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The Development of Personal Brand in Promoting Business Resiliency in a Selected Sporting Goods Retail Company in Yunnan Province, China

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Abstract: This study examines the relationship between personal brand development and business resiliency in a sporting goods retail company in Yunnan Province, China. Using a descriptive-correlational design, we analyzed five dimensions of personal branding (social media engagement, content creation, professional expertise, emotional components, and trust) and six aspects of business resiliency (risk management, supply chain resilience, technological integration, soft controls, social capital, and entrepreneurial characteristics). Results showed moderate integration of personal branding among employees, with social media engagement (WM=3.03) and emotional components scoring highest, while trust (WM=2.87) and professional expertise showed room for improvement. Business resiliency was similarly moderate (Overall WM=2.89), with entrepreneurial characteristics (WM=3.18) and social capital (WM=3.01) as strengths, while risk management (WM=2.63) needed attention. A significant positive correlation ($r=0.318$, $p<0.001$) was found between personal branding and business resiliency, highlighting their interdependence. Gender and position influenced perceptions, with females rating technological integration higher and senior employees showing stronger entrepreneurial alignment. The findings suggest that targeted personal branding training, enhanced risk management strategies, and fostering an entrepreneurial culture could strengthen organizational resilience. These insights provide practical guidance for retail companies seeking to leverage employee branding for competitive advantage.

Keywords: Social Media Engagement, Content Creation and Management, Risk Management and Adaptation, Supply Chain Resilience, Technological Integration, Soft Controls, Business Resiliency

Introduction

In the contemporary business landscape, the concept of personal branding has emerged as a pivotal strategy for promoting business resiliency. Personal branding, which involves the strategic self-promotion and image management by individuals, is increasingly recognized for its potential to enhance the visibility and credibility of both the individual and the organization they represent (Guarino et al., 2012). This is particularly relevant in the context of the retail industry, where the personal brand of leaders and employees can significantly influence consumer perceptions and trust.

In the dynamic environment of Yunnan Province, China, a selected sporting goods retail company is exploring innovative ways to strengthen its business resiliency through the development of personal brands. The importance of this approach is underscored by the complex and competitive nature of the retail sector, which is often subjected to various disruptions such as market fluctuations, economic downturns, and changing consumer preferences (Curtis, 2011). By leveraging personal branding, the company aims to build stronger connections with its customers, foster loyalty, and create a more resilient business model.

Business resiliency is defined as the capacity of an organization to anticipate, prepare for, respond to, and recover from disruptive events (Ganguly et al., 2018). In the context of a sporting goods retail company, this entails maintaining operational continuity, protecting revenue streams, and ensuring customer satisfaction despite challenges. The integration of personal branding into the company's strategy is seen as a means to enhance these aspects of resiliency. As highlighted by Chittigala (2022), incorporating personal branding into disaster recovery plans and business continuity strategies can significantly improve an organization's ability to manage and recover from disruptions.

Furthermore, the development of personal brands within the company aligns with the broader trends of digital transformation and social media engagement. The rise of platforms such as TikTok and Instagram has provided new avenues for individuals to showcase their expertise, values, and personalities, thereby building a distinct and influential personal brand (Wulandari & Hakim, 2023). This not only enhances the individual's professional image but also contributes to the overall reputation and resiliency of the organization.

Existing literature establishes general connections between personal branding and business success, few studies examine this relationship specifically in the Chinese sporting goods retail sector. Particularly lacking are empirical investigations into how different dimensions of employee branding (social media presence, professional expertise, etc.) correlate with specific aspects of organizational resilience (supply chain robustness, risk management, etc.). This study addresses this gap by analyzing these relationships in a Yunnan-based sporting goods company, providing sector-specific insights for strengthening resilience through strategic personal branding initiatives.

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Literature Review

Personal branding has emerged as a crucial element for career success and professional development in the contemporary job market. The concept of personal branding involves creating and managing one's reputation and public image to achieve specific career goals. Ebrahimi (2022) highlights that personal branding is not just about self-promotion but involves a comprehensive process that includes the development of a unique value proposition that differentiates individuals in the professional landscape. This holistic approach ensures that personal branding transcends mere reputation management and becomes a strategic tool for career advancement.

