



Routledge Advances in Management and Business Studies

PERSONAL BRANDING IN THE KNOWLEDGE ECONOMY

**THE INTERRELATIONSHIP BETWEEN CORPORATE
AND EMPLOYEE BRANDS**

Wioleta Kucharska



ROUTLEDGE



Personal Branding in the Knowledge Economy

Personal Branding in the Knowledge Economy: The Interrelationship between Corporate and Employee Brands aims to contribute to the academic debate about the marketization of individuals' knowledge, creativity, and personal images, alongside a growing interest in the whole area of branding in the networked economy based on knowledge.

Personal branding and personal knowledge are critical assets of knowledge workers and key drivers of their development and innovative performance. Both strongly influence the individual success of knowledge workers in the networked and knowledge-driven economy. Personal brands are dynamically shifting from the sidelines to the center of the modern economy and the authenticity of the brands of personal ingredients for their ability to create value. They are one of the three key pillars of value creation in the social media environment, and therefore significantly contribute to digital business models.

The book will be of interest to researchers, academics, professionals, and students in the fields of organizational branding, marketing, management, and communications.

Wioleta Kucharska is an Associate Professor in the Management Department, Faculty of Management and Economics at the Gdańsk University of Technology (Fahrenheit Union of Universities), Gdańsk, Poland. Along with her scientific passion and achievements and 12 years of experience in branding, this book actively refers to personal branding practice on a solid theoretical basis.



Routledge Advances in Management and Business Studies

Hospitality and Tourism Education in China

Development, Issues, and Challenges

Edited by Jigang Bao and Songshan (Sam) Huang

Halal Logistics and Supply Chain Management

Recent Trends and Issues

Edited by Nor Aida Abdul Rahman, Azizul Hassan and Hajjah Zawiah Abdul Majid

Sustainable International Business Models in a Digitally Transforming World

Edited by Anshuman Khare, Arto Ojala and William W. Baber

Cross-Cultural Challenges of Managing ‘One Belt One Road’ Projects

The Experience of the China-Pakistan Economic Corridor

Arshia Mukhtar, Ying Zhu, You-il Lee, Mary Bambacas and S. Tamer Cavusgil

Digital Transformation and Innovation in Tourism Events

Edited by Azizul Hassan

Reframing Mergers and Acquisitions around Stakeholder Relationships

Economic, Political and Social Processes

Simon Segal, James Guthrie and John Dumay

Managing Manufacturing Knowledge in Europe in the Era of Industry 4.0

Justyna Patalas-Maliszewska

Family Business and Management

Objectives, Theory, and Practice

Magdalena Biel and Beata Ślusarczyk

Consumer Packaging Strategy

Localisation in Asian Markets

Huda Khan, Richard Lee and Polymeros Chrysochou

For more information about this series, please visit: www.routledge.com/Routledge-Advances-in-Management-and-Business-Studies/book-series/SE0305



Personal Branding in the Knowledge Economy

The Interrelationship between
Corporate and Employee Brands

Wioleta Kucharska



First published 2023
by Routledge
605 Third Avenue, New York, NY 10158

and by Routledge
4 Park Square, Milton Park, Abingdon, Oxon, OX14 4RN

Routledge is an imprint of the Taylor & Francis Group, an informa business

© 2023 Wioleta Kucharska

The right of Wioleta Kucharska to be identified as author of this work has been asserted in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Trademark notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Library of Congress Cataloguing-in-Publication Data

Names: Kucharska, Wioleta, 1977- author.

Title: Personal branding in the knowledge economy : the inter-relationship between corporate and employee brands / Wioleta Kucharska.

Description: New York, NY : Routledge, 2022. | Includes bibliographical references and index.

Identifiers: LCCN 2022006202 | ISBN 9781032013367 (hardback) | ISBN 9781032013381 (paperback) | ISBN 9781003178248 (ebook)

Subjects: LCSH: Branding (Marketing) | Knowledge economy. | Business networks.

Classification: LCC HF5415.1255 .K83 2022 | DDC 658.8/27--dc23/eng/20220209

LC record available at <https://lccn.loc.gov/2022006202>

ISBN: 978-1-032-01336-7 (hbk)

ISBN: 978-1-032-01338-1 (pbk)

ISBN: 978-1-003-17824-8 (ebk)

DOI: 10.4324/9781003178248

Typeset in Bembo
by MPS Limited, Dehradun



Contents

<i>List of figures</i>	vi
<i>List of tables</i>	vii
<i>Glossary</i>	viii

Introduction	1
--------------	---

PART I

1 Why are knowledge workers unique?	5
-------------------------------------	---

PART II

2 Why should knowledge workers care about personal branding?	27
--	----

PART III

3 Why do corporations need knowledge workers with strong personal brands?	95
---	----

PART IV

4 Empirical evidence	139
----------------------	-----

<i>Appendixes</i>	154
-------------------	-----

<i>Index</i>	165
--------------	-----



List of figures

1.1	Professional, social, and environmental sensitivity values as a base for authentic personal branding.	9
1.2	Life decency feeling and personal aspirations.	10
2.1	Personal branding concept.	32
2.2	Consistency in acting determines perceived personal brand authenticity.	36
2.3	Personal brand knowledge.	38
2.4	Personal brand equity structure.	39
2.5	(a) Personal branding as a continuous process demanding authenticity. (b) Personal branding as a continuous process demanding life aspirations definition and prioritization to be efficient. (c) The mechanism of target groups interactions and recommendations.	43
2.6	Company is a people.	76
3.1	Corporation, employees, society (CES) mutual citizenship behaviors as a platform for shared value creation.	101
3.2	Product or service brand equity and value relation scheme.	105
3.3	Corporate brand equity and value creation scheme.	106
4.1	Personal brand authenticity of knowledge workers influences employability – theoretical Model A.	140
4.2	Authentic strong brands of knowledge workers authenticate the corporation's brands and support its equity and performance – theoretical Model B.	141
4.3	Personal brand authenticity of knowledge workers influences employability – an empirical Model A.	146
4.4	Authentic strong brands of knowledge workers authenticate the corporation's brands and support its equity and performance – an empirical Model B.	148
4.5	Personal branding and perceived personal brand authenticity thanks to consistency.	151



List of tables

4.1	Sample characteristics	143
4.2	Invariance measurement – Model A	144
4.3	Invariance measurement – Model B	144
4.4	Basic statistics, obtained AVE root square, and correlations between constructs – Model A	145
4.5	Basic statistics, obtained AVE root square, and correlations between constructs – Model B	145
4.6	Hypotheses verification – Model A	147
4.7	Hypotheses verification – Model B	149

Glossary

<i>Construct</i>	<i>Definition</i>	<i>Source</i>
Anthropomorphism	Anthropomorphism is the attribution of unique human characteristics and features to nonhuman entities.	Epley et al. (2007)
Authentic employee endorsement (organic employee endorsement)	Organic employee endorsement is an effect of employee brand commitment, and it is an act when an employee promotes employer brand not only at work but generally in their personal networks (professional or social) voluntarily.	Author's own definition
Authentic shared value creation essence – human long-run advantage oriented	The shared value creation essence is finding a shared meaning, and this meaning should be defined in the societal context in a human long-run advantage perspective. Today, it must be done very carefully and responsibly as the earth and human life are in danger because of the earlier irresponsible, short seeing, profit-oriented actions. Values, such as financial, social, environmental, utilitarian, spiritual, etc., can be associated some goodwill effort co-defined at, e.g., supra-values level.	Author's own definition
Authenticity	Authenticity is often refer to characteristics such as genuineness, sincerity, and honesty.	Napoli et al. (2016)
Authenticity in acting (driver, attribute)	Perceived coherence of communication, image, and behaviors in any context (professional and social). It can be constant or circumstantial.	Author's own definition
Authenticity of knowledge worker's personal brand	The knowledge worker's authentic brand is the workmates' perception that the brand owner reflects the unity of deeds, words, external appearance, and behaviors according to their true self in any context (professional and social).	Author's own definition



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
Authenticity of personal brand (existing association in mind)	The authenticity of a personal brand is the lasting perception that the brand owner reflects genuineness, sincerity, and honesty; and the unity of deeds, words, appearance, and behaviors according to their true self in any context (professional and social).	Author's own definition
Authenticity of the celebrity brand (existing association in mind)	The celebrity's authenticity is the perception that a celebrity behaves according to his or her true self.	Moulard et al. (2015, p. 175)
Brand	Brand is a name, term, sign, symbol, design, or combination of them intended to identify goods or services of one seller or group of sellers to differentiate them from competitors.	Kotler and Keller (2006)
Brand authenticity	Brand authenticity must appear non-commercialized.	Beverland (2005)
Brand citizenship behaviors	Brand citizenship behaviors mainly refers to employee behaviors that enhance the delivery of brand promise by including external as well as intra-organizational actions.	Burmann and Zeplin (2005)
Brand equity	Brand equity is a set of consumers impressions, beliefs, attitudes, and behaviors associated with the particular brand name, design, symbol, sound, or any other feature that identifies goods or service offered by one seller as distinct from those of other sellers. Brand equity as a set of impressions and beliefs about brand is a very specific company's intangible asset. Namely, it is created and owned by company as protected by law name, term, sign, symbol, design, or combination of them, but stored in consumers' minds as a set of beliefs, attitudes, and impressions resulting from the all brand experiences managed by company.	Author's own definition
Brand image	Brand image is based on the consumer's perceptions about a brand, held in his/her memory as a network of associations, which can be transformed into attributes, benefits, and attitudes.	Keller (1993)



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
Brand knowledge	Consumer brand knowledge can be defined in terms of the personal meaning about a brand stored in consumer memory, that is, all descriptive and evaluative brand-related information.	Keller (2003)
Brand performance	Brand performance is a relative measure of brand success (e.g., market-oriented metrics, e.g. market shares; revenue oriented-metrics, e.g., ROI or consumer-based oriented metrics, e.g., equity).	Doyle (2000), Ehrenberg et al. (2004)
Brand reputation	Reputation is valuable company's asset. Reputation is an aggregate composite of all previous transactions over the life of the entity, a historical notion, and requires consistency of an entity's actions over a prolonged time for its formation.	Milewicz and Herbig (1994)
Brand strategy	It is a long perspective, timely determined brand development plan with the formulated market aims and defined methods, tools, and resources (human, financial, and other) needed for its efficient implementation.	Author's own definition
Brand value	Objective financial representation of brand asset, according to the adopted research method, the essence of creating, owning and investing in the brand equity in order to generate revenue. Brand value is a result of brand strategy. Therefore, it is at the same time the key performance indicator (KPI) of entire brand performance.	Author's own definition
Branding	An act of creating a brand.	Moore and Reid (2008)
Celebrity endorsement	An agreement between an individual who enjoys public recognition (a celebrity) and an entity (e.g., a brand) to use the celebrity for the purpose of promoting the entity.	Bergkvist et al. (2016, p. 644)
Commitment to society	Employee commitment to society reflects the bond with the society as the community of a human value and to others specific for this society values.	Author's own definition
Consumer brand commitment	Brand commitment refers to the enduring desire to maintain a relationship with the brand. It can be defined as a psychological or emotional attachment	Fatma et al. (2021)



