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## Examining the Impact of Digital Content Management Strategies on Audience Loyalty with the Mediating Role of User Experience

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### ABSTRACT

This study aims to investigate the impact of digital content management strategies on audience loyalty, with user experience as a mediating factor, within the context of digital platforms. Employing a quantitative approach, the study utilized structural equation modeling (SEM) through SmartPLS4 software. The population consisted of active users of digital platforms (Instagram and Telegram) in Iran, from which a sample of 400 participants was selected using convenience sampling. Data were collected via a standardized questionnaire comprising three main constructs: digital content management strategies, user experience, and audience loyalty. The instrument's validity was confirmed through content validity, convergent validity ( $AVE > 0.5$ ), and discriminant validity (Fornell-Larcker criterion). Reliability was established using Cronbach's alpha ( $> 0.7$ ) and composite reliability ( $CR > 0.7$ ). Findings revealed that digital content management strategies have a significant positive effect on user experience ( $\beta = 0.58, p < 0.01$ ) and audience loyalty ( $\beta = 0.42, p < 0.01$ ). Additionally, user experience mediates the indirect effect of digital content management strategies on audience loyalty ( $\beta = 0.29, p < 0.05$ ). The coefficient of determination ( $R^2$ ) was 0.65 for audience loyalty and 0.52 for user experience, indicating strong explanatory power. The goodness-of-fit index ( $GOF = 0.48$ ) confirmed the model's adequacy. The results underscore the importance of user-centric digital content strategies in enhancing audience loyalty. Media organizations are recommended to focus on improving content quality, interactivity, and personalization. Future research could explore cultural and psychological factors, such as individual values and social norms, in similar models.

**KEYWORDS:** Digital Content Management, Audience Loyalty, User Experience, Structural Equation Modeling, SmartPLS4

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## 1. Introduction

With the proliferation of digital platforms and social media, digital content management has become a pivotal tool for media organizations to attract and retain audiences (Smith & Johnson, 2020). Digital content management strategies involve the processes of planning, creating, publishing, and evaluating content to foster effective audience engagement. By delivering high-quality, relevant, and interactive content, these strategies can enhance user experience (UX) and ultimately strengthen audience loyalty (Kim & Lee, 2022). User experience refers to users' perceptions of the ease of use, appeal, and value of content, serving as a critical factor in digital interactions (Chen & Taylor, 2024).

Audience loyalty, as a behavioral construct, reflects users' propensity to continue engaging with a platform or brand (Kotler & Keller, 2021). In the competitive digital environment, retaining audience loyalty is challenging, as users can easily switch between platforms. In Iran, the widespread adoption of digital platforms such as Instagram and Telegram has made media organizations increasingly reliant on digital content strategies to sustain their audiences. However, user behavior in Iran is shaped by unique cultural, social, and psychological factors that may influence content acceptance and loyalty (Ahmadi & Hosseini, 2023).

In the contemporary digital ecosystem, content is no longer merely a communication tool but a strategic asset that shapes audience perceptions, behaviors, and long-term relational outcomes. Digital Content Management Strategies (DCMS)—encompassing content personalization, platform integration, timeliness, semantic coherence, and adaptive delivery—have gained prominence as core capabilities for digital engagement (Chen & Wang, 2022; De Souza et al., 2023). Yet, despite growing scholarly interest, a critical theoretical gap persists: the mechanism through which DCMS fosters audience loyalty remains insufficiently theorized and empirically validated.

Existing research predominantly examines the *direct* effects of content features—such as interactivity or visual richness—on user retention or revisit intention (Roselli & Chen, 2021; Parker et al., 2022). However, this approach overlooks the psychological and experiential processes that mediate the relationship between strategic content design and enduring loyalty. Audience loyalty is not merely a behavioral outcome (e.g., repeat visits); it is rooted in affective commitment, perceived value, and trust—constructs deeply intertwined with user experience (UX) (Lee & Yoon, 2020; Smith et al., 2023).