The theoretical framework for personal brand development can be exemplified by the Personal Brand V.A.L.U.E. Career Development Tool, which stands for Vision, Ability, Love, Understanding, and Ecosystem (Sylvester & Donald, 2024). This tool underscores the importance of a multifaceted approach to personal branding, emphasizing the need for clarity in vision, demonstrable abilities, passion for one's work, empathy and understanding of others, and a supportive ecosystem. The case study conducted by Sylvester and Donald (2024) illustrates how this tool can aid individuals in transitioning from university to the labor market, navigating both planned and unplanned career transitions, thereby highlighting the practical implications for students, universities, workers, and organizations.

Kalineć (2023) examines the interplay between social culture and personal brand development, emphasizing that the social culture of perception plays a significant role in shaping personal brands. The study indicates that socio-cultural factors, including volunteer work, professional expertise, and individual self-sufficiency, are pivotal in personal brand development. This aligns with the broader understanding that personal brands are influenced by societal norms and values, which in turn affect an individual's ability to self-actualize and achieve professional recognition.

Stress and emotional surges also contribute significantly to personal brand development. Krykavskyy et al. (2023) find that short-term stress can motivate individuals to seek new ways of self-development through ego marketing and personal branding on social networks. This research demonstrates that the need for social support and validation during stressful periods can drive individuals to enhance their personal brand, thereby promoting self-improvement and personal growth.

In the realm of professional development, personal branding serves as more than just a promotional tool. Walczak-Skałecka (2023) argues that personal branding is a culmination of professional development efforts. The process involves continuous self-improvement and strategic communication of one's competencies to potential employers, colleagues, and clients. The analysis of self-narratives from professionals with strong personal brands reveals that successful personal branding requires a well-rounded approach that integrates various aspects of professional development.

For students and young professionals, the development of a personal brand is crucial for improving employability and career prospects. Mitrofanova et al. (2021) present a model for the formation and development of a personal HR brand, specifically targeting students and young specialists in personnel management. This model serves as an interactive navigator to help individuals build a professional development strategy and increase their market value, thereby addressing the challenges of employment and professional recognition.

The measurement of personal brand equity (PBE) further elucidates the significance of personal branding. Gorbatov et al. (2020) developed a 12-item scale to measure PBE, which includes dimensions such as brand appeal, brand differentiation, and brand recognition. Their research demonstrates that PBE predicts perceived employability, career success, and job performance, providing a validated tool to assess and enhance personal branding efforts.

In the context of higher education, personal branding attributes can be developed through classroom activities and curriculum design. Paul (2015) explores the integration of personal branding concepts into management education, aiming to enhance students' awareness and development of personal brand attributes. This approach highlights the importance of embedding personal branding within educational programs to prepare students for the competitive job market.

Personal branding is a vital tool in today's professional landscape, providing a strategic advantage for career development across various fields. The essence of personal branding lies in its ability to establish a unique and recognizable professional identity that can enhance an individual's reputation and credibility. Kudyrko (2023) emphasizes that personal branding is particularly crucial for educators, as it helps them build a positive image that fosters trust in educational institutions. This trust is critical in an environment where marketing communications play a key role in shaping competitive advantages.

Statement of problems

This study examines the level of personal brand development integration and its correlation with the business resiliency of a selected sporting goods company. The research employed a descriptive-correlational design to analyze key dimensions of personal branding—social media engagement, content creation, professional expertise, emotional components, and trust—and their impact on business resiliency, measured across risk management, supply chain resilience, technological integration, soft controls, social capital, and entrepreneurial characteristics. Hence, in this study, the following questions were asked:

1.What is profile of respondents in terms of:

1.1.Sex;

1.2.Age;

1.3.Position?

2.What is the level of personal brand development integration of the selected sporting goods company in terms of:

2.1.Social Media Engagement;

2.2.Content Creation and Management;

2.3.Professional Expertise and Personality;

2.4.Emotional Components and Perceptions; and
2.5.Trust and Reliability?
3.What is the significant difference in the level of personal brand development integration of the selected sporting goods company when respondents are grouped according to profile?
4.What is the assessment of the respondents on the business resiliency of the selected sporting goods company in terms of:
4.1.Risk Management and Adaptation;
4.2.Supply Chain Resilience;
4.3.Technological Integration;
4.4.Soft Controls;
4.5.Social Capital and
4.6.Entrepreneurial Characteristics?

