

The Competitiveness Transformation Path of Emotional Consumption of the Silver-haired Group and Corporate ESG Practices in the Digital Era: An Exploratory Case Study Based on Company

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Abstract

Against the dual background of deepening population aging and rapid popularization of digital consumption in China, the emotional needs of the silver-haired group have become a core force influencing consumption behavior and corporate strategic choices. Existing studies lack systematic micro-mechanism explanations for the emotional demand structure of the elderly in digital consumption, the response mechanism of corporate ESG practices to emotional needs, and the internal path of transforming social value into brand competitiveness. This study takes company's silver-haired services as the research object, using multi-source data from 2020 to 2024 and grounded theory for analysis. The results show that the elderly have four core emotional rigid demands: security, dignity, companionship, and communication. company has formed a three-in-one ESG practice system, and realized brand competitiveness improvement through a chain transmission mechanism of individual trust, intergenerational word-of-mouth, and social reputation. This study constructs a theoretical model, revealing the micro transmission path of ESG value transformation.

Keywords

silver-haired group, emotional rigid demand, ESG practices, brand competitiveness, grounded theory

1. Introduction

1.1 Research Background

As China's population structure enters the stage of moderate aging, the size of the elderly population and internet penetration are increasing simultaneously. Digital life has become an important part of the daily social interaction, consumption, health and entertainment of the silver-haired group. In this process, the elderly are no longer only facing operational difficulties, but more deeply manifested as persistent emotional distress, including concerns about fund security, fear of being despised and labeled, loneliness caused by living alone, and helplessness caused by language or expression barriers. These emotional experiences not only affect the elderly's willingness to integrate into the digital world, but also profoundly change their

consumption decision logic, and become a new strategic pivot for enterprises to build differentiated competitive advantages.

At the same time, the development logic of the silver economy is undergoing an important transformation. The traditional aging-friendly transformation focusing on function simplification and interface enlargement can no longer meet the deep emotional needs of the elderly, and emotional value has gradually become a key source for enterprises to build differentiated advantages. As an internet enterprise that laid out silver-haired services earlier in China, company has gradually established a comprehensive silver-haired service system covering online services, smart products and offline communities since launching the Elderly-free Hotline in 2020. Relevant practices not only reflect the enterprise's ESG investment in the social dimension, but also produce obvious effects in user word-of-mouth and brand recognition, providing a typical sample for studying how emotional needs are transformed into brand competitiveness through ESG practices.

1.2 Research Questions

Based on the realistic background and theoretical gap, this study focuses on three core issues. First, what kind of emotional demand structure does the silver-haired group show in the digital consumption scenario, what are the distribution characteristics of these demands, and what is their driving mechanism for consumption behavior. Second, in what way does company's ESG practices related to silver-haired services respond to the emotional needs of the elderly, what are the characteristics of its practice system, and how to achieve the upgrade from functional adaptation to emotional adaptation. Finally, through what internal mechanism do the ESG actions carried out by enterprises for the elderly's emotional needs transform into brand competitiveness, what kind of chain transmission law does this transformation process present, and how do different links interact with each other.

1.3 Research Significance

1.3.1 Theoretical Significance

This paper extends the research object of emotional consumption from the traditional youth group to the silver-haired group, and clarifies the emotional rigid demand, a basic and universal emotional demand structure, which helps to improve the explanatory power of emotional consumption theory across all age groups. At the same time, the study opens the intermediate mechanism of ESG practices transforming from social input to brand competitiveness, reveals the chain transmission path centered on user emotions, and provides a more micro theoretical basis for the research of corporate social responsibility and brand value. In addition, the study incorporates silver-haired demand, ESG strategy and brand competitiveness into a unified analysis framework, providing a reference paradigm for subsequent relevant cross-field research.

1.3.2 Practical Significance

At the practical level, this paper can provide a clearer direction for technology enterprises to carry out silver-haired services, helping enterprises to recognize that silver-haired services are not simply cost expenditures, but strategic inputs that can be transformed into brand trust, family users and long-term reputation. At the same time, the research conclusions help enterprises to more accurately grasp the real needs of the elderly, and promote the aging-friendly design to upgrade from the functional level to the emotional level. For the industry and policy makers, the research can also provide empirical basis for the construction of an age-friendly society, the improvement of digital inclusion policies, and the optimization of corporate ESG evaluation system.

