

Authentic Personal Branding Is *Not* Your Social Media Page

Dr. *Adèle Potgieter* (Correspondence author)

Faculty of Business and Economic Sciences, Nelson Mandela University

Madiba Drive, George, 6530. SOUTH AFRICA

Tel: +27-44-801-5583 E-mail: Adele.potgieter@mandela.ac.za Homepage: www.mandela.ac.za

Dr. *Marianne Doubell*

Faculty of Business and Economic Sciences, Nelson Mandela University

Madiba Drive, George, 6530. SOUTH AFRICA

Tel: +27-44-801-5561 E-mail: Marianne.doubell@mandela.ac.za Homepage: www.mandela.ac.za

Abstract: The prevalence of personal branding has increased considerably since the introduction of the internet and more specifically, social media. The launch of Facebook in 2004 amplified individuals' creation of a personal brand when it opened to the public in 2006. This self-constructed personal brand portrayed on social media is however not necessarily authentic. With individuals now present on multiple social platforms, organisations need to understand how employees' personal branding may influence the corporate brand of the employer. The purpose of this research is to quantitatively determine the relationship between employees' personal branding and corporate branding. Exploratory research design was utilised and data collected from 315 respondents, representing eight different industries from the Top500 company list in South Africa. Descriptive analysis, Exploratory Factor Analysis (EFA), ANOVA and Pearson's Correlation Coefficient were calculated. Although the personal brand of every employee differs, they all influence the corporate identity and the corporate brand of organisations. This research creates awareness of the criteria required for the creation of an authentic personal brand.

Keywords: Authentic personal branding; Personal branding; Self-branding; Self-marketing; Social media

JEL Classifications: M31, M37

1. Introduction

The main aim of social media was initially to change the way people communicate and connect with their loved ones and friends. Today, social media extends beyond just Facebook and Twitter and into the professional world, including general professional profiles such as LinkedIn and company or industry-specific networks, such as Slack (Bishop 2018:1). The growth of the virtual world has created the need to manage individuals' online identities. The rise of social media sites and the numerous social media articles on how to build an online personal brand has propelled the notion that an individual's personal brand is equal to their social media page. The establishment of online identities are often misconstrued and promoted as the only way to establish a personal brand is to create one on social media.

Amplification in the use of the internet has led to an increased awareness of the concept personal branding. The perceived value of personal branding has emerged as a popular discourse in academia since the early 2000's under the titles of self-branding (Llopis 2013:2; Marwick 2013:1), self-marketing (Kapferer 2012:56; Kotler & Armstrong 2011:75) and personal branding (Brems, *et al.* 2017:443; Rampersad 2015:2; 2009:1). Employees' behaviour through social interactions and deliverance of the brand promise, influence and shape the corporate brand experiences of all the stakeholders.

Little academic research exists on personal branding, and current discourse is predominantly limited to social media sites and advice from online gurus (Lake 2018:2; McCord 2018:1). A research gap regarding the correlation between corporate branding and employees' personal branding was identified in the research of Melewar, *et al.* (2012: 304) as they called for further research to examine how employees affect corporate branding.

The purpose of this article is threefold: firstly, to provide an understanding of how social media fits into the milieu of personal branding; secondly, to understand the relationship between an employee's personal branding and corporate branding; and lastly to test the criteria for the establishment of an authentic personal brand proposed by Rampersad (2009:2; 2015:2).

2. Literature Review

In order to understand why personal branding had increased in popularity in recent years, it is important to contextualise the concept within the broader socio-technical-economic environment.

2.1 Personal branding

Jacobson (2017:59) asserts that the rise in popularity of personal branding can be attributed to the rise of social media and the proliferation of computer-mediated communication. Although this may be true, it provides only partial explanation for the focus on personal branding. The constantly changing economic climate is a further contributor to an increased focus on personal branding. After the 2008 global crises for example, individuals were encouraged to become entrepreneurs as many businesses collapsed (Nweze, *et al.* 2014:59). Financial insecurity encourages entrepreneurs to use social media as communication tool, which often results in more self-promotion and self-marketing (Cohen 2016:17; Gandine, 2016:125). Jacobson (2017:60) concurs by stating that social media affords people the opportunity to communicate online by sharing information about themselves, inevitably providing an online environment for personal branding.

