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The Brand Personality as a factor of consistency in the pillars of CSR management in the new normality

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Abstract: This document aims to adapt the dimension of the Socially Responsible Brand Personality (SRBP), proposed by Mayorga (2017), in the midst of the Covid-19 pandemic. The interest of this work is to contribute with the management of the CSR, contributing from a communicational perspective with a tool that optimizes the construction of a socially responsible image by the different stakeholders. The results allow us to conclude that there is a structural modification of the brand personality, which can be presumed to be generated by the current environment and can be established as a pillar of CSR management in the new normality.

Keywords: Brand Personality; Corporate Social Responsibility; CSR Management; Branding; Sustainability.

1. Introduction

Brands represent the perceptions and emotions of buyers regarding the goods or services of organizations, so that those that are successful in the market are those that establish deep connections with their consumers (Kotler & Armstrong, 2012). In a context of universal crisis, caused by the COVID19 pandemic, where more than 13 million people have been infected and more than 500 thousand have died throughout the planet (Worldometer, 2020), the entire society is saddened, with fear and concern about the lethality of the virus. This unprecedented public health problem has generated a very complex situation for organizations, who are challenged to understand it and act quickly to adapt, rethinking their priorities to continue operating.

In an investigation carried out by MERCO (2020) with the aim of determining the impact of the COVID19 pandemic on the reputation of Ibero-American companies, surveying 403 heads of companies ranked among the 100 with the best reputation in each country and communication agencies, found that about half of those responsible for communication see the crisis as an opportunity to boost reputation and business value. 62.8% consider that organizations in the face of the crisis must demonstrate the value of companies as social agents, innovating to transform and adapt the organization to possible future scenarios. 59.8% indicate that the most appropriate strategies that will generate the greatest impact on corporate reputation will be the responsible management of the organizations.

Given that the corporate brand is the tangible support of the reputation of companies towards their public and understanding the context in which today's society lives, organizations are required to react quickly, connecting with the needs of the different stakeholders, establishing mechanisms to move towards having a more leading role for the solution, which will forge a reputational capital in the future. Under this approach, this study focuses on the conceptualization of the socially responsible brand, finding the features and attributes that identify it and allow it to be managed efficiently with its audience, providing close, transparent and authentic communication; leveraged on the pillars of the organizational culture of companies.

This study aims to examine the characteristics that express a brand personality with an evident social sensitivity, select the most notable and appropriate to describe it through a statistical analysis of assessments made by the research subjects, looking for evidence of the model of attributes of the brand. personality of the socially responsible brand presented by (Mayorga & Añaños, 2020) framing it in a time of crisis due to the COVID19 pandemic.

1.1. Contextual Framework

The different changes that have been taking place in recent years, where uncertainty and the feeling of constant risk generated by environmental, economic and social phenomena prevail has led to a transformation of values and identities in society. Many authors agree that these changes are influencing the behavior of buyers who are favoring the consumption of products and services of companies that demonstrate responsible social behavior (Chun-Tuan & Xing-Yu, 2020; Feldman & Reficco, 2015; Dueñas, Perdomo-Ortiz, & Villa, 2014; Perera & Chaminda, 2013; Gupta & Sen, 2013; Kert-Tah, 2012; Aaker, Vohs, & Mogilner, 2010; Madrigal & Boush, 2008; Castelo & Lima, 2006; Creyer, 1997). Due to this new reality, companies have needed to implement new forms of management, from a perspective more committed to the environment, that is, to apply corporate social responsibility CSR.

Perera & Chaminda (2013) affirm the existence of a positive relationship between CSR and the evaluation of goods by buyers. For this reason, companies are encouraged to consider investing in CSR initiatives, since such initiatives acquire a significant role for consumer decision-making, affecting more favorably in relation to companies that do not implement said responsibility.

If an organization wishes to apply CSR as part of its strategic management, it must necessarily start its actions by focusing on the needs of its different stakeholders (Bhattacharya, Korschun, & Sen, 2009; Anselmsson & Johansson, 2007; Carroll, 1991) maintaining a close relationship with its collaborators, shareholders, clients, suppliers, the government, and other institutions that guide them in their actions. Likewise, it must apply environmental responsibility, developing ecological products, not harmful to the environment, with an adequate use of environmental policies, so that the benefits obtained are not clearly lucrative (Crespo, 2010).

1.2. Sustainable Development (SD) as an alternative for the future.

There is a great increase in literary contributions that show a trend towards conceptual consolidation concerning social, environmental and financial well-being, since society demands greater responsibility in business activities. Additionally, significant contributions have been made to the theory and application of the concept of corporate social responsibility in conjunction with the development and prosperity of the society linked to the business sector (Contreras-Pacheco et al., 2017).

The most universally accepted definition of SD is the one provided by the United Nations, which states that it is "one that meets the needs of the present without compromising the ability to meet their own needs for future generations" (World Commission on Environment and Development, 1987). For the business field it means seeking viability both in the present and in the future, this being an indicator of organizational success (Pinillos & Fernández, 2011) giving rise to the concept of sustainable companies that according to the definition of (Hockerts (1999) , are those that satisfy the needs of their stakeholders and also ensure the viability of their future business objectives, that is, they ensure their sustainability. However, the large consumption of products and the generation of waste have led, in recent years, to compromise future sustainable development (Severo et al., 2018), since it brings depredation and environmental pollution and the benefit is not for all the world's inhabitants, persisting poverty, hunger and social inequality.

For its part, the United Nations Organization prioritizes sustainable development seeking the solution to human, social and economic problems. This is how it presented in 2015, the Sustainable Development Goals (SDG) to be achieved in 2030, which should guide the actions of governments, civil society, academics, business, among other participants in society. They are obliged to implement tools that allow the creation of an inclusive and fair society, at the service of the people of the present as well as of future generations (ECLAC, 2018).

For the achievement of the SDGs, large companies have a leading role, since they have political, economic and social power (Sachs, 2015). In this way, if this sector is committed to applying these principles in its strategic management, complying with the laws and respecting the environment, they will contribute greatly to economic progress and social welfare.

In this sense, both companies and consumers, in order to achieve sustainable development, must carry out better socio-environmental practices, generating a more conscious consumption and developing products that are more environmentally friendly (Severo et al., 2018), since the social actions that companies practice not only benefit their stakeholders, but are also considered a fundamental element for business strategies (Arndt et al., 2015; Agarwal, 2014; Hoque et al., 2014; Galbreath, 2010).

1.3. Corporate Social Responsibility (CSR), the cornerstone of business sustainability.

Castellanos et al. (2007) argues that CSR consists of a voluntary commitment by organizations to generate added value for society from their business activities, having a broader vision than only generating economic benefits. That is, the objective of CSR practice is to contribute to sustainable development and achieve triple impact: economic, social and environmental (Adms & Zutshi, 2004), for this, companies must apply policies and systems that benefit them so much as well as its various stakeholders (Hoque et al., 2014; Bhattacharya et al., 2009; Carroll, 1991).

In this sense, organizations can voluntarily measure the impact of their CSR actions by applying the indicators proposed in the Global Reporting Initiative GRI model (2013), whose objective is to promote the preparation of sustainability reports for all types of companies. These reports consist of annual reports that allow the rendering of accounts and disclosure of their results, on the performance of the organization in the economic, social and environmental fields vis-à-vis stakeholders and is also available internationally through its virtual platform.

