

Brands and purpose. Analysis of the digital strategies on Twitter of the most reputable brands in Spain

Marcas y propósito. Análisis de las estrategias digitales en Twitter de las marcas más reputadas en España

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ABSTRACT

Introduction: The 21st century is characterized by the technological progress that society has experienced together with the social, economic, and environmental changes that make up the current challenging challenges. These have caused a multitude of organizations to become active agents, arousing their interest in defining purposes with an impact on society that need companies to become aware and position themselves, from a more humanistic approach, on alarming issues. One of the scenarios in which organizations can develop communication strategies that enrich relationships with their audiences and allow them to defend their purposes, through the generation of content, is constituted

by social networks, key tools for brands to interact in the present. **Methodology:** using quantitative methodology, through content analysis, a corpus of messages issued on Twitter over twelve months by ten responsible brands, selected through the Corporate Reputation Business Monitor, is analyzed. **Results:** relevant data is obtained on the content generated by these brands in their Twitter profiles, which indicates that they communicate mainly focusing on the service they offer and their products. **Discussion:** the results reveal that the brands studied generally take a position focused on the company itself or on the product. **Conclusions:** although there is a tendency for organizations to generate social benefits through their actions, this research indicates that the approach that these companies give to their communication on Twitter is not primarily people-oriented.

Keywords: Humanism; Digital strategy; Brand; Reputation; Communication; Contents; Organizations; Purpose.

RESUMEN

Introducción: El siglo XXI está caracterizado por el avance tecnológico que ha experimentado la sociedad junto a los cambios sociales, económicos y medioambientales que conforman los desafiantes retos actuales. Estos han provocado que multitud de organizaciones se conviertan en agentes activos, despertando su interés por definir propósitos con impacto para la sociedad que necesita que las empresas tomen conciencia y se posicionen, desde un enfoque más humanista, ante cuestiones alarmantes. Uno de los escenarios en el que las organizaciones pueden desarrollar estrategias de comunicación que enriquezcan las relaciones con sus públicos y les permita defender sus propósitos, mediante la generación de contenidos, lo constituyen las redes sociales, herramientas clave para que las marcas se relacionen en la actualidad. **Metodología:** mediante metodología cuantitativa, a través de análisis de contenido, se analiza un corpus de mensajes emitidos en Twitter durante doce meses por diez marcas responsables, seleccionadas mediante el Monitor Empresarial de Reputación Corporativa. **Resultados:** se obtienen datos relevantes sobre los contenidos generados por estas marcas en sus perfiles de Twitter que indican que comunican principalmente poniendo el foco en el servicio que ofrecen y sus productos. **Discusión:** los resultados revelan que las marcas estudiadas generalmente toman una posición centrada en la propia empresa o en el producto. **Conclusiones:** aunque existe una tendencia por parte de las organizaciones a generar un beneficio social a través de sus actuaciones, esta investigación indica que el enfoque que estas empresas dan a su comunicación en Twitter no está orientado a las personas principalmente

Palabras clave: Humanismo; Estrategia digital; Marca; Reputación; Comunicación; Contenidos; Propósito.

1. Introduction

1.1. Managing brands towards Purpose

In recent times, a concept related to the areas of communication, corporate social responsibility, and reputation has gained prominence in the context of organizations: purpose, which is the axis that gives meaning to an organization and everything it does. The purpose must respond to the fundamental reason why a company exists and operates (Rodríguez, 2020). Purpose has thus become a relevant and essential concept in 21st-century corporate management and communication, and there are many organizations that, beyond economic benefit, seek to achieve a positive impact on the environment through their involvement in social or environmental causes, among others (Echebarría, 2020). An organization can carry out its activity by reducing the negative impact or consequences that a production or distribution process may have, or even by generating a positive global impact. This clear intention to

operate responsibly with society and seek to generate a benefit for citizens gives these purpose-driven companies a clear positioning and generally positive brand image.

In 2009, Sinek already attributed importance to the reason why an organization exists, to its "why," even above its economic purpose. Other authors such as Porter and Kramer (2011) refer to purpose as an element that, taking into account the needs of society, leverages the opportunities and assets of organizations to adopt a reinforced competitive position; Craig and Snook (2014) referred to this concept as a key instrument for giving organizations a reason for existence and a meaningful positive social impact; and van Knippenberg (2020) defines it as what the company does and why it is valuable and meaningful (Lleó *et al.*, 2022).

Undoubtedly, defining the purpose and the role it plays in organizations is a complex task, especially when seeking to make it meaningful and impactful within them. For decades, companies have focused on the "what" and the "how," as demonstrated through their advertising messages in which tangible aspects of their products and services have been the main actors. Organizations have concentrated their attention on "what they do" and "how they do it," leaving aside the essence, the "why" or "for what" they do it (Fernández-Blanco and Hernández-Zelaya, 2021). However, when a company manages to have a purpose beyond the economic one that also generates a positive impact on society and is the inspiring axis based on which its stakeholders are developed, we can determine that it has a successful purpose (Rodríguez, 2020). Although there is no single meaning for this concept, we can say that it is already an essential element in organizations to create solid interpersonal bonds with all their stakeholders and society (Lleó *et al.*, 2021).

The purpose should be built from inside out, starting from the identity of the organization, and the values that inspire its behavior and actions. In addition, it should consider factors such as generating a positive impact, alignment with the reality of the business, inseparability with the corporate culture of the organization, alignment with the values of its leaders, and its long-term projection (Seisedos, 2020).

Ángel Alloza stated in the presentation of *Approaching the Future 2022* by Corporate Excellence that:

Corporate purpose should be understood as the foundation of the strategy, explaining why you do what you do and setting the framework that guides all actions and decisions of the organization. In recent years, we have discovered its strategic role as a source of transformation, generating trust and differentiation. (Alloza, 2022).

The economic, social, and environmental circumstances that have occurred in recent years have been a key factor in awakening the consciousness of organizations, their generous spirit, and their involvement in the adverse situations that the world faces, becoming social agents (López-Aza, 2020). The Covid-19 pandemic, the war between Russia and Ukraine, economic crises, inflation, climate change, or the demand for the role that women play in society are some of the events that many brands have taken a stance and acted upon (Arcila *et al.*, 2021).

In 2015, world leaders signed an agreement with the aim of ending poverty, caring for our planet, and ensuring prosperity for all: the 2030 Agenda, a plan that contains seventeen Sustainable Development Goals (SDGs) encompassing economic, social, and environmental aspects. This is one of the great challenges of our century, in which organizations play a fundamental role alongside governments and the general public (United Nations, 2022). This great challenge and the different circumstances that occur in society practically oblige organizations to become active agents. The purpose acquires

relevance in this sense since special attention is paid to the "why" of corporations to verify if they really act based on it or if they only use it as a communication tool to optimize their positioning or brand image. The SDGs and social, economic, and environmental factors are sufficient reasons for organizations to redirect their strategies and activate their social involvement (Alameda, 2021).