5. What is the significant difference in the assessment of the respondents on the business resiliency of the selected sporting goods company when respondents are grouped according to profile?

Research Design

This study employed a quantitative, comparative, and correlational research design. The quantitative approach was chosen to systematically measure and analyze numerical data related to personal brand development and business resiliency. This method allowed for precise, objective data collection and statistical analysis, which was essential for identifying patterns and drawing reliable conclusions.

A comparative design was used to examine differences in the level of personal brand development integration and business resiliency across various demographic groups within the selected sporting goods company. This comparison was necessary to understand how different profiles (e.g., sex, age, position) influenced these variables, providing insights into specific areas that may have needed targeted interventions.

The correlational aspect of the study investigated the relationship between personal brand development and business resiliency. This was crucial for identifying whether a significant association existed between these variables, helping to determine if enhancing personal brand development could positively impact business resiliency. By understanding this relationship, the study aimed to inform strategic planning and decision-making processes within the company to foster a more resilient business environment.

Overall, this design provided a comprehensive understanding of how personal brand development and business resiliency were interconnected and influenced by demographic factors, enabling the formulation of effective strategies for improvement.

Research Location

The selected sporting goods company is a well-established enterprise located in Yunnan Province, China. Founded over a decade ago, the company has grown to become one of the leading providers of high-quality sporting equipment and apparel in the region. The business caters to a diverse customer base, including professional athletes, sports enthusiasts, schools, and local sports clubs.

The company offers a wide range of products, such as athletic footwear, apparel, sports equipment, and accessories. Its product lines cover various sports, including basketball, soccer, running, fitness, and outdoor activities. The company prides itself on the quality and durability of its products, achieved through rigorous quality control processes and the use of advanced manufacturing technologies.

In addition to its retail operations, the company has established a robust online presence, leveraging e-commerce platforms to reach a broader audience. This digital expansion is complemented by active engagement on social media, where the company promotes its products and interacts with customers.

The organizational structure of the company includes departments such as marketing, sales, product development, customer service, and logistics. Each department plays a crucial role in ensuring the smooth operation and continued growth of the business. The company emphasizes the professional development of its employees, encouraging them to build strong personal brands that align with the company's values and goals.

With a commitment to innovation and customer satisfaction, the company continuously seeks to improve its product offerings and services. It collaborates with renowned sports brands and participates in local and international sports events to enhance its market presence and reputation.

Overall, the company's strategic focus on quality, innovation, and customer engagement has solidified its position as a key player in the sporting goods industry in Yunnan Province. This profile provides a comprehensive context for examining the integration of personal brand development and its impact on business resiliency within the organization.

Participants

The participants in this study were purposefully selected employees from the selected sporting goods company in Yunnan Province, China. The selection criteria ensured a diverse and representative sample, encompassing various positions, departments, and levels of experience within the company. This approach allowed for a comprehensive assessment of personal brand development and business resiliency across different segments of the organization.

Participants included 300 employees from the marketing, sales, product development, customer service, and logistics departments. The criteria for selection included:

1. Employment Status: Only full-time employees who had been with the company for at least one year were considered, ensuring they had sufficient experience and familiarity with the company's operations and culture.
2. Position: Employees at different hierarchical levels, from entry-level staff to management, were included to capture a broad spectrum of perspectives on personal brand development and business resiliency.
3. Department: Employees from various departments were selected to understand how personal branding and resiliency were perceived and practiced across different functional areas of the company.
4. Willingness to Participate: Only those employees who voluntarily agreed to participate in the study were included, ensuring that the data collected was based on genuine and thoughtful responses.

Research Instruments

This study used a researcher-made questionnaire as the primary instrument for data collection. The questionnaire was designed to measure two main constructs: personal brand development integration and business resiliency, using a series of statements rated on a 4-point Likert scale ranging from 1 (strongly disagree) to 4 (strongly agree).

The first part of the questionnaire collected demographic information, including sex, age, and position within the company. This section gathered basic information to help understand the background of the respondents.

