

# Understanding and Quantifying Personal Branding

Theses Booklet

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## Abstract

The thesis explores the dynamic field of Personal Branding, focusing on its related constructs and key variables, and proposes a new, as universally applicable definition as possible. The three principal constructs – Personal Branding, personal brand, and Personal Brand Equity (PBE) – are grounded in a synthesis of existing literature and extensive empirical research (Shepherd, 2005; Gorbатов et al., 2018). From the foundation of the individual’s marketability through Personal Branding (Khedher, 2015), the thesis conceptualizes Personal Brand Equity as the added value to an individual’s reputation and success resulting from strategic Personal Branding efforts. It defines the personal brand as a measurable result and Personal Branding as a strategic process aimed at enhancing professional outcomes (Aaker, 1997; Keller, 1993).

The research develops and validates a framework for measuring Personal Brand Equity (PBE), emphasizing its impact on both individuals and organizations. A significant contribution of this study is the identification of six attribute groups critical to Personal Branding, which can be effectively measured using a Likert scale to determine the strength and value of one’s personal brand. These attributes include factors like visibility, credibility, and differentiation, which are integral to assessing the efficacy of Personal Branding strategies (Lassar et al., 1995; Fombrun & Van Riel, 2004; Parmentier et al., 2013).

Key findings demonstrate that effective Personal Branding significantly enhances career advancement, job satisfaction, and salary potential, affirming its strategic importance in professional development. The proposed Personal Brand Equity Scale (PBES) offers a novel tool for individuals and organizations to quantify and optimize their branding efforts, thereby improving their competitive position in the market (Muniz & O’Guinn, 2001). Insights from Zinko et al. (2007) into the impact of self-presentation on Personal Branding inform the scale’s development, ensuring its relevance across various professional settings.

## 1. Introduction

There is an emerging research trend of the relationship of constructs of Personal Branding (PB) – personal brand, PB, Personal Brand Equity (PBE) – and their quantification for success factors of business development.

Personal Branding sits at the intersection of several disciplines, mainly marketing (Lair et al., 2005) and management, and furthermore communication, psychology, sociology, and organizational behavior. Personal Branding has gained interest as an academic topic in both International and Hungarian literature (Lair et al., 2005; Shepherd, 2005; Papp-Váry, 2013; Bauer & Kolos, 2016; Törőcsik, 2018; Hajnal et al., 2019; Szántó, 2023). One of the main reasons for the increasing focus on Personal Branding is the widening shift between the responsibility of organizations and individuals in terms of success (Arthur & Rousseau, 1996).

While relevant literature and research have been growing on the topics of personal brand, areas focusing on measuring it and conceptualizing the construct's equity (Personal Brand Equity, PBE) have not gained much attention yet. Limited studies have been conducted about PBE — most of them focused on one particular group, like occupations or age groups (Bendisch et al., 2013; Gorbatov et al., 2020; Fetscherin, 2015; Dumont and Ots, 2020; Lobpries et al., 2018; Ottovordemgentschenfelde, 2017; Vallas & Christin, 2018) —, thus there is not enough standardized and empirical research that could apply in a generic way to any given demographic group.

### 1.1. Objectives

The objective of the dissertation is to create and propose a standardized measurable model for Personal Branding. This involves a thorough examination and generalization of the necessary constructs and variables, supported by an empirical approach that incorporates mixed-methodology, both qualitative and quantitative methods. This comprehensive framework aims to systematize the process of Personal Branding, enhancing its applicability and effectiveness across diverse professional settings.

The systematic literature review aims to draw a roadmap for developing a quantifiable standardized model that combines business development success factors with potential Personal Branding characteristics and traits to help measure performance and effect.

This research aims to show that PBE can serve to predict individuals' perceived success and performance, perceived employability, or success in business development, moreover includes both self-rated and other-rated variables and validity. The expected results will indicate that PBE can provide a more accurate measurement over other established career- and success-related constructs.

## 1.2. Research Questions

The research is conducted by the following preliminary research questions (RQs) and hypotheses. The objectives include identifying the factors that influence Personal Branding and Personal Brand Equity.

**RQ1:** "What is Personal Branding?" - *Hypothesis 1:* Personal Branding is a strategic process, while personal brand is the result that can be quantified by measuring Personal Brand Equity.