The incorporation of CSR in the company involves a whole set of phases of change, not only the rethinking of the production process, but also the strategic business objectives (Accinelli & De la Fuente, 2013). The benefits that companies can have by adopting good sustainable environmental behavior are: Reduction of risks due to socially non-responsible conduct, a sign of good management quality, cost reduction, new business opportunities and development of intangible assets such as reputation, corporate image, among others (De Lara, 2003; Anderson, Fornell, & Lehmann, 1994).

1.4. Brand image as a driver of competitive advantage.

In the globalized world in which all organizations are immersed today, there are various products and services competing in the world market, which makes it extremely necessary for companies to create and sustain a competitive advantage that allows them to participate and remain in business. the market (Aaker, 1997). When companies participate in a market, they have an image, if it is positive, they must take care of it and maintain it since it means the preference of consumers over their competitors.

Theoretically, the brand is defined as a sign or name that identifies and differentiates a product or service from the competition (Stanton et al., 2007). The brand is also understood as a guarantee that consumers perceive about the company, since it attributes to the products levels of quality, reliability, use and consumption (Hernani, 2008; Narváez & Gallo, 2000). A relevant characteristic of the brand is related to the experiences and

opinions of consumers that derive in the act of buying or using a product, and is not necessarily due to a specific attribute or physical benefit of the same (Keller & Lehmann, 2006). Hence the relevance of understanding the importance of the consumer's experience with the organization's products or services.

It is for this reason that brands have a spontaneous and close relationship with consumers, which is why researchers have related the concept of a brand to personality, granting it emotional dimensions similar to those of human beings (Haigood, 2001). In this sense, the human personality is taken as a reference to obtain better results on the personality of a brand, allowing the construction of a practical instrument that consists of the analysis of five factors: activity, responsibility, aggressiveness, simplicity and emotionality. These will provide fundamental information to managers for the consolidation of their brand (Geuens et al., 2009).

On the other hand, the interest in the personality of the brand is of great importance for senior executives, since, in a complex and challenging context such as the current one, organizations tend to cut investment in advertising and promotion; However, the perceived appeal of the brand's personality allows it to remain in the consumer's mind until the next promotional cycle returns to reinforce the image (Freling et al., 2011).

Consumers use brands to decide their purchases (Blackett & Harrison, 2001), so it is of great importance in companies since it influences, according to (Cepeda, 2014) in the process of identifying products or services and the purchase decision. For this reason, the concept of brand personality has become a topic of study of great interest to researchers (Toldos-Romero & Orozco-Gómez, 2015).

The relationship of the brand with the consumer is the result of the perception of the physical and intangible aspects of the product. For this reason, it is of great importance to adopt new roles, achieving the balance of these two aspects to keep customers loyal and attract the attention of new consumers (Chen et al., 2010).

The trend is to create strong brands, that is, to develop brands with a positive level of perception both from customers and from different interest groups. For this, it is necessary to measure the value of a brand, selecting the appropriate and relevant elements, dimensions and indicators (ISO, 2018). Christodoulides, Cadogan, & Veloutsou (2015) sought to measure brand equity based on consumer knowledge in an international setting and obtained variable results depending on the context. This means that consumer opinion will be linked to dimensions such as norms, culture or religion.

On the other hand, a lot of interest is currently being generated around the authenticity of the brand, and its influence on consumer behavior. Although the theoretical information is limited, it could be determined that today's brand management specialists seek to invest in conveying an authentic brand, since they have realized that authenticity has overtaken quality as the predominant purchase criterion. Thus, Morhart, Malär, Guèvremont, Girardin, & Grohmann (2013) determined that the brand perceived by consumers is measured in 4 dimensions: credibility, integrity, symbolism and continuity. For a brand to be recognized as authentic it has to offer identity characteristics and also means of verification to its customers, in this way they will be loyal to them.

Additionally, Baalbaki & Guzmán (2016) propose an equity scale for the brand, based on the consumer, as a useful tool that facilitates brand management as it is made up of four dimensions: quality, preference, social influence and sustainability. Allowing organizations to investigate the equity of their brands in a systematic way.

Another model for evaluating the brand is the one proposed by Chatzipanagiotou, Christodoulides, & Veloutsou (2019), which allows improving brand management at an international level taking into account the cultural factor and based mainly on the consumer. Thus, two aspects stand out: the equity of the brand in general and consumer behavior. Taking into account that consumers in today's society use brands to connect with their culture, for example, with some place with which they feel identified.

On the other hand, Napoli, Dickinson, Beverland, & Farrelly (2014) determined that there are factors that are important for the consumer, such as: quality, commitment, sincerity and heritage; because these constitute the authentic brand. In the business world,

authenticity is used to refer to the natural, honest and simple, it is not only a passing fad, but a real attempt at change by the consumer. That is why consumer relationship management experts must apply new strategies to achieve brand authenticity.

1.5. The brand and its role in the relational process of the identity of organizations.

A corporate brand is an asset that generates great benefits for any organization and increases the competitiveness of companies and it is understood that the value of a brand is strongly related to the corporate image, which is defined as the impression created in the minds of the public about a company, and is related to its physical and behavioral attributes (Kotler, 1982). For his part, for (2001) he points out that the corporate image is the immediate mental representation that the public has of an organization, that is, it is the information that remains registered in the minds of the audiences. This image that audiences have of the organization is generated progressively due to the experiences they have when buying its products or services, also due to the references they have of it, but it can also be given by the actions carried out by organizations and that they are observed by their audiences.

Taking into account that we are in the era of sustainability, where all stakeholders are expecting responsible actions with both society and the environment that organizations apply, it is imperative to know the effect of all these actions in the minds of your audiences. The perception of the brand is prone to create associations to its attributes, values and benefits (Keller and Lehman, 2006). This is why corporate social responsibility actions as a strategy in the management of companies by influencing the perception of consumers towards the brand, increases its value, being communication a tool that must be based on arguments about actions of CSR achieving the expected differentiation of the brand (Aldás et al., 2013).

This is why it is necessary and urgent that the actors who direct the organizations carry out actions that are identifiable with attributes that relate them as socially responsible organizations, that, connected to the needs of their interest groups, work together in search of the sustainability in its three dimensions: environmental, social and economic. In this way, consumers who are the ones who sustain organizations when acquiring products or services, generating income so that they continue to operate in the markets, will be more identified and willing to continue using the products and services offered by organizations.

Ahmad & Thyagaraj (2017) highlight six dimensions for measuring the personality of brands: sophistication, emotion, popularity, competition, trend and integrity, obtaining better descriptions of them and contributing to their adaptation in the lives of consumers. In turn, the cultural importance of the latter must be recognized in order to analyze their perception of brands.

For their part, Escobar-Farfán & Mateluna (2019) show that based on brand personality models, it is important to evaluate the consumer's perspective periodically on the opinion and cultural barriers that are within them, since these traits often tend to determine the reputation and positioning of the brand.