If we look back, organizations based their differentiation strategies on tangible issues, mainly on the product itself and its features (Kapferer, 2012; Keller, 2008; Aaker and Joachimsthaler, 2001). These were the protagonists of most advertising campaigns in the mid and late-20th century and even at the beginning of the 21st century. It is true that brand communication has evolved a lot since Hopkins' Scientific Advertising and P&G's product-based branding proposals (Fernández, 2021). In fact, models based on brand personality and its intangibles (Batey, 2016; Danesi, 2006; Kassarian, 1971) or those that focus on the consumer from culturalist (Holt, 2002, 2004) or relational perspectives (Fournier, 1991, 1998) are good examples of this. That is why there are various reviews of brand management paradigms and models that confirm what we are saying (Heding *et al.*, 2020; Merz *et al.*, 2009; Louro and Cunha, 2001). In this line, hybridizing the most evolved reputation theories (Velte, 2023) and the relational branding models that focus on the digital (Ghorbani *et al.*, 2022), currently, many organizations have oriented their communication, both internal and external, toward purpose. This concept has permeated business culture in recent years (Hieatt, 2022). Of all the publicly traded companies in the world, around 54% of their enterprise value corresponds to their intangible resources and assets. This figure even reaches 80% in some sectors such as technology (Brand Finance, 2021). Intangible aspects such as the values of organizations, their commitment to social causes, or their involvement in environmental issues have gained relevance and weight in the consumer acquisition process (Edelman, 2022).

Corporate reputation theories have already shown that intangible assets generate a lot of interest in organizations (Mahon and Wartick, 2012). In this sense, corporate reputation, understood as the set of collective evaluations triggered by corporate behavior in different audiences that motivate their supportive or opposing behaviors (Alloza *et al.*, 2013, p. 96), constitutes a first-rate intangible asset because it is unique, difficult to imitate or replicate, complex and multidimensional, requires a lot of time to accumulate, specific, difficult to manipulate, has no limits in its use, and does not depreciate with use (Fombrun and Van Riel, 1997, p. 128); qualities that the brand purpose takes from it, but transcends its nature by incorporating relational branding issues. In this way, purpose gives a twist to this reality, just as reputation surpassed the concept of corporate image (Gotsi and Wilson, 2001; Mahon, 2002) or the models contained in the so-called identity approach (Heding *et al.*, 2020; Kapferer, 2012), as it is made up of values that constitute objective strengths of the company that can become a competitive advantage within the sector and directly involve some of the company's strategic stakeholders (Villafañe, 2005). Certainly, it is an intangible asset that is difficult to manage (Brown *et al.*, 2006, Einwiller *et al.*, 2010) and leads to a business scenario in which organizations compete based on their ability to express who they are and what they represent (Schultz *et al.*, 2000).

But in order to talk about a solid purpose, it is necessary to work on three essential dimensions: authenticity, since it must connect with the real interests and motivations of the organization; coherence, as it must be reflected in what is done and not just in what is said, moving from telling to doing; and integrity, that belief in what is being done and that it will be worth doing, a connection between internal motivation and the organization's actions that can be reflected even when what is being developed is not visible to anyone else (Bastons *et al.*, 2019).

Although it is true that for 94% of society, it is difficult to identify organizations with purpose (Corporate Excellence, 2021), consumers currently demand ethical, social, environmental, and economic value

from companies in order for them to have a positive influence on citizens' lives (Corporate Excellence, 2021). Purpose has already become a key element in the transformation and evolution of companies. Professionals in organizations are increasingly giving more importance to this fundamental pillar, to which they are allocating more energy and resources. 48.2% of companies already work in this direction (Corporate Excellence, 2022).

Without purpose, there is no commitment or positive social impact, but for it to exist, it must be shared by the entire organization, permeating all its actions and behaviors, and must also be aligned with its true corporate values. For an organization to be able to translate its purpose into everything it does, it must emerge from its core. If this does not happen, companies run the risk of being accused of greenwashing, a term that hides a real interest in washing the brand's image, without there being a real intention to generate a positive impact on society and make the world a better place. However, the communication of organizations can and should echo their purpose and all their actions that entail a social impact, in order to generate brand value and identity, as long as it maintains authenticity, coherence, and integrity with its purpose.

1.2. Communicating Purpose humanizes brands

From a dynamic and complex branding perspective (Heding *et al.*, 2020) and based on the Stakeholder Theory (Freeman *et al.*, 2014), we understand that the corporate brand evolves from the "third wave" proposed by Hatch and Schultz (2010), which places the brand as the voice not only of the company but of the entire activity. Indeed, "the third wave encompasses the interests and expectations of the complete range of stakeholders of a company and makes the development of the corporate brand a strategic asset of growing importance for boards of directors, CEOs, and senior executives" (Hatch and Schultz, 2010, p. 226).

From this perspective, the purpose of brands and even their activist role as a transformative agents is also positively valued by society as a whole, which is why their communication becomes a key aspect for organizations (Heukamp, 2020; López-Aza, 2020; Sánchez *et al.*, 2020; Manfredi-Sánchez, 2019). There are already studies that demonstrate that there is an advertising discourse of purpose that supports the activist current - brand activism - of brands, highlighting that beyond products, brands defend ethical and responsible ideas and values (Fernández-Blanco *et al.*, 2021). In this line, a previous study presented a model (Table 1) that describes the presence of four major categories of brand values, which allow these brands to build their communication strategies, with a relevant discourse of the commitment of companies in the form of response, action, purpose, and responsibility.

Table 1. *Value model of purposeful brands.*

<p>TRUST</p> <p>Encouragement Hope Endurance Union Community Society Effort Gratitude</p>	<p>SERVICE</p> <p>Offer digitization Added services Quality Leadership Innovation</p>
<p>COMMITMENT</p> <p>Answer Action Purpose Solutions Responsibility Support for groups Tribute</p>	<p>RELATIONSHIP</p> <p>Empathy Closeness Emotion Accompaniment Presence Dreams Life Nature</p>

Source: Fernández-Blanco *et al.*, 2021.

A purpose-driven brand participates in a holistic and predominantly digital perspective (Coleman, 2018), a perspective that shares the task of symbolic development of complex, interactive, and inclusive communication proposed by Hatch and Schultz (2003) to define the communication that is yet to come. In this sense, brands have found social media an indispensable tool for communicative management that is often the ideal scenario to establish a connection with their audiences, build their corporate image, share their social responsibility, or even operate (Coleman, 2018) in order to communicate and convey their purposes. Along these lines, many authors have already focused their research on the study of social media as a key tool in the management of corporate communication (De Haro *et al.*, 2012; Vivo *et al.*, 2011; Freire, 2008; Vélez, 2008).

Indeed, social media has become another element in the marketing plans and communication campaigns of organizations (1,278.9 million euros according to the 2022 Digital Media Investment Study, IabSpain). They have emerged as a powerful tool that currently allows companies to disseminate their messages, whether social, human, or commercial, among their communities. A medium on which organizations can of course take advantage of the connection with their audiences to raise awareness about specific causes, generating a positive impact on their Corporate Social Responsibility and the image they project (Ahumada *et al.*, 2020).

The value that social media has acquired is undeniable, as its reach, immediacy, and intuitive usability allow organizations to directly reach a specific audience, creating a community with whom to share knowledge, information, or experiences, in addition to offering their products or services (Kapferer, 2012; Muniz and O'Guinn, 2001). Just as in recent years we have seen a clear evolution in the advertising of organizations towards much more emotional, social, and/or committed messages with their purposes, the content generated by them on their social networks increasingly moves away from the product and its attributes, seeking to generate enrichment and a positive impact for their users (Herrera *et al.*, 2020).