Self-marketing is the result of the projections required by an individual to create a professional image in order to enter a new career field or progress in the current field of work (Shuker 2014:224). Although the terminology differs, both self-branding and self-marketing refer to the promotion of the self with the aim of advancing in the job market. Cappelli and Keller (2013:875) proclaim that social media became a working tool that assisted in the establishment of a professional image and the management of social relationships for purposes of professional success and career progression.

Personal branding can be defined as a perception maintained by somebody else about an individual; the meaningful perceptions about the values and qualities of an individual; and a reflection of what an individual believes in and is, expressed by what they do and how they do it (Akinwunmi 2014:2; Llopis 2013:1; Rampersad 2015:2; 2009:1). Through personal branding, the individual creates the image of who he or she wants to be in everything they do in order to create

their unique selling proposition in the market place. Unlike the customer-oriented approach in self-marketing literature, personal branding is not directed at satisfying the market's needs. Individuals are rather encouraged to discover what they have to offer, and sell this to targeted clients as a branded package (Jacobson 2017:53; Rampersad 2015:2). In a personal branding mind-set, the individual becomes the most important asset, and needs to demonstrate why he/she will be a valuable asset to other people and prospective employers (Morgan 2012:1; Rakauskaitė 2014:1).

2.2 Social media

The internet has revolutionised the way groups of people link up and interact as well as how relationships are created and maintained (White 2012:24). New forms of social interactions, exchanges, dialogue and collaboration are today driven by social network sites such as Facebook, Twitter and LinkedIn (Maina 2018:1). For the purpose of this article, social networks, also generally referred to as social media, are described as "linking people, groups, or information objects. Such information objects may be messages, photos, videos, wall postings, notifications, current activities, events and widgets" (White 2012:9). A large population of users have taken their existing traditional social networks and moved them to an online environment, especially social media.

Building an online presence through social media networks enables people to network socially and professionally with associates and their colleagues, allowing the individual to take control of the impression they make in the virtual world (Johnson 2017:62). Whilst it is possible to establish a strong online identity through personal websites and blogs, platforms such as YouTube, Facebook, and Instagram emphasise and accelerate the means by which users can package, perform and sell a lucrative personal brand across several online sites (Herskovitz & Crystal, 2010:24).

A personal brand however is considerably more than just the age, race, nationality and gender presented on social media profiles. Individual success is not determined by an individual's internal set of skills, interest and motivation but rather how effective they brand themselves. Digitally aided disclosure, which encompasses building a personal brand on a social network site, purely relies on traditional discourses of the authentic self as one that is transparent and without artifice.

Although authenticity resides inside the self it can be demonstrated by allowing the outside world access to one's inner self (Banet-Weiser, 2012:12). An explanation for the statement of Banet-Weiser (2012:12) can be found in the comment by Moore (2017:1) that many people on social media construe transparency with authenticity. Moore (2017:1) proclaims that different details about an individual's personal brand are shared with various groups on social media. Professional details, including the area of specialisation, authority on a topic and personal integrity are communicated more on LinkedIn, while information about the individual's everyday doings, likes and dislikes and general communication with friends are shared on a Facebook page. As a result, different layers of transparency depends on who the individual is, what the industry norms are, who the communities are that they interact with, and most importantly who the recipients on the other end are. How much information an individual shares on social media depends on how the relationships on the social media page are nurtured, how familiar people become, and the benefits achieved from these relationships (Moore 2017:2). Transparency therefore entails how much an individual shares and authenticity is the truth of the words and actions shared. Authenticity does not require the same level of transparency with every relationship.

This in itself poses the question of authenticity with disclosure on social media as social networks only provide visual freedom in the portrayal of a chosen section of a personal brand. This

view differs from the work of Broad (2016:10) and Marcoux (2016:12) which provide strategies to develop an online personal brand, proclaiming that personal branding can only take place *on* social media where people create and project a desirable identity. This visual identity portrayed on social media is only one of the elements in building an authentic personal brand.

2.3 Criteria for authentic personal branding

Different opinions exist in the literature about the exact criteria needed for building an authentic personal brand. Furthermore, the criteria identified relate more to creating a personal brand (self-help social media sites (Price 2016:1; Styles 2016:1) and not to requirements for creating an authentic personal brand (Martinuzzi 2014:1; Rampersad 2009:2; 2015:1). The suggested criteria of Rampersad (2015:1; 2009:2) offer a useful framework for authenticated personal branding which is empirically tested for the first time in this research. Table 1 indicates the criteria identified in building an authentic personal brand as suggested by various authors.