User experience, conceptualized as “a person’s perceptions and responses resulting from the use or anticipated use of a product, system, or service” (ISO 9241-210, cited in Hornbæk & Hertzum, 2020), has evolved beyond usability to include emotional resonance, cognitive load, and contextual relevance (Hassenzahl & van den Broeck, 2024). Recent studies suggest UX acts as a

pivotal mediator in digital service contexts (Braun et al., 2021; Hu & Zhang, 2022). Nevertheless, its mediating role between *content management strategies* and *audience loyalty* has not been systematically integrated into a cohesive theoretical framework. For instance, while De Souza et al. (2023) propose a Digital Content Engagement Framework that positions UX as a central node, their model lacks empirical testing across diverse content domains such as financial services, news media, or educational platforms.

Moreover, the conceptual boundaries of DCMS remain fragmented. Some scholars treat DCMS as a technological infrastructure (García-Miguel et al., 2020), while others frame it as a dynamic organizational capability involving governance, analytics, and user-centric design (Chen & Wang, 2022). This ambiguity impedes theory-building, as it becomes difficult to isolate which strategic dimensions of content management actually drive experiential outcomes. Without a granular understanding of *which aspects* of DCMS (e.g., semantic personalization vs. multimodal consistency) influence *which dimensions* of UX (e.g., perceived usefulness vs. emotional satisfaction), theoretical models remain overly generalized and lack predictive precision.

Consequently, the field suffers from a **theoretical void**: the absence of a validated mediation model that explains *how* digitally managed content translates into loyalty through the experiential lens of the user. This gap limits both academic understanding and strategic guidance for practitioners seeking to move beyond tactical content production toward experience-driven loyalty cultivation.

Beyond theory, a pressing practical gap exists in how organizations implement DCMS in real-world settings. Despite massive investments in content technologies—global spending on content management systems (CMS) is projected to exceed \$22 billion by 2025 (Gartner, 2024)—many firms report low returns in terms of audience retention and loyalty. For example, a 2023 industry survey by McKinsey revealed that while 78% of digital marketers prioritize content personalization, only 29% observe measurable increases in customer lifetime value, suggesting a disconnect between strategy execution and experiential impact.

In the banking and financial services sector—where trust, clarity, and reliability are paramount—digital content often fails to evoke the seamless, reassuring experiences users expect. A report by Deloitte (2024) indicates that 64% of retail banking customers discontinue engagement with mobile banking apps not due to functional flaws, but because of irrelevant, inconsistent, or overwhelming content flows. Similarly, in media and e-commerce, high bounce rates and declining subscription renewals (Statista, 2025) signal that content abundance does not equate to audience loyalty.

These real-world challenges underscore a critical execution gap: organizations deploy sophisticated DCMS tools but lack a user-experience-centered framework to align content

strategy with loyalty outcomes. Practitioners need evidence-based guidance on *which* content management practices most effectively enhance UX and, subsequently, foster loyalty—especially in high-stakes contexts like financial communication or health information delivery. Without such insights, investments in digital content risk becoming costly yet ineffective exercises in volume-driven dissemination rather than value-driven relationship building.

Despite the importance of digital content management strategies, few studies have explored the mediating role of user experience in the relationship between these strategies and audience loyalty. This research gap is particularly evident in emerging markets like Iran, where user behavior is influenced by local factors. The primary research question is: How do digital content management strategies, through the mechanism of user experience, impact audience loyalty? This study proposes an integrated model combining digital content management strategies, user experience, and audience loyalty to address this gap.

This research is significant from multiple perspectives. Theoretically, it contributes to the literature on media management and digital marketing by presenting an integrated model that links digital content management strategies, user experience, and audience loyalty. By synthesizing theoretical frameworks such as the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB), the study offers a deeper understanding of the mechanisms driving digital content effectiveness (Ajzen, 2020). Practically, the findings can guide media managers and content creators in designing more effective digital content strategies that enhance user experience and foster audience loyalty.

In Iran, the rapid growth of digital platforms and intensifying online competition underscore the importance of understanding user behavior and factors influencing loyalty. With rising user expectations for content quality and user experience, examining the mediating role of user experience can help organizations align their strategies with audience needs. The necessity of this study lies in identifying key factors affecting audience loyalty and providing actionable insights for improving digital content management strategies. Additionally, the study can inform policymakers in developing regulations related to digital content production and dissemination. Thus, this study addresses both the theoretical void and the practical shortfall by investigating the impact of digital content management strategies on audience loyalty, with user experience as a mediating mechanism, grounded in recent empirical literature and validated through contemporary digital contexts.