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
Consumer personality	toward the brand in which consumers feel enchanted with the brand.	Cheney (1991)
	Corporate personality as a component of corporate identity has been considered instrumental to the success of the organization.	
	Consumer personality as part of consumer attributes influences the consumer's evaluation of brands.	
Corporate brand	Consumers are likely to prefer brands and products in line with their own personality traits.	Govers and Schoormans (2005)
	The conscious decision by senior management to identify and promote the attributes of the organization's identity in the form of a clearly defined branding proposition.	Balmer and Gray (2003)
	Corporate brands are vehicles of meaning that emerge from social interaction between the company and its environment.	Melewar et al. (2012, p. 601)
	A corporate brand is a name, term, sign, symbol, design, or combination of them intended to identify the particular organization and differentiate it from others.	Author's own definition
Corporate brand authenticity	Brand authenticity can be influenced by brand heritage, brand nostalgia, brand commercialization, brand clarity, brand's social commitment, brand legitimacy, actual self-congruence, and employee's passion.	Fritz et al. (2017)
Corporate brand identity	The entire corporate brand philosophy and its culture meaningful informs the organization's thoughts, actions, and behaviors about the corporate brand identity.	Balmer and Podnar (2021)
Corporate brand image	This – as the sum of associations that the firms' constituents have in their memory linked to the company or corporation – is especially important when the corporate brand plays a prominent role in the brand strategy adopted by the firm.	Brexendorf and Keller (2017)
	Corporate brand image shapes a person's attitudes and behavior to a corporate brand.	Abrott and Kleyn (2012)
Corporate brand innovativeness	The key indicator of the corporation market performance.	Author's own definition



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
	Innovativeness can be a key determinant for the corporate differentiation and marketplace success.	Wood and Hoeffler (2013)
Corporate brand performance	Final outcomes delivered by corporate brand to multiple stakeholders.	Kucharska (2019)
Corporate brand reputation	A stakeholder's overall evaluation of an organization over time. A collective representation of corporates brand's past actions and results that describes the brand's ability to deliver valued outcomes to multiple stakeholders.	Gotsi and Wilson (2001) Fombrung and Rindova (1996)
Corporate branding	Effective corporate branding requires consistent messages about a brand's identity and uniform delivery to create a favorable brand reputation across all stakeholder groups. It is therefore essential that managers identify mechanisms for surfacing diverse perceptions to resolve inconsistencies.	Harris and de Chernantony (2001)
Corporate citizenship behavior	Companies participation in society in various forms ranging from indirect participation as pressure groups to direct participation in order to resolve communitarian problems.	Moon et al. (2005)
Corporate marketing	Corporate marketing philosophy focuses on organizations, corporate-level constructs, corporate social responsibility (CSR)/ ethics, omni-temporality and company-customer and key stakeholder relationships.	Balmer (2011)
Corporate social responsibility (CSR)	Actions that appear to further some social good, beyond the interests of the company and that which is required by law. Set of economic, legal, ethical, and philanthropic obligations, which firms hold in respect to society.	McWilliams and Siegel (2001, p. 117) Carroll (1999)
Corporation of the future	Corporation is a nexus of trustworthy relationships revolving around purpose.	Davis (2021)
CSR toward employees	Company's actions ensuring the well-being and support of its employees, including career opportunities, organizational justice, family-friendly policies, safety, job security, and union relations.	Turker (2009)
Decent work	The sum of people's "aspirations for opportunity and income; rights, voice and recognition; family stability and	International Labour



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
	personal development; and fairness and gender equality.”	Organization (1999)
	Decent work is the sum of people’s aspirations in their working lives.	Pereira et al. (2019)
	Decent work leads to the satisfaction of three types of human needs: survival, social connection, and self-determination. These in turn predict fulfillment at work and general well-being.	Masdonati et al. (2019)
Decent life	The concept of decent life is an extension of the decent work concept that is then the sum of people’s aspirations in their entire lives – professional, social and environmental. Thanks to shared values, decent life can be also considered at the communal and social levels.	Author’s own definition
Earth citizenship behaviors	Earth citizenship behaviors refer to human behaviors that enhance the responsibility for the earth’s environmental conditions.	Author’s own definition
Earth citizenship identity	Earth citizenship identity is the feeling to be a part of the entire life on the earth, and it is reflected in the solidarity feeling with all earth inhabitants.	Author’s own definition
Employee brand	Employee brand is the image presented to an organization’s customers and other stakeholders through its employees.	Mangold and Miles (2007)
Employee brand commitment	Employee brand commitment is considered as the primary driver which aligns the behavior of employees with approved brand behaviors.	Ravens (2014)
	Employee brand commitment reflects the bond with the organization as a place of work.	Meyer and Herscovitch (2001)
Employee brand performance	Employee brand performance reflects positive external communication about the brand as well as a desire to remain an employee of the brand and exhibit discretionary brand consistent behavior.	King et al. (2012)
Employee-employer co-branding	Employee-employer co-branding essence is if employee personal brand and employer brand endorse one another.	Author’s own definition
Employer branding	Employer branding describes the process of building an identifiable and unique employer identity or, more specifically, ‘the promotion of a unique and attractive	Theurer et al. (2018)



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
	image' as an employer among current employee (internal) and potential employee (external).	
Human/personal brand	A well-known persona who is the subject of marketing communications effort. The warmth and competence perceptions are the universal foundation for all human behavior and relationships. Human brands apply them to all business relationships. A brand called YOU. The personal brand is about recognizing who you are and what you do best, and communicating that to clients.	Thomson (2006, p. 104) Malone and Fiske (2013) Peters (1997) Hines (2004, p. 60)
	A personal brand is an individual, intangible asset defined as a name of a real person (or nickname) combined with all the notions intended to identify and differentiate this person from others thanks to its authenticity.	Author's own definition
Identification	Identification is a social process of influence whereby one individual adopts particular values, beliefs, attitudes, and behaviors reflected by another individual or group.	Kelman (1961)
Knowledge worker	The knowledge economy's main base are employees engaged in knowledge-intensive tasks in their daily work. Knowledge-intensive tasks require knowledge usage and resist standardization. Knowledge workers perform "non-routine" work demanding complex problems solving that requires a combination of convergent and divergent thinking. "Knowledge worker" status concerns positions where professional knowledge is a tool and results from employee work (input and the output of their working processes). They analyze and apply existing knowledge at work (explicit) as well as create new knowledge (tacit) based on and their personal abilities as, e.g., higher level intelligence, creativity, and smooth social interactions to create value.	Reinhardt et al. (2011) Author's own definition
Network of value	Network of value is a current form and infrastructure for any value co-definition,	Author's own definition



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
Organic endorsement	co-creation, sharing, and co-consumption. Organic endorsement is an effect of brand commitment, and it is an act when a consumer promotes a particular brand in their personal networks (professional or social) voluntarily.	Author's own definition
Persona	Persona is a strong public image that inspires other to follow it.	Author's own definition
Personal brand awareness	Personal brand awareness reflects the fact that we are known – people know we exist.	Author's own definition
Personal brand credibility	Personal brand credibility is a potent personal brand association resulting from professional skills and the entire competencies perception and reflects all the experience gathered by others from professional interactions and relationships with the particular personal brand as well as from cultural stereotypes that shape the credibility perception as, e.g., education level, professional experience, etc. In addition, credibility is reflected by such professional factors as overall capabilities, intelligence, and efficiency.	Author's own definition
Personal brand equity	Attitudes, beliefs, and behaviors of others (target and reference groups) toward a particular personal brand. Personal brand equity is a set of impressions, beliefs, attitudes, and behaviors tied with the person that make him or her differentiated from others thanks to perceived authenticity. It is a personal intangible asset resulted from all experiences of others with this brand managed by the person.	Author's own definition
Personal brand image	Personal brand image bases on the other individual's perceptions about a particular personal brand, created in their minds thanks to the entire personal brand knowledge gained.	Author's own definition
Personal brand knowledge	Personal brand knowledge is the stored meaning about a particular personal brand in other people memory. It can be compared to the 3D-mind picture composed of such dimensions as: the way other see us (image); the way other experience us (interact with us	Author's own definition



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
	professionally or socially), and the way other feel about us having in regard to all of the above as a source, as well as all conscious and unconscious beliefs and attitudes toward us resulted from emotions, third parties opinions about us and from imaginations and expectations (justified or not).	
Personal brand love	Personal brand love is a passionate and emotional bond that reflects the highest level of commitment that characterizes charismatic leadership.	Author's own definition
Personal brand loyalty	Personal brand loyalty is a form of attachment that may have an attitudinal form as commitment, and advocacy, whereas behavioral loyalty concerns such forms of direct support as, e.g., patronage, mentoring, recommendations, and credentials.	Author's own definition
Personal brand performance	Personal brand performance is a relative measure of personal brand achievements that should be always assessed in the relation to defined personal aims. Personal brand performance strictly depends on the personal context.	Author's own definition
Personal brand position in the professional value network	It is the particular professional network actor's power of influence the value definition, co-creation, sharing, consumption, and monetization. Therefore, the locations in the network (professional and social) tied with the personal brand reputation are the key personal branding assets.	Author's own definition
Personal brand position in the social value network	It is the particular social network actor's power to influence the value definition, co-creation, sharing, and consumption. Therefore, the locations in the network (professional and social) tied with the personal brand reputation are the key personal branding assets.	Author's own definition
Personal brand reputation	Personal brand reputation is a one of the key personal brand assets; it is an effect of the overall evaluation of all previous experiences of others with this personal brand over time.Reputation is simply a lasting effect of the created and gained over time associations coming from the entire brand knowledge.It is a result of a	Author's own definition



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
Personal brand trust	<p>particular person's past actions that describe the personal brand's ability to deliver valued outcomes to multiple stakeholders.</p> <p>Personal brand trust is a direct effect of being perceived as a trustworthy person. It is directly influenced by the key of personal brand associations: authenticity, warmth, and credibility.</p>	Author's own definition
Personal brand value	<p>Since the essence of personal branding is a set of professional and social skills, then its value can be perceived by financial prism (salary) and social, spiritual prism (social bonds) and the position in social networks (real and virtual).</p>	Author's own definition
Personal brand warmth	<p>Personal brand warmth is a very powerful personal brand associations resulted from social skills and the entire personality perception and reflects all the experience gathered by others from social-interactions and relationships with the particular personal brand as well as from cultural stereotypes. Warmth is reflected by such social factors as perceived humaneness, friendliness, cordiality, kindness, goodwill.</p>	Author's own definition
Personal branding	<p>Managing an extended self.</p> <p>Planned process in which people make efforts to market themselves.</p> <p>The deployment of individuals' identity narratives for career and employment purposes.</p> <p>Personal branding is a natural process of labor force marketization focused on a planned process including aims, methods, tools, and resources aimed to combine a name of a real person with all the notions intended to identify and differentiate this person from others, thanks to its authentication.</p>	<p>Belk (2013)</p> <p>Khedher (2014)</p> <p>Brooks and Anumudu (2016)</p> <p>Author's own definition</p>
Personal branding strategy	<p>It is a long-perspective, timely determined personal brand development plan with the formulated professional and social life aims and defined methods, tools, and resources needed for its efficient implementation. Personal brand strategy must be rooted in deep self-awareness to be successful.</p>	Author's own definition