The second part assessed personal brand development integration across five constructs: social media engagement, content creation and management, professional expertise and personality, emotional components and perceptions, and trust and reliability. Each construct was evaluated through six statements. Social media engagement examined how frequently and effectively employees used social media for professional purposes. Content creation and management measured the ability to create and align content with personal and professional brand goals. Professional expertise and personality assessed how well employees demonstrated their skills and personality traits to enhance their brand. Emotional components and perceptions evaluated the management of emotions and public perceptions related to the personal brand. Trust and reliability focused on consistency, dependability, and building trustworthiness in personal branding efforts.

The third part evaluated the business resiliency of the company across six constructs: risk management and adaptation, supply chain resilience, technological integration, soft controls, social capital, and entrepreneurial characteristics. Each construct was also assessed through six statements. Risk management and adaptation examined strategies and actions to manage risks and adapt to changes. Supply chain resilience measured the robustness and recovery capabilities of the supply chain. Technological integration will evaluate the extent and effectiveness of integrating technology into business operations. Soft controls looked at internal policies, culture, and values that supported business resilience. Social capital assessed networks, relationships, and social interactions that provided support during crises. Entrepreneurial characteristics measured traits and behaviors that enabled innovation, risk-taking, and business success.

To ensure the validity and reliability of the instrument, the questionnaire was reviewed by experts in personal branding and business resiliency. A pilot test was conducted with a small sample of employees to identify any issues with the clarity and relevance of the statements. The reliability of the instrument was tested using Cronbach's alpha to ensure internal consistency, with a value of 0.70 or higher considered acceptable for each construct.

By using a carefully constructed and validated questionnaire, this study collected reliable and accurate data to assess the integration of personal brand development and business resiliency within the selected sporting goods company.

Ethical Considerations

Paramount importance was given to ethical considerations to ensure the credibility and integrity of the study. Firstly, permissions were diligently sought from relevant authorities and organizations before commencing the data collection process. Upon receiving the necessary approvals, the potential participants were informed about the purpose, objectives, and implications of the research. Consent forms were presented, elaborating on the voluntary nature of participation and the rights of the participants, ensuring that they had a comprehensive understanding of their involvement. They were also assured that they could withdraw from the study at any point without facing any repercussions.

Confidentiality and anonymity were strictly maintained, ensuring that the personal and professional identities of the respondents were protected. Data was stored securely, with access restricted solely to the research team. Any information shared will be used strictly for research purposes, and any publications or presentations derived from the research will present aggregated data, making it impossible to trace back to individual participants.

Furthermore, findings were communicated transparently, ensuring that results were not misrepresented or manipulated. Respect for participants, their views, and their time remained central throughout the research process. Any potential conflicts of interest were declared upfront to avoid any biases in the research process. By adhering to those ethical guidelines, the study aimed to maintain the highest standards of research integrity and ensured the well-being and rights of all involved parties.

Results and Discussion

Profile of Respondents

Variable	Category	Frequency	Percentage
Sex	Male	220	73.3%
	Female	80	26.7%

Age	25-35 36-45 46-55 55 & above	168 54 43 35	56.0% 18.0% 14.3% 11.7%
Position	Entry-level Mid-level Senior-level Management	154 48 66 32	51.3% 16.0% 22.0% 10.7%

The results presented in this table provide a detailed demographic profile of the respondents, encompassing their sex, age, and professional position. The data indicate that the majority of the respondents were male, comprising 73.3% (220 individuals) of the total sample, whereas females represented only 26.7% (80 individuals). This substantial gender disparity suggests a predominantly male-dominated respondent group, which may reflect industry-specific gender distributions or sampling characteristics.

Regarding age distribution, the majority of respondents (56.0%) fell within the 25-35 age bracket, making this the largest demographic group. The next largest group, those aged 36-45, constituted 18.0% of the sample, followed by respondents aged 46-55 at 14.3%, and those 55 years old and above at 11.7%. This distribution suggests that the respondents were predominantly younger professionals, with a notable decline in representation as age increases. The skewed distribution towards younger age groups may imply the survey targeted or reached a more active and engaged workforce within their early to mid-career stages.