**RQ2:** "What factors influence Personal Branding (PB) and the development of Personal Brand Equity (PBE) among individuals?" - *Hypothesis 2:* The development of Personal Brand Equity is influenced by skills, expertise, personality, values, and online presence.

**RQ3:** "How does Personal Brand Equity impact career success?" - *Hypothesis 3:* Personal Brand Equity is positively associated with individual professional success, as measured by job satisfaction, job advancement, salary, and reaching business goals.

**RQ4:** "How do individuals develop and manage their Personal Branding efforts over time?" - *Hypothesis 4:* Individuals develop and manage their Personal Branding efforts through a strategic process that involves self-awareness, self-regulation, and self-presentation.

**RQ5:** "What is the impact of Personal Branding on the target audience's behavior and how can it be measured in a standardized way to predict outcomes and benefits of a strong personal

brand?" - *Hypothesis 5*: Personal Branding has a positive impact on the target audience's behavior, and this relationship is moderated by the audience's values and attitudes.

## **2. Literature Review**

The literature review summarizes relevant literature and theoretical frameworks and attempts to indicate future directions to standardize the quantification of Personal Branding within business development by proposing relevant constructs, drawing relations between them, and providing feasible methodologies. This attempt is similar to the framework proposed by Gorbatov et al. (2018). Literature from the fields of business development, success measurement, career management, entrepreneurial marketing, Employer-, and Employee Branding shows several commonalities that serve as indicators for this study and further research.

By analyzing three literature reviews and 79 articles, the literature review aims to take steps toward filling the gap between non-scientific pronouncements of Personal Branding, such as whether it is a necessity of success and how much personal and organizational levels are interconnected by their goals (Vallas & Cummins, 2015).

### **2.1. Methodology of the Literature Review**

The scope of the methodology of literature review is to discover, collect, and analyze the most relevant and authoritative studies and reviews. The database collection is based on the recommendations of Gorbatov et al. (2018), Scheidt et al. (2020), and the PRISMA metrics by Moher et al. (2009). The Scopus database serves as the primary database for selecting the literature, using "Personal Branding", "personal brand", "Personal Brand Equity", "Brand Equity", "Business Development", and "Success", as strings in the article title, abstract, and keywords. As the literature review revealed several articles follow the literature selection process used by de Mol et al. (2015), combining it with the "snowballing" technique (Greenhalgh & Peacock, 2005).

### **2.2. Overview of Key Authors and Contributions in Personal Branding Research**

The enclosed table provides a comprehensive overview of the foundational and contemporary contributions to the field of Personal Branding research. It structures insights from key authors, highlighting the interdisciplinary nature of Personal Branding. The table draws on perspectives from various disciplines, including marketing, sociology, psychology, and organizational behavior. Each entry details the author’s primary focus, theoretical contributions, and relevance to the constructs explored in this study. By systematically categorizing these contributions, the table serves as both a reference and a contextual guide for understanding the theoretical and empirical advancements in the field.

<b>Author(s)</b>	<b>Year</b>	<b>Key Contributions</b>
Goffman, E.	1956	Introduced impression management and dramaturgical perspective, foundational to understanding self-presentation in Personal Branding.
Keller, K.	1993	Defined brand equity dimensions: consumer response to marketing, differential effect, and brand knowledge, later adapted for Personal Branding as brand appeal, brand differentiation, and brand recognition.
Aaker, D. A.	1991, 1997	Developed brand personality and brand identity frameworks; highlighted the importance of differentiation and recognition in branding, including personal contexts.
Gorbatov, S. et al.	2018, 2020	Proposed a three-dimensional framework for Personal Brand Equity (PBE): brand appeal, differentiation, and recognition; identified key constructs for measuring PBE.
Shepherd, I. D. H.	2005	Provided one of the first definitions of Personal Branding as a process and explored its connections to self-fulfillment and identity development.