2. Literature Review and Theoretical Foundation

2.1 Literature Review

2.1.1 Emotional Consumption Related Research

Emotional consumption emphasizes that consumers' purchase and use behavior are driven by emotional experience, and its core lies in individuals obtaining emotional satisfaction through consumption activities. Existing studies have focused on themes such as experience consumption, emotional marketing, and self-

pleasing consumption, mostly focusing on the emotional expression of young groups in entertainment, social interaction, fashion and other scenarios. There is less attention to the emotional needs of the elderly, especially the lack of systematic analysis of the basic emotional needs of the elderly in the digital environment such as security, respect and companionship, and no in-depth discussion on how emotional needs are transformed into brand value through corporate practices.

2.1.2 Silver-haired Group Digital Consumption Research

Research on silver-haired digital consumption has long focused on the digital divide, technology acceptance model, aging-friendly transformation and other directions, focusing on the elderly's usage intention, operational barriers and function optimization strategies. Although some studies have begun to pay attention to the subjective experience of the elderly in recent years, the overall perspective is still functional. The research on emotional motivation, emotional satisfaction and psychological experience is relatively weak, and a stable theoretical explanation framework has not been formed, nor has the core role of emotional needs in silver-haired consumption decision-making been revealed.

2.1.3 ESG and Corporate Competitiveness Related Research

Research on ESG and corporate competitiveness has formed rich results, and most empirical studies support the positive effect of ESG performance on corporate performance, market value and risk resistance ability. However, the existing results mostly stay at the macro-level correlation test, and the micro-mechanism explanation of how social dimension practices affect user psychological perception, family decision-making and brand attitude is insufficient. Especially, there is a lack of situational research for specific groups such as the silver-haired group, failing to open the black box of ESG value transformation.

2.2 Theoretical Foundation

2.2.1 Social Exchange Theory

Social exchange theory holds that after individuals obtain resources and values provided by others, they tend to reciprocate through recognition, loyalty or cooperation. Applied to this study, enterprises provide security, respect and emotional support for the elderly, and the elderly reciprocate through continuous use, trust enhancement and active recommendation, thus forming a stable exchange relationship and promoting the formation of brand trust, which constitutes the micro foundation of brand empowerment.

2.2.2 Signaling Theory

Signaling theory points out that enterprises can release information to the outside through specific behaviors, which can reduce information asymmetry and affect others' attitudes and decisions. company's continuous investment in silver-haired services releases responsible, warm and trustworthy signals to families, markets and the public, which in turn affects children users' brand choices and the overall evaluation of the public, promoting the spread of word-of-mouth between generations, which constitutes the transmission mechanism of brand empowerment.

2.2.3 Institutional Recognition and Reputation Capital Theory

Institutional recognition theory emphasizes that if corporate behavior conforms to social norms, policy orientation and public expectations, it will obtain higher legitimacy and reputation accumulation. company's silver-haired services are in line with the national strategy of actively responding to population aging, and can obtain recognition from media, policies and rating agencies, forming reputation capital that can be transformed into competitive advantages in the long term, which constitutes the macro foundation of brand empowerment.

3. Research Design

3.1 Research Method

This paper adopts the exploratory single case study method, mainly because the research questions focus on the mechanism explanation of “how” and “why”, which is suitable for in-depth exploration of the process

and logic through typical cases. The single case design can realize in-depth data mining within a limited range, which is suitable for building an initial theoretical model and laying the foundation for follow-up research.

3.2 Case Selection

Case selection follows the principles of typicality, enlightenment and data availability. company's silver-haired services started early, with a complete system and wide coverage, and have demonstration significance in the industry. At the same time, the enterprise's public reports, user feedback and media reports are relatively rich, which can meet the needs of multi-source data cross-validation, so it has become an ideal research object.

3.3 Data Sources

This paper uses multi-source data for triangulation verification. The data types and composition are shown in Table 1.

Table 1: Data sources and composition

Data type	Specific content	Quantity	Purpose
Semi-structured interview	Silver-haired users, children users, staff	15	In-depth analysis of emotional needs and experiences
Corporate public reports	ESG reports, SSV reports (2020-2024)	6	Systematic sorting of practical measures and effects
Online user comments	Zhihu, Weibo, Elderly communities, App stores	300	Quantitative analysis of users natural attitudes
Authoritative media reports	CNR, Xinhua Finance, etc.	22	Third-party social response and reputation analysis

3.4 Data Analysis Process

Data analysis follows the basic process of grounded theory. First, open coding is carried out on the original data to form initial concepts; second, spindle coding is used to sort out the logical relationship between categories to form main categories; finally, selective coding is used to extract core categories, connect the theoretical logic of each part, and finally form a complete theoretical model.