1.6. The differentiation of the brand image based on the brand personality.

Each company that participates in the market generates an image in its audiences, which it must take care of and maintain since it will contribute as a competitive advantage over the competition. You must create strategies that allow you to harmonize your physical and emotional attributes to be desirable by your consumers, thus differentiating yourself from others, which may be the same in some cases (Escobar-Farfán, Cardoza Cardoza, Vega, & Cañas, 2017; Toldos & Castro, 2013; Haigood, 2001), this is why, it can be said, it is the way in which consumers find if the brand reflects the values it proclaims.

To explain this phenomenon, the concept of "brand personality" is used, which allows to explain the way in which buyers perceive an organization, by associating their personal properties with the attributes of the brand, similar to the dimensions of the

company. human personality (Aaker, 1997). In this way, brand personality corresponds to the interaction between a brand's attributes and consumers who recognize certain personality traits (Avis, 2012).

Knowing that in recent years buyers are concerned about caring for the environment and responsible consumption of resources, as well as actions for the benefit of society and given the importance of the perception of the brand that they have because contributes to positioning and giving it value in the market according to its criteria; It is a priority for the managers of the organizations to clearly define the attributes and traits of their brands so that their audiences recognize their high social commitment. In this way, the need to identify a dimension of the PdMSR is created, which contributes to an emotional connection between brand and consumer.

In this sense Mayorga & Añaños (2020) propose the structuring of a sixth dimension to the model proposed by Aaker (1997), but which focuses mainly on the characteristics of a socially responsible personality, which motivates companies to become agents of change. social and strategically position the brand, in the face of the changing and competitive environment, whose stakeholders seek sustainable development.

2. Materials and Methods

2.1. Instrument for the assessment of the defining features of the PdMSR.

The updating and structuring of a brand personality of a socially responsible type, the purpose of this work, starts from the consultation of a group of university students about the assessment of the appropriate descriptors to structure it, taking into account that said assessment process is carried out in a context convulsed by the COVID-19 pandemic.

The information collection instrument used is a version of the VAP-SR, a tool originally designed and used by Mayorga (2017) for the constitution of the PdMSR. The instrument goes "to the representation of an imaginary subject that is characterized by having a marked socially responsible personality" (J. Mayorga, 2017, p. 163); It is intended that the informants assess the relevance of each adjective assigned as a descriptor of the subject. To adapt to the context of the research, the VAP-SR had some adjustments, specifically in the description of the imaginary subject and additionally in the items related to demographic information and the performance of social activities and its application was carried out using virtual media. The VAP-SR has as its essence a list made up of 30 attributes identified by Mayorga & Añaños (2018).

The information obtained from the participating subjects becomes the input for the theoretical formulation of the structure of the PdMSR dimension in a crisis context. The structure obtained from this research allows defining the associations that derive from the traits with the purpose of extrapolating and visualizing the perception of the traits that brands with socially responsible characteristics should have for the public, in a convulsive context compared to the work by Mayorga (2017) and also define stable traits or attributes in both cases.

2.2. Participating Subjects.

This work had as strategic informant's university students from Lima (Peru), who were in preventive confinement due to the pandemic and took their classes virtually. They were selected from a type of sampling called: "Non-probabilistic sampling for convenience", according to Otzen & Manterola (2017, p. 230), a sampling of this type "allows selecting those accessible cases that agree to be included. This, based on the convenient accessibility and proximity of the subjects for the researcher".

As the proposed statistical analysis revolves around multivariate techniques included within the covariance and grouping structure, specifically the factor analysis. According to the recommendations of different authors, a sample size is agreed, taking as a reference what was stated by Frías-Navarro & Soler (2012) and (Hair et al., 2005) who state

that the optimal sample should be greater than 100 subjects and that The minimum acceptable is at least five times the number of variables to be analyzed, but the most acceptable would be 10 times the number of variables to be analyzed, given the type of analysis that is carried out.

Therefore, given that the VAP-SR contains 30 essential and 7 complementary variables and taking into account the authors' recommendations, a minimum sample of 370 subjects is established; finally, the participation of 442 informants in the study was obtained, that is, 14.7 subjects per essential variable.

2.3. Design of the investigation

It is highlighted that this is a replica of the study by Mayorga (2017), therefore the design determined in that research will be followed, that is, a Descriptive Strategy is followed, since this is a non-experimental study. According to Ato et al. (2013) this type of strategy can be observational or elective, given the conditions given by the author, it is determined that this study is selective.

The variables that structure the analysis of this research are:

1. Dependents: Valuation variables of the relevance of the attribute for the description of 'socially responsible' individuals, that is, 30 essential variables.
2. Independent: Sociodemographic variables of participating subjects (Age, Gender, Training cycle, Place of birth, etc.).

3. Results

Understanding that human personality is defined in terms of the reactions of individuals towards others in different repeated interpersonal situations, a set of characteristics could therefore be established that help to describe a personality with a clear propensity towards social commitment. In this sense, since 2017 (Mayorga Gordillo & Añaños Carrasco, 2020; J. Mayorga, 2017; J. Mayorga & Añaños, 2018) they have been working on the structuring of one dimension of the PdMSR. The authors have presented different documents, where they express in a detailed way the process of definition and design of the dimension.

In the first proposal that was made of this dimension, it is concluded that "By not including in the dimension the adjectives that evidenced a notable dependence on the personal characteristics of the subjects who valued them, the proposed socially responsible dimension (...) contains some characters that, when transferred to the brand personality, are exempt from the contextual influence of audiences. " (Mayorga, 2017, p. 272).

The results of this research seek the structuring of a dimensional structure of a brand personality with a high social commitment, being specific for the current pandemic context, updating the one currently developed.

3.1. Analysis of the features that define the dimension of the PdMSR

In the first phase of the analysis, the degree of assessment of each of the traits is determined, which is quantified by using statistical indicators that correspond to the distributions of their frequencies for each of the variables assessed.

Table 1. Statistical summary of the evaluation of the Adjectives

Adjective	Hierarchy	Mean	Standard deviation	Asymmetry
Humanitarian	1	92.443	13.782	-3.171
Solidary	2	91.765	14.128	-2.991
Generous	3	91.199	14.821	-2.659
Collaborator	4	91.018	15.448	-3.115
Helpful	5	90.475	16.822	-2.820
Committed	6	89.751	16.432	-2.652
Empathic	7	89.615	17.781	-2.723
Positive	8	89.186	17.070	-2.615
Responsible	9	88.597	17.085	-2.373
Comprehensive	10	88.439	16.456	-2.227
Kind	11	88.371	18.097	-2.306
Respectful	12	88.032	17.129	-2.319
Charitable	13	87.896	18.365	-1.982
Noble	14	87.511	18.532	-2.024
Optimistic	15	86.900	20.251	-2.413
Enthusiastic	16	86.335	19.170	-1.960
Encouraging	17	85.520	20.851	-2.148
Honest	18	84.819	21.415	-1.940
Integrator	19	84.072	20.463	-1.753
Sincere	20	83.484	21.657	-1.900
Trustworthy	21	83.416	21.902	-1.674
Sensitive	22	82.579	21.658	-1.624
Equitable	23	82.059	22.337	-1.555
Protective	24	81.629	23.378	-1.604
Charismatic	25	78.416	25.435	-1.366
Ecologist	26	77.760	26.983	-1.341
Special	27	74.457	26.892	-1.045
Modest	28	71.878	28.790	-0.933
Tireless	29	65.860	29.212	-0.587
Disinterested	30	36.131	42.594	0.593

Table 1 shows the results of these indicators in each of the evaluated adjectives, ordered from the mean obtained, it determines that the adjective that obtains the highest evaluation is Humanitarian and, on the other hand, the one that obtains the lowest evaluation is Disinterested. The method to know the valuation mean is from the assignment of a numerical value to each answer option, in order to carry out a mathematical calculation.