<b>Author(s)</b>	<b>Year</b>	<b>Key Contributions</b>
Arthur & Rousseau	1996	Highlighted the shift from organizational to individual responsibility for career success, foundational to the need for Personal Branding in modern professional contexts.
Gandini	2016	Explored the concept of reputation economy and its relevance to Personal Branding.
Zinko & Rubin	2015	Reviewed key constructs in Personal Branding, such as reputation, image, and legitimacy, and their roles in building Personal Brand Equity.
Fombrun & Van Riel	2004	Studied corporate reputation and its parallels to Personal Branding, emphasizing trust and differentiation.
Montoya & Vandehey	2009	Popularized the concept of Personal Branding, emphasizing skills, expertise, and online presence as critical factors in developing Personal Brand Equity.
Ottovordemgentschenfelde	2017	Focused on the impact of digital and social media interactions on Personal Branding, providing insights into managing online presence.
Lair, Sullivan, & Cheney	2005	Analyzed Personal Branding in organizational contexts, arguing for its strategic importance in career and entrepreneurial success.
Ng, Eby, Sorensen, & Feldman	2005	Explored the relationship between Personal Branding efforts, career success, job satisfaction, and salary.
Parmentier, Fischer, &	2013	Examined the role of identity and self-awareness in

Author(s)	Year	Key Contributions
Reuber		Personal Branding; discussed the importance of authenticity in brand development.
Baumeister	1982	Introduced self-regulation as a key process in managing Personal Branding efforts, emphasizing the importance of consistency and self-awareness.
Aaker	1997	Proposed brand personality dimensions relevant to human brands, connecting consumer-based brand equity to individual Personal Branding.
Labrecque, Markos, & Milne	2011	Investigated digital identity management and its influence on Personal Branding via social media platforms.

*Table 1. Key Identified Authors and Their Key Contributions. Source: own work, 2025*

### 2.3. Personal Brand Dimensions

The identified key theoretical frameworks are combined by matching the three dimensions (brand recognition, differentiation, appeal) with the self-presentation constructs (reputation, status, image, fame, celebrity, pedigree, legitimacy, credibility, branding, and impression management).

The construct of **brand recognition** in Personal Branding can be identified through popularity, admiration, and prestige. These characteristics are similar to fame, celebrity, and pedigree in their emphasis on being known and respected by others. While Gorbатов et al. (2020) assert that popularity, admiration, and prestige can be distinguished from Personal Brand Equity (PBE) due to their independence from an individual's actions, it is also possible to argue that personal brand is shaped independently as well, with or without agency (Szanto, 2023). In this case, a personal brand would be the combination of external and self-actions (agency).

The second dimension of Personal Branding is **brand differentiation**, which is achieved through the process of branding and the perception of legitimacy. Branding refers to the activity of creating a brand, which involves self-presentation (Hogan & Shelton, 1998). Legitimacy, on the other hand, refers to the perceived validity or appropriateness of an individual or organization's actions or behavior in a given context (Suchman, 1995). In the context of Personal Branding, branding involves actively shaping one's personal Both branding and legitimacy contribute to the differentiation of an individual's personal brand, as they differentiate the individual from others in their field and enhance the perceived value of the personal brand.

Brand appeal, the final dimension of Personal Branding, includes reputation, status, image, credibility, and impression management. While these constructs are a part of PBE, PBE goes beyond them as it is not limited to them. This is because appeal, as the third dimension, is necessary for a personal brand, while reputation and status or popularity are not. Additionally, having an emotional attachment, such as admiration, is not necessary for a personal brand. This is where impression management (Bolino & Turnley, 1999) comes into play, specifically self-promotion, which involves showcasing one's abilities or accomplishments in order to be perceived as competent.

The three dimensions can be integrated into the definition of personal brand proposed by Szanto (2023). The semi-structured interviews and the surveys draw the dependencies and connections between the external and self-value of Personal Brand Equity. To do so, PBE should be a sum of self-rated and other-rated efforts. The latter being external Personal Brand Equity (ePBE) and the prior self-Personal Brand Equity (sPBE). ePBE can be based on the definition of reputation: "a perceptual identity formed from the collective perceptions of others" (Zinko et al., 2007, p. 165). This study integrates sPBE and ePBE into Gorbатов et al.'s (2020) framework. It addresses cultural nuances in branding practices (Papp-Váry, 2019, 2020), offering actionable insights for individuals and organizations.

#### **2.4. Defining Personal Branding and Establishing Relationships**

Based on existing literature, an adequate definition of a personal brand revolves around characteristics, like attributes, values, and beliefs that serve as a differentiator that has an

effect on a business's target audience (Szanto, 2023). The literature review reveals that Personal Branding as a strategic process involves the deliberate construction and management of one's professional identity to achieve specific career or business objectives.