In specific operations, this paper conducted word frequency statistics and theme classification on 300 user comments, coded 15 interview materials sentence by sentence, sorted out the timeline of corporate reports, and continuously improved the category relationship through continuous comparison to ensure theoretical saturation.

3.5 Reliability and Validity Guarantee

To improve the research quality, this paper improves construct validity through multi-source data cross-testing, ensures internal validity through standardized coding process, and improves external validity through typical case selection. At the same time, a standardized coding manual and case database are established to ensure that the research process is traceable and reproducible.

4. Empirical Results and In-depth Mechanism Analysis

4.1 Grounded Theory Coding Process and Category Extraction

Based on the three-level coding of the original data, this paper extracts core categories and main categories. The specific coding process is shown in Table 2, which provides a solid empirical foundation for subsequent mechanism analysis.

Table 2: Example of three-level coding of grounded theory

Coding level	Category name	Initial concept examples
Open coding	Security anxiety	Fear of wrong click, fear of being cheated, fear of random deduction
Open coding	Dignity demand	Need patience, don't blame me for being slow, speak nicely, don't hang

Coding level	Category name	Initial concept examples
		up
Open coding	Companionship demand	Want to talk to someone, someone cares, not lonely
Open coding	Communication barrier	Dialect makes me feel at ease, can't understand Mandarin, can't express clearly
Open coding	Service provision	Elderly hotline, human priority, offline teaching
Open coding	Technology empowerment	Care mode, guardian card, risk warning
Open coding	Ecosystem construction	Red Umbrella Program, Silver-haired partners, social co-construction
Open coding	Trust enhancement	Rest assured, reliable, will use this from now on
Open coding	Word-of-mouth transmission	Use for my parents, I also use it, recommend to friends
Open coding	Reputation accumulation	Responsible, big company, trustworthy
Spindle coding	Emotional rigid demand	Security, Dignity, Companionship, Communication
Spindle coding	ESG response	Service, Technology, Ecosystem
Spindle coding	Brand empowerment	Trust, Word-of-mouth, Reputation
Selective coding	Core category	ESG brand empowerment driven by emotional needs

It can be seen from the coding results that there is a clear logical chain in the original data. Emotional needs, as the antecedent, trigger the response of corporate ESG practices, and then promote the process of brand empowerment. This chain appears repeatedly in interview and comment data, forming a stable theoretical logic.

4.2 Emotional Rigid Demand Structure of Silver-haired Group in Digital Consumption

Based on the coding and statistics of interviews and user comments, this paper identifies four major emotional rigid demands of the silver-haired group, and their distribution characteristics are shown in Table 3.

Table 3: Theme distribution and proportion of emotional rigid demand

Demand type	Mention frequency	Proportion	Typical expression
Security anxiety	114	38.0%	Fear of wrong click, fear of being cheated, fear of random deduction
Dignity demand	81	27.0%	Need patience, don't blame me for being slow, speak nicely
Companionship demand	54	18.0%	Want to talk to someone, someone cares is enough
Communication barrier	51	17.0%	Dialect makes me feel at ease, can't understand Mandarin

It can be seen from the statistical results that security anxiety is the most core and basic emotional demand of the silver-haired group, accounting for nearly 40%, which is highly consistent with the characteristics of the elderly's relatively limited digital ability and weak risk resistance ability. Dignity demand accounts for more than a quarter, indicating that the elderly have a very strong expectation for equality and respect in service interaction, which is particularly obvious in the interview. A 72-year-old interviewee from Xi'an mentioned: "Before, when I called other customer service, as soon as they heard I was an old man, they were impatient and hung up after a few words. I thought at that time, am I causing trouble to others? But company's customer service is different. They talked to me for nearly half an hour, taught me step by step, and didn't hang up. I felt that this company treats me as a human being, not as a trouble."

The demand for companionship and communication also accounts for an important proportion, reflecting the profound impact of living alone and language barriers on the emotional experience of the elderly. A 68-year-old interviewee living alone said: "Sometimes when I have nothing to do, I just call the hotline to ask, not that I really have a problem, just want to talk to someone. They don't get annoyed with me, I feel someone cares about me."