Likewise, Table 1 shows the degree of variability in the evaluations made of each of the adjectives, taking as an indicator the standard deviation and the bias of the frequency distribution, which is calculated based on the asymmetry coefficient and with which confirms the hierarchy of the valuation.

Subsequently, the relationship between the assessment of each of the adjectives and the demographic characteristics of the subjects is analyzed; For this purpose, a statistical

independence test is used, quantified through the Cramer contingency coefficient. The purpose of using this statistical technique is to obtain a list of adjectives whose assessment is independent of the demographic characteristics of the informants and which in turn is the initial stage for the conformation of the dimension of the PdMSR.

Based on this analysis, the exclusion conditions of the adjectives that will not be part of the final structure of the determined dimension are established. Like Mayorga Gordillo & Añaños Carrasco (2020) and Mayorga (2017), the choice of adjectives that will be part of the structuring of the dimension of the PdMSR, is done taking as input the data obtained in the independence test and the mean, dispersion and asymmetry, which are determined as the method that allows each of them to decide autonomously on the eligibility of the adjective under consideration for the constitution of said dimension.

This work uses as criteria to exclude an adjective from the final choice of the dimension structure, the adjectives that for its assessment meet at least two of the following conditions (the same ones used by (J. Mayorga, 2017) and (Mayorga Gordillo & Añaños Carrasco, 2020)):

1. The arithmetic average is less than the 16.7 percentile of their distribution.
2. Fisher's coefficient of bias is higher than the 83.3 percentile of their distribution.
3. The standard deviation is higher than the 83.3 percentile of their distribution.
4. The p-value of the Cramer test for independence of the assessment of the attribute with each of the sociodemographic aspects is less than 0.01.

Table 2. Summary of the result of the Adjective Exclusion method

Adjective	Graduate School		Age		Gender		Realization of social act		Media	Standard deviation	Asimetria	Number of Exclusion conditions
	V de Cramer	Valor p	V de Cramer	Valor p	V de Cramer	Valor p	V de Cramer	Valor p				
Sincere	0.084	0.6197	0.1066	0.2616	0.1735	0.0099	0.1576	0.0268	83.484	21.657	-1.900	1
Disinterested	0.130	0.0584	0.1581	0.0048	0.2219	0.0002	0.1241	0.1466	36.131	42.594	0.593	5
Humanitarian	0.098	0.2095	0.1242	0.0340	0.2131	0.0002	0.1359	0.0428	92.443	13.782	-3.171	1
Charitable	0.102	0.1632	0.1354	0.0127	0.2514	<0,0001	0.1873	0.0014	87.896	18.365	-1.982	2
Protective	0.138	0.0331	0.1513	0.0095	0.1326	0.1005	0.1305	0.1107	81.629	23.378	-1.604	1
Ecologist	0.133	0.0466	0.1245	0.0896	0.1582	0.0259	0.1358	0.0861	77.760	26.983	-1.341	3
Special	0.096	0.4137	0.1148	0.1670	0.2053	0.0009	0.1550	0.0312	74.457	26.892	-1.045	4
Committed	0.107	0.2547	0.1384	0.0307	0.2426	<0,0001	0.1560	0.0294	89.751	16.432	-2.652	1
Integrator	0.109	0.2328	0.1307	0.0572	0.1643	0.0179	0.1460	0.0513	84.072	20.463	-1.753	0
Enthusiastic	0.126	0.0790	0.1364	0.0365	0.1256	0.1372	0.0984	0.3695	86.335	19.170	-1.960	0
Responsible	0.126	0.0790	0.1566	0.0056	0.1828	0.0052	0.0770	0.6237	88.597	17.085	-2.373	2
Comprehensive	0.141	0.0237	0.1584	0.0046	0.1918	0.0027	0.2164	0.0004	88.439	16.456	-2.227	3
Generous	0.107	0.2542	0.1511	0.0096	0.2373	0.0001	0.1063	0.2879	91.199	14.821	-2.659	2
Encouraging	0.068	0.8465	0.1374	0.0336	0.1417	0.0643	0.1777	0.0075	85.520	20.851	-2.148	1
Kind	0.124	0.0936	0.1594	0.0041	0.1761	0.0083	0.1460	0.0512	88.371	18.097	-2.306	2
Noble	0.101	0.1726	0.1198	0.0482	0.1408	0.0326	0.1002	0.2175	87.511	18.532	-2.024	0
Respectful	0.153	0.0079	0.1261	0.0802	0.1409	0.0669	0.1408	0.0672	88.032	17.129	-2.319	1
Optimistic	0.120	0.1201	0.1235	0.0963	0.1894	0.0032	0.1696	0.0128	86.900	20.251	-2.413	1
Empathic	0.142	0.0218	0.1351	0.0403	0.2359	0.0001	0.2060	0.0009	89.615	17.781	-2.723	2
Positive	0.168	0.0003	0.1826	<0,00001	0.1403	0.0336	0.1179	0.1048	89.186	17.070	-2.615	2

Helpful	0.109	0.2366	0.1428	0.0209	0.2315	0.0001	0.1725	0.0106	90.475	16.822	-2.820	1
Tireless	0.081	0.6684	0.1328	0.0486	0.0951	0.4060	0.1404	0.0687	65.860	29.212	-0.587	3
Modest	0.108	0.2380	0.1385	0.0306	0.1002	0.3500	0.1169	0.1959	71.878	28.790	-0.933	3
Trustworthy	0.092	0.4795	0.1674	0.0017	0.0979	0.3752	0.1188	0.1817	83.416	21.902	-1.674	1
Honest	0.160	0.0038	0.136	0.0376	0.1521	0.0367	0.0886	0.4825	84.819	21.415	-1.940	1
Solidary	0.105	0.1320	0.1607	0.0009	0.2315	<0,0001	0.1410	0.0322	91.765	14.128	-2.991	2
Charismatic	0.078	0.7195	0.1497	0.0111	0.109	0.2623	0.1401	0.0697	78.416	25.435	-1.366	0
Sensitive	0.058	0.9329	0.0907	0.5067	0.2219	0.0002	0.1082	0.2700	82.579	21.658	-1.624	1
Equitable	0.109	0.2291	0.123	0.0997	0.1919	0.0027	0.1456	0.0525	82.059	22.337	-1.555	1
Collaborator	0.081	0.4427	0.1149	0.0695	0.2254	0.0001	0.1125	0.1332	91.018	15.448	-3.115	1

Table 2 shows the results of the analysis of the evaluations of the 30 adjectives in terms of their position, mean, dispersion and coefficient of asymmetry. It also allows observing the results of the analysis of the statistical independence tests of each adjective with each of the dependent variables.