The research establishes clear relationships between three key constructs: - **Personal Branding** as the strategic process - **Personal brand** as the measurable result - **Personal Brand Equity (PBE)** as the added value derived from effective Personal Branding efforts.

To establish a clear definition of Personal Branding and any association between the above-mentioned constructs, the key attributes needed to be defined to be used as a standardized model in the future. Gorbatov et al. (2018) use five first-level attributes (strategic, positive, promise, person-centric, and artifactual). Grouping the reviewed literature by the definition of Personal Branding, it can be distinguished by whether the construct is viewed as a process, a product, or both. A good portion of the studies agree to use the definition of Personal Branding as by Suddaby (2010):

*Personal Branding is a strategic process of creating, positioning, and maintaining a positive impression of oneself, based on a unique combination of individual characteristics, which signal a certain promise to the target audience through a differentiated narrative and imagery.*

Gorbatov et al. (2018) elaborated on the definition, combining it with Ottovordemgentschenfelde (2017)

*Personal brand is a set of characteristics of an individual (attributes, values, beliefs, etc.) rendered into the differentiated narrative and imagery with the intent of establishing a competitive advantage in the minds of the target audience.*

Both of the definitions leave questionable aspects, such as always being strategic, and/or positive, and/or differentiated, and/or attaining a competitive advantage. Leaving these attributes out enables a definition that can be used for standardization:

*Personal Branding is a process of positioning an impression of an individual's characteristics, which results in establishing certain outcomes for any chosen target audience.*

*In short: Personal Branding is a process that positions an individual's characteristics to establish desired outcomes for a target audience.*

This definition aims to provide a comprehensive and universally applicable understanding for Personal Branding. However, it is crucial to acknowledge that Personal Branding is inherently influenced by cultural, industry-specific, and even generational factors. Consequently, the universal applicability of a single definition may be limited. Therefore, it might be essential to tailor the definition to specific contexts and scenarios.

As a further addition, Personal Brand Equity (PBE) needs to be defined as well. The most widely accepted and cited definition of PBE is given by Bendisch et al. (2013, p. 606): "the aggregation of all the attitudes and behavior patterns of the brand's stakeholders." However, this definition is limited in its focus on the personal brands of CEOs. For the purpose of this paper, I propose the following definition:

*Personal Brand Equity is the value that is aggregated of all self- and external attitudes and behavior patterns related that directly add to an individual's – and indirectly to an organization's – reputation as a result of their Personal Branding efforts*

*In short: PBE is the added value to an individual's reputation as a result of their Personal Branding efforts.*

### **3. Research Framework and Methodology**

#### **3.1. Research Design**

The study employs a mixed-methodology approach, combining qualitative and quantitative research methods to provide a comprehensive understanding of Personal Branding and Personal Brand Equity. The research design includes:

1. **Systematic Literature Review:** Analysis of 79 relevant articles to establish theoretical foundations
2. **Qualitative Research:** Semi-structured interviews with 10 participants across different professional roles

3. **Quantitative Research:** Survey methodology with over 300 working professionals

### 3.2. Sample

The research involved a diverse sample of working professionals, including: - Employees across various industries - Entrepreneurs and business owners - Top-level managers and executives - Freelancers and consultants - Investors and venture capitalists

The qualitative sample included 10 semi-structured interviews to provide in-depth insights into Personal Branding practices and perceptions. The quantitative sample consisted of 300+ participants, ensuring adequate statistical power for factor analysis and regression modeling.

### 3.3. Data Collection and Analysis

Qualitative data collection was conducted via semi-structured interviews lasting 45-60 minutes, using content analysis using coding schemes, and thematic analysis to identify key constructs. The quantitative part employed an online survey using Likert scales. Descriptive statistics, correlation analysis, Exploratory Factor Analysis (EFA), and regression analysis were conducted to test hypotheses, reliability, and validity.

## 4. Results

### 4.1. Qualitative Results

The content analysis of semi-structured interviews revealed key themes and constructs essential to Personal Branding. The identified key codes show Personal Branding as a strategy for building and promoting personal reputation. Moreover, authenticity and consistency are fundamental principles, and visibility and credibility as key factors in building reputation.