Table 1. Criteria in building an authentic personal brand

Criteria	Description	Sources
1.Consistency	The behavioural component of an individual should be consistent in all situations.	Akinwunmi (2014:1); Rampersad, (2009:2; 2015:2); Styles (2016:1).
2. Relevance	The individual's value system must be relevant to the target audience.	Akinwunmi (2014:1); Montoya and Vandehey (2005:27); Martinuzzi (2014:1); Rampersad (2009:2; 2015:2)
3. Visibility	An individual's brand should be visible (identity and image); clearly defined; and expressed in a unique way to distinguish it from other individuals (competitors). Online and offline visibility is necessary.	Boogaard (2016:1); Brunson (2016:1); Patel and Agius (2014:1); Price (2016:1). Rampersad, (2009:2; 2015:1)
4. Authority	Individuals should be able to speak with authority about their expertise and be recognised as a leader in the field.	Arruda (2016:1) Martinuzzi (2014:1); Rampersad, (2009:2; 2015:1)
5. Specialization/ Distinctiveness	In order to create distinctiveness, individuals should specialise in one area. Being a generalist will negatively affect the uniqueness of their own brand.	Arruda (2016:1); Brunson (2016:1); Montoya and Vandehey, (2005:28; Rampersad (2009:2; 2015:1)
6. Integrity	The individual should adhere to his/her own moral and behavioural code, which includes their values.	Montoya and Vandehey (2005:28); Patel and Agius (2014:1); Rampersad (2009:2; 2015:1).
7. Goodwill	People will do business with individuals whom they identify with and like. Be friendly, helpful, and co- operative whilst acting with good intentions.	Brunson (2016:1); Rampersad (2009:2; 2015:1)
8. Persistence	It takes time and continual effort to build a strong personal brand;	Boogaard (2016:1); Montoya and Vandehey (2005:28); Rampersad (2009:2; 2015:1); Styles (2016).
9. Personality	The personality traits of the individual needs to be clearly identified in their personal brand.	Montoya and Vandehey (2005:28); Rampersad (2009:2; 2015:1).

Source: Adapted from the sources included above

From the criteria listed in Table 1 it is suggested that individuals portray authenticity when their personal brand is a true reflection of their character, shaped by their values, personality and behaviour. The message individuals convey about themselves as well as their behaviour in different situations should be consistent. Individuals should display their distinctiveness by being visible in various ways, including a presence on social platforms such as a LinkedIn profile for business purposes (Society for Human Resource Management (SHRM 2016:2). Individuals should attempt to become a specialist to be able to speak authoritatively about a topic. Building a personal brand should be a continuous process where the individual persistently works on building their individual brand with integrity and show goodwill towards the greater society (Rampersad 2015:1).

2.4 The link between corporate and personal branding

Corporate branding refers to the explicit promise between the organisation (including employees and employer) and the stakeholders and requires total commitment from the entire organisation, to fulfil the promise. How external stakeholders perceive and make sense of the image and identity of the corporate brand is a direct result of the behaviour of employees' (Blok, Wesselink, Studynka & Kemp, and 2015:56). An organisation cannot ignore the importance of employee's personal branding in the corporate branding process. Cooren, Kuhn, Cornelissen and Clark (2011:1152) declare that ideologies, knowledge and an organisation's values are not only created and transferred through what employees write and say, but also through their behaviour, their gestures, how they look and what they wear. Cooren *et al.* (2011:1153) are indirectly referring to the personal branding process of an employee and the way that they communicate in their personal capacity. The importance of communication tools that organisations use in corporate branding is vital and the importance of the alignment of the brand of employees with the corporate brand needs to be stressed (Balmer, 2013:731).

3. Material and Methods

The research design and methodology assisted in addressing the objectives of the study. Exploratory research was conducted in this study as more information was required regarding a specific phenomenon (personal branding).

The study was conducted amongst 40 organisations included in the Top500 companies (Top500 2016:2) in South Africa. The results of the study are deemed to be a good reflection of the greater business community in South Africa as they represented the eight most significant industries in the business community. These include: Arts/Entertainment/Recreation; Finance and Insurance; Banking; Government and Public administration; Hotel and Food services; and Manufacturing, Retail and Wholesale (Top500 2016:2).