The results allow us to observe that the assessment of the adjectives *Disinterested*, *Protective*, *Responsible*, *Comprehensive*, *Generous*, *Kind*, *Positive*, *Reliable* and *Supportive* depends statistically ($p < 0.01$) on age. In relation to gender, it is identified that the intensity of statistical dependence is significant ($p < 0.01$) in the attributes *Sincere*, *Disinterested*, *Humanitarian*, *Charitable*, *Special*, *Committed*, *Responsible*, *Comprehensive*, *Generous*, *Kind*, *Optimistic*, *Empathetic*, *Helpful*, *Supportive*, *Sensitive*, *Equitable* and *Collaborative*.

On the other hand, in relation to the linkage of the subjects to social activities, the results show that there is a statistically significant relationship of said variable ($p < 0.01$) with the assessment of the attributes *Charitable*, *Comprehensive*, *Hopeful* and *Empathetic*. Finally, regarding the academic cycle, it is observed that this variable has a statistically significant relationship with the assessment ($p > 0.01$) of the *Respectful*, *Positive* and *Honest* attributes.

Finally, after counting the mentions of exclusion conditions presented by each of the attributes, the list of adjectives that will be part of the final structure of the PdMSR dimension is established, leaving 13 adjectives excluded. Said list is made up of the following 17 attributes: *Sincere*, *Humanitarian*, *Protective*, *Committed*, *Integrative*, *Enthusiastic*, *Hopeful*, *Noble*, *Respectful*, *Optimistic*, *Helpful*, *Reliable*, *Honest*, *Charismatic*, *Sensitive*, *Equitable* and *Collaborative*.

3.2. Statistical analysis for updating the dimension of the PdMSR

In the first instance, a Cluster Analysis was carried out. This multivariate statistical analysis technique allows the adjectives to be classified, forming clusters (groups) that are as homogeneous as possible with each other based on their internal cohesion, and in turn heterogeneous among them based on the external isolation of the cluster. Subsequently, a factor analysis is carried out, with which it is intended to investigate the presence of variables underlying the data set.

3.2.1 Cluster Analysis Results

Figure 1 allows observing the result of the cluster analysis, in which four groups of adjectives and two individual adjectives are identified.

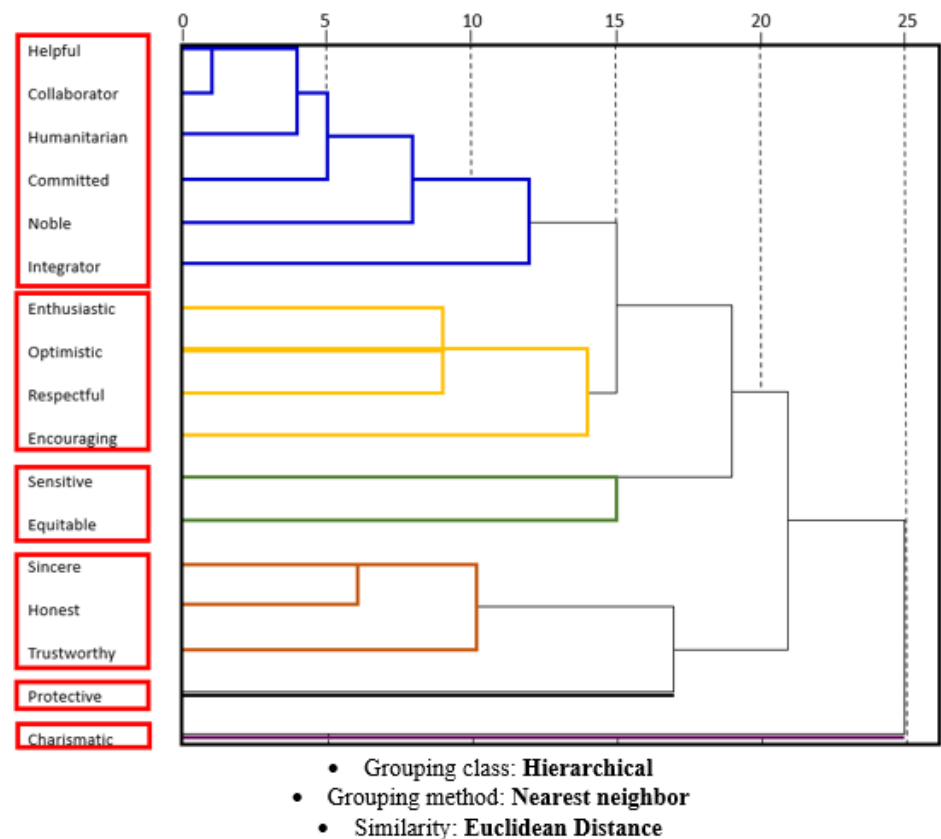


Figure 1. Graphic representation of grouping of adjectives.

3.2.2 Factor Analysis Results

The use of this statistical tool, called factor analysis, has facilitated in this study "the analysis of the interrelation patterns between the variables, (...), classify and describe them (...)" (Frías-Navarro & Soler, 2012, p 46) being able to refine the structure obtained after the cluster analysis carried out previously.

Table 3. Factor loads of the factorial scenarios (Three Factors).

		Método de rotación: varimax con normalización de Kaiser			Método de rotación: quartimax con normalización de Kaiser			Método de rotación: equamax con normalización de Kaiser		
		Factor I	Factor II	Factor III	Factor I	Factor II	Factor III	Factor I	Factor II	Factor III
Extraction method: main	Adjective									
	Sincere	0.734	0.171	0.173	0.771	-0.059	-0.001	0.722	0.191	0.203
	Humanitarian	-0.014	0.400	0.670	0.258	0.404	0.616	-0.051	0.385	0.677
	Protective	0.560	0.078	0.292	0.609	-0.09	0.16	0.546	0.090	0.314
	Committed	0.183	0.702	0.190	0.420	0.617	0.078	0.153	0.704	0.212
	Integrator	0.300	0.563	0.263	0.504	0.451	0.138	0.272	0.567	0.286
	Enthusiastic	0.455	0.619	-0.004	0.603	0.448	-0.16	0.434	0.633	0.025
	Encouraging	0.310	0.143	0.610	0.470	0.058	0.514	0.284	0.140	0.623
	Noble	0.248	0.271	0.724	0.475	0.202	0.627	0.213	0.262	0.738
	Respectful	0.617	0.331	0.180	0.711	0.13	0.014	0.599	0.347	0.209