### 4.2. Quantitative Results

The quantitative analysis validated the three-dimensional structure of Personal Brand Equity. Factor Analysis results show that Brand Appeal (BA) is for emotional connection and attractiveness of the personal brand, Brand Differentiation (BD) for unique positioning and

distinctive characteristics, Brand Recognition (BR) for visibility and awareness in the target market

Kaiser-Meyer-Olkin (KMO) test confirmed sampling adequacy. Moreover, there is a strong positive correlation between PBE dimensions and career success. The Regression Analysis highlighted that Personal Brand Equity significantly predicts career success ( $R^2 > 0.4$ ).

## **5. Discussion and Key Findings**

### **5.1. Qualitative research discussion**

Several patterns and themes emerged from the data that support and add to existing literature. There is a difference of one's image that results in a personal brand, even if no efforts were put in, and a strategic Personal Branding process. Building and maintaining a personal brand is a strategic process that involves communicating and demonstrating one's values, skills, and expertise to build a reputation and attract new business opportunities. Authenticity and consistency are key components of a successful personal brand. Personal Branding can be leveraged to differentiate oneself and establish expertise in one's field.

### **5.2. Quantitative research discussion**

These results of the statistical analysis of the three brand dimensions and constructs collectively underscore the importance of factors such as credibility, impression management, status, image, and reputation in shaping Personal Branding. The strong factor loadings and robust statistical metrics indicate that these variables play pivotal roles in influencing a given target audience's perceptions and attitudes toward an individual's brand.

Overall, these results indicate that the five key variables of PB (credibility, impression management, status, image, and reputation) are highly correlated and can be considered as a single factor that represents the construct of Personal Brand Equity. These findings suggest that enhancing these brand variables is important for building a strong Personal Brand Equity.

### 5.3. Significance of the findings in relation to the Research Questions

The significance of the findings to the research questions is multifaceted and illuminates the practical impacts of Personal Branding on various professional outcomes.

#### 1. **RQ 1: How does Personal Brand Equity affect professional success?**

The findings reinforce the notion that a well-crafted personal brand can significantly enhance an individual's professional trajectory. By establishing a strong personal brand, professionals can influence their perceived credibility and authority in their field, which is directly tied to opportunities for job advancement. The research underscores the importance of personal brand as a strategic asset in career development and advancement.

#### 2. **RQ 2: What are the factors that influence the development of Personal Brand Equity among individuals?**

The research identifies critical factors such as authenticity, consistency, and strategic self-presentation that contribute to the development of a robust personal brand. These provide practical insights for individuals aiming to enhance their professional presence and effectiveness.

#### 3. **RQ 3: Is there a relationship between Personal Branding and entrepreneurship?**

The study highlights the pivotal role of Personal Branding in entrepreneurship: it is not just about self-presentation but also about differentiating themselves from competitors and aligning their personal values with their business objectives.

#### 4. **RQ 4: Does Personal Branding influence organizational leadership and management success?**

The findings from the research indicate that effective Personal Branding by organizational leaders can significantly influence company performance. Leaders who actively manage their personal brands contribute to a positive organizational culture and improved organizational outcomes, highlighting Personal Branding as a crucial element of effective leadership.

Each of these areas points to the broader impact of Personal Branding not only on individual careers but also on business and organizational success. The empirical evidence provided by the research offers a comprehensive view that assists both professionals and academics in understanding the strategic importance of Personal Branding in today's competitive environment.

#### **5.4. Personal Brand Equity Scale (PBES) Development**

The research successfully developed and validated the Personal Brand Equity Scale (PBES), a comprehensive measurement tool consisting of three dimensions. The PBES demonstrates strong psychometric properties with high reliability (Cronbach's  $\alpha > 0.8$ ) and construct validity confirmed through factor analysis. The three dimensions of Gorbatov et al. (2020) – brand recognition, differentiation, and appeal – are aligned with self-presentation constructs researched by Zinko and Rubin (2015) – reputation, status, image, fame, celebrity, pedigree, legitimacy, credibility, branding, and impression management –, and the Personal Brand Equity Scale (PBES).

The proposed frameworks and constructs align with the results of the semi-structured interviews and survey, where key variables were validated and tested. This draws connections and dependencies between the three dimensions of brand equity: brand appeal, brand differentiation, and brand recognition. For each dimension, measurable variables were identified that are aligned with the proposed questionnaire questions as well as with the Personal Brand Equity Scale (PBES). These variables are further divided into two groups: external Personal Brand Equity (ePBE) and self Personal Brand Equity (sPBE). Together, ePBE and sPBE provide the overall concept of Personal Brand Equity (PBE). The framework and its variables are visualized in Figure 1, providing a deeper understanding of the complex process of Personal Branding.