Within the digital environment, it is worth highlighting the international success of Twitter, which, with 4.2 million users in Spain - mainly between the ages of 25 and 49, with 28% of them being women, 31% men, and 41% not identified by gender (IEBS School, 2022) - is mainly based on its ability to provide society with a new way of communicating through immediate, simple, and direct dialogue (Sáez-Martín *et al.*, 2015; Carrió-Pastor *et al.*, 2021). In this sense, it is a top-notch informative channel for sharing and consuming relevant information in real-time (Pulido-Polo *et al.*, 2021; Casero-Ripollés, 2020). Users consult this social network mainly to stay up to date, be entertained, and get information about brands and products (Una vida online, 2023). Although Twitter is not the social network with the highest number of users, according to the We Are Social Social Media in Spain 2023 study, it is behind WhatsApp, Instagram, and Facebook in terms of the number of users. The social network does stand out for the conversation among users, being a scenario for the media discussion of current issues. The fundamental advantage of Twitter over the rest is the convenience with which it provides its followers with all kinds of current information and/or news (We are social, 2023). It is also worth noting the number of data analysis tools offered through Twitter Analytics, the power of the hashtag, or the alternatives to the classic tweet that have been developed in recent years, from tweet threads to surveys (Girón, 2019). In this context, in addition to being a social network acclaimed by institutions or media, it is also a magnificent scenario for organizations to act and make contact. Twitter allows access to the real conversation of users, glimpsing patterns of behavior and/or interaction, and facilitates, in this way, the study of social relationships in social networks, becoming a powerful communication mechanism (Cambronero and Gómez, 2021; Del-Fresno-García, 2014; Piscitelli, 2011).

In this sense, through cross-cutting content, innovative and sustainable actions, or even simply by generating shared value through the responses they provide to their users, social networks are becoming a key platform for companies to convey their purposes (Navarro and Ruiz, 2020). In fact, the generation of digital brand content leads us to reflect on the centrality of content in the daily relationship between brands and consumers, beyond commercial formats labeled as "advertising". Brands seek to be part of citizens' daily lives, as part of their leisure and entertainment time (Olivares-Santamarina and Gago, 2021; Muñoz, 2021; Núñez-Gómez *et al.*, 2020; Regueira, 2018; Del Pino and Castelló, 2015; Aguilera *et al.*, 2015; Kapferer, 2012). Hence, the fusion of audiovisual, journalistic, and advertising content blurs the boundaries between genres and expands the space traditionally reserved for brands. Brands thus colonize any media content and other non-media spaces, to the point of becoming central agents in content generation (Benavides and Fernández-Blanco, 2022).

1.3. Relational branding, human brands

The humanization of brands has been a constant in communication since seminal proposals arrived from the profession such as Séguéla's Star Strategy (1982) or the theories of Plummer (1985) and Aaker (1997) already coming from the academic field. This humanization is still present in the current literature on brand management (Kara *et al.*, 2020; Veloutsou and Ruiz, 2020; Papista and Dimitriadis, 2019). Precisely, the search for the relationship between brands and users raises the development of relational branding that transcends the strictly cognitive and encompasses the anthropological and relational. It is one of the first theories that refer more directly to a proactive consumer, an active "member" within the brand universe and, therefore, a co-creator of it. Within the framework of these theories, "experience," "commitment," or "conversation" between brands and consumers begin to be discussed. The focus is on the consumer in a very participatory way, talking about "relationships" or "dialogue" with the customer. For Chevalier and Mazzalovo (2021), a brand is an implicit contractual agreement that governs the relationship between a particular company and its customers. It is a two-dimensional relationship that allows for the creation of affective ties and a reciprocal capacity to influence the behavior of the two parties. Recent studies develop this issue, such as Nandy and Sondhi (2022), who explain the brand-consumer relationship through the concept of "Brand Pride."

Fournier (1998) developed a solid conceptual foundation for the relationships that consumers have with brands, as well as their psychological and even cultural implications. This proposal is the most relevant of relational branding theories because it lays the groundwork for what we now understand as relationship branding.

For Fournier (1998), brands can be humanized or personalized. Based on this, she proposes her metaphor of the brand as a partner ("brand-as-a-partner") based on Aaker (1997). It is believed that relationships provide meanings in a psycho-socio-cultural context, that is, relationships with brands add meaning to people's lives. She establishes six factors that contribute to the stability and durability of relationships over time. These factors give rise to Brand Relationship Quality (BRQ) and correspond to the following dimensions or positive feelings: affective and socio-emotional attachment - love/passion and connection with the self-behavioral links - interdependence and commitment - and cognitive beliefs of support - intimacy, and quality of the brand partner. However, Fournier warns of the fragility of relationships and highlights the importance of these actions in the stability and durability of the relationship, introducing the concept of brand management as a continuous and complex process (Heding *et al.*, 2020). Fournier develops her theory of relational branding by considering the paradoxes of relationships (Álvarez *et al.*, 2021).

Subsequent studies aim to update Fournier's initial proposal. Gómez-Suárez (2019) proposes a critical review of the concepts of attachment, love, and engagement, which are key in the literature on relational branding, as well as the relationships between them. She simplifies the consumer-brand relationship into two concepts: attachment and active engagement. In this sense, showing values and benefits related to these concepts will reinforce emotional bonds and contribute to the construction of relationships. To build emotional attachment, brands must reinforce their values to generate positive and lasting feelings in the consumer. The relationship will be strengthened if the brand provides intrinsic rewards such as happiness, pleasure, or positive emotions through communication.

2. Objectives

Under a brand relationship approach emphasizing the theories exposed regarding purpose, our research objective is to analyze the responsibility and commitment to their audiences that the most reputable brands in Spain work on social media. In this sense, this work seeks to contribute to the accumulated knowledge about brand purpose, advertising and branding strategies, and digital strategies on social media, specifically on Twitter. To do this, we propose to conduct a content analysis of 494 posts that not only quantifies the presence and strategic implications of using values associated with the humanization of brands but also provides data and conclusions about the purpose and strategic communication in general.

Taking the above into account, the research questions posed in this article are as follows:

QI1: How do the analyzed brands strategically operate when making decisions about brand positioning?

QI2: How do the analyzed brands strategically operate when making decisions about objectives?

QI3: What topics do the analyzed brands talk about to connect with their consumers?

QI4: How do the analyzed brands focus on the purpose to design their communication strategies?

3. Methodology

To answer the research questions, a quantitative methodology was followed, applying the content analysis technique to a corpus of messages issued on Twitter for 12 months (January-December 2022) by brands that are considered responsible, selected in January 2022 through the Corporate Reputation Business Monitor (Merco¹, 2022). Specifically, the top ten organizations with the best corporate reputation in our country were selected, according to the Merco Empresas 2022 ranking: Mercadona, Inditex, Grupo Social Once, Telefónica, Mapfre, Repsol, Ikea, Coca-Cola España, Nestlé, and Mutua Madrileña² (Table 2).