The four types of emotional rigid demands are basic, universal and strongly driving, and together constitute the underlying psychological mechanism of silver-haired digital consumption. Security perception directly determines usage intention, dignity experience affects service evaluation, companionship demand promotes interaction frequency, and smooth communication is the prerequisite for all services. Different

from traditional functional needs, emotional rigid demands have a stronger emotional connection effect, and their satisfaction can bring deeper user loyalty, which reflects the core source of brand empowerment. It is worth noting that the study by Shen [16] has put forward the concept of the elderly's emotional needs, but his research mainly focused on the elderly care service scenario. The emotional rigid demand proposed in this paper is a survival and basic rigid emotional demand in the digital consumption scenario, which is different from the traditional emotional demand, and more emphasizes its core driving role in consumption decision-making. This distinction expands the scenario boundary of emotional demand research.

4.3 Company ESG Practices Response System to Emotional Rigid Demand

Centering on the four major emotional rigid demands, company has built a multi-level and systematic ESG practice system. The coverage and effect data of relevant practices are shown in Table 4.

Table 4: Correspondence between company silver-haired ESG practices and demands

Practice type	Core measures	Coverage scale	Corresponding emotional demand
Service provision	Elderly-free Hotline, Silver-age Service Base	32 million person-times	Dignity, Communication
Technology empowerment	Care Mode, Invisible Caregiver, Guardian Card	120 million users	Security, Health
Ecosystem construction	Guardian Assistant, Tech Partner, Red Umbrella Program	Nationwide coverage	Full dimension support

At the service provision level, company launched the Elderly-free Hotline and Silver-age Service Base, which directly responded to the needs of dignity and communication through human priority, dialect support, patient explanation and offline hand-in-hand teaching. By the end of 2024, the hotline has served more than 32 million elderly people, with a user satisfaction rate of 99%, effectively alleviating the elderly's communication frustration and dignity damage. The core of this practice is that it is not a simple function optimization, but starting from emotional needs, through the temperature of human services, to meet the deep needs of the elderly for respect and communication. This is in sharp contrast to the traditional intelligent customer service. Although intelligent customer service is efficient, it cannot respond to the emotional needs of the elderly, while human services can achieve emotional interaction and connection.

At the technology empowerment level, company launched products such as WeChat Care Mode, Invisible Caregiver, Silver-haired Hearing Health Tool, and Silver-age Guardian Card, which responded to security anxiety and health needs through interface simplification, risk warning, security monitoring and health support. Among them, the Care Mode has covered more than 120 million elderly users, greatly reducing the risk of mis-touch and security anxiety. The Invisible Caregiver provides security protection for the elderly living alone through intelligent monitoring, so that both the elderly and their children can rest assured. The core of this technical practice is that it is not to replace human work, but to make up for the shortcomings of human work. Through technical means, it solves the security anxiety that the elderly cannot be cared for all the time, so as to achieve accurate response to emotional needs.

At the ecosystem construction level, company, through the Silver-haired Guardian Assistant, Silver-haired Technology Partner Program and Red Umbrella Program, united social forces to build a safe, friendly and inclusive digital ecosystem, achieving a full range of emotional demand response. The Red Umbrella Program has even been recognized by the United Nations and the World Bank, becoming a benchmark practice at the international level. The core of this ecological practice is that it expands the individual actions of enterprises into collective actions of society, and through the power of the ecosystem, provides more comprehensive support for the elderly, so as to achieve systematic satisfaction of emotional needs.

Overall, company's silver-haired ESG practices show the characteristics of transforming from functional aging adaptation to emotional understanding of the elderly, and upgrading from single-point services to systematic solutions, achieving accurate matching of emotional rigid demands. The core of this practice system is that it always centers on the emotional needs of the elderly, not on technology or efficiency, which is the key to its ability to achieve brand empowerment.

4.4 Chain Transmission Mechanism of ESG Practices Empowering Brand Competitiveness

The study found that by responding to the silver-haired emotional rigid demand, company formed a chain transmission mechanism of individual trust enhancement - intergenerational word-of-mouth transmission - social reputation accumulation. This mechanism progresses layer by layer and strengthens each other, and finally realizes the systematic accumulation of brand assets. The relevant effect data are shown in Table 5.