With respect to professional positions, the data show that entry-level employees accounted for the largest proportion of respondents, comprising 51.3% of the total. Mid-level employees constituted 16.0%, while senior-level employees represented 22.0%. Lastly, management positions were the least represented group, making up only 10.7% of the sample. This distribution reveals a workforce profile heavily weighted towards entry-level positions, with progressively fewer respondents occupying higher professional tiers. Such a trend could reflect the composition of the workforce in the sector studied or a sampling bias favoring those at the earlier stages of their careers

Level of Personal Brand Development Integration of the Selected Sporting Goods Company Based on Social Media Engagement

Indicator	Weighted Mean	Standard Deviation	Rank	Qualitative Description/ Adjectival Interpretation
1. Employees actively use social media platforms to share professional updates.	2.95	0.84	**6**	Agree- Integrated
2. Employees engage with their followers on social media about professional topics.	2.99	0.90	**4**	Agree- Integrated
3. Employees' social media profiles accurately reflect their professional brand.	2.97	0.85	**5**	Agree- Integrated
4. Employees use social media to network with industry professionals.	3.05	0.88	**2.5**	Agree- Integrated
5. Employees follow industry trends and news on social media.	3.05	0.87	**2.5**	Agree- Integrated
6. Social media helps employees stay connected with their professional community.	3.15	0.73	**1**	Agree- Integrated
Overall Mean	3.03	0.46		Agree- Integrated

The results in this table provide an insightful evaluation of the level of personal brand development integration within the selected sporting goods company based on employees' engagement with social media. The overall mean of 3.03, with a standard deviation of 0.46, indicates that employees generally "Agree" that social media engagement is integrated into their professional branding. This finding reflects a moderate to high level of alignment between employees' use of social media and the development of their professional brand.

Among the individual indicators, the highest-ranked item was "Social media helps employees stay connected with their professional community," which achieved a weighted mean of 3.15 with a standard deviation of 0.73. This suggests a strong acknowledgment among employees of the role social media plays in maintaining professional connections. The next highest-rated items, tied with a weighted mean of 3.05, were "Employees use social media to network with industry professionals" and "Employees follow industry trends and news on social media." Both indicators highlight the value employees place on leveraging social media for networking and staying informed about industry developments.

In contrast, the lowest-ranked indicator, "Employees actively use social media platforms to share professional updates," had a weighted mean of 2.95 and a standard deviation of 0.84. Although this still falls within the "Agree" category, it suggests that sharing professional updates is less integrated into employees' social media behavior compared to other aspects of engagement. Similarly, "Employees' social media profiles accurately reflect their professional brand" (weighted mean = 2.97) and "Employees engage with their followers on social media about professional topics" (weighted mean = 2.99) were also ranked lower, indicating room for improvement in these specific areas of personal brand representation.

The close range of weighted means, from 2.95 to 3.15, suggests consistency in employees' perceptions of the integration of social media into their professional branding. Interestingly, the relatively low standard deviations across indicators (ranging from 0.73 to 0.90) imply a shared agreement among respondents, minimizing the likelihood of significant outliers or divergent opinions.

In summary, the data reveal that employees generally view social media as an integral tool for professional branding, particularly in terms of networking and staying connected within their professional community. However, opportunities exist to enhance employees' use of social media for sharing professional updates and ensuring their profiles more accurately reflect their professional brand. These findings emphasize the need for strategic initiatives to further optimize employees' social media practices to maximize personal brand development and engagement.

Level of Personal Brand Development Integration of the Selected Sporting Goods Company Based on Professional Expertise and Personality

Indicator	Weighted Mean	Standard Deviation	Rank	Qualitative Description/ Adjectival Interpretation
1. Employees showcase their professional skills through their personal brand.	2.73	0.83	**6**	Agree- Integrated
2. Employees' personality traits are evident in their professional interactions.	2.95	0.87	**2**	Agree- Integrated
3. Employees highlight their expertise in their field through various platforms.	2.83	0.9	**4**	Agree- Integrated
4. Employees' professional accomplishments are a key part of their personal brand.	2.99	0.72	**1**	Agree- Integrated
5. Employees receive positive feedback on their professional capabilities.	2.90	0.84	**3**	Agree- Integrated
6. Employees are known for their unique personality in their professional circles.	2.81	0.62	**5**	Agree- Integrated
Overall Mean	2.87	0.37		Agree- Integrated