Table 2. Selected brands and analyzed samples.

BRAND	TOTAL POSTS	(%)	N° OF POSTS ANALYZED	(%)
Mercadona	14.337	44,61%	218	44,13%
ONCE	3.832	11,92%	39	7,89%
Telefónica	2.281	7,10%	36	7,29%
Mapfre	756	2,35%	31	6,28%
Repsol	4.079	12,69%	34	6,88%
Ikea	1.764	5,49%	27	5,47%
Coca-Cola	4.037	12,56%	62	12,55%
Nestlé	620	1,93%	41	8,30%
Mutua Madrileña	428	1,33%	6	1,21%
TOTAL	32.135	100%	494	100%

Source: Author's own work.

After identifying the brands, a multistage sampling was used to select the messages, starting with a simple random sampling to select the days to be analyzed, set between January and December 2022. During this period, the ten brands posted a total of 32,135 tweets on Twitter (excluding retweets), which was used to calculate the sample with a 95% confidence level and a $\pm 2.9\%$ margin of error. In total, 494 messages were analyzed, which were selected following a stratified random sampling with proportional allocation to maintain the weight of each of the brands, as shown in Table 2.

¹ Merco (Monitor Empresarial de Reputación Corporativa) is a benchmark monitor in Spain and Latin America that has been evaluating the reputation of companies since 2000. It is an instrument for reputational evaluation, based on a multi-stakeholder methodology composed of six evaluations and more than twenty sources of information. It is the first audited monitor in the world, with monitoring and verification of its preparation process and results subject to independent review by KPMG, according to the ISAE 3000 standard, which publishes its opinion for each edition.

² It should be noted that of these ten brands selected by Merco as the most reputable in Spain, Inditex has been omitted from the analysis as it does not currently have an active corporate profile on the Twitter social network.

Table 3. Profiles of the brands analyzed on Twitter.

Brand/ User	Purpose/ Mission	Bio description	Number of followers	Number of followed accounts
Mercadona/ @Mercadona	"Fulfilling basic needs. Recommending to the end consumer products/solutions that meet their needs for eating, drinking, personal care, household care, and pet care, always ensuring food safety, maximum quality, maximum service, minimum budget, and minimum time."	Welcome to the official Mercadona account! Follow us and discover the latest news about your trusted supermarket. Legal notice: http://bit.ly/3fmYDbo	243.000	44
ONCE/ @ONCE_oficial	To achieve full inclusion and access to independent living for people who are blind or have other disabilities in Spain and around the world	Official Twitter account of ONCE. Working towards improving the quality of life of blind or other disabled people. #Equal #GrupoSocialONCE http://facebook.com/ONCE.org	58.700	967
Telefónica/ @Telefónica	Make our world more human, connecting people's lives	We want to make our world more human by connecting people's lives. @Telefonica_en	90.000	658
Mapfre/ @MAPFRE_ES	"To provide people with confidence so they have security, strength, and the ability to achieve their goals, contributing to the development of a more sustainable and supportive society."	Welcome to MAPFRE Spain. Customer service and insurance contracting at @MAPFRE_Atende ☎ or at 918 365 365/900 822 822. Hours M-F from 9-21.	65.200	4.594
Repsol/@Repsol	"Contribute to creating a more sustainable future, developing projects focused on energy transition and society."	The energy you need at every moment. We offer you assistance from Monday to Sunday from 8:00 am to 10:00 pm."	53.800	112
Ikea/ @IKEASpain	"To create a better everyday life for the many people: for customers, but also for our co-workers and the people who work with our suppliers."	We furnish our Twitter profile daily! We are here to help you from Monday to Saturday from 8:00 to 22:00. Sundays and holidays from 10:00 to 20:00.	152.700	1.246

Coca-Cola/ @CocaCola_es	"To refresh the world and make a difference in people's lives, society, and the planet."	The perfect plan: A #CocaCola with ice and lemon while you enjoy the music you love surrounded by friends.	140.200	3.464
Nestlé/ @Nestle_es	"Unleashing the power of food to improve quality of life today and for future generations."	We develop the full power of food to improve the quality of life, today and for future generations. Rules of coexistence: http://nes.tl/reglasES	56.300	1.453
Mutua madrileña/ @la_Mutua	"To offer the best services to customers and policyholders in the different areas in which it operates, without forgetting the support for social improvement through its foundation."	#TogetherIsEasier to have fun and innovate, live experiences and live peacefully, be sustainable, and grow. Customer service: @Mutua_Responde	14.100	309

Source: Author's own work.

Finally, for the final selection of the messages of the posts within the universe, a systematic random sampling of 1 every 3 was chosen. The coding was done by five judges³, who achieved an agreement index of 0.742 in the inter-coder reliability test calculated from Krippendorff's alpha coefficient (2004), a noteworthy value considering the difficulty of analyzing thematic units (2004, pp. 108-109) and the temporal component of the messages. Regarding this, apart from some general issues - such as the type of tweet or whether the post was accompanied by any image, video, or linked to another website - the content analysis aimed to define the persuasive intent of the messages. To do this, three main blocks were considered: classification, strategy, and a third to address specific issues related to the brands' purpose.

In this work, in line with studies of a similar nature (Fernández *et al.*, 2022), we understand positioning from two major perspectives: one based on the product's attributes and benefits, and another that focuses on the consumer. Harrison states that "product positioning concepts center on the product or service. They position the product factually, in terms of what it will do, how it is made, its ingredients, its superiority over competition, its uses and applications" (1989, p. 23). Percy and Elliott similarly argue that "with a product-benefit-oriented positioning, the product is the hero of the positioning, and the positioning will be defined by specific benefits related to the product, not the user. In a product-benefit-oriented positioning, product characteristics are the message; in a user-oriented positioning, user characteristics are the message" (2009, p. 177). In contrast, in consumer positioning, "the user is the focus, not the product" (Percy and Elliott, 2009, p. 176): "concentrate on the people who use the product or service. They position it in terms of its users, what sort of people they are, what kind of lifestyle they enjoy, the occasions the product fits into" (Harrison, 1989, p. 23). We complement

³ The authors would like to thank Claudia Castillo Molina, David Martínez Bonilla, Francisco Martínez Serrano, Laxmi Rodríguez Parra and Carlota Valdés Cuadrado, student interns from the Department of Audiovisual Communication and Advertising of the University of Seville, for their collaboration in the coding tasks.

this perspective with the views of Aaker and Myers (1984) and Wind (1982), who introduce different positioning strategies that help us operationalize the concept for our study: 1) attribute positioning, which consists of associating the brand with a specific attribute (Aaker and Myers, 1984, p. 260); 2) user category positioning (Wind, 1982, p. 80) "results from associating the product with the consumer" (Aaker and Myers, 1984, p. 266); 3) quality-price positioning, in which price guides the strategy either by associating the brand with a premium product or by adopting a discount strategy (Aaker and Myers, 1984, p. 263); 4) competition-based positioning, "in which the implicit or explicit frame of reference is one or more competitors" (Aaker and Myers, 1984, p. 269); 5) use or application-based positioning, in which the brand is associated with the moment of consumption or use of the product (Aaker and Myers, 1984, p. 264); 6) category positioning, which consists of associating the brand with the category generic to differentiate it (Aaker and Myers, 1984, p. 268); 7) cultural symbol positioning, which involves "identifying something meaningful to individuals [...] and associating it with the brand as a symbol" (Aaker and Myers, 1984, p. 269); and 8) other, or as Wind calls them, "hybrid bases," to specify other strategies that are not clearly defined or participate in mixed approaches (Wind, 1982, p. 81).

