrea and Aranda Guerrero (2022)	Lúmina 23	Marketing con Causa : una estrategia de marketing que responde a los objetivos de la responsabilidad social corporativa y se orienta al consumidor responsable	The study explores conceptual developments through a literature review, focusing on the analysis of cause marketing and the importance of balancing the interests of business and responsible consumers. It seeks to transform the view of marketing in organisations towards a more socially conscious approach.	Internal communication and organisational culture
Armírola Garcés <i>et al.</i> (2020)	Revista de Comunicación de la SEECI	La comunicación digital en las micro y pequeñas empresas	The results show that cultural organisations are mostly micro-enterprises concentrated in the capital city and in a context of vulnerability. Despite recognising the importance of communication, they do not consider it a priority. They use social networks as communication channels due to their low costs and advantages, although they base their use on intuition and experience rather than strategic planning, with Facebook and Instagram standing out as the most used.	Corporate communication and Brand image

Author(s) and Year	Publication medium	Title of publication	Study findings	Communication category strategy
Jiménez Rosero <i>et al.</i> (2020)	RECIMUNDO	Planeación estratégica en la responsabilidad social	This article examines the relationship between social strategy and competitive advantage, showing how social strategies influence and are influenced by various factors such as opportunities, resources and social expectations. It enriches the discussion on the strategic management of social responsibility and contributes to the understanding in the literature on Social Responsibility, Strategy and Competitive Advantage.	Cause marketing and CSR
Hinojosa-López and Cogco (2020)	Revista de Psicología y Ciencias del comportamiento de la Unidad Académica de Ciencias Jurídicas y Social	Atractivo organizacional: Influencia de la Imagen y la Responsabilidad Social Corporativa	The study involves 184 university students from the economic-administrative area of Ciudad Valles, S.L.P., analysed through structural equations, and the results support that corporate image is an antecedent of organisational attractiveness, highlighting the importance of CSR actions to improve the image of the sector. The results obtained show the existence of various factors that influence the assessment of the attributes studied and allow us to conclude that there is a relational structure of attributes that can form a new dimension of brands, giving them a socially responsible personality that complements and enhances their own values of the organization as a whole.	Digital communication in micro and small enterprises
Mayorga Gordillo and Añaños Carrasco (2020)	Revista Latina de Comunicación Social	Atributos de la personalidad de marca socialmente responsable		Strategic planning in corporate social responsibility

Source: own elaboration

This review provides a comprehensive overview of how various sectors, such as banking, mining, politics, and hospitality, implement Corporate Social Responsibility (CSR) by adapting their communication strategies to meet public expectations and strengthen their reputation. The sectors analysed face particular challenges due to their high visibility and the public scrutiny they are under. In sectors like mining and banking, CSR is not only presented as a competitive strategy (Erazo-Coronado *et al.*, 2020; Quiñonez and Milagros, 2020) but also as a crucial tool for building trust and reducing reputational risks (Fernández-Vallejo, 2022; Zarta Rojas, 2022). CSR strategies in these sectors are seen as essential to mitigate potential crises and improve public perception, especially in times of high exposure (Reyes Ramírez *et al.*, 2022; Urrea-Urrea and Aranda Guerrero, 2022).

In hospitality and politics, the need to maintain transparent and direct communication with consumers is critical for building a positive image. CSR initiatives in these sectors focus on how to communicate their responsible practices in ways that create an emotional connection with the public, as noted by Pellicer Jordá (2023), Buitrago Betancourt (2021) and Ramos Rubio (2021), who argue that branded content campaigns and emotional communication manage to engage the public at a deeper level (Mayorga Gordillo and Añaños Carrasco, 2020; Valle-Arellano *et al.*, 2023). Additionally, the COVID-19 pandemic underscores the importance of strategic communication during times of crisis (Castro-Martínez *et al.*, 2022). Xifra (2020) highlights how CSR can strengthen internal cohesion and

response to social expectations, a crucial aspect in politics and hospitality, where reputational crises can have a significant impact (Castelucci, 2021; Palma and Sánchez, 2021; Guerrero Alvarado *et al.*, 2022).

Regarding the limitations of the study, it is important to note that, although both qualitative and quantitative approaches were used in the analysed studies, the methodology could have benefited from greater diversity to address the complexity of the topic in more depth. While the methodological approaches used, such as content analysis (Armírola Garcés *et al.*, 2020; Moyaert *et al.*, 2021) and in-depth interviews (Hernández *et al.*, 2021), are useful for analysing CSR in relation to corporate communication, the influence of emerging technologies and digital platforms in CSR strategies has not been sufficiently incorporated. The lack of more innovative and recent approaches limits the comprehensive analysis of how companies are using new technologies to improve their social and environmental performance, as pointed out by Barrio-Fraile *et al.* (2023) and Herranz de la Casa and García Caballero (2021) when analysing the use of podcasts and other digital tools.

The comparative review with similar studies reveals that, although relevant contributions have been made to the link between strategic communication and CSR, more updated literature is needed to examine how new technologies, such as social (Arévalo-Martínez, 2021; Fong Villegas *et al.*, 2022; Zevallos Oscco *et al.*, 2022) and other digital platforms (Castro *et al.*, 2022), are transforming CSR practices (Rodríguez Alcalá and Valenzuela Gómez, 2022). Research by Irawan *et al.* (2022), Cuenca and Verazzi (2020), Cuenca-Fontbona *et al.* (2022) and Rangel-Lyne *et al.* (2022) suggests that CSR digitalization is gaining ground, but its impact on highly visible sectors has not been sufficiently explored. Companies adopting these technologies not only improve their operational efficiency but also strengthen their commitment to sustainability (Giraldo-Patiño *et al.*, 2021).