A computer-aided self-administered web-based survey was used as data collection method in this study. The questionnaire used as data collection tool consisted of five-point Likert type questions where the scale ranged from 1 = strongly disagree to 5 = strongly agree. The measuring instrument included three sections. The first section incorporated items relating to personal branding with a strong focus on corporate branding and originated from the work of Webb, *et al.* (2000: 299); Löhndorf and Diamantopoulos (2014: 320) and Rakauskaitė (2014: 1). Self-generated items based on secondary sources were generated. The second section focused on authentic personal branding and most of the items were constructed by the author, as no previous used scaled items were available. The third section covered the demographic details of the respondents.

A random sample of 50 individuals that were represented by the companies in the Top500 list were sent an email consisting of a link to the web-based self-administered survey to assist in the pilot study. Cronbach Alpha coefficient, calculated to test the scale reliability, ranged between 0.76 and 0.79. Only two items were removed from the pilot questionnaire as they had negative inter-item correlations.

After the pilot study, a modified computer-aided self-administered web-based survey was utilised in the main study. The Top500 companies are constructed from 100 different industries in South Africa (Top500, 2016:2), each consisting of five organisations. All five companies included in the respective industries were chosen as respondents. Requests were sent to the Human Resources (HR) departments of each of the five companies that represent the eight industries in the Top500 list, to disseminate the online link to the self-administered questionnaire to 50 random employees from different departments, age groups and management levels. Each element of the population (the companies) was clearly identifiable and a list of the sample frame (Top500 2016:2) was available.

The study thus employed a simple random sampling method. A total of 312 questionnaires were obtained and deemed usable for statistical analysis. SPSS version 24 (Stauber 2017:1) and STATISTICA version 12 (Statsoftsa 2013:1) were used to perform descriptive analysis, and calculate Exploratory Factor Analysis (EFA) and Pearson's correlation coefficients.

4. Results and Discussion

This section presents the empirical findings of the study.

4.1 Profile of respondents

The largest proportion of the respondents (44%) was between 26 and 40 years old. The respondents were generally well educated, 82.1% had a qualification higher than a matric certificate, and this corresponded with the fact that the majority (42.9%) had management positions in their organisations. Women represented 49% of the respondents. The respondents were well represented amongst the industries from the Top 500 for the study (Table 2). A total of 4.5% of the respondents did not indicate which industry they belong to as they operated as consultants.

Table 2. Industries that participated in the study

Industry	Frequency	Percent
Arts/Entertainment/Recreation	3	0.9
Finance and Insurance	42	13.5
Banking sector	53	17.0
Government and Public Administration	51	16.3
Hotel and Food services	57	18.3
Manufacturing	43	13.8
Retail	45	14.4
Wholesale	4	1.3
Other	14	4.5
Total	312	100

The items in the questionnaire relating to personal branding were split into two sections. Section A consisted of items relating to the elements of a personal brand and named Persbrand, whilst Section B exclusively dealt with the elements contained in building an authentic personal brand and was named (APB) as identified by Rampersad (2015:2; 2009:2). Table 3 indicates the results of the descriptive statistics of personal branding, Section A, Persbrand.

Table 3. Descriptive statistics of personal branding (Section A: Persbrand)

Elements of personal branding. Section A (Persbrand)	Valid N	Mean	Median	Minimum	Maximum	Std. Dev.	Skewness
Q1. I make statements regarding my organisation's communication on my social media platforms	312	3.11	3	1	5	1.02	-0.82
Q2. I pay attention that my personal appearance is in line with our corporate brand	312	3.95	4	1	5	0.72	-0.34
Q3. I prefer to wear corporate branding clothing at work	312	2.66	3	1	5	1.48	0.14
Q4. In social situations, I often speak favourably about our corporate brand	312	3.73	4	1	5	0.70	-0.51
Q5. My personal values match the values of the organisation	312	3.67	4	1	5	0.72	-0.63
Q6. My success equals the organisation's success	312	3.54	3	1	5	0.77	0.08
Q7. When someone praises the organisation, it feels like a personal compliment	312	3.72	4	1	5	0.74	-0.32
Q8. I often speak favourably about my organisation's brand as it reflects my personal interest	312	3.63	4	1	5	0.74	-0.61
Q9. My personal reputation is more important than that of the organisation that I work for.	312	3.29	3	1	5	0.92	-0.28
Q10. My social status is reflected in the organisation that I work for.	312	3.64	4	1	5	0.77	-1.33
Q11. My personality is reflected on the organisation that I work for.	312	3.56	4	1	5	0.79	-0.72
Q12. My choice of organisation says something about the people I want to be associated with.	312	3.69	4	1	5	0.70	-1.16

From Table 3 it is clear that all the item scores for personal branding (Persbrand) are negatively skewed, with the standard deviations of the items ranging from 0.70 to 1.48, confirming a position where respondents tend to strongly agree with statements.