We extract the category of objectives from the classification of "tactical goals" by Tellis, understanding that "the term tactical is used to refer to an immediate or short-term perspective" (1998, p. 28). In this sense, we divide objectives into three main categories: 1) cognitive goals "of promotion are to draw attention to the brand or the ad, inform consumers about it, and remind them about it. Drawing the attention of consumers in the very first step a promoter needs to take" (Tellis, 1998, p. 28); 2) affective goals "are to increase consumers' liking for the brand and improve their attitude toward it [...] Feelings that ads can arouse in consumers" (Tellis, 1998, p. 28); and 3) conative goals "are to persuade consumers of the merits of a brand, reduce dissonance about it and instill loyalty for the brand [...] Promotion needs to instill loyalty for a brand among new buyers, and retain it among regular buyers" (Tellis, 1998, p. 28).

The operationalization of themes is taken from previous studies such as Graham *et al.* (2013) and Ramos *et al.* (2018), adapted to the object of study, the Spanish context, and the analyzed situation: 1) animal rights, 2) human or civil rights, 3) legal process or crimes, 4) economy and business, 5) education, 6) environment, 7) Europe, 8) government, 9) health and social welfare, 10) immigration, 11) defense/military, 12) religion, 13) science and technology, 14) conflicts and wars, 15) world news, 16) national news, 17) infrastructure, 18) own company or brand, 19) norms and values, 20) corruption, and 21) others.

Regarding the representation of the brand's purpose and corporate values, we start from the proposal of Fernández-Blanco *et al.* (2021), supported by Manfredi-Sánchez (2019) and Benavides and Fernández-Blanco (2022), which establishes the following variables: 1) trust, 2) service, 3) commitment, 4) relationship, and 5) others. Based on this, the value of "trust" is identified in messages associated with building trust with consumers, mentioning unity, collectivity, society, effort, gratitude, or belonging to a group. The value of "service" is linked to the product and includes messages associated with the product/service itself, such as the company's offer, product improvement, added services, quality, leadership, or innovation. "Commitment" comprises messages associated with how the company tries to respond to consumers' needs, whether it is with a concrete action or solution (e.g., lowering mortgage rates), social purpose (e.g., anti-bullying), responsibility, support for groups, or commitment to the environment. Finally, the value of "relationship" is identified in brand messages associated with building a relationship with consumers through topics such as empathy, closeness, or emotion, i.e., being present in consumers' lives and dreams.

4. Results

Taken together, the results show that the brands analyzed tend to take a position focused on the company itself or on the product when communicating on Twitter.

Table 4. *Positioning in global terms.*

Positioning type	%
Attribute	61,47%
Consumer	22,06%
Price quality	0,40%
Use or application	1,21%
Product class	0,40%
Others	14,17%
Grand Total	100,00%

Source: Author's own work.

Table 5. *Objectives in global terms.*

Types of objectives	%
Cognitive	64,50%
Affective	17,85%
Conatives	6,90%
Híbrid	4,67%
Others	6,09%
Grand Total	100,00%

Source: Author's own work.

As can be seen in Tables 4 and 5, the majority of the analyzed publications (61.74%) aim to position the brand based on product attributes, which fits with the predominant communication objectives in these posts: 64.5% are cognitive in nature. For the analyzed brands, less than one-fifth of the analyzed posts (17.85%) pursue affective objectives.

Table 6. *Topic of the tweet in global terms.*

Topic of the tweet	%
Animal Rights	1,42%
Human or civil rights	3,64%
Economy and business	1,21%
Education	0,61%
Environment	8,70%
Europe	0,20%
Government	0,20%
Health and social welfare	4,66%
Science and technology	4,25%
Conflicts and war	0,40%
International news	0,40%
Infrastructure	0,20%
Own company or Brand	57,29%
Norms and values	1,21%
Others	15,59%
Grand total	100,00%

Source: Author's own work.

In line with the above, by far the most discussed topic (57.29%) is the own company or brand, while socially relevant topics such as education, environment, health, and social welfare, norms and values, or science and technology, barely reach 20% as a whole (Table 6).

Table 7. *Purpose and values in global terms.*

Purpose and Values	%
Trust	1,42%
Service	61,34%
Commitment	15,79%
Relationship	14,37%
Others	7,09%
Grand total	100,00%

Source: Author's own work.

Regarding the purpose and values, which is the central theme of this study, the majority of the analyzed posts (61.34%) focus on highlighting the service dimension of the brand, that is, they emphasize the main impact of the brand on its environment as offering a certain product or service. However, the results of this study show significant differences between each of the analyzed brands in relation to strategic and purpose-related issues. The disaggregated data by brand based on the different variables studied are included below (Tables 8, 9, 10, and 11).

Table 8. *Brand positioning.*

Type of positioning	Attribute	User	Quality-Price	Use or application	Product class	Others	Total
Mercadona	83,03%	5,50%	-	1,83%	-	9,63%	100%
ONCE	35,90%	43,59%	-	-	-	20,51%	100%
Telefónica	41,67%	30,56%	-	2,78%	-	25,00%	100%
Mapfre	38,71%	38,71%	-	-	6,45%	16,13%	100%
Repsol	61,76%	23,53%	5,88%	-	-	8,82%	100%
IKEA	59,26%	22,22%	-	-	-	18,52%	100%
Coca-Cola	35,48%	48,39%	-	1,61%	-	14,52%	100%
Nestlé	51,22%	26,83%	-	-	-	21,95%	100%
Mutua Madrileña	50,00%	33,33%	-	-	-	16,67%	100%

Source: Author's own work.

Regarding the strategic issue of positioning (Table 8), Mercadona stands out with 83.03% of the posts dedicated to building an attribute positioning (Figure 1). IKEA and Repsol are around 60% of posts with the same positioning, followed by Mutua Madrileña and Nestlé with around 50% (although Mutua Madrileña dedicates a significant 33.33% of its tweets to user positioning). ONCE and Coca-Cola are the only ones that mostly choose to position themselves by the user with 43.59% and 48.39% respectively (Figure 1). On the other hand, Mapfre stands out for dedicating the same number of posts to attribute and user positioning (38.71%), while Telefónica does not position itself as clearly: 41.67% of its publications show attribute positioning, but 30.56% of them do it by a user.