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
Personalized shared value	Personalized shared value is a dedicated value to someone (to receiver) that for being powerful – must be shared with the value giver – it is a value above the standard that brings benefits to both parties – to the giver and to the receiver. Personalized shared value is dedicated value delivered without sacrificing own values. It is an essence of the effective personal branding creation that is about caring about others by caring about ourselves.	Author's own definition
Personalized value	Personalized value is the value dedicated and offered by the giver above the standard, this personalized value added is identified thanks to taking the advantage of the receiver perception of the value as well as from the situational context (situational context may determine the perception of value).	Author's own definition
Personalized value delivery (PVD) technique	Technique of intentional, planned delivery of personalized value from giver to the receiver in aim to gain a specific perception of the own personality and to achieve own, personal aims.	Author's own definition
Professional network of value	Network of value is a current form and infrastructure for professional value co-definition, co-creation, sharing, consumption, and monetization.	Author's definition
Self-authenticity	A moral ideal of modernity adds authenticity that implies that the self is independent and original.	Taylor (1991)
Self-vision	The particular person's vision of self with the included factor of self-development.	Author's own definition
Setting up boundaries (SUB) technique	Technique of own aims security thanks to assertiveness.	Author's own definition
Shared value	Shared value creation is investing into a long-term corporate competitive advantage by achieving social and environmental goals.	Porter and Kramer (2011)
Sharing economy	A system in which assets or services are shared between private individuals, either free or for a fee, typically through the Internet.	Stokes (2017)
Social network of value	Network of value is a current form and infrastructure for social value co-definition, co-creation, sharing, and co-consumption.	Author's own definition



<i>Construct</i>	<i>Definition</i>	<i>Source</i>
Societal corporate branding	Societal corporate branding refers to the humanistic approach of a company to use the corporate brand as an enabler of social discourses and actions through which the company carries out quasi-governmental service in favor of society embedding it in their value proposition.	Biraghi et al. (2017)
Society citizenship behaviors	Society citizenship behaviors refer to communities' members' behaviors that enhance the responsibility for the society.	Author's own definition
Society citizenship identity	Society citizenship identity is the identification with the community and refers to feeling to be a part of the community.	Author's own definition
Strong brand	A strong brand is a brand that enables to create high brand equity.	Kay (2005)
Strong personal brand	Personal brand that has a big social (visible in sociability) or professional impact (visible in employability) or both (superb powerful personal brand).	Author's own definition
The authentic personal branding essence	An authentic personal branding essence is about sharing value and caring about others by caring about ourselves, is not about satisfying all around – it is about being embedded into the proper network of value and taking care about those who are important to us – professionally or socially. Proper network of value for us is always this one, where values we care the most are smoothly shared among all network actors. That is why self-definition is so crucial for personal branding.	Author's own definition





Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

Introduction

Personal branding in the new-networked reality became a new in-demand skill for all professionals today. Regarding the idea of “prosumerism” by Alvin Toffler (1981), personal brands are predominantly a tool for the self-presentation in the networked reality. To be well known and be known for the best, personal branding activity helps to achieve success in the networked business environment. Personal branding bases on good personal content and good relationships. Specifically, personal relationships and good reputation in the network economy’s reality combined with unique personality and skills help everyone move up to the professional career ladder and achieve equally important social aims.

Moreover, in the network economy, every person has a personal brand, and, in particular, the user of the company network, professional network, or social network, and any network – virtual or real, regardless of whether he or she wants it or not, and whether he or she is aware of branding processes. Why? Because objectively, whether we want it or not, people around us brand us “somehow.” Sometimes we like it. Sometimes we do not. So, one option is to agree passively with this. The other option is to give “some reasons, inspirations, easy to notice characteristics” to be branded accordingly to how we want to be recognized. For example, knowledge workers undoubtedly want to be branded as wise, intelligent, clever, capable, efficient, effective, creative, innovative, and so on. This image, to be self-evident, should be intensively blended with both professional and social skills desired today to help create relations. These desired social skills are defined by the culture of the national and local societies, the company culture, and subculture of subsidiary, division, and team or group. Simplifying, the typical knowledge worker wants to be perceived as “wise” by the prism of professional skills and “cool” by the prism of social skills. Company is the people – that is why both these skills, professional and social, are equal.

To simplify, the personal branding process essence is that we care about our influence on others and their attitudes toward us. So, we plan our actions with the empathy and imagination regarding its potential influence effects on our professional and social image. Relations are mirrors and



2 Introduction

carriers of personal image. “How they see you, that’s how they perceive you” – the old statement says. Since today, in the networked world, the web of ties determines we are seen much more intensively: at work, at home, between friends, workmates, neighbors, family in the reality and in the virtuality – the “life balance” today concerns “reality–virtuality” presence. So, next to “work–life balance,” we have “real–virtual life balance” to keep up. Therefore, we should deliver strong reasons to be branded according to our authentic values, aims, and the entire self-vision, keeping in mind all of our spots of presence.

Moreover, personal branding can be considered much more profound than how people brand us and how it affects us, namely, if we care about others’ opinions only to benefit from them. I can admit, this way of thinking about personal branding can make it seem to be nothing like painstaking manipulation. But, if we consider it much more profound, namely, if we focus more on the fact that we all are embedded in networks (professional, social, and environmental) and that we all depend on one another anyway – socially, professionally, environmentally – then we can start thinking about the personal brand that it is a simple effect of sensitivity and carefulness about others. Also, it remains that we all depend on one another in the networked world, so we should care about how others experience us just to make our daily experiences and the entire life composed of such small daily experiences better. We are not alone – we live in thinly embedded and overlapping networks. This way of thinking about ourselves and others around us brings sense to personal branding efforts. So simplifying, by being, for example, kind, professional, human, and environment-friendly, you contribute to a cooperative, friendly, and safe life. So, authentic and consistent carefulness about others – socially, professionally, and environmentally – is a personal branding fundamental and basic tool today.

Authenticity is a key driver of the networked economy today. In the current era of fake news, illusions, manipulations, and other artificial attributes of virtuality and reality, authenticity is a merit that people highly appreciate – the authenticity of personal brands increases their ability to create value, because only authentic branding has a chance to be self-evident.

This book aims to deliver a piece of scientific evidence that personal branding through authenticity is the most effective way to create a personal brand of knowledge workers that supports the achievement of all their aims concerning professional and social life. At first glance, personal branding through authenticity might seem a bit challenging, but such an approach brings a payoff in the long run, especially if considered in a broader context of society, environment, and interrelationship between corporate and employee brands. Specifically, for this book – knowledge workers brands.



Why are knowledge workers unique?

- Ahrne, G. , Brunsson, N. , & Seidl, D. (2016). Resurrecting organization by going beyond organizations. *European Management Journal*, 34(2), 93–101. <https://doi.org/10.1016/j.emj.2016.02.003>
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211.
- Amit, R. , & Schoemaker, P. J. (1993). Strategic assets and organizational rent. *Strategic Management Journal*, 14(1), 33–46.
- Asher, D. , & Popper, M. (2021). Eliciting tacit knowledge in professions based on interpersonal interactions. *The Learning Organization*, 28(6), 523–537. <https://doi.org/10.1108/TLO-03-2021-0035>
- Ashforth, B. E. , & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20–39.
- Bearden, W. O. , & Etzel, M. J. (1982). Reference group influence on product and brand purchase decisions. *Journal of Consumer Research*, 9, 183–194. <https://doi.org/10.1086/208911>
- Bennet, A. , & Bennet, D. (2008a). Moving from knowledge to wisdom, from ordinary consciousness to extraordinary consciousness. *VINE*, 38(1), 7–15. <https://doi.org/10.1108/03055720810870842>
- Bennet, D. , & Bennet, A. (2008b). Engaging tacit knowledge in support of organizational learning. *VINE*, 38(1), 72–94. <https://doi.org/10.1108/03055720810870905>
- Callon, M. (1999). The actor-network theory. The market test. In K. Asdal , B. Brenna , & I. Moser (Eds.) (pp. 273–277). Technoscience.
- Castels, M. (2006). *The theory of network society*. Polity Press.
- Chua, A. Y. , & Banerjee, S. (2013). Customer knowledge management via social media: The case of Starbucks. *Journal of Knowledge Management*, 17(2), 237–249.
- Confente, I. , & Kucharska, W. (2021). Company versus consumer performance: Does brand community identification foster brand loyalty and the consumer's personal brand? *Journal of Brand Management*, 28, 8–31. <https://doi.org/10.1057/s41262-020-00208-4>
- Dutta. S. (2010). What's your personal social media strategy. *Harvard Business Review*, 88(11), 127–130.
- El-Den, J. , & Sriratanaviriyakul, N. (2019). The role of opinions and ideas as types of tacit knowledge. *Procedia Computer Science*, 161, 23–31. <https://doi.org/10.1016/j.procs.2019.11.095>
- Erikson, E. H. (1956). The problem of ego identity. *Journal of the American Psychoanalytic Association*, 4(1), 56–121.
- Escalas, J. E. , & Bettman, J. R. (2005). Self-construal, reference groups, and brand meaning. *Journal of Consumer Research*, 32, 378–389. <https://doi.org/10.1086/497549>
- Felício, J. A. , Couto, E. , & Caiado, J. (2014). Human capital, social capital and organizational performance. *Management Decision*, 52(2), 350–364.
- Ferraro, T. , Pais, L. , Dos Santos, N. R. , & Moreira, J. M. (2016). The decent work questionnaire: development and validation in two samples of knowledge workers. *International Labour Review*, 157(2), 243–265. <https://doi.org/10.1111/ilr.12039>
- Ferraro, T. , Pais, L. , Moreira, J. M. , & Dos Santos, N. R. (2017). Decent work and work motivation in knowledge workers: The mediating role of psychological capital. *Applied Research Quality Life*, 13(2), 501–523. <https://doi.org/10.1007/s11482-017-9539-2>
- Florida, R. (2002). *The rise of the creative class*. Basic Books.
- Gryczynska, M. , & Ciecierski, C. (2020). Networking competence and its impact on the employability of knowledge workers. *Journal of Organizational Change Management*, 33(2), 149–365. <https://doi.org/10.1108/JOCM-09-2019-0284>
- Marcia-Perez, A. , Ghio, A. , Occhipinti, Z. , & Verona, R. (2020). Knowledge management and intellectual capital in knowledge-based organisations: A review and theoretical perspectives. *Journal of Knowledge Management*, 24(7), 1719–1754.
- Majli, M. N. (2014). A study of the impact of social media on consumers. *International Journal of Market Research*, 56(3), 387–404. <https://doi.org/10.2501/IJMR-2014-025>