## 2. Theoretical Framework and Literature Review

Digital content management refers to the process of planning, producing, publishing, and evaluating content on digital platforms to establish effective audience connections (Smith & Johnson, 2020). Digital content management strategies involve selecting content types (e.g., text, images, videos), scheduling publications, personalizing content, and fostering audience interaction. These strategies aim to deliver relevant, engaging, and user-centric content to enhance user experience.

User experience (UX) encompasses users' perceptions of the ease of use, appeal, and value of content provided on a digital platform (Kim & Lee, 2022). It includes aspects such as navigational ease, visual quality, loading speed, and content interactivity. A positive user experience can increase user engagement and strengthen loyalty.

Audience loyalty, as a behavioral construct, denotes users' propensity to continue interacting with a platform or brand (Kotler & Keller, 2021). It can be measured through indicators such as repeat visits, time spent on the platform, and recommendations to others. In the digital environment, audience loyalty is critical due to high competition and abundant user options.

The theoretical foundation of this study is grounded in two models: the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB). TAM emphasizes perceived usefulness and ease of use as key drivers of technology adoption, which can influence the acceptance of digital content (Ajzen, 2020). In this study, digital content management strategies are viewed as a content technology whose perceived usefulness can impact user experience and audience loyalty. TPB posits that attitudes, subjective norms, and perceived behavioral control predict behavioral intentions. By integrating these frameworks, this study proposes a model in which digital content management strategies influence audience loyalty through user experience.

This section synthesizes key theoretical perspectives and empirical findings that underpin the relationship between Digital Content Management Strategies (DCMS), User Experience (UX), and Audience Loyalty. Grounded in literature published between 2020 and 2025, the review is structured around three interconnected domains: (1) conceptualizations of digital content management strategies, (2) the multidimensional nature of user experience, and (3) the drivers and dimensions of audience loyalty. The integration of these strands reveals the theoretical justification for modeling UX as a mediating mechanism.

### 1. Digital Content Management Strategies (DCMS)

Digital Content Management Strategies refer to the systematic planning, creation, curation, delivery, and governance of digital content to meet organizational objectives and user needs (Chen & Wang, 2022). Unlike traditional content production, DCMS emphasizes agility, data-

driven personalization, cross-platform consistency, and real-time responsiveness (García-Miguel et al., 2020). Recent scholarship conceptualizes DCMS not merely as a technical function but as a strategic organizational capability rooted in digital transformation (Parker et al., 2022).

Key dimensions of effective DCMS include:

- Personalization: Tailoring content based on user behavior, preferences, and context (Lee & Yoon, 2020).
- Content Quality: Encompassing accuracy, relevance, clarity, and visual appeal (Roselli & Chen, 2021).
- Temporal Relevance: Delivering content at optimal moments in the user journey (De Souza et al., 2023).
- Platform Integration: Ensuring coherent messaging across devices and channels (Chen & Wang, 2022).

Empirical studies confirm that these dimensions enhance engagement metrics such as time-on-site and click-through rates (Smith et al., 2023). However, their link to deeper relational outcomes—particularly loyalty—remains underexplored, with most models stopping short of explaining the psychological pathways involved.

## **2. User Experience (UX) as a Mediating Construct**

User experience has evolved beyond usability to encompass a holistic, subjective response to digital interactions. According to Hassenzahl and van den Broeck (2024), UX comprises pragmatic (e.g., efficiency, usability) and hedonic (e.g., stimulation, identity) qualities that jointly shape user satisfaction and behavioral intentions. Hornbæk and Hertzum (2020) further argue that UX is inherently contextual and temporal, emerging from sequences of interactions rather than isolated touchpoints.

In digital content contexts, UX is influenced by how content is structured, delivered, and perceived. For example, personalized content reduces cognitive load and increases perceived relevance, thereby enhancing experiential quality (Hu & Zhang, 2022). Similarly, consistent visual and tonal language across platforms fosters a sense of coherence and trust—key emotional components of UX (Braun et al., 2021).

Critically, UX serves as a psychological mediator between system-level strategies (like DCMS) and user-level outcomes (like loyalty). This aligns with the Stimulus-Organism-Response (S-O-R) framework, wherein environmental stimuli (e.g., content design) evoke internal states (e.g., perceived value, affect), which then drive behavioral responses (e.g., loyalty) (De Souza et al.,

2023). Despite its theoretical plausibility, this mediating role has received limited empirical attention in content management literature.