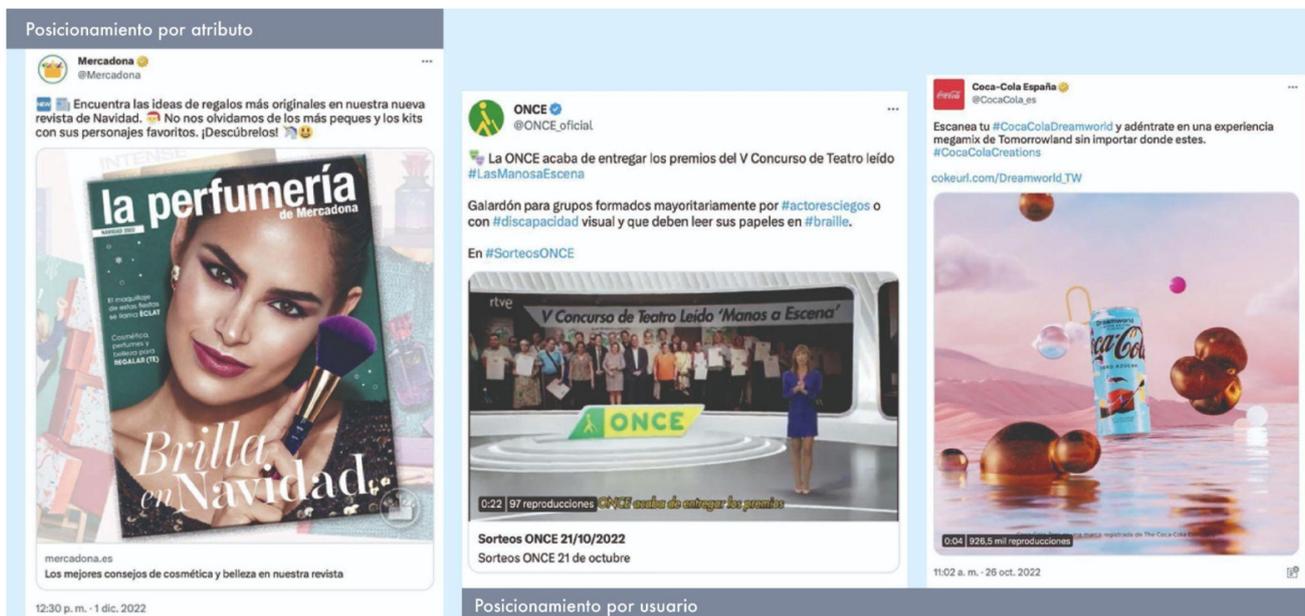
Table 9. *Goals by brand.*

Types of objectives	Cognitive	Affective	Conative	Híbrido	Others	Total
Mercadona	87,10%	1,38%	2,76%	2,76%	5,99%	100%
ONCE	41,03%	25,64%	5,13%	20,51%	7,69%	100%
Telefónica	47,22%	30,56%	11,11%	2,78%	8,33%	100%
Mapfre	35,48%	22,58%	38,71%	3,23%	-	100%
Repsol	50%	14,71%	11,76%	5,88%	17,65%	100%

IKEA	66,67%	18,52%	3,70%	3,70%	7,41%	100%
Coca-Cola	37,10%	58,06%	-	1,61%	3,23%	100%
Nestlé	58,54%	19,51%	12,20%	7,32%	2,44%	100%
Mutua Madrileña	50%	50%	-	-	-	100%

Source: Author's own work.

Figure 1: Examples of tweets by positioning.



Source: @Mercadona, <https://bit.ly/twittermercadona>; @Once_oficial, <https://bit.ly/twitteronce> and @CocaCola_ES, <https://bit.ly/twittercocacola>

Regarding the strategic question of objectives (Table 9), we observe that Mercadona stands out because almost all of its tweets are of a cognitive nature, exceeding 87%. This type of objective also predominates in the rest of the brands (except Coca-Cola and Mapfre), although not as clearly. IKEA has 66.67% of its posts aimed at generating knowledge in users, a figure close to that presented by Nestlé (58.54%) (Figure 2), Mutua Madrileña, and Repsol (50% each). Precisely, in Mutua Madrileña's profile, the objectives pursued are cognitive and affective (Figure 2) in equal measure (50%). For Telefónica's profile, in 47.22% of the cases, the objectives are of a cognitive nature, but very close are the affective ones, with 30.56%. The exceptions mentioned are Coca-Cola, the only one in which affective objectives predominate (58.06%), and Mapfre, the only one that highlights conative objectives (Figure 2) above the rest (although only with 38.71%, closely followed by cognitive objectives with 35.48%).

Figure 2: Examples of tweets by objective.



Source: @Nestle_es, <https://bit.ly/twitternestle>, @la_Mutua, <https://bit.ly/twitterlamutua>, <https://bit.ly/twitterlamutua> and @MAPFRE_ES, <https://bit.ly/twittermapfrees>

Table 10. Topic of the tweet by brand.

Topic	Mercadona	ONCE	Telefónica	Mapfre	Repsol	IKEA	Coca-Cola	Nestlé	Mutua
Animals Rights	-	7,69%	-	6,45%	-	3,70%	-	-	16,67%
Human or Civil Rights	1,38%	23,08%	8,33%	-	2,94%	-	-	4,88%	-
Economy and Business	0,46%	-	2,78%	3,23%	-	-	-	7,32%	-
Education	-	2,56%	2,78%	3,23%	-	-	-	-	-
Environment	2,29%	-	11,11%	19,35%	38,24%	7,41%	-	24,39%	50%
Europe	0,46%	-	-	-	-	-	-	-	-

Government	0,46%	12,82%	11,11%	-	-	-	-	-	-
Health and social welfare	0,92%	-	-	22,58%	-	7,41%	-	7,32%	-
Science and Technology	0,46%	2,56%	44,44%	6,45%	-	-	-	-	-
Conflicts and wars	0,46%	-	-	-	-	-	-	2,44%	-
National News	-	-	2,78%	3,23%	-	-	-	-	-
Infrastructure	-	-	2,78%	-	-	-	-	-	-
Own company or Brand	74,77%	33,33%	11,11%	22,58%	44,12%	70,7%	64,52%	48,78%	33,33%
Norms and values	-	5,13%	2,78%	3,23%	-	-	-	4,88%	-
Others	18,35%	12,82%	-	9,68%	11,76%	11,11%	35,48%	-	-
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: Author's own work.

Regarding the topics covered in the tweets (Table 10), Mercadona is, along with IKEA (Figure 3), the brand that talks the most about itself on Twitter (74.77% and 70.7% respectively). It is noteworthy that in the case of Repsol, although the most discussed topic is the company or brand itself (44.12%), 38.24% of the posts address the topic of the environment (Figure 3). The number of publications referring to the company or brand itself decreases in the case of Mapfre to 22.58%, the same number as tweets about health and social welfare (Figure 3). In Mutua Madrileña's profile, it is noteworthy that 50% of its publications address the topic of the environment (the highest number for this topic, followed by Nestlé with 38.24%), while those about the company or brand represent 33.33% and it is the one that most refer to animal rights (although with 16.67%) (Figure 3).

Figure 3: Examples of tweets by topic.