	Optimistic	0.532	0.491	0.060	0.652	0.304	-0.101	0.513	0.506	0.089
	Helpful	0.143	0.708	0.317	0.414	0.638	0.209	0.108	0.705	0.337
	Trustworthy	0.761	0.201	0.177	0.806	-0.038	-0.006	0.747	0.222	0.208
	Honest	0.770	0.155	0.173	0.800	-0.086	-0.008	0.758	0.176	0.203
	Charismatic	0.625	0.200	0.148	0.672	0.002	-0.006	0.612	0.217	0.175
	Sensitive	0.284	0.114	0.598	0.433	0.038	0.511	0.259	0.109	0.610
	Equitable	0.488	0.289	0.325	0.612	0.134	0.186	0.466	0.298	0.349
	Collaborator	0.175	0.693	0.358	0.448	0.616	0.244	0.139	0.690	0.379
Extraction method: least squares generalizados	Sincere	0.704	0.187	0.185	0.672	-0.333	-0.049	0.691	0.213	0.204
	Humanitarian	0.106	0.215	0.657	0.464	0.154	0.499	0.085	0.194	0.666
	Protective	0.467	0.205	0.188	0.521	-0.155	-0.001	0.453	0.220	0.204
	Committed	0.224	0.46	0.368	0.579	0.215	0.125	0.195	0.456	0.389
	Integrator	0.291	0.475	0.318	0.615	0.174	0.06	0.262	0.476	0.341
	Enthusiastic	0.357	0.645	0.085	0.671	0.223	-0.228	0.324	0.658	0.115
	Encouraging	0.281	0.248	0.437	0.518	0.031	0.25	0.262	0.244	0.451
	Noble	0.309	0.134	0.748	0.592	-0.034	0.568	0.291	0.120	0.758
	Respectful	0.531	0.363	0.21	0.67	-0.085	-0.051	0.510	0.380	0.233
	Optimistic	0.446	0.491	0.144	0.662	0.058	-0.138	0.419	0.506	0.170
	Helpful	0.157	0.574	0.431	0.627	0.349	0.156	0.123	0.564	0.455
	Trustworthy	0.733	0.227	0.177	0.713	-0.326	-0.077	0.719	0.255	0.198
	Honest	0.806	0.124	0.183	0.703	-0.449	-0.051	0.796	0.155	0.201
	Charismatic	0.503	0.286	0.156	0.582	-0.126	-0.068	0.486	0.304	0.175
	Sensitive	0.251	0.29	0.33	0.48	0.07	0.144	0.232	0.289	0.345
	Equitable	0.421	0.386	0.237	0.618	0.011	-0.011	0.398	0.396	0.258
	Collaborator	0.193	0.56	0.46	0.655	0.318	0.18	0.158	0.551	0.484

Table 3 shows that the factor analysis is done using three rotation methods (Varimax, Quartimax and Equamax each with Kaiser normalization) and two extraction methods (main components and generalized least squares). The crossing of these methods has yielded six different scenarios, closely related to each other and that allow us to observe very interesting patterns for discussion.

By making a detailed review of the factor loadings of each scenario, 3 clear factors can be determined as shown in table 4. For the elaboration of each suggested factor, a count is made of the times that each variable is more correlated with that factor; in this way, the variable is linked to said factor, that is, if the adjective Committed was more correlated 1 time with factor I and 5 times more correlated with factor II, in the suggested scenario it is then linked with factor II. Each one of the 17 adjectives was reviewed in each of the scenarios in a meticulous and detailed way to determine with which it is associated, in order to obtain an ideal structure for the dimension.

Table 4. Suggested Factors from the factorial scenarios (Three factors).

Suggested factor

Adjective	Factor I	Factor II	Factor III
Sincere	6	0	0
Humanitarian	0	0	6
Protective	6	0	0
Committed	1	5	0
Integrator	2	4	0
Enthusiastic	2	4	0
Encouraging	1	0	5
Noble	1	0	5
Respectful	6	0	0
Optimistic	4	2	0
Helpful	1	5	0
Trustworthy	6	0	0
Honest	6	0	0
Charismatic	6	0	0
Sensitive	1	0	5
Equitable	6	0	0
Collaborator	1	5	0

Table 4 suggests 3 factors conformed as follows:

1. Factor I: Sincere, Protective, Respectful, Optimistic, Trustworthy, Honest, Charismatic and Equitable.
2. Factor II: Committed, Inclusive, Enthusiastic, Helpful and Collaborative.
3. Factor III: Humanitarian, Hopeful, Noble, Sensitive.

This would allow inferring that the dimension of the PdMSR would be made up of three attributes and 17 traits, something similar to Mayorga (2017) who in his proposal determines that said dimension is composed of three attributes and 15 traits.

The final configuration of the dimension that this work raises is not only done from a quantitative perspective, but also aims to understand socially responsible behavior in detail and that is why precisely defining the dimension will contribute to the construction of appropriate narratives for brands and will help to optimize the relationship process between brand and audiences, based on strategic, empathic and much more humanized communication. In the discussion section, the final structure will be presented, detailing each of the attributes and explaining the associations of their traits as descriptors of the socially responsible personality type.

4. Discussion

According to Freling et al. (2011) the personality of the brand influences the attitudes and cognitive associations that audiences have in relation to brands, it also generates emotions in consumers, on the other hand it encourages self-expression and association of individuals in relation to a brand, It is also a fundamental element to stimulate differentiation, contributing to the processing of information issued by brands and above all increasing levels of trust and loyalty, as well as influencing preferences and use by consumers.

It is for all this that it is necessary to continue perfecting the construct called brand personality, not only because it is necessary for the academy to enter into an essential element for in-depth knowledge of the brand as a social agent, but also because it is necessary to provide the industry with Brand management tools updated and in tune with current contexts.

As stated by Escobar-Farfán & Mateluna (2019, p. 30)

"Brand personality is relevant to study and analyze, since it has been shown that individuals have related human characteristics of emotionality and personality to brands, in order to express their experience and opinion towards them (Aaker, 1997; Haigood, 2001; Wee, 2004); since consumers seek to identify and share their values with brands (Escobar-Farfán, Mateluna and Araya-Castillo, 2016) "

That is why the constant updating and adaptation of the concept becomes an academic necessity since society is living a continuous evolution, which requires an active academy.

Given that society currently lives in the era of sustainability, studying brand management at this time is something supremely convenient, not only for the simple updating of concepts and tools, but because the role of brands in this era has been modified substantially.

According to Grubor & Milovanov (2017), brands are powerful instruments of change today, they also affirm that brands are now closely related to their consumers since they are deeply incorporated into their daily lives. This strong relationship that these authors propose is materialized in the constant search of individuals for brands that represent their way of thinking, feeling and being, as well as that is adapted to the image they want to project.

That is why according to Grubor & Milovanov (2017, p. 78) "brands that respect the environment are an inevitable element of the sustainable marketing strategy and the concept of sustainability, since their application requires changes that will unleash mass and not in individuals. ", but they clarify that at present" regardless of the positive opinion on socially responsible practice in the market, the attitude and behavior gap is very present among consumers, which makes the consumer segment ecological is just a niche" (p. 78).

Therefore, the structuring of brands with socially responsible features becomes a priority need for organizations that want to compete given current market conditions. Grubor & Milovanov (2017) affirm that "the adoption of sustainable attitudes and behaviors through the use of sustainable brands has the power to initiate deeper changes in people's lives" (p. 79), evidently contributing to the Triple Bottom Line of organizations and ensuring a balance between the three edges responsible for sustainable development: companies, society and consumers.

4.1. Selection of adjectives

As mentioned in the previous section, 17 adjectives were selected to be included in the final structure of the dimension. Unlike Mayorga (2017), the selection made in the Peruvian context in times of pandemic, excluded the adjectives: Kind, Ecological, Generous, Positive, Responsible and Solidarity, compared to the 2017 list.

On the other hand, it included, unlike the first proposal of a dimension of PdMSR, the following adjectives: Enthusiastic, Honest, Integrative, Optimistic, Protective, Respectful, Sensitive and Sincere. The criteria for inclusions and exclusions have already been exposed previously, the reasons why the evaluations yielded this list can be inferred that they were due to the cultural context and the moment of taking the information (in the midst of the Covid-19 pandemic).