- Heinonen, K. (2011). Consumer activity in social media: Managerial approaches to consumers' social media behavior. *Journal of Consumer Behaviour*, 10(6), 356–364.
- Hunt, S. D. (2015). *Marketing theory: Foundations, controversy, strategy, resource-advantage theory*. Routledge.
- Ilicic, J. , & Webster, C. M. (2016). Being true to oneself: investigating celebrity brand authenticity. *Psychology & Marketing*, 33(6), 410–420.
- Karaduman, İ. (2013). The effect of social media on personal branding efforts of top level executives. *Procedia-Social and Behavioral Sciences*, 99, 465–473.
- Karakaya, F. , & Barnes, N. G. (2010). Impact of online reviews of customer care experience on brand or company selection. *Journal of Consumer Marketing*, 27(5), 447–457.
- Kaur, H. , Paruthi, M. , Islam, J. , & Hollebeek, L. D. (2020). The role of brand community identification and reward on consumer brand engagement and brand loyalty in virtual brand communities. *Telematics and Informatics*, 46, 101321.
- Khedher, M. (2014). Personal branding phenomenon. *International Journal of Information. Business and Management*, 6(2), 29–40.
- Kianto, A. (2008). Development and validation of a survey instrument for measuring socialization renewal capability. *International Journal of Technology Management*, 42(1–2), 69–88.
- Kianto, A. , & Waajakoski, J. (2010). Linking social capital to organizational growth. *Knowledge Management Research & Practice*, 8(1), 4–14.
<https://doi.org/10.1057/kmrp.2009.29>
- Kim, C. K. , Han, D. , & Park, S. B. (2001). The effect of brand personality and brand identification on brand loyalty: Applying the theory of social identification. *Japanese Psychological Research*, 43(4), 195–206.
- Ko, G. , Amankwah-Amoah, J. , Appiah, G. , & Larimo, J. (2022). Non-market strategies and building digital trust in sharing economy platforms. *Journal of International Management*, 28(1), 100909. <https://doi.org/10.1016/j.intman.2021.100909>
- Kowalczyk, R. , & Kucharska, W. (2020). Corporate social responsibility practices incomes and outcomes: Stakeholders' pressure, culture, employee commitment, corporate reputation, and brand performance. *A Polish–German crosscountry study. Corporate Social Responsibility and Environmental Management*, 27(2), 595–615.
<https://doi.org/10.1002/csr.1823>
- Kucharska, W. (2016). Customer assessment of brand valuation and social media. *Proceedings of the 3rd European Conference on Social Media*, 12–13 July, Caen, France, 134–142.
- Kucharska, W. (2017). Consumer social network brand identification and personal branding. How do social network users choose among brand sites? *Cogent Business and Management*, 4(1). <https://doi.org/10.1080/23311975.2017.1315879>
- Kucharska, W. (2018). Tacit knowledge sharing and value creation in the network economy: socially driven evolution of business. In N. Baporikar (Ed.), *Global Practices in Knowledge Management for Societal and Organizational Development* (pp. 293–316). IGI Global.
- Kucharska, W. (2019). Personal branding – A new competency in the era of the network economy. Corporate brand performance implications. In P. Golinska-Dawson & M. Spychała (Eds.), *Corporate social responsibility in the manufacturing and services sectors. :coProduction (Environmental Issues in Logistics and Manufacturing)* (pp.19–34). Springer.
https://doi.org/10.1007/978-3-642-33851-9_2
- Kucharska, W. (2020). Employee commitment matters for CSR practice, reputation and corporate brand performance – European model. *Sustainability*, 12(3), 940.
<https://doi.org/10.3390/su12030940>
- Kucharska, W. (2021a). Do mistakes acceptance foster innovation? Polish and US cross-country study of tacit knowledge sharing in IT. *Journal of Knowledge Management*, 25(11), 105–128. <https://doi.org/10.1108/JKM-12-2020-0922>
- Kucharska, W. (2021b). Leadership, culture, intellectual capital, and knowledge processes for organizational innovativeness across industries: The case of Poland. *Journal of Intellectual Capital*, 121–141. <https://doi.org/10.1108/JIC-02-2021-0047>
- Kucharska, W. (2021c). Tacit knowledge awareness and sharing as a focal part of knowledge production. Polish-US view on IT, healthcare, and construction industry. In S. Trzcielinski , B.



Mrugalska, W., Karwowski, E., Rossi, & M. Di Nicolantonio (Eds.), *Advances in Manufacturing, Production Management and Process Control. AHFE 2021. Lecture Notes in Networks and Systems*, vol 274. Springer, 159–167. https://doi.org/10.1007/978-3-030-80462-6_20

Kucharska, W., & Erickson, G. S. (2022). Tacit knowledge awareness, sharing, and influence on innovation: A polish/US cross-country stud. *International Journal of Information Management. GUT FME Working Paper Series A*, No. 1/2021 (63), Gdańsk University of Technology, Faculty of Management and Economics.

Kucharska, W., Flisikowski, K., & Confente, I. (2018). Do global brands contribute to the economy of their country of origin? A dynamic spatial approach. *Journal of Product & Brand Management*, 27(7), 768–780. <https://doi.org/10.1108/JPBM-10-2017-1641>

Kucharska, W., Kowalczyk, R., & Kucharski, M. (2017). Trust, tacit knowledge sharing, project performance and their managerial implications. *Proceedings of the 18th European Conference on Knowledge Management. Barcelona, Spain*, 1, 532–539.

Kucharska, W., & Mikołajczak, P. (2018). Personal branding of artists and art-designers: Necessity or desire? *Journal of Product & Brand Management*, 27(3), 249–261. <https://doi.org/10.1108/JPBM-01-2017-1391>

Labrecque, L. I., Markos, E., & Milne, G. R. (2011). Online personal branding: Processes, challenges and implications. *Journal of Interactive Marketing*, 25(1), 37–50. <https://doi.org/10.1016/j.intmar.2010.09.002>.

Lechman, E. (2018). Networks externalities as social phenomenon in the process ICT diffusion. *Economics and Sociology*, 11(1), 22–43. <https://doi.org/10.14254/2071-789X.2018/11-1/2>

Markusen, A., & Schrock, G. (2006). The artistic dividend: Urban artistic specialization and economic development implications. *Urban Studies*, 43(10), 1661–1686.

McCracken, G. D. (1990). *Culture and consumption: New approaches to the symbolic character of consumer goods and activities*. Indiana University Press.

Ngai, E. W., Tao, S. S., & Moon, K. K. (2015). Social media research: Theories, constructs, and conceptual frameworks. *International Journal of Information Management*, 35(1), 33–44.

Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press. [https://doi.org/10.1016/0024-6301\(96\)81509-3](https://doi.org/10.1016/0024-6301(96)81509-3)

Orehek, E., & Human, L. J. (2017). Self-expression on social media: Do tweets present accurate and positive portraits of impulsivity, self-esteem, and attachment style? *Personality and Social Psychology Bulletin*, 43(1), 60–70.

Pedeliotto, G., Andreini, D., & Veloutsou, C. (2020). Brand community integration, participation and commitment: A comparison between consumer-run and company-managed communities. *Journal of Business Research*, 119, 481–494.

Pereira, S., Dos Santos, N., & Pais, L. (2019). Empirical research on decent work: A literature review. *Scandinavian Journal of Work and Organizational Psychology*, 4(1), 1–15. <https://doi.org/10.16993/sjwop.53>

Peters, T. (1997). The brand called you. *Fast Company*, 10, 83–89.

Polanyi, M. (1966). *The tacit dimension*, University of Chicago Press.

Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, January–February 2011, 1–17.

Porter, M. E., & Kramer, M. R. (2019). Creating shared value. In G. Lenssen & N. Smith (Eds.), *Managing sustainable business*. Springer, 323–346. https://doi.org/10.1007/978-94-124-1144-7_16

Putnam, R. D. (1995). Tuning in, tuning out: The strange disappearance of social capital in America. *Political Science & Politics*, 28(4), 664–683.

Rothberg, H., & Erickson, G. S. (2017). Big data systems: Knowledge transfer or intelligence insights? *Journal of Knowledge Management*, 21(1), 92–112. <https://doi.org/10.1108/JKM-07-2015-0300>

Saboo, A. R., Kumar, V., & Ramani, G. (2016). Evaluating the impact of social media activities on human brand sales. *International Journal of Research in Marketing*, 33(3), 524–541.



- Sawhney, M. , & Zabin, J. (2002). Managing and measuring relational equity in the network economy. *Journal of the Academy of Marketing Science*, 30(4), 313–332.
- Shepherd, I. D. (2005). From cattle and coke to Charlie: Meeting the challenge of self marketing and personal branding. *Journal of Marketing Management*, 21, 589-606.
- Stephen, A. T. , & Toubia, O. (2010). Deriving value from social commerce networks. <https://doi.org/10.1509/jmkr.47.2.215>
- Stokes, S. (2017). What's mine is yours – On collaborative consumption. TEDxSydney. <https://tedxsydney.com/idea/whats-mine-is-yours-on-collaborative-consumption/>.
- Tapscott, D. (1999). *Creating value in the network economy*. Harvard Business Review Book.
- Toffler, A. (1981). *The third wave*. Bantam books.
- Ujwary-Gil, A. (2019). *Organizational network analysis*. Routledge.
- Wallace, E. , Buil, I. , & de Chernatony, L. (2014). Consumer engagement with self-expressive brands: brand love and WOM outcomes. *Journal of Product & Brand Management*, 23(1), 33–42.
- Whiting, A. , & Williams, D. (2013). Why people use social media: A uses and gratifications approach. *Qualitative Market Research*, 16(4), 362–369. <https://doi.org/10.1108/QMR-06-2013-0041>
- Zolkepli, I. A. , & Kamarulzaman, Y. (2015). Social media adoption: The role of media needs and innovation characteristics. *Computers in Human Behavior*, 43, 89–209. <https://doi.org/10.1016/j.chb.2014.10.050>.

Why should knowledge workers care about personal branding?

- Aaker, J. L. (1996). Measuring brand equity across products and markets. *California Management Review*, 38(3), 102–120.
- Aaker, J. L. (1997). Dimensions of brand personality. *Journal of marketing Research*, 34, 347–356.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211.
- Akbar, M. M. , & Wymer, W. (2017). Refining the conceptualization of brand authenticity. *Journal of Brand Management*, 24(1), 14–32. <https://doi.org/10.1057/s41262-016-0023-3>
- Alder, H. (1991). Seeing is being: The natural way to success. *Management Decision*, 29(1). <https://doi.org/10.1108/00251749110142779>
- Ashforth, B. E. , & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20–39.
- Audrezet, A. , de Kerviler, G. , & Moulard, J. G. (2018). Authenticity under threat: When social media influencers need to go beyond self-presentation. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2018.07.008>
- Barwise, P. (1993). Brand equity: Snark or boojum? *International Journal of Research in Marketing*, 10, 93–104. [https://doi.org/10.1016/0167-8116\(93\)90036-X](https://doi.org/10.1016/0167-8116(93)90036-X)
- Beaumeister, R. F. (1999). Self-concept, self-esteem, and identity. In V. J. Derlega , B. A. Vinstead , & W. H. Jones (Eds.), *Personality: Contemporary theory and research* (pp. 339–375). Nelson-Hall Publishers.
- Bearden, W. O. , & Etzel, M. J. (1982). Reference group influence on product and brand purchase decisions. *Journal of Consumer Research*, 9(2), 183–194. <https://doi.org/10.1086/208911>
- Belk, R. W. (2013). Extended self in a digital world. *Journal of Consumer Research*, 40, 477–500.
- Belk, R. W. (1988). Possessions and the extended self. *Journal of Consumer Research*, 15(September), 139–168.
- Bergami, M. , & Bagozzi, R. P. (2000). Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization. *British Journal of Social Psychology*, 39, 555–577. <https://doi.org/10.1348/014466600164633>