Source: @IKEASpain, <https://bit.ly/twitterikea>, @Repsol, <https://bit.ly/twitterrepsol>, @la_Mutua, <https://bit.ly/twitterlamutuaes>, @ONCE_oficial, <https://bit.ly/twitteroncees>, @Telefonica, <https://bit.ly/twittertelefonica>, @CocaCola_es, <https://bit.ly/twittercococolaes> and @MAPRE_ES, <https://bit.ly/twittormapfreesp>

In the case of ONCE, the topics covered show differences compared to the rest of the analyzed firms, since although 33.33% of the posts are dedicated to the company or brand itself, 23.08% address human or civil rights (the highest figure by far for this topic) (Figure 3). The profile of Telefónica also stands out for differing from the others, since 44.44% of the tweets address the topic of science and technology (by far the highest figure for this topic) (Figure 3), with those of the company itself

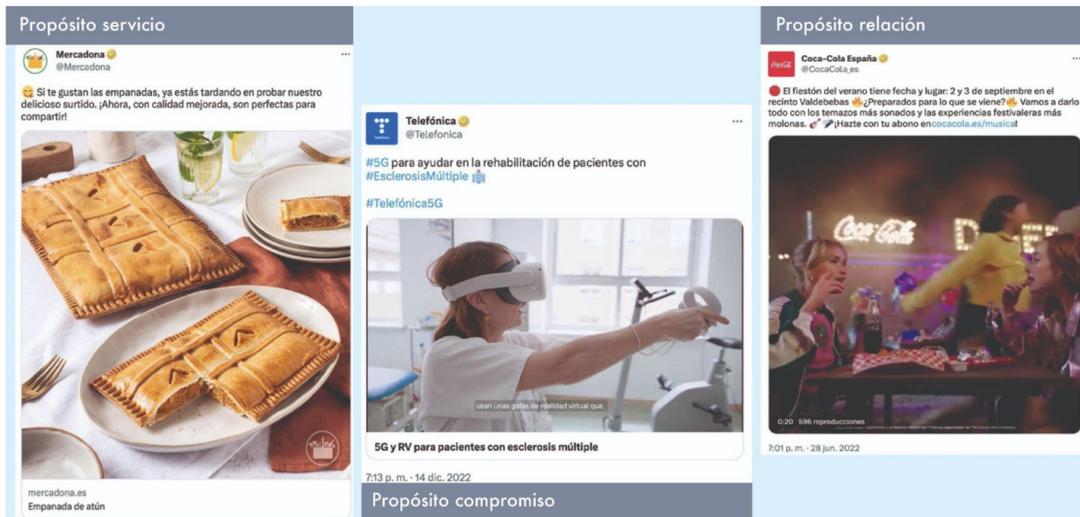
representing 11.11%. In fact, it is the brand that talks the least about itself on Twitter, followed by Mutua Madrileña and ONCE with 33.33% of the publications each. For Coca-Cola, the data shows that the predominant topic in the brand's posts is the company itself (64.52%) (Figure 3).

Table 11. Purpose and values by brand.

Types of objectives	Trust	Service	Commitment	Relationship	Others	Total
Mercadona	0,92%	84,40%	4,59%	3,21%	6,88%	100%
ONCE	2,56%	30,77%	53,85%	7,69%	5,13%	100%
Telefónica	2,78%	36,11%	25,00%	22,22%	13,89%	100%
Mapfre	-	35,48%	38,71%	19,35%	6,45%	100%
Repsol	-	58,82%	26,47%	11,76%	2,94%	100%
IKEA	7,41%	59,26%	14,81%	11,11%	7,41%	100%
Coca-Cola	-	35,48%	-	58,06%	6,45%	100%
Nestlé	2,44%	53,66%	26,83%	7,32%	9,76%	100%
Mutua Madrileña	-	50,00%	33,33%	16,67%	-	100%

Source: Author's own work.

Regarding the purpose (Table 11) in the digital strategies of the brands analyzed in this study, the social value that these brands project is mainly the service they offer as a company. Mercadona clearly focuses on this purpose, with 84.4% of their posts centered on this value (Figure 4). In contrast, the purpose that Telefónica aims to show to society is not so clearly defined, as, in 36.11% of cases, the focus is on service, with similar figures for commitment (25%) (Figure 4) and relationship (22.22%). The main value for Nestlé is service (53.66%), although they also emphasize commitment (26.83% of cases). The values that Mapfre highlights as part of its purpose are practically distributed between service (35.48%) and commitment (38.71%), with the relationship being a close third at almost 20%. Service is also the most highlighted value for Mutua Madrileña, accounting for 50% of their posts, followed by commitment at 33.33%.

Figure 4: Examples of tweets by purpose.

Source: @Mercadona, <https://bit.ly/twittermercadonaes>,

@Telefonica, <https://bit.ly/twittertelefonicaes> and @CocaCola_es, <https://bit.ly/twittercocacolaesp>

ONCE is the brand that most prominently emphasizes commitment as part of its purpose in society, with 53.85% of its posts. It should be noted that service as a value reaches 30.77%, data that should be considered together with the former since ONCE's reason for being is a social service in itself. Coca-Cola is the company that dedicates the most posts to the value of relationships as a purpose (Figure 4): with 58.06% of its posts, it is the brand that puts the most effort into projecting its positive impact on the environment through building relationships with consumers on social media.

5. Discussion and Conclusions

As we explained in the results, the prevailing positioning typology in our study is that of product attributes, which does not drop below 35% in any case and reaches peaks such as the one seen in Mercadona, which approaches 85%. Coca-Cola and ONCE, on the other hand, position themselves from the user typology, and brands like Mapfre and Telefónica implement a hybrid approach that combines messages associated with product attributes with others linked to consumers. Beyond these two major dominant categories, positioning based on other purely tangible issues such as product class, quality-price, or use and application barely has representation. In this regard, in relation to research question 1, "How do the analyzed brands strategically operate when implementing brand positioning decisions?", it is necessary to note that the analyzed brands generally implement fairly conventional positioning strategies, focusing to a large extent on issues associated with the product. In this sense, this study questions the supposed focus that responsible brands should theoretically place on citizens (Lleó *et al.*, 2022). As in the most basic models of brand identity or corporate reputation (Heding *et al.*, 2020), our study shows that brands, in their social media publications, follow a communication more linked to tangible and rational benefits. That is, assumptions that are distant from the relational notions of branding (Fournier, 1998), corporate reputation, and intangibles (Ahumada *et al.*, 2020) are exposed in the theoretical framework.

Regarding Q12 —How do the analyzed brands strategically operate when implementing decisions about objectives? —, the results also confirm what was previously stated about the inclination towards a traditional sphere anchored in the product. This is because the brands with the highest reputation

in Spain tend to define their objectives in general terms, with around 65% of them being informative and of a cognitive nature, thereby relinquishing the potential of intangibles and objectives related to attitudes, emotions, feelings, or the creation of behaviors. In other words, the representation of an attitude in the most reputable Spanish brands is far removed from the supposed creation of strong interpersonal relationships between stakeholders and society (Lleó *et al.*, 2022).