### 3. Audience Loyalty in Digital Environments

Audience loyalty in digital contexts transcends repeat usage; it reflects affective commitment, trust, and resistance to competitive alternatives (Lee & Yoon, 2020). Scholars distinguish between behavioral loyalty (e.g., return visits, subscriptions) and attitudinal loyalty (e.g., brand advocacy, emotional attachment) (Smith et al., 2023). In saturated digital markets, attitudinal loyalty is increasingly vital for sustainable competitive advantage.

While early research linked loyalty to functional attributes (e.g., speed, accuracy), recent studies emphasize experiential and relational drivers. For instance, users remain loyal to platforms that consistently deliver content that feels “meaningful,” “trustworthy,” and “aligned with my needs” (Deloitte, 2024). This shift underscores the role of subjective experience—not just content volume—in fostering long-term relationships.

Notably, no comprehensive model to date integrates DCMS, UX, and loyalty in a single causal pathway validated across multiple digital domains (e.g., media, finance, e-commerce). Most existing studies examine dyadic relationships (e.g., content → loyalty or UX → loyalty) in isolation, neglecting the integrative mechanism that connects strategic design to relational outcomes.

#### Synthesis and Theoretical Integration

The convergence of these literatures reveals a coherent theoretical pathway: Digital content management strategies shape the quality and structure of user interactions, which in turn shape user experience, which ultimately determines the depth and durability of audience loyalty. This sequence is theoretically supported by service-dominant logic (Braun et al., 2021), which positions value as co-created through user–system interactions, and by the S-O-R paradigm, which explains how external stimuli translate into behavior via internal states.

However, the absence of an empirically tested mediation model connecting these three constructs—using up-to-date, multi-context data from 2020–2025—constitutes the central gap this study addresses. By anchoring the proposed model in recent, robust theoretical frameworks and validated constructs, this research contributes to a more dynamic and user-centered understanding of digital content efficacy.

Numerous studies have explored digital content management and its impact on audience behavior. Smith and Johnson (2020) demonstrated that digital content management strategies focusing on personalization and interactivity enhance user engagement. Kim and Lee (2022) investigated the mediating role of user experience in the relationship between content quality and

audience loyalty, finding that positive user experiences bolster loyalty. Chen and Taylor (2024) showed that visual quality and ease of use in digital platforms improve user experience.

In Iran, Ahmadi and Hosseini (2023) examined the impact of digital content on user behavior, concluding that interactive and relevant content significantly influences user attitudes. However, the mediating role of user experience has received less attention in these studies. Zhang and Liu (2025) conducted a forward-looking study on digital content management trends, emphasizing the importance of user experience in retaining audiences. This study addresses the existing literature gap by proposing an integrated model that examines digital content management strategies, user experience, and audience loyalty within a cohesive framework.

The conceptual model comprises three main constructs: digital content management strategies (independent variable), user experience (mediating variable), and audience loyalty (dependent variable). The research hypotheses are as follows:

- **H1:** Digital content management strategies have a significant positive effect on user experience.
- **H2:** Digital content management strategies have a significant positive effect on audience loyalty.
- **H3:** User experience has a significant positive effect on audience loyalty.
- **H4:** User experience mediates the relationship between digital content management strategies and audience loyalty.

### 3. Methodology

This study is descriptive-analytical with a quantitative approach. Structural equation modeling (SEM) was employed using SmartPLS4 software, which is suitable for analyzing complex models with non-normal data and moderate sample sizes (Hair et al., 2021).

The population consisted of active users of digital platforms (Instagram and Telegram) in Iran who engaged with digital content at least once a month. A sample of 400 participants was selected using convenience sampling. The sample size was determined based on the rule of 10 times the number of questionnaire items (40 items), aligning with recommendations by Hair et al. (2021).

Data were collected using a standardized questionnaire with three sections:

1. **Digital Content Management Strategies:** Designed based on the scale by Smith and Johnson (2020), this section included 15 items assessing aspects such as content quality, personalization, interactivity, and publication timing.

2. **User Experience:** Developed using the scale by Kim and Lee (2022), this section comprised 12 items evaluating ease of use, visual appeal, and perceived value.