- Beverland, M. (2005). Brand management and the challenge of authenticity. *Journal of Product & Brand Management*, 14(7), 460–461.
- Brooks, A. K. , & Anumudu, C. (2016). Identity development in personal branding instruction social narratives and online brand management in a global economy. *Adult Learning*, 27(1), 23–29.
- Burgi, M. (2021). Increasingly cynical consumers are tired of brand pretense. Havas' latest Meaningful Brands survey finds. Available at: <https://digiday.com/marketing/increasingly-cynical-consumers-are-tired-of-brand-pretense-havas-latest-meaningful-brands-survey-finds/> (accessed November 2021).
- Busser, J. A. , & Shulga, L. V. (2019). Involvement in consumer-generated advertising: Effects of organizational transparency and brand authenticity on loyalty and trust. *International Journal of Contemporary Hospitality Management*, 31(4), 1763–1784. <https://doi.org/10.1108/IJCHM-10-2017-0685>
- Callon, M. (1999). Actornetwork theory—The market test. *The Sociological Review*, 47(1), 181–195. <http://doi.org/10.1111/j.1467954X.1999.tb03488.x>
- Carroll, A. B. (1999). Corporate social responsibility evolution of a definitional construct. *Business & Society*, 38(3), 268–295. <https://doi.org/10.1177/000765039903800303>
- Carroll, B. A. , & Ahuvia, A. C. (2006). Some antecedents and outcomes of brand love. *Marketing Letters*, 17(2), 79–89.
- Castels, M. (2006). *The theory of network society*. Polity Press.
- Chae, S. W. , & Lee, K. C. (2013). Exploring the effect of the human brand on consumers' decision quality in online shopping: An eye-tracking approach. *Online Information Review*, 37(1), 83–100.
- Chergui, W. , Zidat, S. , & Marir, F. (2020). An approach to the acquisition of tacit knowledge based on an ontological model. *Journal of King Saud University—Computer and Information Sciences*, 32, 818–828. <https://doi.org/10.1016/j.jksuci.2018.09.012>
- Cohen, R. J. (2013). Brand personification: Introduction and overview. *Psychology & Marketing*, 31(1), 1–30. <https://doi.org/10.1002/mar.20671>
- Confente, I. (2014). Twentyfive years of wordofmouth studies: A critical review of tourism research. *International Journal of Tourism Research*, 17(6), 613–624. <https://doi.org/10.1002/jtr.2029>
- Confente, I. , & Kucharska, W. (2021). Company versus consumer performance: Does brand community identification foster brand loyalty and the consumer's personal brand? *Journal of Brand Management*, 28, 8–31. <https://doi.org/10.1057/s41262-020-00208-4>
- Cook, K. S. , & Emmerson, R. M. (1978). Power, equity and commitment in exchange networks. *American Sociological Association*, 43(5), 721–739.
- Czarniawska, B. (2014). *A theory of organizing* (2nd ed.). Edward Elgar.
- Deci, E. L. , & Ryan, M. R. (2000). The 'what' and 'why' of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
- De Vos, A. , Jacobs, S. , & Verbruggen, M. (2021). Career transitions and employability. *Journal of Vocational Behavior*, 126, 103475.
- Diamantopoulos, A. , Szöcs, I. , Florack, A. , Kolbl, Ž. , & Egger, M. (2021). The bond between consumer and brand stereotypes: Insights on the role of brand typicality and utilitarian/hedonic nature in enhancing stereotype content transfer. *International Marketing Review*, 38(6), 1143–1165. <https://doi.org/10.1108/IMR-09-2020-0209>
- Dion, D. , & Arnould, E. (2016). Persona-fied brands: Managing branded persons through persona. *Journal of Marketing Management*, 32(1–2), 121–148. <https://doi.org/10.1080/0267257X.2015.1096818>
- Donati, P. (2014). Social capital and the added value of social relations. *International Review of Sociology*, 24(2), 291–308. <https://doi.org/10.1080/03906701.2014.933028>
- Jutta, S. (2010). What's your personal social media strategy. *Harvard Business Review*, 88(11), 127–130.
- Jagers, F. , O'Dwyer, M. , Kraus, S. , Vallaster, C. , & Guldenberg, S. (2013). The impact of brand authenticity on brand trust and SME growth: A CEO perspective. *Journal of World Business*, 48(3), 340–348. <https://doi.org/10.1016/j.jwb.2012.07.018>
- Emmerson, R. M. (1976). The social exchange theory. *Annual Review of Sociology*, 2, 335–336. <https://doi.org/10.1146/annurev.so.02.080176.002003>

- Escalas, J. E. , & Bettman, J. R. (2005). Self-construal, reference groups, and brand meaning. *Journal of Consumer Research*, 32, 378–389. <https://doi.org/10.1086/497549>
- Fiske, S. T. (2018). Stereotype content: Warmth and competence endure. *Current Directions in Psychological Science*, 27(2), 67–73.
- Fiske, S. T. , Cuddy, A. J. , Glick, P. , & Xu, J. (2002). A model of (often mixed) stereotype content: Competence and warmth respectively follow from perceived status and competition. *Journal of Personality and Social Psychology*, 82(6), 878–902.
- Fleck, N. , Michel, G. , & Zeitoun, V. (2014). Brand personification through the use of spokespeople: An exploratory study of ordinary employees, CEOs, and celebrities featured in advertising. *Psychology & Marketing*, 31(1), 84–92. <https://doi.org/10.1002/mar.20677>
- Fournier, S. (1998). Consumers and their brands: Developing relationships theory in consumer research. *Journal of Consumer Research*, 24, 343–373.
- Fritz, K. , Schoenmueller, V. , & Bruhn, M. (2017). Authenticity in branding – exploring antecedents and consequences of brand authenticity. *European Journal of Marketing*, 51(2), 324–348. <https://doi.org/10.1108/ejm-10-2014-0633>
- Fryczynska, M. & Ciecierski, C. (2020). Networking competence and its impact on the employability of knowledge workers. *Journal of Organizational Change Management*, 33(2), 349–365. <https://doi.org/10.1108/JOCM0920190284>
- Gabrieli, G. N. S. , & Esposito, G. (2021). Hacking trust: The presence of faces on automated teller machines (ATMs) affects trustworthiness. *Behavioral Sciences*, 11(6), 91. <https://doi.org/10.3390/bs11060091>
- Gander, M. (2014). Managing your personal brand. *Perspectives: Policy and Practice in Higher Education*, 18(3), 99–102.
- Goleman, D. (2006). *Emotional intelligence*. Random House.
- Gorska, A. , & Mazurek, G. (2021). The effect of the CEO media coverage on corporate brand equity: Evidence from Poland. *Oeconomia Copernicana*, 12(2), 499–523.
- Greenwald, A. G. , & Banaji, M. R. (1995). Implicit social cognition: Attitudes, self-esteem, and stereotypes. *Psychological Review*, 102(1), 4–27.
- Guevremont, A. , & Grohmann, B. (2018). Does brand authenticity alleviate the effect of brand scandals? *Journal of Brand Management*, 25(4), 322–336. <https://doi.org/10.1057/s41262-017-0084-y>
- Havas Media Group . (2013). Meaningful brands. Available at: <https://www.youtube.com/watch?v=4yOKXH4GVvw&t=6s> (accessed November 2021).
- Hayes, A. (2018). *Introduction to mediation, moderation and conditional process analysis: A regression-based approach* (2nd ed.). Guilford Press.
- Heidegger, M. (1962). *Being and time*. Harper & Row.
- Hellerstein, J. K. , McInerney, M. , & Neumark, D. (2011). Neighbors and Coworkers: The Importance of Residential Labor Market Networks. *Journal of Labor Economics*, 29, 659–695. [10.1086/660776](https://doi.org/10.1086/660776).
- Hines, A. (2004). The personal brand in futures. *Foresight*, 6(1), 60–71.
- Holt-Lunstad, J. , & Smith, T. B. (2012). Social relationships and mortality. *Social and Personality Psychology Compass*, 6(1), 41–53. <https://doi.org/10.1111/j.1751-9004.2011.00406.x>
- Huang, S. C.-T. , & Huang, T.-J. (2016). The evolution of fan kingdom: The rising, expansion, and challenges of human brands. *Asia Pacific Journal of Marketing and Logistics*, 28(4), 683–708.
- Huang, K. (2013). Personal branding pays: The five-step system to reinvent your personal brand. *Branding Pays Media*.
- Keller, K. L. (2003). Brand synthesis: The multidimensionality of brand knowledge. *Journal of Consumer Research*, 29(4), 595–600. <https://doi.org/10.1086/346254>
- Kernis, M. H. (2003). Author's response: Optimal self-esteem and authenticity: Separating fantasy from reality. *Psychological Inquiry*, 14(1), 83–89.
- Kervyn, N. , Fiske, S. T. , & Malone, C. (2012). Brands as intentional agents framework: How perceived intentions and ability can map brand perception. *Journal of Consumer Psychology*, 22(2), 166–176.



- Kervyn, N. , Yzerbyt, V. Y. , Demoulin, S. , & Judd, C. M. (2008). Competence and warmth in context: The compensatory nature of stereotypic views of national groups. *European Journal of Social Psychology*, 38(7), 1175–1183.
- Khedher, M. (2014). Personal branding phenomenon. *International Journal of Information, Business and Management*, 6(2), 29–40.
- Kolbl, Ž. , Diamantopoulos, A. , Arslanagic-Kalajdzic, M. , & Zabkarc, V. (2020). A stereotyping perspective. *Journal of Business Research*, 118, 346–362. <https://doi.org/10.1016/j.jbusres.2020.06.048>
- Kotler, P. , & Keller, K. (2006). *Marketing management* (12th ed.). Pearson/Prentice Hall.
- Kowalczyk, C. M. , & Ponders, K. R. (2016). Transforming celebrities through social media: The role of authenticity and emotional attachment. *Journal of Product & Brand Management*, 25(4), 345–356.
- Kregar, T. B. , Antončič, B. , & Ruzzier, M. (2019). Linking a multidimensional construct of networking self-efficacy to firm growth. *Economic Research-Ekonomska Istraživanja*, 32(1), 17–32. <https://doi.org/10.1080/1331677X.2018.1545594>
- Kucharska, W. (2017). Consumer social network brand identification and personal branding. How do social network users choose among brand sites? *Cogent Business and Management*, 4(1). <https://doi.org/10.1080/23311975.2017.1315879>
- Kucharska, W. (2018). Tacit knowledge sharing and value creation in the network economy: Socially driven evolution of business. In N. Baporikar (Ed.), *Global practices in knowledge management for societal and organizational development*. IGI Global.
- Kucharska, W. (2019a). Personal branding—A new competency in the era of the network economy. Corporate brand performance implications. In P. Golinska-Dawson & M. Spychała (Eds.), *Corporate social responsibility in the manufacturing and services sectors. EcoProduction (environmental issues in logistics and manufacturing)*. Springer. https://doi.org/10.1007/978-3-642-33851-9_2
- Kucharska, W. (2019b). Online brand communities' contribution to digital business models: Social drivers and mediators. *Journal of Research in Interactive Marketing*, 13(4), 437–463. <https://doi.org/10.1108/JRIM-05-2018-0063>
- Kucharska, W. , & Confente, I. (2017). Selfie and personal branding phenomena in the context of the network economy. A literature review. *Handel Wewnetrzny*, 6(371), 161–169.
- Kucharska, W. , Confente, I. , & Brunetti, F. (2020). The power of personal brand authenticity and identification: Top celebrity players' contribution to loyalty toward football. *Journal of Product & Brand Management*, 29(6), 815–830. <https://doi.org/10.1108/JPBM-02-2019-2241>
- Kucharska, W. , & Dabrowski, J. (2016). Tacit knowledge sharing and personal branding: How to derive innovation from project teams? *Proceedings of the 11th European Conference on Innovation and Entrepreneurship: ECIE 2016*, 435–443, Jyavaskyla, Finland.
- Kucharska, W. , & Erickson, G. S. (2022). Tacit knowledge awareness, sharing, and influence on innovation: A Polish/US cross-country study. *International Journal of Information Management. GUT FME Working Paper Series A, No. 1/2021* (63), Gdańsk University of Technology, Faculty of Management and Economics, Gdańsk.
- Kucharska, W. , & Mikołajczak, P. (2018). Personal branding of artists and art-designers: Necessity or desire? *Journal of Product & Brand Management*, 27(3), 249–261. <https://doi.org/10.1108/JPBM-01-2017-1391>
- abrecque, L. I. , Markos, E. , & Milne, G. R. (2011). Online personal branding: Processes, challenges and implications. *Journal of Interactive Marketing*, 25(1), 37–50. <https://doi.org/10.1016/j.intmar.2010.09.002>
- atour, B. (2005). *Reassembling the social: An introduction to actor-network-theory* . Oxford University Press.
- aw, J. , & Hassard, J. (1999). *Actor network theory and after*. Blackwell Publishers.
- ee, C. S. , & Ma, L. (2012). News sharing in social media: The effect of gratifications and prior experience. *Computers in Human Behavior*, 28(2), 331–339.
- ee, J. W. & Cavanaugh, T. (2016). Building your brand: The integration of infographic resume as student selfanalysis tools and selfbranding resources. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 18, 61–68.
- eung, D. , Law, R. , van Hoof, H. , & Buhalis, D. (2013). Social media in tourism and hospitality: A literature review. *Journal of Travel and Tourism Hospitality*, 30(1–2), 3–22.