Table 5: Effect indicators of brand empowerment chain transmission

Transmission link	Core indicator	Data performance	Brand asset dimension
Individual trust enhancement	User retention rate, Fund retention	Elderly user retention rate increased by 22%	User assets
Intergenerational word-of-mouth transmission	Children conversion rate, Family membership	Children user conversion increased by 18%	Family assets
Social reputation accumulation	ESG rating, Media reports	MSCI ESG rating upgraded to A	Reputation assets

4.4.1 First Link: Individual Trust Enhancement — Micro Foundation of Brand Assets

The first link of chain transmission is trust enhancement at the individual level. By continuously providing safe, respectful and reliable services, enterprises enable the elderly to form stable emotional trust and ability trust, thereby improving usage stickiness, fund retention and consumption willingness. Data shows that company's silver-haired services promoted the retention rate of elderly users to increase by 22%, forming the user foundation of brand competitiveness.

The core mechanism of this link is that the satisfaction of emotional needs can bring deeper trust than the satisfaction of functional needs. The satisfaction of functional needs, such as large fonts and simple operation, can only bring user satisfaction, while the satisfaction of emotional needs, such as patient customer service and security guarantee, can bring user trust. Among the 300 user comments, comments mentioning “rest assured” and “reliable” accounted for 42%, which is much higher than the evaluation of functions, indicating that the satisfaction of emotional needs has become the core source of user trust. A 70-year-old interviewee said: “Now I put all my money in WeChat, because I am rest assured, they will not cheat me. I was cheated elsewhere before, but company's customer service helped me get it back. I think this company is reliable, and I will use their products from now on.”

This individual trust constitutes the micro foundation of brand assets. It is not short-term, but long-term, because it is based on emotional connection. Once formed, it is difficult to be replaced by competitors' function optimization, which is the core source of brand competitiveness.

4.4.2 Second Link: Intergenerational Word-of-mouth Transmission — Family Extension of Brand Assets

The second link of chain transmission is word-of-mouth transmission at the intergenerational level. The positive experience of the elderly will be passed on to their children, who change their brand attitude because their parents are satisfied, and then increase consumption such as WeChat Pay, family membership, and smart hardware, forming intergenerational word-of-mouth dividends. Relevant data shows that the conversion rate of children users increased by 18%, realizing the extension from elderly users to family users.

The core mechanism of this link is the role of signaling theory. The experience of the elderly transmits the signal of the enterprise to the children. As the decision-makers of family consumption, children's choice of brand largely depends on their parents' experience, because their parents' safety and satisfaction are the things children care about most. Among the 300 user comments, comments mentioning “use for my parents” and “I also use it” accounted for 35%, which shows that the experience of the elderly has become an important basis for children to choose brands. A 35-year-old child interviewee said: “My mom used WeChat's elderly hotline to solve the medical insurance problem. Now she praises company to everyone. I also changed my wealth management and insurance to company's, because my mom uses it well, I am rest assured, I know this company is reliable.”

This intergenerational word-of-mouth extends brand assets from individuals to families, realizing the exponential growth of user scale, because one elderly user can drive the users of the whole family, which is

an important extension of brand competitiveness. At the same time, this intergenerational word-of-mouth is more persuasive than ordinary word-of-mouth, because it comes from the closest family members, with higher credibility and stronger communication power.

4.4.3 Third Link: Social Reputation Accumulation — Macro Sublimation of Brand Assets

The third link of chain transmission is reputation accumulation at the social level. company's silver-haired services have received reports from central media, government recognition, ESG rating improvement and inclusion in international indices, forming strong reputation capital. The MSCI ESG rating was upgraded to A, and brand reputation and policy support were significantly improved, forming long-term competitive advantages.

The core mechanism of this link is the role of institutional recognition theory. The practice of enterprises conforms to social norms and policy orientation, thus obtaining social recognition. Among the 22 authoritative media reports, all of them gave positive evaluations to company's silver-haired services, which shows that the practice of enterprises has been widely recognized by the society. At the same time, the upgrade of MSCI ESG rating also shows that international rating agencies also recognize the value of this practice, which provides support for the international competitiveness of enterprises.

This social reputation extends brand assets from families to society, realizing the sublimation of brand value. It not only brings user recognition, but also brings policy support, media attention, and recognition from rating agencies. These are long-term and sustainable competitive advantages, because they constitute the moat of enterprises and are difficult to be copied by competitors.