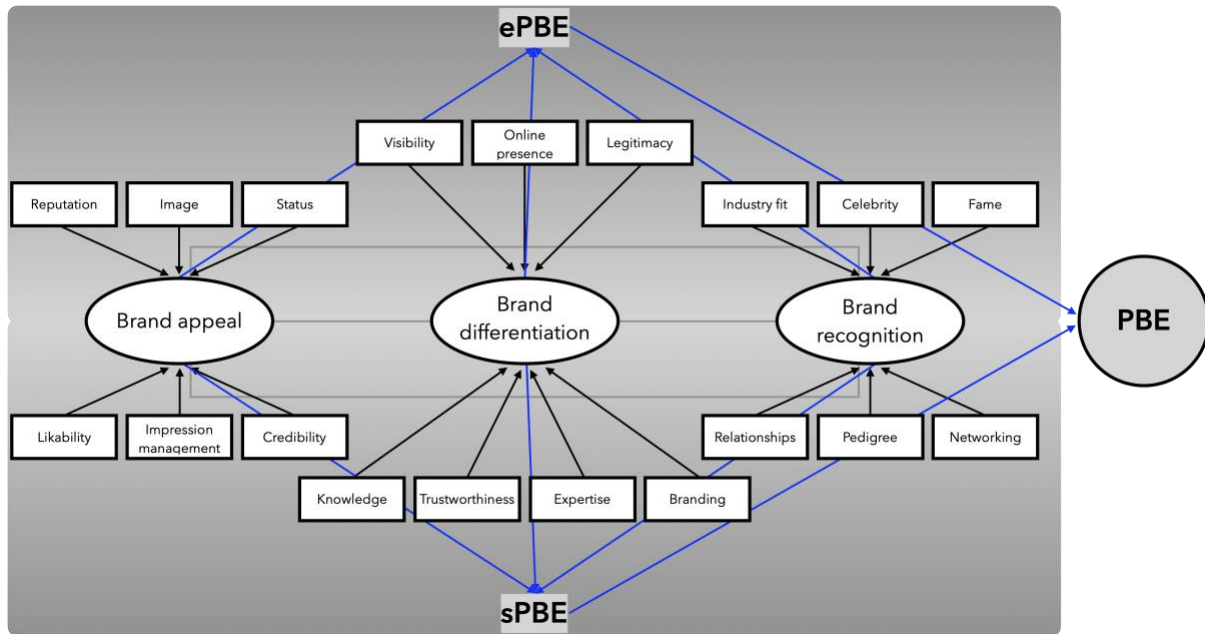


Figure 1. Integrated research framework of PBE, brand dimension, and variables. Source: own work, 2025

The variables of the PBE framework are interdependent and contribute to the result. Using the proposed framework, Personal Brand Equity (PBE) can be measured by the following equation:

$$PBE = f(\text{Brand Appeal}, \text{Brand Differentiation}, \text{Brand Recognition})$$

where BA represents the attractiveness and appeal of the individual's personal brand, BD represents the uniqueness and distinctiveness of the individual's personal brand compared to others in the same field, and BR represents the awareness and recognition of the individual's personal brand among their peers and industry.

The value of  $f$  in the equation for PBE represents a function that takes the values of the three dimensions as inputs and produces a value for PBE as output. The scope of the function is for  $f$  to determine how the values contribute to the overall value of an individual's PBE.

For the weighted sum model, the equation would be as follows:

$$PBE = (\text{Weight of Brand Appeal} \times \text{Score for Brand Appeal}) + (\text{Weight of Brand Differentiation} \times \text{Score for Brand Differentiation}) + (\text{Weight of Brand Recognition} \times \text{Score for Brand Recognition})$$

For the regression model, the equation would be as follows:

$$PBE = b_0 + b_1 * Brand Appeal + b_2 * Brand Differentiation + b_3 * Brand Recognition$$

In this equation,  $b_0$  is the intercept term,  $b_1$ ,  $b_2$ , and  $b_3$  are the coefficients for the Brand Appeal, Brand Differentiation, and Brand Recognition variables, respectively, and PBE is the predicted value for Personal Brand Equity.

The scores can be calculated through the proposed self-report surveys or the evaluation of external stakeholders such as clients or colleagues.