This traditional approach contrasts in part with the results of Q13 — What topics do the analyzed brands talk about to connect with their consumers? — where we find that beyond some brands highlighting topics associated with the company's expertise (such as Mapfre with health and social welfare or Telefónica with science and technology), from a perspective that has a significant influence on people's lives, it is noteworthy that several of the studied brands address topics that are relevant to citizens and are not related to the company itself, such as the environment for Nestlé and Mutua Madrileña, or in the case of the insurance company, animal rights. This reality, as we mentioned earlier, differs from the product perspective mentioned before and opens a door to intangibles associated with social needs that focus on citizenship, as studied in the theoretical framework. Indeed, in these cases, based on these topics, brands work on the "why" and certainly respond to the fundamental reason why a company exists and operates (Rodríguez, 2020). Similarly, the use of these more relevant and life-related topics encourages conversation or dialogue, a premise that is the cornerstone of the relational postulates of brands (Kara *et al.*, 2020; Veloutsou and Ruiz, 2020; Papista and Dimitriadis, 2019). On the other hand, we have other firms that mainly talk about themselves in their posts, such as Mercadona, IKEA, or Coca-Cola, which confirms the trend linked to the product that we warned about when discussing positioning and objectives.

Regarding the central theme of this work, the purpose of brands, and connecting with PI4 —How do the analyzed brands focus on purpose to design their communication strategies? —, our study shows that the majority of the analyzed posts focus on highlighting the service dimension of the brand as its purpose. This reality, in general terms, contrasts with a good part of the theory exposed in the theoretical framework, which predicts responsible brands focused on the citizen (López-Aza, 2020) that address social issues and with purposes that are far from the rational benefit of the product (Echegarria, 2020). In this line, it is noteworthy that we are dealing with the most reputable brands operating in the country, so it is assumed that they set the direction.

In this regard, two trends are identified. The first trend is focused on the cognitive and tangible (Mercadona, IKEA, Nestlé, Repsol; brands whose main activity is the sale of products), while in the second trend, the affective and intangible gain prominence, with Coca-Cola being the only one following it (traditionally known as the happiness brand). Mapfre and Mutua Madrileña, service-oriented companies, are somewhere in between both lines, as their strategies do not appear to be distinctly rational or emotional. In the case of ONCE, it leans more towards the second direction, while Telefónica leans more towards the first, although it is true that it deals with socially relevant topics (science and technology) and its purpose is not as clearly defined; something similar happens to Mutua Madrileña. On the contrary, Mercadona and Coca-Cola appear as firms with a more clearly defined strategy and purpose.

Strategically, the analyzed brands tend to be consistent in their strategy (positioning matches objectives) and in their purpose (themes match purpose). It is noteworthy that none of the brands in our study considers trust as an important value in their purpose in society, which contrasts with the theses of many previous studies (Alloza, 2022). The relationship is also given little importance, except in the case of Coca-Cola, which largely demonstrates that relational issues in brands are more aspirational or theoretical assumptions (Chevalier and Mazzalovo, 2021; Gómez-Suárez, 2019) than an empirical and verifiable reality. It must be reiterated that for this work, the most cutting-edge brands in terms

of reputation have been selected, which makes this absence that we comment on more significant. Likewise, it is necessary to warn that certainly, the analyzed brands use social networks intensively, but it is also true that they do not do so in line with the values that are presupposed, in our specific case, a "key means in corporate communication" like Twitter (Vivo *et al.*, 2011; De Haro *et al.*, 2012). In this line, this study coincides with previous studies that corroborate that brands do not take advantage of social networks to carry out a dialogic communication focused on the user (Castelló-Martínez, 2023; Castelló-Martínez and Barrilero-Carpio, 2021).

In short, the results of the study demonstrate that, overall, the analyzed brands opt to highlight their rational attributes and aim to inform the public about their activity, hence the predominance of themes about the company itself and the emphasis on service as the main benefit to citizens from the perspective of the brand purpose. This moves our study away from the more optimistic theoretical assumptions reviewed in the theoretical framework (Edelman, 2022; López-Aza, 2020; Bastons *et al.*, 2019) and from other studies such as that of Corporate Excellence (2021). Cases like that of Mercadona, a brand closely linked to product-focused brand management, evidence this assertion. However, as we have been able to study, there are notable differences among the analyzed brands, with Coca-Cola standing out as a brand that strongly advocates for a relationship purpose, followed by the commitment of ONCE and Mapfre in terms of brand purpose or values. In the same vein, with regard to themes, the activity on social networks of brands like Nestlé, Mutua Madrileña, Mapfre, or Telefónica opens a door to the perspective of brands as social agents, which is highlighted in theory.

The social, political, technological, environmental, and economic events experienced during the last few decades have generated a new paradigm of consumption, new values, emerging challenges for all social agents, as well as the emergence of commitments by organizations that have been practically forced to show their more human side, putting people at the center and joining specific causes aligned with their purpose.

While it is true that the literature increasingly shows a greater commitment by organizations to society, the results of this research reveal a less enthusiastic and more conventional approach, based on their products and attributes, that still characterizes the most reputable large companies in our country, as shown by their content generated on social media. Starting from companies recognized for their corporate reputation, we conclude that, no matter how theoretically committed they are to society, they do not rigorously use social media as a space for interaction and social enrichment. On the contrary, we observe that the brands studied barely focus their content on affective values or on the relationship with users. As exceptions, ONCE stands out for its social commitment or Coca-Cola, which has been working on brand values of an affective nature since its origins and bets on the relationship as a purpose. However, in both cases, whether due to the topics addressed or their strategic developments, they still fall far short of the hypothetical role of the brand as a social agent.

Being Twitter an ideal social network to establish conversations and a close relationship with followers, the results of the study show that generally brands use this space to emphasize the service they offer, their products and attributes, or the company itself. This raises serious doubts since these are companies that stand out for their reputation, and commitment or relationships with their audiences do not prevail in the content generated on the social network. Along the same lines, the topics addressed by brands in general differ from the more enthusiastic assumptions. Regarding strategic issues, firms operate on the social network in a similar way to how they do in other conventional media.

It can be stated that despite brands supposedly seeking social or environmental commitments - especially as leaders in terms of corporate reputation - the data from this study demonstrates that they approach this issue in a rather weak manner from their social media, specifically from their profiles on

Twitter. This research concludes that the content generated by the organizations under investigation is not primarily oriented towards variables of commitment, trust, or relationship, but rather focused on the most superficial aspect of the model of values associated with the tested purpose: service.

Even considering the limitations of this study, such as the sample size, its application to a specific context, or its quantitative nature, it is relevant to state that the analyzed brands are in a seminal stage of work and orientation toward service in regard to their purpose. If we consider the model of brand values associated with that purpose, the topics addressed, or the strategic decisions implemented, it implies the need to direct their brands towards values more linked to the humanization of those brands and social enrichment: commitment, trust, and relationships. These values characterize the discourses of large brands in recent years. In this sense, considering the management implications of this study, we cannot forget that the purpose of an organization should permeate all its actions. It would not be consistent to talk about people or society as the axis and center of a company's activity if its communication is still oriented towards aspects anchored in the product or service itself. This study suggests a notable difference between what brands say they do and what they actually communicate on Twitter.

All of this leads us to consider new lines of research. Firstly, research is oriented towards analyzing the use of all social media platforms by brands in order to compare their content and implications. Additionally, a more qualitative approach based on possible in-depth interviews would be relevant to investigate the action plans of organizations on social media in order to discover whether they have pre-established conditions and requirements when generating their content or whether they work on social media in isolation without a script or prior brand values. Finally, it would be interesting to analyze the behavior on social media of brands that primarily focus on enriching their audiences through the content they generate, even if they are not recognized as large organizations that stand out for their corporate reputation.

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