Regarding the implications of the findings, it is emphasized that CSR should not be considered an isolated practice, but rather an essential component in the strategic planning of organizations. Implementing strategic CSR communication strengthens intangible assets such as reputation, customer loyalty, and talent attraction, generating sustainable competitive advantages (Durán *et al.*, 2020; Jiménez Rosero *et al.*, 2020; Bravo *et al.*, 2021). Additionally, the analysis of the sectors included in the review shows that, while CSR strategies are diverse, they all aim to improve the relationship with stakeholders through transparent communication and meeting social and environmental expectations (García-Huguet, 2021; Barroso *et al.*, 2023; Rodríguez-Ríos and Lázaro Pernias, 2023). Future research should explore how companies, particularly in sectors like mining, banking, and politics, can use emerging technologies to enhance their CSR practices and generate an even greater social impact.

In conclusion, the findings of this review highlight the importance of CSR as an integral part of corporate strategy, not only for improving reputation and strengthening consumer trust but also for ensuring the long-term sustainability of organizations. It is recommended that future research delve into how digital technologies, especially social media, are redefining strategic CSR communication, offering new opportunities to connect with consumers and other stakeholders in a more effective and authentic manner.

Despite the valuable insights provided, this study presents several limitations that should be acknowledged. First, the review focused exclusively on academic literature published in Spanish, which limits the scope and may omit relevant findings from studies in other languages. Second, the inclusion of a relatively small number of databases – primarily Google Scholar, Web of Science, and Scopus – may have led to the exclusion of relevant but less

visible research. Third, the analysis prioritized qualitative interpretation over quantitative meta-analysis, which could have enriched the comparative and statistical depth of the review. Additionally, some selected studies lacked methodological transparency or standardized data reporting, which may affect the reliability of some conclusions. Future research should expand the linguistic, geographic, and methodological range of the sources to build a more robust and comprehensive understanding of CSR communication strategies.

5. CONCLUSIONS

The last five years have seen significant progress in the global understanding of strategic communication as a key element for CSR, driven by the scientific production of Spanish-speaking academics. The data produced by this review provide insight into the importance and impact on society of the visibility of corporate CSR and its role within the productive fabric.

CSR not only contributes to social and environmental impact, but also strengthens corporate reputation, being key to the sustainability and competitive success of organizations. CSR practices, especially when they are authentic, forceful and strategically communicated, generate trust in the market and build solid relationships with stakeholders.

Transparent and consistent CSR communication stands as a fundamental pillar of strategic business planning, enabling organizations to connect emotionally with their audiences and demonstrate their unequivocal commitment to the SDGs, improving brand loyalty and perception. Tools such as content analysis and social media are fundamental to projecting corporate responsibility and consolidating their ethical and social image.

However, each sector faces specific challenges in terms of implementing CSR. Industries such as mining, banking or the hotel sector require customized approaches due to their high visibility and public scrutiny. In sectors with high reputational risk, CSR becomes an indispensable task to maintain trust and mitigate potential risks.

CSR undoubtedly strengthens brands' intangible assets, such as reputation, customer loyalty and talent attraction, becoming a strategic element of differentiation in the market. These intangible assets drive brand equity and promote a strong organizational culture committed to sustainability. In the case of Third Sector organizations that implement responsible and communicative management of their CSR, they project an image of ethical coherence and social commitment, which increases their credibility and community support.

In short, this study provides the field of strategic communication and Corporate Social Responsibility (CSR) with an integrated vision of how companies can use communication strategies to respond to the growing demands of sustainability and social responsibility. By focusing on Spanish-language academic production, it has succeeded in systematising knowledge relevant to Spanish-speaking contexts, identifying trends, methodological approaches and cases applicable to various sectors. This contribution not only reinforces the role of communication as a fundamental tool for managing the social and environmental impact of companies, but also encourages the development of strategies that not only respond to the cultural and social needs of Spanish-speaking countries, but also help in the image-cleansing of companies, thus promoting more sustainable and responsible competitiveness in the long term.

Finally, one of the main limitations of this study lies in its exclusive focus on Spanish-language academic production, which restricts the scope of the analysis to Spanish-speaking cultural and academic contexts. While this approach allows for greater depth, clarity, and relevance to the specific realities of these environments, it inevitably excludes valuable

insights from research in other languages that could enhance the global understanding of the relationship between CSR and strategic communication.

This limitation, however, opens up promising avenues for future comparative studies that integrate scientific production in multiple languages and diverse cultural contexts, providing a broader and more comprehensive perspective on the subject. Future research could explore whether authors in this field predominantly publish in Spanish or English and examine the extent to which Spanish economics journals indexed in WoS and Scopus publish in English. Additionally, it would be relevant to consider how many of these journals focus specifically on Latin America or are published there, as this regional emphasis may shape both the research agenda and the dissemination of findings.

Furthermore, in order to maintain a clear distinction between peer-reviewed academic literature and other types of scholarly output, dissertation theses should be excluded from this analysis. By addressing these aspects, future studies could offer a more nuanced and internationally comparative understanding of CSR and strategic communication across different linguistic and cultural contexts. This study contributes significantly to the understanding of CSR as an essential component of strategic communication, offering a comprehensive view of how businesses can strategically leverage CSR to build strong relationships with stakeholders and enhance their reputation. It highlights the importance of authentic communication and transparency in CSR practices, as well as the critical role of digital tools like social media and content analysis in amplifying CSR efforts. For managers and practitioners, the study offers valuable lessons on the importance of integrating CSR into the core business strategy and communicating it effectively to align with public expectations. It underscores the need for businesses to adopt customized CSR approaches that address the specific challenges of their industries, especially in sectors with high reputational risks. This work provides a roadmap for managers seeking to navigate CSR implementation and communication, ultimately enhancing their companies' sustainability and long-term competitiveness.

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