A large majority (79.4%) of respondents confirmed that they make statements regarding their organisations on social media while 61.2% agree that they generally speak favourably about their organisations as it reflects on their personal interest. These findings support the claim by Van Dijck (2013:200) that many organisations encourage the use of a LinkedIn profile and other social media platforms to enhance the public image of the workplace whilst simultaneously providing an instrument for employee monitoring.

The empirical finding that respondents pay attention to their personal appearance (75.7%) supports the work of Spears and Postmes (2015:2) and Haslam, Reicher and Platow (2013:28). Spears and Postmes (2015:2) declare that successful personal branding enables the individual to manage, control and influence the perceptions of other people regarding the person. Of the respondents, 68% speak favorably about their organisations as it not only reflects on their personalities and their social status but also indicates the type of people with whom they want to be associated. Table 4 provides the descriptive statistics of Section B related to authentic personal branding elements (APB).

Table 4. Results of the descriptive statistics of personal branding (Section B: APB)

Authentic personal branding elements (APB) Section B	Valid N	Mean	Median	Minimum	Maximum	Std. Dev	Skewness
Q13. I portray an accurate picture of who I am to the world	312	3.66	4	1	5	0.74	0.04
Q14. I portray consistent behaviour in various situations	312	3.75	4	1	5	0.67	-0.44
Q15. It is important that people notice me visibly	312	3.62	4	1	5	0.69	-0.94
Q16. I want people to know that I am unique in my own way	312	3.74	4	2	5	0.76	-0.11
Q17. I show goodwill towards social upliftment projects in my community	312	3.82	4	2	5	0.69	0.07
Q18. I see myself as a specialist in a specific area	312	3.76	4	2	5	0.73	-0.04
Q19. I continually work at improving myself	312	3.93	4	2	5	0.73	-0.13
Q20. My personal identity, independent from others, is important to me	312	3.84	4	1	5	0.67	-0.52
Q21. It is important to me to always look good	312	3.90	4	2	5	0.67	-0.20
Q22. My friends often come to me for advice	312	3.76	4	2	5	0.78	-0.12

The majority of respondents (62.5%) agree that they want to be visibly noticed. This empirical finding supports claims by Rampersad (2015:1) and Brunson (2016:1) that individuals strive to

be unique (Table 1, Authenticity and Specialisation). The majority of respondents (63.5%) indicated that they want people to know that they are unique in their own way. This finding confirms the claims of Boogaard (2016:1) and Brunson (2016:1) that individuals strive to be unique. (Table 1, Authenticity, Distinctiveness). Of the respondents, 64.1% see themselves as specialists in a specific area, 63.5% acknowledge that their friends often seek advice from them, whilst 72.4% acknowledge that they continually work on improving themselves. The fact that their friends seek advice from them is an indication that they act with integrity which assents with claims by Rampersad (2009:2; 2015:1) and Patel and Agius (2014:1) that an individual should adhere to their own moral and behavioural code, including their values when dealing with other people. These findings concur with statements by Arruda (2016:1), Rampersad (2015:1) and Martinuzzi (2014:1) that state that an individual should be able to speak with authority and be a specialist in a specific area as part of their personal branding. The mentioned findings confirm statements by Rampersad (2015:1), Llopis (2013:2) and Montoya and Vandehey (2005:25) that state that persistence is key to building a strong personal brand and that individuals should continually work on improving themselves. (Table 1, Authority; Specialisation; Integrity and Persistence). Respondents (68%) indicate that they show goodwill towards social upliftment projects. This empirical finding confirms studies of Brunson (2016:1) and Rampersad (2015; 1) that state that people do business with people with whom they identify. In addition, they do business with those who act with good intentions showing goodwill towards social upliftment projects as an element of an authentic personal brand. (Table 1, Goodwill).

Exploratory factor analysis (EFA) was conducted to identify and explore the factors latent in the raw data. Data was subjected to factor analysis using Principal Axis Factoring and orthogonal Varimax rotation. The KMO value for personal branding was above 0.70, indicating that the data was sufficient for EFA. The Bartlett's test of sphericity ($p < 0.001$) indicated patterned relationships between the data. Eigen-greater-than-one values, proposed by Kaiser (1960:142) were used to identify the appropriate number of factors of the personal branding. Items were removed if they had loadings of less than 0.4 or had high loadings on more than one factor. Two factors explained 48.2 percent of the cumulative variance for employee's personal branding.