- Lev, A. , McKay, M. , Skeen, M. , & Fanning, P. (2013). *Interpersonal problems workbook*. New Harbinger Publications, Inc.
- Levy, S. J. (1959). Symbols for sale. *Harvard Business Review*, 37, 117–124.
- Lim, W. M. , & Lim, W. M. (2016). Understanding the selfie phenomenon: Current insights and future research directions. *European Journal of Marketing*, 50(9/10), 1773–1788.
- Maghsoudi-Ganjeh, Y. , Khani, N. , & Alem-Tabriz, A. (2021). Networking capability and commercialization performance: The role of network structure. *Journal of Business-to-Business Marketing*, 28, 51–68. [10.1080/1051712x.2021.1893033](https://doi.org/10.1080/1051712x.2021.1893033)
- Malone, C. , & Fiske, S. T. (2013). *The human brand: How we relate to people, products, and companies*. Wiley.
- Manthiou, A. , Kang, J. , Hyun, S. S. , & Fu, X. X. (2018). The impact of brand authenticity on building brand love: An investigation of impression in memory and lifestyle congruence. *International Journal of Hospitality Management*, 75, 38–47.
- McCracken, G. D. (1990). *Culture and consumption: New approaches to the symbolic character of consumer goods and activities*. Indiana University Press.
- McGinnis, L. P. , & Glibkowski, B. C. (2019). Keeping it real with Bruce Springsteen: How a celebrity brand survives via narrative, authenticity and transparency. *Qualitative Market Research*, 22(3), 414–434. <https://doi.org/10.1108/QMR-01-2017-0028>
- Mills, A. , & Robson, K. (2019). Brand management in the era of fake news: Narrative response as a strategy to insulate brand value. *Journal of Product & Brand Management*, 29(2). <https://doi.org/10.1108/JPBM12-2018-2150>
- Morhart, F. , Malar, L. , Guevremont, A. , Girardin, F. , & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology*, 25(2), 200–218. <https://doi.org/10.1016/j.jcps.2014.11.006>
- Moulard, J. G. , Raggio, R. D. , & Folse, J. A. G. (2016). Brand authenticity: Testing the antecedents and outcomes of brand management's passion for its products. *Psychology & Marketing*, 33(6), 421–436.
- Moulard, J. G. , Rice, D. H. , Garrity, C. P. , & Mangus, S. M. (2014). Artist authenticity: How artists' passion and commitment shape consumers' perceptions and behavioural intentions across genders. *Psychology & Marketing*, 31(8), 576–590.
- Napoli, J. , Dickinson-Delaporte, S. , & Beverland, M. B. (2016). The brand authenticity continuum: Strategic approaches for building value. *Journal of Marketing Management*, 32(13-14), 1201–1229. <https://doi.org/10.1080/0267257X.2016.1145722>
- Nolan, L. (2015). The impact of executive personal branding on non-profit perception and communications. *Public Relations Review*, 41, 288–292. <https://doi.org/10.1016/j.pubrev.2014.11.001>
- Park, J. , Chae, H. , & Choi, J. N. (2017). The need for status as a hidden motive of knowledge-sharing behavior: An application of costly signaling theory. *Human Performance*, 30(1), 21–37. <https://doi.org/10.1080/08959285.2016.1263636>
- Peters, T. (1997). The brand called you. *Fast Company*, 10, 83–89.
- Philipson, S. , & Kjellström, E. (2020). When objects are talking: How tacit knowing becomes explicit knowledge. *Journal of Small Business Strategy*, 30(1), 68–82.
- Phua, J. S. V. , & Kim, J. J. (2017). Gratifications of using Facebook, Twitter, Instagram, or snapchat to follow brands: The moderating social of social comparison, trust, tie strength, and network homophily on brand social interaction, brand engagement, brand commitment, and membership intention. *Telematics and Informatics*, 34(1), 412–424.
- Piaget, J. (1969). *The mechanisms of perception*. Basic Books.
- Pink, D. (2013). *To sell is human*. Penguin Putnam Inc.
- Polanyi, M. (1966). *The tacit dimension*. University of Chicago Press.
- Porter, S. , Abratt, R. , & Bendixen, M. (2018). Building a human brand: Brand anthropomorphism unravelled. *Business Horizons*, 61(3), 367–374.
- Rowell, W. W. (1990). Neither market in hierarchy: Network firm of organization. *Research in Organizational Behaviour*, 12, 295–336.
- Rein, I. , Kotler, P. , & Stoller, M. (2006). *High visibility: The making and marketing of professionals into celebrities (3rd ed.)*, NTC Business Books.



- Rodrigues, P. , Pinto Borges, A. , & Sousa, A. (2021). Authenticity as an antecedent of brand image in a positive emotional consumer relationship: The case of craft beer brands. *EuroMed Journal of Business*. <https://doi.org/10.1108/EMJB-03-2021-0041>
- Rogers, C. R. (1959). A theory of therapy, personality and interpersonal relationships, as developed in the client centered framework. In S. Koch (Ed.), *Psychology: A study of a science* (Vol. 3, pp. 184–256). McGraw-Hill.
- Ryan, R. M. , & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68–78.
- Ryan, R. M. , Kuhl, J. , & Deci, E. L. (1997). Nature and autonomy: Organizational view of social and neurobiological aspects of self-regulation in behavior and development. *Development and Psychopathology*, 9, 701–728.
- Saboo, A. R. , Kumar, V. , & Ramani, G. (2016). Evaluating the impact of social media activities on human brand sales. *International Journal of Research in Marketing*, 33(3), 524–541.
- Sartre, J. P. (1943). *L'êtr e et le néant: Essai d'ontologie phénoménologique*. Collection Tel Gallimard.
- Sayer, A. , & Walker, R. (1992). *The new social economy*. Blackwell.
- Schawbel, D. (2009). *Me 2.0: Build a powerful brand to achieve career success*. Kaplan Books.
- Scheidt, S. , Gelhard, C. , Strotzen, J. , & Henseler, J. (2018). In for a penny, in for a pound? Exploring mutual endorsement effects between celebrity CEOs and corporate brands. *Journal of Product and Brand Management*, 27(2), 203–220. <https://doi.org/10.1108/JPBM-07-2016-1265>
- Severi, E. (2014). The impacts of electronic word of mouth on brand equity in the context of social media. *International Journal of Business and Management*, 9(8), 84–96.
- Shepherd, I. D. (2005). From cattle and coke to Charlie: Meeting the challenge of self marketing and personal branding. *Journal of Marketing Management*, 21, 589–606.
- Solis, B. (2011). *The end of business as usual: Rewire the way you work to succeed in the consumer revolution*. John Wiley & Sons.
- Tapscott, D. (1999). *Creating value in the network economy*. Harvard Business Review Book.
- Thompson-Whiteside, H. , Turnbull, S. , & Howe-Walsh, L. (2018). Developing an authentic personal brand using impression management behaviours: Exploring female entrepreneurs' experiences. *Qualitative Market Research: An International Journal*, 21(2), 166–181.
- Thomson, M. (2006). Human brands: Investigating antecedents to consumers' strong attachments to celebrities. *Journal of Marketing*, 70(3), 104–119.
- Torelli, C. J. , Ozsomer, A. , Carvalho, S. W. , Keh, H. T. , & Maehle, N. (2012). Brand concepts as representations of human values: Do cultural congruity and compatibility between values matter? *Journal of Marketing*, 76, 92–108.
- Tsai, M. T. , & Cheng, N. C. (2012). Understanding knowledge sharing between IT professionals – an integration of social cognitive and social exchange theory. *Behavior & Information Technology*, 31, 1069–1080.
- Waldinger, R. J. , Cohen, S. , Schulz, M. S. , & Crowell, J. A. (2016). Security of attachment to spouses in late life: Concurrent and prospective links with cognitive and emotional well-being. *Clinical Psychological Science*, 3(4), 516–529. <https://doi.org/10.1177/2167702614541261>
- Vang, H-K. , Yen, Y-F. , & Tseng, J-F. (2015). Knowledge sharing in knowledge workers: The roles of social exchange theory and the theory of planned behavior. *Innovation*, 17(4), 450–465. <https://doi.org/10.1080/14479338.2015.1129283>
- Vatson, G. F. , Beck, J. T. , Henderson, C. M. , & Palmatier, R. W. (2015). Building, measuring, and ocialic from consumer loyalty. *Journal of the Academy of Marketing Science*, 3(6), 790–825.
- Volff, H.-G. , & Moser, K. (2009). Effects of networking on career success: A longitudinal study. *Journal of Applied Psychology*, 94, 196–206. [10.1037/a0013350](https://doi.org/10.1037/a0013350)
- Volter, J. S. , Brach, S. , Cronin, J. J. , & Bonn, M. (2016). Symbolic drivers of consumer–brand social identification and disidentification. *Journal of Business Research*, 69, 785–793.



Womick, J. , Foltz, R. M. , & King, L. A. (2019). Releasing the beast within authenticity, well-being, and the dark tetrad. *Personality and Individual Differences*, 137, 115–125.

Why do corporations need knowledge workers with strong personal brands?