It is important to mention that the mean valuation of the adjectives was 83.32, much higher than that obtained when the first-dimension structure proposal was made in 2017. It is a situation that cannot be explained from the data collected or with the analysis techniques used, and this could be an effect of the moment the information was collected, since the world population is much more sensitive.

4.2. Structuring and Updating the dimension of the PdMSR

Starting from what is represented in image 3, we can find certain similarities between the results obtained in the two stages of the factor analysis. Two nuclear factors of the structure have been detected; in table 7 these factors can be observed and also the groups of adjectives that have a high relationship can be identified. In said table it is observed that the adjective *Enthusiast*, is not found, this does not indicate that it has been excluded from the structure, but rather that it presents a very volatile behavior, that is, depending on the statistical technique used, it generates relationships with different groups of adjectives, so its final location will be determined by a very precise situation for that case.

Table 5. Nuclear factors of the structuring of the dimension.

NUCLEAR FACTOR I	NUCLEAR FACTOR II
Sincere	Committed
Trustworthy	Integrator
Honest	Helpful
Respectful	Collaborator
Optimistic	Humanitarian
Protective	Noble
Charismatic	Encouraging
Equitable	Sensitive

After the detailed review process of the results, it can be determined that the dimension is structured by two Factors, from now on called Attributes, described by 17 adjectives from now on called Traits. Image 4 shows the final structure proposed as a dimension of the PdMSR.

This structure has three levels, keeping the format used by Mayorga (2017), in which the author determines that the dimension has a Virtue that is described by two Attributes that in turn contain 17 Traits. According to Mayorga, a Virtue "is a superior disposition of the personality that has a real, independent, individual existence, identified through a group of properties called attributes." (J. Mayorga, 2017, p. 256).

In turn, he defines Attributes as the "permanent and essential element of the personality, identified through a set of distinctive peculiarities called traits." (J. Mayorga, 2017, p. 257); and finally, he defines Traits as "the singular character of a person that identifies him, makes him different and unmistakable." (J. Mayorga, 2017, p. 257).

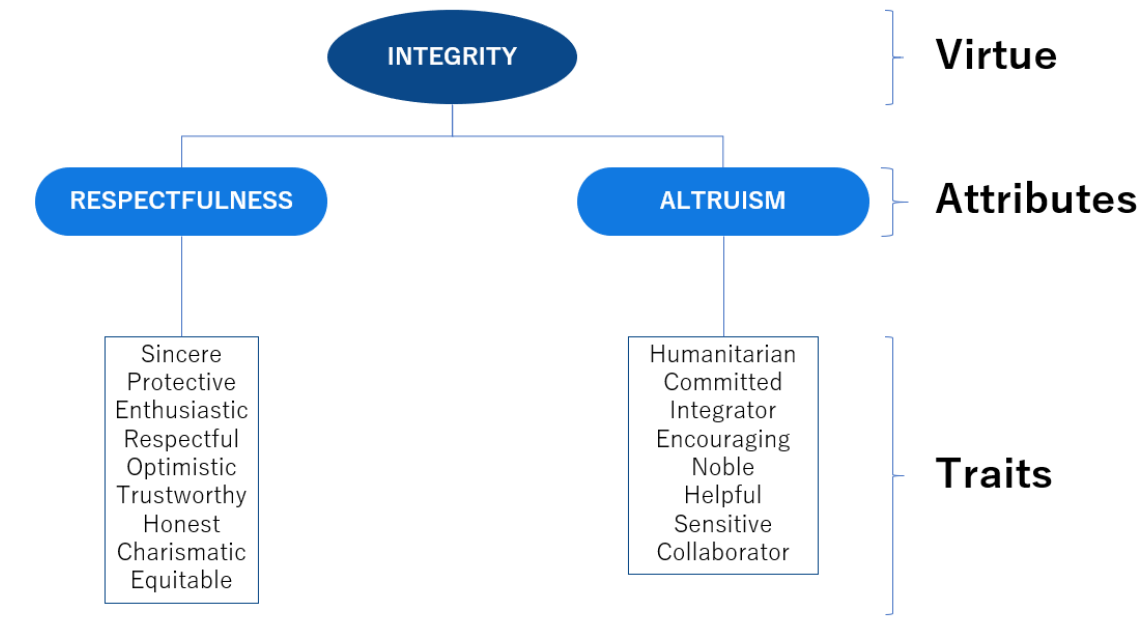


Figure 2. Updated structure of the Dimension of the PdMSR in times of Covid-19.

It is important to mention that when comparing the structure of the dimension proposed by Mayorga (2017) and the structure proposed in this work, it is identified that the attribute called Altruistic has some similar Traits such as: Humanitarian, Noble, Helpful and Collaborative, turning them into a group of representative adjectives of said attribute. This allows us to conclude that altruism can become a representative attribute of a socially responsible brand.

On the other hand, the Respectful attribute is similar to the attribute proposed by Mayorga (2017) called Trustworthy, it can be said that this attribute is contained by Respectful, since they share the Trustworthy, Charismatic and Equitable traits, which are a representative part of the attribute Reliable proposed by Mayorga.

4.3. Definition of the Dimension of PdMSR in times of Covid-19

The dimension of the PdMSR is defined by a Virtue called Integrity, which is defined as "quality of integrity" (RAE, 2019) (Integro: 2. adj. Said of a person: Straight, prove, faultless. (RAE, 2019)); therefore, the integrity of an individual is characterized by his severity with himself and with others, in compliance with moral and conduct standards, in addition to being fair, correct, honest and faultless.

According to Paladino et al. (2005) Integrity "favors solid interpersonal relationships and helps build the common good." (p. 12), they also affirm that the effort to achieve it "produces undeniable positive effects in the lives of people in general" (p. 12), the authors assert that "betting on integrity is preparing to harmoniously reconcile one's own good and the common good" (p. 12). The integrity of a person makes his word have value since it offers guarantees and that the result of his actions puts his own interests aside.

Integrity is the cornerstone of reliability since it is a virtue that is based on compliance, that is, it not only does what it says, but it does it beyond its interests and above all seeking to benefit the community. Whole people are in turn frank and transparent, traits that greatly favor communication, since Integrity favors the construction of solidarity and lasting relationships, it also contributes by weaving interpersonal networks based on trust. According to Paladino et al. (2005)

"On the basis of integrity, the reputation of the person is built and, by reflex, also that of the institutions, when these are led according to the criterion of integrity. A good

reputation consists of enjoying the recognition of others, based on trust, the rectitude of their intentions, and backed by a track record of transparency and honesty in their actions. " (p. 13).

An Integra brand is characterized by being Altruistic and Respectful. According to the new lexicographical treasure of the Spanish language of the RAE, Altruista was defined in 1917 by Alemany and Bolufer as

"Self-denial, benevolence for the benefit of others; fulfillment of moral duties in favor of others. Defense of social equality by feeling of justice. Denunciation of all kinds of advantages and privileges for considering that social assets belong or should belong, equally to all members of society" (RAE, 2016).

Therefore, an Altruistic brand is distinguished by being benevolent, sacrificial, fair and above all interested in others, without putting their interests first. According to the structure developed in this work, an Altruistic brand is above all Humanitarian, Committed, Integrative, Hopeful, Noble, Helpful, Sensitive and Collaborative.