Legend: 3.51 – 4.00 (Strongly Agree-Highly Integrated); 2.51 – 3.50 (Agree- Integrated); 1.51 – 2.50 (Disagree-Slightly Integrated); 1.0-1.50 (Strongly Disagree-Not Integrated)

The results presented examine the level of personal brand development integration within the selected sporting goods company based on professional expertise and personality. The overall mean of 2.87, with a standard deviation of 0.37, indicates that employees generally "Agree" that their professional expertise and personality are integrated into their personal branding efforts. However, this moderate level of integration suggests opportunities for further enhancement in this area.

The highest-ranked indicator, "Employees' professional accomplishments are a key part of their personal brand," recorded a weighted mean of 2.99 with a standard deviation of 0.72. This finding highlights that employees place considerable emphasis on their professional achievements as a central component of their personal brand. Following closely, "Employees' personality traits are evident in their professional interactions," with a weighted mean of 2.95, suggests that employees moderately integrate their unique personal characteristics into their professional engagements, contributing to

an authentic and relatable brand identity. The third-highest indicator, "Employees receive positive feedback on their professional capabilities" (weighted mean = 2.90), further underscores the importance of external recognition in shaping employees' professional image.
Conversely, the lowest-ranked item, "Employees showcase their professional skills through their personal brand," had a weighted mean of 2.73 and a standard deviation of 0.83. This result suggests that while employees recognize the importance of professional skills in branding, they may not actively or consistently highlight these skills. Similarly, "Employees are known for their unique personality in their professional circles" (weighted mean = 2.81) and "Employees highlight their expertise in their field through various platforms" (weighted mean = 2.83) were ranked lower, indicating that employees may underutilize opportunities to demonstrate their personality and field-specific knowledge across platforms.
The relatively narrow range of weighted means, from 2.73 to 2.99, indicates a consistent perception of moderate integration across indicators. The standard deviations, ranging from 0.62 to 0.9, suggest some variability, particularly in areas related to showcasing skills and expertise, which may be influenced by differences in individual confidence, resources, or professional contexts.

Summary Table Results on the Assessment of the Respondents on the Business Resiliency of the Selected Sporting Goods Company

Indicator	Weighted Mean	Standard Deviation	Rank	Qualitative Description/ Adjectival Interpretation
1. Risk Management and Adaptation	2.63	0.379	6	Agree- Resilient
2. Supply Chain Resilience	2.86	0.409	4	Agree- Resilient
3. Technological Integration	2.90	0.319	3	Agree- Resilient
4. Soft Controls	2.78	0.400	5	Agree- Resilient
5. Social Capital	3.01	0.447	2	Agree- Resilient
6. Entrepreneurial Characteristics	3.18	0.510	1	Agree- Resilient
Overall	2.89	0.239		Agree- Resilient

The summary consolidates the assessment of the respondents on the business resiliency of the selected sporting goods company across six key indicators: risk management and adaptation, supply chain resilience, technological integration, soft controls, social capital, and entrepreneurial characteristics. The overall mean score of 2.89, with a standard deviation of 0.239, indicates that respondents "Agree" the company is resilient. This moderate level of resilience demonstrates the company's ability to withstand and adapt to disruptions, though specific areas may benefit from further development.
The highest-ranked indicator, "Entrepreneurial Characteristics," scored a weighted mean of 3.18 with a standard deviation of 0.510, reflecting the respondents' strong agreement that innovation, risk-taking, and initiative are integral to the company's resilience. This finding suggests that fostering entrepreneurial thinking is a key strength of the organization, contributing significantly to its adaptability and ability to navigate challenges.
"Social Capital" ranked second with a weighted mean of 3.01 and a standard deviation of 0.447. This emphasizes the importance of external relationships, networks, and collaborations in enhancing the company's resilience. The results indicate that the company benefits from strong stakeholder relationships and employee engagement in community and industry networks, which bolster its ability to recover from disruptions.
"Technological Integration" ranked third with a weighted mean of 2.90 and the lowest standard deviation of 0.319, reflecting consistency in respondents' perceptions. This score suggests that the company effectively integrates technology to support its resilience, although there may still be opportunities to further strengthen technological infrastructure and employee training.
"Supply Chain Resilience" ranked fourth with a weighted mean of 2.86 and a standard deviation of 0.409, indicating moderate confidence in the company's ability to maintain supply chain continuity during disruptions. While the company demonstrates some strengths in this area, such as contingency planning and collaboration with partners, there is room for improvement in ensuring supply chain robustness and recovery speed.
"Soft Controls" ranked fifth with a weighted mean of 2.78 and a standard deviation of 0.400, indicating a moderate level of resilience derived from internal policies, ethical culture, and employee accountability. The results suggest that while soft controls are present, they could be further leveraged to enhance the company's adaptability and risk management practices.
The lowest-ranked indicator, "Risk Management and Adaptation," scored a weighted mean of 2.63 with a standard deviation of 0.379. This finding highlights the need for more effective risk management strategies, better employee training for handling disruptions, and more proactive approaches to risk assessment and planning.