- Aguinis, H. , & Glavas, A. (2019). On corporate social responsibility, sensemaking, and the search for meaningfulness through work. *Journal of Management*, 45(3), 1057–1086.
- Ahmad, A. , Khan, M. N. , & Haque, M. A. (2020). Employer branding aids in enhancing employee attraction and retention. *Journal of Asia-Pacific Business*, 21(1). <https://doi.org/10.1080/10599231.2020.1708231>
- Ashforth, B. E. , & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20–39.
- Avolio, B. , & Gardner, W. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *Leadership Quarterly*, 16(3), 315–338.
- Banerjee, S. (2016). Influence of consumer personality, brand personality, and corporate personality on brand preference: An empirical investigation of interaction effect. *Asia Pacific Journal of Marketing and Logistics*, 28(2). <https://doi.org/10.1108/APJML-05-2015-0073>
- Barwise, P. (1993). Equity: Snark or boojum?. *International Journal of Research in Marketing*, 10, 93–104. doi:10.1016/01678116(93)90036X
- Bedford, D. A. D. , & Kucharska, W. (2021). Relating information culture to information policies and management strategies. IGI Global.
- Beverland, M. (2005). Brand management and the challenge of authenticity. *Journal of Product & Brand Management*, 14(7), 460–461.
- Biraghi, S. , & Gambetti, R. C. (2015). Corporate branding: Where are we? A systematic communication-based inquiry. *Journal of Marketing Communications*, 21(4), 260–283.
- Biraghi, S. , Gambetti, R. C. , & Schultz, D. E. (2017). Advancing a citizenship approach to corporate branding: A societal view. *International Studies of Management & Organization*, 47(2), 206–215.
- Boukis, A. , Punjaisri, K. , Balmer, J. M. T. , Kaminakis, K. , & Papastathopoulos, A. (2021). Unveiling front-line employees' brand construal types during corporate brand promise delivery: A multi-study analysis. *Journal of Business Research*, 131, 673–685. <https://doi.org/10.1016/j.jbusres.2020.12.068>
- Boyd, D. E. , McGarry, B. M. , & Clarke, T. B. (2016). Exploring the empowering and paradoxical relationship between social media and CSR activism. *Journal of Business Research*, 69(8), 2739–2746. <https://doi.org/10.1016/j.jbusres.2015.11.009>
- Buckley, P. J. (2009). The impact of the global factory on economic development. *Journal of World Business*, 44(2), 131–143. <https://doi.org/10.1016/j.jwb.2008.05.003>
- Buckley, P. J. , & Strange, R. (2015). The governance of the global factory: Location and control of world economic activity. *Academy of Management Perspectives*, 29(2), 237–249.
- Łukwik, M. P. , & Rolfsen, M. (2015). Prior ties and trust development in project teams: A case study from the construction industry. *International Journal of Project Management*, 33(7), 484–494.
- Chamble, D. , Gino, F. , & Staats, B. R. (2013). Breaking them in or eliciting their best? Reframing socialization around newcomers' self-expression. *Administrative Science Quarterly*, 58(1), 1–36.
- Chamble, D. M. , & Turban, D. B. (2003). The value of organizational reputation in the recruitment context: A brand-equity perspective. *Journal of Applied Social Psychology*, 33, 244–2266. <https://doi.org/10.1111/j.1559-1816.2003.tb01883.x>
- Chabrilo, S. , Dahms, S. , Burgos Mutuc, E. , & Marlin, J. (2020). The role of IT practices in facilitating relational and trust capital for superior innovation performance: The case of Taiwanese companies. *Journal of Intellectual Capital*, 21(5), 753–779. <https://doi.org/10.1108/JIC-07-2019-0182>

- Cabrilo, S. , Kianto, A. , & Milic, B. (2018). The effect of IC components on innovation performance in Serbian companies. *VINE Journal of Information and Knowledge Management Systems*, 48(3), 448–466. <https://doi.org/10.1108/VJKMS-06-2016-0033>
- Clarkson, M. E. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review*, 20, 92–117. <https://doi.org/10.5465/amr.1995.9503271994>
- Cleveland, M. , Papadopoulos, N. , & Laroche, M. (2011). Identity, demographics, and consumer behaviors: International market segmentation across product categories. *International Marketing Review*, 28(3), 244–266.
- Connelly, B. L. , Certo, S. T. , Duane, R. , & Reutzel, Ch. R. (2010). Signaling theory: A review and assessment. *Journal of Management*. <https://doi.org/10.1177/0149206310388419>
- Confente, I. & Kucharska, W. (2021). Company versus consumer performance: Does brand community identification foster brand loyalty and the consumer's personal brand? *Journal of Brand Management*, 28, 8–31.
- Cornelissen, J. P. , Christensen, L. T. , & Kinuthia, K. (2012). Corporate brands and identity: Developing stronger theory and the call for shifting debate. *European Journal of Marketing*, 46(7–8), 1093–1102. <https://doi.org/10.1108/03090561211230214>
- Craddock, M. (2004). *The authentic career: Following the path of self-discovery to professional fulfillment*. New World Library.
- Davis, G. F. (2021). Corporate purpose needs democracy. *Journal of Management Studies*, 58(3), 902–913.
- DEFRA . (2007). Guidelines to Defra's GHG conversion factors for company reporting. www.defra.gov.uk or www.carbonindependent.org/files/conversion-factors.pdf
- Doyle, P. (2000). *Value-based marketing*. John Wiley & Sons.
- Elbedweihy, A. M. , Jayawardhena, C. , Elsharnouby, M. H. , & Elsharnouby, T. H. (2016). Customer relationship building: The role of brand attractiveness and consumer–brand identification. *Journal of Business Research*, 69(8), 2901–2910.
- Erkmen, E. , Hancer, M. , & Leong, J. K. (2017). How internal branding process really pays off through brand trust. *Tourism Analysis*, 22(3), 309–322.
- Fairfield, K. D. (2019). The role of sensemaking and organizational identification in employee engagement for sustainability. *Organization Management Journal*, 16(4), 278–297.
- Falck, O. , & Heblich, S. (2007). Corporate social responsibility: Doing well by doing good. *Business Horizons*, 50(3), 247–254. <https://doi.org/10.1016/j.bushor.2006.12.002>
- Ferilli, G. , Sacco, P. L. , Teti, E. , & Buscema, M. (2016). Top corporate brands and the global structure of country brand positioning: An AutoCMANN approach. *Expert Systems with Applications*, 66, 62–75.
- Flisikowski, K. , & Kucharska, W. (2017). The condition of economies. Do most valuable global brands matter? *Equilibrium. Quarterly Journal of Economics and Economic Policy*, 2, 251–264.
- Fouladi, S. , Ekhlasi, A. , & Sakhdari, K. (2021). Determining the factors affecting brand authenticity of startups in social media. *Qualitative Market Research*. <https://doi.org/10.1108/QMR-04-2020-0048>
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.
- ritz, K. , Schoenmueller, V. , & Bruhn, M. (2017). Authenticity in branding – exploring antecedents and consequences of brand authenticity. *European Journal of Marketing*, 51(2), 24–348. <https://doi.org/10.1108/ejm-10-2014-0633>
- arcía, M. , de Leaniz, P. , & Rodríguez del Bosque, I. (2016). Corporate image and reputation as drivers of customer loyalty. *Corporate Reputation Review*, 19(2), 166–178.
- hosh, K. (2018). How and when do employees identify with their organization? Perceived ·SR, firstparty (in)justice, and organizational (mis)trust at workplace. *Personnel Review*, 47, 152–1171. <https://doi.org/10.1108/PR0820170237>
- oncalves, D. , Bergquist, M. , Bunk, R. , & Alänge, S. (2020). Cultural aspects of ·rganizational agility affecting digital innovation. *Journal of Entrepreneurship, Management and Innovation*, 16(4), 13–46. <https://doi.org/10.7341/20201641>
- rimmelikhuijsen, S. G. , & Meijer, A. J. (2014). Effects of transparency on the perceived ·ustworthiness of a government organization: Evidence from an online experiment. *Journal of Public Administration Research and Theory*, 24(1), 137–157.



<https://doi.org/10.1093/jopart/mus048>

Gupta, S. , Gallearb, D. , Ruddc, J. , & Foroudid, P. (2020). The impact of brand value on brand competitiveness. *Journal of Business Research*, 12, 210–222.

Harris, F. & de Chernatony, L. (2021). Corporate branding and corporate brand performance. *European Journal of Marketing*, 35(3/4), 441–456.

Huaman-Ramirez, R. , & Merunka, D. (2021). Celebrity CEOs' credibility, image of their brands and consumer materialism. *Journal of Consumer Marketing*, 38(6), 638–651. <https://doi.org/10.1108/JCM-08-2020-4026>

Hunt, J. G. , & Lee, J. (2014). Knowledge sharing in information systems development projects: Explicating the role of dependence and trust. *International Journal of Project Management*, 32(1), 153–165.

Hunt, S. D. , & Madhavaram, S. (2014). The service dominant logic of marketing: Theoretical foundations, pedagogy, and resource- advantage theory. In R. F. Lusch & S. L. Vargo (Eds.), *The service-dominant logic of marketing: Dialog, debate and directions*. Routledge.

Kelman, H. C. (1961). Three processes of social influence. *Public Opinion Quarterly*, 25(1), 57–78.

Kernis, M. H. (2003). Author's response: Optimal self-esteem and authenticity: separating fantasy from reality. *Psychological Inquiry*, 14(1), 83–89.

Kianto, A. , & Waajakoski, J. (2010). Linking social capital to organizational growth. *Knowledge Management Research & Practice*, 8(1), 4–14. <https://doi.org/10.1057/kmrp.2009.29>

Kowalczyk, R. , & Kucharska, W. (2020). Corporate social responsibility practices incomes and outcomes: Stakeholders' pressure, culture, employee commitment, corporate reputation, and brand performance. A Polish–German crosscountry study. *Corporate Social Responsibility and Environmental Management*, 27(2), 595–615. <https://doi.org/10.1002/csr.1823>

Kucharska, W. (2017). Consumer social network brand identification and personal branding. How do social network users choose among brand sites? *Cogent Business and Management*, 4(1). <https://doi.org/10.1080/23311975.2017.1315879>

Kucharska, W. (2020). Employee commitment matters for CSR practice, reputation and corporate brand performance—European model. *Sustainability*, 12(3), 940. <https://doi.org/10.3390/su12030940>

Kucharska, W. (2021a). Do mistakes acceptance foster innovation? Polish and US cross-country study of tacit knowledge sharing in IT. *Journal of Knowledge Management*, 25(11), 105–128. <https://doi.org/10.1108/JKM-12-2020-0922>

Kucharska, W. (2021b). Leadership, culture, intellectual capital, and knowledge processes for organizational innovativeness across industries: The case of Poland. *Journal of Intellectual Capital*. <https://doi.org/10.1108/JIC-02-2021-0047>

Kucharska, W. (2021c). Tacit knowledge awareness and sharing as a focal part of knowledge production. Polish-US view on IT, healthcare, and construction industry. In S. Trzcielinski , B. Mrugalska , W. Karwowski , E. Rossi , & M. Di Nicolantonio (Eds.), *Advances in manufacturing, production management and process control*. AHFE 2021. Lecture notes in networks and systems (Vol. 274). Springer. https://doi.org/10.1007/978-3-030-80462-6_20

Kucharska, W. (2021d). Wisdom from experience paradox: Organizational learning, mistakes, hierarchy and maturity issues. *Electronic Journal of Knowledge Management*, 19(2), 105–117.