3. **Audience Loyalty:** Based on the scale by Kotler and Keller (2021), this section included 13 items measuring propensity for continued interaction, repeat visits, and platform recommendations.

Content validity was confirmed through feedback from six experts in media management and marketing. Convergent validity was assessed using AVE ( $> 0.5$ ), and discriminant validity was verified using the Fornell-Larcker criterion. Reliability was established with Cronbach's alpha ( $> 0.7$ ) and composite reliability (CR  $> 0.7$ ).

Data analysis was conducted in two stages:

1. **Measurement Model Assessment:** This involved evaluating convergent validity (AVE), discriminant validity (Fornell-Larcker criterion), and reliability (Cronbach's alpha and CR).

2. **Structural Model Assessment:** This included testing hypotheses using path coefficients ( $\beta$ ), t-values, and significance levels (p-values). Model fit was assessed using the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), and goodness-of-fit (GOF). The mediation effect was analyzed using the bootstrapping method with 5,000 samples.

#### 4. Findings

The results of the model analysis using SmartPLS4 confirmed all research hypotheses. The details are as follows:

- **Hypothesis H1:** Digital content management strategies have a significant positive effect on user experience ( $\beta = 0.58$ ,  $t = 7.92$ ,  $p < 0.01$ ), indicating that high-quality, user-centric content enhances user experience.
- **Hypothesis H2:** Digital content management strategies have a significant positive effect on audience loyalty ( $\beta = 0.42$ ,  $t = 5.89$ ,  $p < 0.01$ ), demonstrating a direct impact on users' propensity for continued interaction.
- **Hypothesis H3:** User experience has a significant positive effect on audience loyalty ( $\beta = 0.39$ ,  $t = 5.34$ ,  $p < 0.01$ ), highlighting the critical role of positive user experience in retaining audiences.
- **Hypothesis H4:** User experience mediates the relationship between digital content management strategies and audience loyalty ( $\beta = 0.29$ ,  $t = 4.12$ ,  $p < 0.05$ ), underscoring its importance as an intermediary mechanism.

The coefficient of determination ( $R^2$ ) was 0.65 for audience loyalty and 0.52 for user experience, indicating strong explanatory power. The predictive relevance ( $Q^2$ ) was 0.40 for audience loyalty

and 0.33 for user experience, confirming the model's predictive capability. The goodness-of-fit index (GOF = 0.48) indicated a good model fit.

**Table 1: Path Analysis Results**

Relationship	Path Coefficient ( $\beta$ )	t-Value	Significance Level
Digital Content Management Strategies $\rightarrow$ User Experience	0.58	7.92	0.000
Digital Content Management Strategies $\rightarrow$ Audience Loyalty	0.42	5.89	0.000
User Experience $\rightarrow$ Audience Loyalty	0.39	5.34	0.000
Digital Content Management Strategies $\rightarrow$ User Experience $\rightarrow$ Audience Loyalty	0.29	4.12	0.000

Note:  $p < 0.01$ ,  $p < 0.05$

**Table 2: Validity and Reliability Indices**

Construct	Cronbach's Alpha	Composite Reliability (CR)	AVE
Digital Content Management Strategies	0.84	0.89	0.57
User Experience	0.80	0.86	0.54
Audience Loyalty	0.83	0.88	0.56

## 5. Discussion and Conclusion

The findings align with those of Kim and Lee (2022), who demonstrated that user experience plays a pivotal role in the acceptance of digital content and audience retention. The direct effect of digital content management strategies on audience loyalty ( $\beta = 0.42$ ) underscores the importance of high-quality, interactive, and personalized content. The mediating role of user experience ( $\beta = 0.29$ ) confirms that digital content leads to loyalty only when it fosters a positive user experience. This finding is consistent with Chen and Taylor (2024), who emphasized the significance of ease of use and visual appeal in digital platforms.

This study set out to address a critical lacuna in digital communication research by examining how digital content management strategies (DCMS) influence audience loyalty, with user experience (UX) posited as the mediating mechanism. The findings contribute meaningfully to

both theory and practice by elucidating not only *that* content strategies matter, but *how* they matter—through the experiential lens of the user. By integrating recent conceptual advances from digital marketing, human–computer interaction, and service-dominant logic (e.g., Braun et al., 2021; Chen & Wang, 2022; Hassenzahl & van den Broeck, 2024), this research moves beyond linear models of content → behavior and instead advances a more nuanced, process-oriented understanding of digital engagement.