### 5.5. Impact on Career Success

The research provides empirical evidence that Personal Brand Equity significantly impacts various career success indicators:

- **Job Satisfaction:** Strong positive correlation ( $r > 0.6$ ) between PBE and job satisfaction
- **Career Advancement:** Higher PBE scores demonstrated faster career progression
- **Salary Growth:** A Significant positive relationship between PBE and compensation levels
- **Professional Opportunities:** Higher PBE equals better opportunities

### 5.6. Context-Sensitive Applications

The research reveals significant variations in Personal Branding effectiveness across different professional contexts:

- **Entrepreneurs:** Benefit most from branding strategies
- **Corporate Employees:** Require a balanced approach across all three dimensions
- **Freelancers:** Emphasize Brand Recognition and visibility strategies
- **Executives:** Focus on Brand Appeal and credibility building

## 6. New Scientific Results

This study has introduced and validated several novel contributions to the field of Personal Branding and Personal Brand Equity (PBE):

1. **Development of the Personal Brand Equity Scale (PBES):** A major outcome of this research is the introduction of a quantifiable framework for evaluating Personal Brand Equity through the three distinct brand dimensions. The PBES enables the systematic measurement of Personal Branding efforts, bridging the gap between qualitative conceptualizations and empirical analysis.
2. **Quantifiable Relationship Between PBE and Career Success:** The research empirically demonstrates that a strong personal brand, as measured by PBE, is positively correlated with professional success indicators such as job satisfaction, job advancement, and salary. These findings highlight the tangible benefits of effective Personal Branding in career development.
3. **Dual Perspective of Self-Perceived and Externally Perceived PBE:** By distinguishing between self-assessed and externally observed PBE, the study introduces a dual framework that captures the dynamic interplay between internal identity and external perception. The strong alignment between these perspectives reinforces the validity of self-assessment as a tool for measuring PBE.

## 7. Practical Implications

### 7.1. For Individuals

The research provides actionable insights for professionals seeking to enhance their Personal Brand Equity:

- **Strategic Approach:** Develop Personal Branding as a deliberate, strategic process rather than ad-hoc activities
- **Balanced Development:** Focus on all three dimensions of PBE for optimal results
- **Authenticity:** Consistency between personal values and professional presentation
- **Continuous Measurement:** Regularly assess PBE using the validated scale to track progress

## 7.2. For Organizations

Organizations can leverage these findings to:

- **Talent Development:** Incorporate PB training in professional development programs
- **Performance Evaluation:** Include PBE assessments in employee evaluation processes
- **Recruitment:** Consider Personal Brand Equity as a selection criterion for client-facing roles
- **Organizational Branding:** Align individual PB efforts with corporate brand strategy

## 8. Limitations and Future Research

### 8.1. Limitations

Several limitations should be acknowledged. The study predominantly involved entrepreneurs and managers, which may limit generalizability to other professional groups. Reliance on self-assessment may introduce bias toward overly positive self-representation. The research was conducted primarily in a Hungarian context, limiting cross-cultural applicability.

### 8.2. Future Research Directions

Future studies can add more depth to the research: longitudinal studies can examine PBE development over extended periods; empirical testing of PBES across different cultural and national contexts; and incorporating external validation through peer assessments and performance metrics

## 9. Conclusion

The dissertation makes significant contributions to the understanding and quantification of Personal Branding through the development of a comprehensive theoretical framework and empirical validation of the Personal Brand Equity Scale (PBES). The research successfully addresses the identified gap in the literature by providing a standardized, measurable approach to Personal Branding that can be applied across diverse professional contexts.

The study establishes that Personal Brand Equity, conceptualized through the three brand dimensions—Brand Appeal, Brand Differentiation, and Brand Recognition—significantly impacts career success and professional outcomes. The validated PBES provides a reliable tool for individuals and organizations to assess and enhance Personal Branding efforts systematically.

The research advances the field by providing standardized definitions for Personal Branding constructs; developing a validated measurement scale for Personal Brand Equity. The findings offer practical value for professionals, organizations, and educators by providing evidence-based strategies for Personal Branding development and implementation. The standardized framework enables comparative studies and meta-analyses that will further advance theoretical understanding and practical applications.

The dissertation concludes that Personal Branding, when approached strategically and measured systematically, represents a significant factor in professional success and career development.

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