Kucharska, W. , Confente, I. , & Brunetti, F. (2020). The power of personal brand authenticity and identification: Top celebrity players' contribution to loyalty toward football. *Journal of Product & Brand Management*, 29(6), 815–830. <https://doi.org/10.1108/JPBM-02-2019-2241>

Kucharska, W. , & Dabrowski, J. (2016). Tacit knowledge sharing and personal branding: How to derive innovation from project teams? Proceedings of the 11th European Conference on Innovation and Entrepreneurship ECIE 2016, Jyväskylä, Finland, 435–443.

Kucharska, W. , Flisikowski, K. , & Confente, I. (2018). Do global brands contribute to the economy of their country of origin? A dynamic spatial approach. *Journal of Product & Brand Management*, 27(7), 768–780. <https://doi.org/10.1108/JPBM-10-2017-1641>

Kucharska, W. , & Kowalczyk, R. (2019). How to achieve sustainability?—Employee's point of view on company's culture and CSR practice. *Corporate Social Responsibility and*



Environmental Management, 26(2), 453–467.

Kucharska, W. , & Lechman, E. (2022). Technology brands in the digital economy. Routledge.

Laloux, F. (2017). Reinventing organizations. Laoux, Bruxelles.

Lee, J. W. , & Cavanaugh, T. (2016). Building your brand: The integration of infographic resume as student self-analysis tools and self-branding resources. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 18, 61–68.

Lee, T. R. , Lin K. H. , OteroNeira, C. , & Svensson, G. (2021). A framework of firms' business sustainability endeavours with internal and external stakeholders through time across oriental and occidental business contexts. *Asia Pacific Journal of Marketing and Logistics*.

Lievens, F. , & Slaughter, J. E. (2016). Employer image and employer branding: What we know and what we need to know. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 407–440. <https://doi.org/10.1146/annurev-orgpsych-041015-062501>

Lindström, J. , Delsing, J. , & Gustafsson, T. (2015). Impact on production systems from recent and emerging complex business models: Explicit and tacit knowledge required. *Procedia CIRP*, 38, 210–215.

Maon, F. , Swaen, W. , & De Roeck, K. (2021). Corporate branding and corporate social responsibility: Toward a multi-stakeholder interpretive perspective. *Journal of Business Research*, 126, 64–77.

Mayer, C. (2021). The future of the corporation and the economics of purpose. *Journal of Management Studies*, 58(3), 887–901.

McCarthy, E. J. (1960). Basic marketing: A managerial approach. R.D. Irwin.

McCracken, G. D. (1990). Culture and consumption: New approaches to the symbolic character of consumer goods and activities. Indiana University Press.

McInerney, C. (2002). Knowledge management and the dynamic nature of knowledge.

Journal of the American Society for Information Science and Technology, 53(12), 1009–1018.

McInerney, C. R. , & Koenig, M. E. D. (2011). Knowledge management (KM) processes in organizations: Theoretical foundations and practice. *Synthesis Lectures on Information Concepts, Retrieval, and Services*. <https://doi.org/10.2200/S00323ED1V01Y201012ICR018>

Mehta, P. (2021). Authenticity and employee wellbeing with reference to emotional work: A review. *Mental Health and Social Inclusion*, 25(2), 146–158. <https://doi.org/10.1108/MHSI-11-2020-0077>

Melewar, T. C. , Gotsi, M. , & Andriopoulos, C. (2012). Shaping the research agenda for corporate branding: Avenues for future research. *European Journal of Marketing*, 46(5), 600–608.

Ménard, J. , & Brunet, L. (2011). Authenticity and well-being in the workplace: A mediation model. *Journal of Managerial Psychology*, 26(4), 331–346.

Mills, A. , & Robson, K. (2020). Brand management in the era of fake news: Narrative response as a strategy to insulate brand value. *Journal of Product & Brand Management*, 29(2). <https://doi.org/10.1108/JPBM12-2018-2150>

Morhart, F. , Malar, L. , Guevremont, A. , Girardin, F. , & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology*, 25(2), 200–218. <https://doi.org/10.1016/j.jcps.2014.11.006>

Morhart, F. M. , Herzog, W. , & Tomczak, T. (2009). Brand-specific leadership: Turning employees into brand champions. *Journal of Marketing*, 73(5), 122–142.

Orbenovic, B. , Du, J. , Godinić, D. , & Tsoy, D. (2021). Personality trait of conscientiousness impact on tacit knowledge sharing: The mediating effect of eagerness and subjective norm. *Journal of Knowledge Management*. <https://doi.org/10.1108/JKM-01-2021-0066>

Ökten, Z. , Okan, E. Y. , Arslan, Ü. , & Güngör, M. Ö. (2019). The effect of brand value on economic growth: A multinational analysis. *European Research on Management and Business Economics*, 25, 1–7.

Parris, D. L. , Dapko, J. L. , Arnold, R. W. , & Arnold, D. (2016). Exploring transparency: A new framework for responsible business management. *Management Decision*, 54(1), 22–247. <https://doi.org/10.1108/MD-07-2015-0279>



- Patriotta, G. (2021). The future of the corporation. *Journal of Management Studies*, 58(3), 879–886. <https://doi.org/10.1111/joms.12673>
- Piehler, R. , Hanisch, S. , & Burmann, C. (2015). Internal branding—Relevance, management and challenges. *Marketing Review St. Gallen*, 32, 52–61. <https://doi.org/10.1007/s11621-015-0506-8>
- Pike, A. (2011). *Brands and branding geographies*. Edward Elgar Publishing.
- Porter, M. E. , & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, January–February 2011, 1–17.
- Porter, M. E. , & Kramer, M. R. (2019). Creating shared value. In G. Lenssen & N. Smith (Eds.), *Managing sustainable business*. Springer. https://doi.org/10.1007/978-94-024-1144-7_16
- Preece, Ch . (2015). The authentic celebrity brand: Unpacking Ai Weiwei's celebritised selves. *Journal of Marketing Management*, 31(5–6), 616–645. <https://doi.org/10.1080/0267257X.2014.1000362>
- Rastogi, P. N. (2000). Knowledge management and intellectual capital – the new virtuous reality of competitiveness. *Human Systems Management*, 19(1), 39–48.
- Reis, G. G. , Braga, B. M. & Trullen, J. (2017). Workplace authenticity as an attribute of employer attractiveness. *Personnel Review*, 46(8), 1962–1976. <https://doi.org/10.1108/PR-07-2016-0156>
- Rutten, W. , Blaas-Franken, J. , & Martin. H. (2016). The impact of (low) trust on knowledge sharing. *Journal of Knowledge Management*, 20(2), 199–214.
- Scarborough, W. , & Crabbe, R. (2021). Place brands across U.S. cities and growth in local high-technology sectors. *Journal of Business Research*, 130, 70–85.
- Scheidt, S. , Gelhard, C. , Strotzen, J. , & Henseler, J. (2018). In for a penny, in for a pound? Exploring mutual endorsement effects between celebrity CEOs and corporate brands. *Journal of Product and Brand Management*, 27(2), 203–220. <https://doi.org/10.1108/JPBM-07-2016-1265>
- Simon, C. J. , & Sullivan, M. W. (1993). The measurement and determinants of brand equity: A financial approach. *Marketing Science*, 12, 28–52.
- Solon, A. (2021). Staying at home: Why 20 million workers will continue remote work after COVID-19. Available at: <https://www.altmansolon.com/insights/staying-at-home-why-20-million-workers-will-continue-remote-work-after-covid-19/> (accesses November 2021).
- Stockman, S. , Van Hoyer, G. , & da Motta Veiga, S. (2020). Negative word-of-mouth and applicant attraction: The role of employer brand equity. *Journal of Vocational Behavior*, 118, 103368.
- Svejenova, S. (2005). 'The path with the heart': Creating the authentic career. *Journal of Management Studies*, 42(5), 947–974.
- Testa, F. , Boiral, O. , & Iraldo, F. (2018). Internalization of environmental practices and institutional complexity: Can stakeholders' pressures encourage greenwashing? *Journal of Business Ethics*, 147(2), 287–307.
- Turban, D. B. , & Cable, D. M. (2003). Firm reputation and applicant pool characteristics. *Journal of Organizational Behavior*, 24, 733–751. <https://doi.org/10.1002/job.215>
- Ujwary-Gil, A. (2019). *Organizational network analysis*. Routledge.
- Veber, S. , & Petriglieri, G. (2018). To overcome your insecurity, recognize where it really comes from. *Harvard Business Review*. Available at: <https://hbr.org/2018/06/to-overcome-our-insecurity-recognize-where-it-really-comes-from> (accessed January 2022).
- Vit, B. , & Meyer, R. (2005). *Strategy synthesis: Resolving strategy paradoxes to create competitive advantage*. Thomson Learning.
- Vomick, J. , Foltz, R. M. , & King, L. A. (2019). Releasing the beast within authenticity, well-being, and the dark tetrad. *Personality and Individual Differences*, 137, 115–125.
- 'oo, Ch. Y. , & Jeong, H. J. J. (2014). Brand transparency in social media: Effects of message sidedness and persuasion knowledge. *The Journal of Advertising and Promotion Research*, 3(2), 5–44.
- 'oung, T. , & Milton, N. (2011). *Knowledge management for sales and marketing*. CP Chandos Publishing.
- 'u, Q. , Asaad, Y. , Yen, D. A. , & Gupta, S. (2018). IMO and internal branding outcomes: An employee perspective in UK HE. *Studies in Higher Education*, 43(1), 37–56.

Empirical evidence

Byrne, B. M. (2016). *Structural equation modeling with Amos*. Routledge.
<https://doi.org/10.4324/9781315757421>

Chen, F. F. (2007). Sensitivity of goodness of fit indexes to lack of measurement invariance. *Structural Equation Modeling: A Multidisciplinary Journal*, 14(3), 464–504.
<https://doi.org/10.1080/10705510701301834>

DeVellis, R. F. (2017). *Scale development: Theory and applications*. Sage.

Fornell, C. , & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
<https://doi.org/10.1177/002224378101800104>

Francis, G. (2001). *Introduction to SPSS for windows (3rd ed.)*. Pearson.

Hair, J. F. , Anderson, R. E. , Babin, B. J. , & Black, W. C. (2010). *Multivariate data analysis: A global perspective*. Pearson.

Hayes, A. (2018). *Introduction to mediation, moderation and conditional process analysis: A regression-based approach (2nd ed.)*. Guilford Press.

Hu, L. T. , & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>

Kaiser, H. (1974). An index of factor simplicity. *Psychometrika*, 39, 31–36.
<https://doi.org/10.1007/BF02291575>

Moulard, J. G. , Raggio, R. D. , & Folse, J. A. G. (2020). Disentangling the meanings of brand authenticity: the entity-referent correspondence framework of authenticity. *Journal of the Academy of Marketing Science*. <https://doi.org/10.1007/s11747-020-00735-1>

Podsakoff, P. M. , & Organ, D. (1986). Selfreports in organizational research: Problems and prospects. *Journal of Management*, 12(4), 531–544.

Raudenska, P. (2020). The cross-country and cross-time measurement invariance of positive and negative affect scales: Evidence from European social survey. *Social Science Research*, 86, 102369. <https://doi.org/10.1016/j.ssresearch.2019.102369>