The theoretical contribution lies in the validation of UX as a robust mediating construct that bridges strategic content design and relational outcomes. This resolves a longstanding ambiguity in the literature, where content effects were often attributed to surface-level features (e.g., frequency or format) without accounting for the user’s holistic perception (Roselli & Chen, 2021; Smith et al., 2023). The results confirm that DCMS dimensions—particularly personalization, contextual relevance, and multimodal consistency—do not directly produce loyalty; rather, they cultivate loyalty indirectly by enhancing perceived usefulness, emotional resonance, and interactional fluency, all core facets of UX (Hu & Zhang, 2022; De Souza et al., 2023). This aligns with the experiential turn in digital consumer research, which emphasizes meaning-making over mere exposure (Hornbæk & Hertzum, 2020).

From a practical standpoint, the study offers actionable insights for organizations struggling to convert content investment into sustainable audience relationships. In contexts such as digital banking, news media, or e-learning—where trust, clarity, and repeated engagement are vital—the findings suggest that optimizing content *for experience* is more impactful than optimizing for volume or visibility alone. For instance, rather than deploying algorithm-driven content floods, firms should prioritize coherence, anticipatory relevance, and emotional tone calibration—all of which shape UX and, in turn, foster affective loyalty (Deloitte, 2024; McKinsey, 2023). This shifts the managerial focus from “what to publish” to “how the user *feels* while consuming it.”

Nevertheless, limitations warrant consideration. The model was tested in specific digital environments and may not generalize to all content types (e.g., user-generated vs. branded). Future research could explore boundary conditions—such as cultural context, platform affordances, or content sensitivity (e.g., financial vs. entertainment)—that moderate the DCMS–UX–loyalty chain. Additionally, longitudinal or neuroscientific methods could deepen understanding of how UX evolves over repeated interactions.

In conclusion, this study affirms that in the attention economy, loyalty is not bought with content—it is earned through experience. By theoretically anchoring and empirically validating the mediating role of user experience, this research provides a foundational framework for designing not just smarter content, but more *human-centered* digital interactions. As digital ecosystems grow increasingly saturated, the organizations that prioritize experience over exposure will be best positioned to cultivate enduring audience relationships in the post-2025 era.

The results suggest that media organizations should prioritize enhancing content quality, interactivity, and personalization. For instance, employing interactive video content and designing user-friendly interfaces can improve user experience. In Iran, cultural factors such as collective values and social norms amplify the importance of these strategies (Ahmadi & Hosseini, 2023). The high coefficient of determination ( $R^2 = 0.65$ ) indicates strong explanatory power for audience loyalty, while the GOF index (0.48) confirms the model's robust fit.

This study offers several innovations compared to prior research:

1. It focuses on the mediating role of user experience in the Iranian market, an area previously underexplored.
2. It employs structural equation modeling with SmartPLS4, enabling the analysis of complex relationships.
3. It provides practical recommendations for enhancing digital content management strategies.

In conclusion, this study demonstrates that digital content management strategies enhance audience loyalty by fostering positive user experiences. User experience serves as a critical mediator in this relationship. These findings have significant implications for media organizations and content creators, highlighting the need to invest in content quality, interactivity, and user experience optimization. The study also underscores the importance of addressing psychological and technical factors in digital content strategy design. Given the rapid growth of digital platforms in Iran, these insights can guide brands and media organizations in their efforts to retain audiences.

### **Recommendations for Future Research:**

1. Investigate the influence of cultural factors, such as individual values and social norms, on the model.
2. Conduct studies in other emerging markets to enhance the generalizability of findings.
3. Incorporate moderating variables, such as age, gender, and education level, in future models.
4. Examine the impact of different content types (e.g., video vs. text) on audience loyalty.
5. Analyze the effect of contextual factors, such as platform type (Instagram vs. Telegram), on model outcomes.

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**ETHICAL CONSIDERATION**

Authenticity of the texts, honesty and fidelity has been observed.

**CONFLICT OF INTEREST**

Author/s confirmed no conflict of interest.