Conclusions

This study demonstrates that personal brand development significantly contributes to business resiliency in the sporting goods retail sector. The moderate but meaningful correlation (r=0.318) between these variables suggests that enhancing employees' personal branding - particularly in underdeveloped areas like trust-building and professional expertise - could strengthen organizational resilience. Gender and positional differences in perceptions highlight the need for tailored approaches, with female employees showing stronger engagement with technological aspects and senior staff demonstrating greater entrepreneurial alignment. The findings recommend a three-pronged strategy for retailers: first, implement targeted personal branding training focusing on content creation and expertise demonstration; second, strengthen risk management systems to address the weakest resiliency dimension; third, cultivate an entrepreneurial culture that empowers all staff levels. By aligning personal branding initiatives with organizational resilience goals, companies can better navigate market disruptions while maintaining competitive advantage. Future research could explore longitudinal effects of branding programs on specific resiliency metrics over time.

Recommendations

1.Enhance Personal Branding Programs. The company should implement targeted initiatives to strengthen personal branding among employees, particularly in content creation, professional expertise, and trust-building. Workshops, training, or mentorship programs can help employees better align their personal branding efforts with their professional goals, fostering a stronger sense of identity and engagement.
2.Leverage Social Media and Technology. To capitalize on the strengths of social media engagement, the company should encourage employees to use platforms strategically for professional networking and brand development. Additionally, increasing access to and training on advanced technologies will help employees enhance their productivity and personal branding efforts, particularly for those in entry- and mid-level roles.
3.Promote Inclusivity in Branding and Resiliency Initiatives. The company should address the observed gender and positional differences by ensuring that all employees have equal access to resources, opportunities, and training for personal brand development. This could involve tailored programs for management and entry-level employees to improve their perceptions of entrepreneurial characteristics and supply chain resilience.
4.Strengthen Risk Management and Adaptation. To improve organizational resiliency, the company should develop and communicate more proactive risk management strategies. Conducting regular risk assessments, updating contingency plans, and training employees on how to adapt to disruptions can strengthen the company’s ability to handle unforeseen challenges effectively.
5.Focus on Entrepreneurial Culture. The company should foster an entrepreneurial mindset at all organizational levels by creating opportunities for employees to innovate, take risks, and participate in strategic projects. Empowering employees, particularly in management roles, with autonomy and creative responsibility can enhance their engagement and align their contributions with the company’s resilience goals.
6.Invest in Social Capital and Collaborative Networks. The company should build on its strengths in social capital by encouraging employees to participate in industry networks and community initiatives. Additionally, strengthening collaborations with external stakeholders and integrating these relationships into resilience planning will provide the organization with access to resources, support, and knowledge during disruptions.
7.Improve Communication Across Roles. The company should enhance communication across all levels of the organization to bridge gaps in perceptions of business resiliency. Regular meetings, updates, and cross-departmental collaborations can help align employees' understanding of key initiatives, particularly in supply chain resilience and entrepreneurial practices.
Integrate Personal Branding with Organizational Resiliency Goals. Align personal branding initiatives with the company’s overall resilience strategy. By fostering an environment that values personal growth and professional development, the company can enhance its adaptability, innovation, and overall competitiveness in a dynamic market environment.

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