On the other hand, an Integra brand is characterized by being Respectful. Since the first dictionaries of the Spanish language the quality of respectful is described as "(adj.) What causes or moves to veneration and respect. He who observes veneration, courtesy and respect. " (RAE, 2016). Therefore, if the brand is respectful, it will be a courteous, considerate, attentive, prudent and moderate brand, clearly it is a brand that thinks of the other from a position of service, help, collaboration, but always being sincere and honest, but above all equanimous and fair.

So, a Respectful brand can be described from the traits that are defined by the structure developed in this work, such as: Sincere, Protective, Enthusiastic, Respectful, Optimistic, Reliable, Honest, Charismatic and Equitable.

4.4. Strategic Management of the Socially Responsible Brand

Currently, customers demand increasingly responsible behavior from brands and their manufacturers, placing it as a determining factor when choosing brands or products / services. Therefore, engaging with audiences from Integrity is not optional for brands that intend to compete in the current market given the conditions that are being experienced. That is why brands must develop communication plans focused on transmitting a message of integrity to their consumers, adjusting their strategic management plans for their brands and optimizing their general behavior within their environment.

The era of sustainability requires brands to develop narratives based on Altruism and Respect, allowing audiences to identify in them an attitude inclined towards commitment to the environment, the norms of society and the general progress of humanity.

According to Gabriela Álvarez "sustainability (...) It is about collaborating, learning, creating, implementing, evaluating and constantly evolving" (Cited by (Grubor & Milovanov, 2017, p. 79)), therefore corporate communication, which is The call to lead the relationship with the audiences, must understand that the construction of narratives, messages and obviously the management of the brand, is not an individual but a collective exercise, it must be developed from the perspective of co-creation, without forgetting that the center of communicative management is the public and, in the same way, the heart of the marketing strategy is the consumer. An increasingly conscious, informed and active consumer, a fact that organizations cannot ignore when determining their strategic plans.

According to Grubor & Milovanov (2017, p. 79), "sustainability should be considered as an integrated process in all company processes, in order to achieve the holistic adoption of sustainable principles", therefore the construction of a A socially responsible brand is not an external tactic, but should be considered a central axis of strategic business management. All the actions that are developed in the company must respond to these proposed Virtues and focus the management of organizations in an increasingly convulsive, critical and unstable context, which requires actions aimed at achieving a sustainable development of society.

Today's companies must transform their corporate values into virtues such as Sensitivity (J. Mayorga, 2017), Resilience and the proposal in this work, Integrity. Organizations must understand, not only the generational change that is being experienced, but also the global interests of humanity, in order to direct their organizations, achieving a current position and becoming more competitive.

This dimension arises from a young, irreverent vision, eager for changes, interconnected, global and above all concerned about a better future, that is why communicational management must interpret the results of this work as a call for change and modernization. in order to establish long-term links with their audiences.

Today's brands pursue interests, in many cases, far from the interests of their audiences, so integrating the dimension of the PdMSR into business dynamics will not only allow them to optimize their relationships with the different stakeholders, but also to establish an identity modern and committed to the needs of the environment, thus being able to achieve long-term competitive advantages. That is why what is stated by Grubor & Milovanov (2017, p. 79) becomes relevant, which says "joint work is a new mantra that puts stakeholders in a position to develop a common language, trust and a shared vision with all stakeholders. partners", sustainability management cannot be isolated and that is where the brand takes on its leading role as a natural element of integration and relationship between companies.

5. Conclusions

From the results obtained in this research, it can be conjectured that the current context (Pandemic Covid-19) generates a change in the valuation that individuals make of adjectives. Of the 30 initial adjectives, 24 obtained a score higher than 80/100, in the work carried out in 2017 only 7 adjectives obtained a high score.

This could lead to deduce that the assessment made in the Peruvian context in times of the pandemic was somewhat more "benevolent" than, in a context without a global health, social and economic crisis, in which people are demanding a change in attitude brands.

After making a comparison between the results of this work and the 2017 proposal, seven adjectives can be identified (Selfless, Charitable, Special, Comprehensive, Empathetic, Tireless and Modest) that have not been included in either of the two lists. developed so far. It could be deduced that they are adjectives that do not describe a socially responsible personality. For future replicas of this work, they must be included in order to corroborate their definitive exclusion from the list of possible constitutive features of the dimension.

Likewise, nine adjectives were identified (Humanitarian, Committed, Hopeful, Noble, Helpful, Reliable, Charismatic, Equitable and Collaborative) present in the final structures of the two studies, a fact by which it can be affirmed that these are an essential constitutive part of the structure. of such a dimension.

One of the most significant conclusions of this study is the permanence of Altruism as an attribute in the structure of the dimension since, although this attribute is made up of different features in the two investigations, in both it emerges as a statistical factor. In both cases, said attribute includes Humanitarian, Noble, Helpful and Collaborative, as descriptive traits, a fact that indicates the relevance of the attribute and the relationship between these four traits and that warrants further investigation in future research.

In convulsive times like the one the world is currently experiencing; it is necessary to create mechanisms that contribute to the management of the relationship with the public in a strategic way and adapted to the needs of said audiences. The construction of brands

and communicational and relational management adapted to the context and above all focused on the deep understanding of the public require that brands adapt to their management a dimension of their personality alienated with sustainability and CSR. That is why the result of this research stands as a fundamental tool for business relations today.

According to Skarmeas and Leonidou (2013) “as consumers become increasingly insightful about CSR issues and activities, they become more perceptive about specific CSR practices of companies” (Cited by (Ham & Kim, 2019, p. 367)). Along these lines, Ham & Kim (2019) affirm that CSR actions help to cushion the crisis situations experienced by organizations “promoting positive consumption or purchasing behaviors” (p. 368). That is why the management of a communication based on a dimension of the PdMSR allows organizations to better face crises that arise.

According to Grubor & Milovanov (2017, p. 84) “strong brands have been considered as a powerful engine of changes towards sustainable behavior patterns of both companies and consumers” and recognizing that sustainability is a relevant concept in In the business world today, it is necessary to adapt the internal culture and brand image towards that direction. According to Grubor and Milovanov, they must be strategies that require “multiple modifications in the marketing policy and the culture of the organization” (p. 84). That said, brand management that adopts socially responsible attributes and traits becomes a very important line of action to navigate in the midst of this context focused on sustainable development.

Author Contributions:

Conceptualization, E.E.G.S.; methodology, J.M.G.; software, J.M.G.; validation, J.M.G and E.E.G.S.; formal analysis, J.M.G.; investigation, E.E.G.S.; resources, J.M.G.; data curation, J.M.G.; writing—original draft preparation, E.E.G.S.; writing—review and editing, J.M.G.; visualization, J.M.G.; supervision, J.M.G.; project administration, E.E.G.S.; All authors have read and agreed to the published version of the manuscript.

Funding: This research received no external funding.

Data Availability Statement: Not applicable

Acknowledgments: In this section, you can acknowledge any support given which is not covered by the author contribution or funding sections. This may include administrative and technical support, or donations in kind (e.g., materials used for experiments).

Conflicts of Interest: The authors declare no conflict of interest.

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