Items with negative factor loading and items with factor loadings with values below 0.4 (Yong & Pearce, 2013:81) were deleted. Within personal branding items PB1 (-0.474), PB2 (0.251), PB3 (0.020), PB7 (loaded .402 on both constructs) and PB9 (value 0.014) were deleted and items four, five, six, eight, ten, eleven and twelve were loaded under one factor. These items have high-inter item relatedness scores above 0.5. The internal reliability of the factors was assessed through the calculation of Cronbach's Alpha coefficient and the inter-item relatedness of the variable of study. The Cronbach Alpha value for personal branding was 0.87 and the inter-item relatedness was 0.43 which was renamed Personal branding (Persbrand). The high correlation in the factor matrix indicates that these two factors are closely correlated with each other.

Within the authentic personal brand items (APB), only item ABP3 (0.224) was deleted. Using the eigenvalue cut-off of 1.0, the total amount of factors that cumulative contribute to at least 50 percent of the cumulative variance were identified. All the items within authentic personal branding loaded under one factor and the second order factor was named APB. The high inter-item relatedness in the factor matrix indicates that these two factors are closely correlated with each other. Using the eigenvalue cut-off of 1.0, the total number of factors that cumulatively contribute to at least 50 percent of the cumulative variance are identified. Two factors namely PB (elements of personal branding, uniqueness) and APB (authentic personal branding, goodwill) explain a cumulative variance of 51.2 percent for personal branding.

The items used to measure the elements of personal branding (Persbrand) can be used in addition to the current items of APB in this study for future research. Question 1 in Table 3 relates to visibility and relevance; question 2 narrates consistency and integrity; question 4 refers to integrity and goodwill; question 5 includes authority and relevance, question 8 related to consistency, authority and relevance whilst question 12 represents integrity and goodwill.

The study made use of Pearson's correlation coefficient calculation to test the correlation between the factors of personal branding, (PB) and authentic personal branding (APB). The study indicated a strong correlation of 0.55 between the elements of personal branding and authentic personal branding. Answers to the questions relating to personal branding (elements of personal branding, uniqueness) can as a result assist in adding credibility to the questions used to test the authentic personal branding elements proposed by Rampersad (2009:2; 2015:1).

5. Summary

Many people confuse transparency on social media with authenticity. Social media platforms provide a communication tool to enhance visibility for authentic personal branding and does not itself constitute a personal brand of an individual. Individual acknowledge that they make statements regarding their organisations on their social media pages indicating that the personal brand of employee's effects the corporate brand of organisations. The authentic personal brand of all employees from all ages, employed in all industries and occupying various positions in an organisation, differ. It is important that management in organisations take cognizance of the fact the elements of an authentic brand are similar for all people, yet the personal brand of all people differs. The study concluded that an authentic personal brand consists of the following elements: authenticity; consistency; visibility; relevance; authority; distinctiveness; integrity and goodwill. A social media presence therefore forms part of the visibility aspect of an authentic personal brand and does not constitute a personal brand on its own. The study could not confirm that personality as part of Rampersad's criteria (2009:2; 2015:1) was necessary to establish an authentic personal brand.

6. Recommendations and Practical Implications

The establishment of online identities are often misconstrued and promoted as the creation of a personal brand on social media. Organisations should take cognizance of the fact that employees share information regarding their organisations on various social media which could influence the corporate brand and ultimately the corporate reputation.

Organisations are encouraged to host workshops and assist employees in establishing their own authentic personal brand (APB). In order to address the uniqueness of each individual, employers could emphasise the importance that the vision and behaviour of an employee should resonate with that of an organisation as the behaviour of all employees influence the corporate brand. Employees should be reminded that part of consistency in APB relates to consistent behaviour in delivering the brand promise of the organisation. Employers could stress the impact of online and offline visibility of employees and incorporate a corporate dress code as well as a social media policy. Employees should receive appropriate training to act knowledgeable regarding their areas of specialisation when dealing with all stakeholders. It is important that employees be reminded that people do business with other people show goodwill towards others, appear helpful and friendly. All individuals should take cognizance of the fact that an APB requires persistence and is a continuous process that changes over time.

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