4.4.4 Mutual Reinforcement of Chain Transmission

The three links are not isolated, but mutually reinforcing and progressive. Individual trust is the foundation; without individual trust, there would be no intergenerational word-of-mouth. Intergenerational word-of-mouth is the extension; without intergenerational word-of-mouth, there would be no social reputation. Social reputation is the sublimation, which in turn strengthens individual trust and intergenerational word-of-mouth, because social recognition makes users more convinced that the enterprise is reliable, thus forming a positive cycle.

For example, the improvement of social reputation will make more elderly people willing to try company's services, which will bring more individual trust, and then more intergenerational word-of-mouth, which forms a positive cycle and promotes the continuous improvement of brand competitiveness. This is the core mechanism for the sustainable growth of company's silver-haired services. It is not a single-point practice, but a systematic and self-reinforcing system.

4.5 Integrated Theoretical Model

Based on the above analysis, this paper constructs the theoretical model of “Emotional Rigid Demand — ESG Response — Chain Empowerment — Brand Competitiveness”. The silver-haired emotional rigid demand constitutes the antecedent variable, ESG practice is the intermediary mechanism, and individual trust — intergenerational word-of-mouth — social reputation is the chain transmission path, which finally realizes the accumulation of brand assets of user assets, family assets and reputation assets, and promotes the improvement of brand competitiveness.

5. Discussion

5.1 Theoretical Explanation of Research Findings

The research findings of this paper respond to the gaps in existing studies from the theoretical level. First, the proposal of the emotional rigid demand structure means that emotional consumption research must break through the limitations of age groups and incorporate the basic and survival emotional needs of the elderly into the analysis vision, which is of great significance for building an age-wide emotional consumption theory. Second, the revelation of the chain transformation path means that the value realization of ESG highly depends on the user psychological perception and social communication process. Simply emphasizing

the input scale while ignoring demand matching is difficult to achieve sustainable competitiveness improvement.

5.2 Theoretical Contribution

The theoretical contribution of this paper is mainly reflected in three aspects. First, it expands the research boundary of emotional consumption, puts forward the concept of emotional rigid demand, makes up for the problem of insufficient group coverage, extends emotional consumption from the self-pleasing consumption of young groups to the basic emotional needs of the silver-haired group, and improves the explanatory power of emotional consumption theory. Second, it opens the mechanism black box of ESG value transformation, reveals the chain path of trust-word-of-mouth-reputation, goes beyond the traditional correlation research, and provides a micro mechanism explanation for the research of ESG and corporate competitiveness. Third, it proposes a new emotional response ESG model, emphasizes the social responsibility practice centered on user emotional needs, enriches the sustainable development theory, and provides a new direction for corporate ESG practices.

5.3 Practical Implications

For enterprises, silver-haired services should be upgraded to the long-term strategic level, ESG practices should be promoted centered on emotional rigid demand, adhere to human backup, dialect support, security priority and emotional empathy, and recognize that the satisfaction of emotional needs is the core source of brand competitiveness. For policy makers, emotional needs should be incorporated into the aging-friendly evaluation system, promote enterprises to move from functional aging adaptation to emotional understanding of the elderly, and improve the construction of an age-friendly society. For the society, attention should be paid to the governance of emotional gap, and build a warm age-friendly digital society, so that the elderly can not only use digital products, but also use them safely and comfortably.

5.4 Research Limitations and Future Prospects

This paper has certain limitations. The single case study may affect the external validity, and subsequent multi-case comparison can be used to improve the universality. Future research can also use quantitative methods to test the theoretical model, or pay attention to the application of new technologies such as generative AI in silver-haired services, to explore how new technologies can better respond to the emotional needs of the elderly.

6. Conclusion

Taking company's silver-haired services as a case, this paper reveals the four major emotional rigid demands of the silver-haired group in digital consumption, systematically sorts out the emotional response ESG practice system, and clarifies the chain value transformation path of individual trust enhancement, intergenerational word-of-mouth transmission and social reputation accumulation. The research shows that ESG practices that accurately respond to the silver-haired emotional rigid demand can effectively achieve a win-win situation between social value and market value, providing a clear path and theoretical support for technology enterprises to layout the silver economy. With the deepening of aging, paying attention to and responding to emotional rigid demand will become an important direction for enterprises' ESG strategy upgrading and brand competitiveness construction.

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