

PERSONAL BRANDING & LEADERSHIP

Taking *a stance*

Personal branding for leaders in outdoor, hospitality and tourism: building a public presence as solid as your expertise on the ground.

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Authority isn't seen from the summit. It's built in public.

You know your craft. Your teams know it, your customers feel it on the ground. But beyond that ground, who knows it? In outdoor, hospitality and tourism, trust is increasingly won before the encounter even happens: on a professional profile, in an article, during a public talk.

This guide is written for executives, founders and managers who have built real expertise but remain largely invisible outside their professional circle. It offers a simple method for building a public presence that is consistent with who you already are on the ground, without slipping into self-promotion or losing precious time.

Inside, you'll find the reasons why leaders in these industries under-invest in their personal brand, a five-step framework for building it, a list of concrete reflexes and illustrative postures directly applicable to your situation.

01

Why outdoor leaders under-invest in their personal brand

Five obstacles come up almost systematically, whatever the profile: resort management, independent hospitality, an outdoor brand, or a tourist office.

01

A culture of discretion and hands-on work

The profession values action and results, not talk. Speaking publicly can feel far removed from what made the leader who they are: hands-on competence.

02

Confusing visibility with arrogance

Many fear seeming pretentious when talking about themselves, when a well-built public presence speaks first about what you bring, not about who you are.

03

Lack of time, or the feeling of lacking it

Personal communication comes after day-to-day operations. Without a method, it remains a good intention that never gets carried out.

04

The absence of a method

Without a framework, the temptation is to post at random, with no clear line, which produces few results and discourages quickly.

05

Fear of peers' judgment

In tight-knit professional circles, a valley, an industry, putting yourself out there publicly also exposes you to the eyes of competitors and peers.

02

What trust in a person really changes

Before buying, hiring, funding or partnering, people first look at who is behind the project. A leader's personal brand acts directly on four levers.

HUMAN RESOURCES

Recruitment

A visible, embodied leader more easily attracts candidates who share the vision, even before discussing terms.

DEVELOPMENT

Funding and partnerships

Investors and partners assess the person as much as the project, especially in industries where success depends on execution on the ground.

SALES

Sales and loyalty

In outdoor and tourism, people often buy an experience embodied by people, not just a service.

RESILIENCE

Crisis management

A leader already recognized as a credible voice weathers a crisis with a store of trust that others must build under pressure.

03

A five-step framework

From clarifying to adjusting, five steps structure a coherent public presence, built to last rather than for a one-off splash.

01. Clarify

Answer three questions: what professional values do you consistently demonstrate, what concrete impact have you had in your industry, what future do you want to help build. These answers form your positioning.

03. Build

Build recurring content, simple and regular: a lesson drawn from the field, a question put to your network, a lessons-learned post. Consistency matters more than perfection.

05. Adjust

Track a few simple metrics each month: profile views, inquiries received, opportunities generated. Adjust frequency and topics based on what actually gets a response.

02. Choose

Choose one or two channels, not ten. A professional network remains the anchor point for most leaders, complemented as needed by trade press or public speaking.

04. Embody

Take up opportunities for public speaking: industry conferences, panels, press interviews. Every public appearance is worth more than ten posts, because it is experienced, not just read.

04

Ten reflexes to keep in mind

Keep this within reach to build a presence that lasts.

☐

Start from what you already know how to do. Not from what you think you should say to please.

☐

Write the way you speak. Corporate jargon distances, authenticity draws people in.

☐

Post at a sustainable pace. Modest consistency beats a burst of intensity that fizzles out in a month.

☐

Reply to comments and messages. Visibility is also built in the exchange, not just in the posting.

☐

Pick one problem you solve better than anyone. And become the reference on that specific point.

☐

Take at least one public speaking opportunity per quarter. Even an informal one.

☐

Keep a polished, up-to-date photo and bio. Neglected details undercut real expertise.

☐

Never confuse frequency with emptiness. One useful post a week beats five with no substance.

☐

Document the results you get. Hires, opportunities, introductions: to measure what's actually working.

☐

Stay consistent between your public posture and how you're seen internally. That consistency is what makes it credible over time.

05

“Expertise no one can see doesn't exist for those who don't know you yet.”

01

Jargon without the fieldwork

Talking strategy without ever telling the concrete story lived on the ground empties your words of their credibility.

02

Total discretion

Believing the work speaks for itself and never speaking up: in a saturated market, that silence is often read as absence.

03

The gap between what's said and what's done

A public posture that doesn't match what teams or customers actually experience quickly turns against the leader.

06

Three postures, for illustration

These situations are composite postures, built from profiles representative of the industry; they do not depict any specific person.

RESORT MANAGEMENT

A resort director remains largely unknown outside his valley, just as his resort goes through a difficult season media-wise.

Response: clarify a positioning centered on his expertise (snow resource management, safety, the transition of the mountain economic model), accept two press interviews a year, post regularly on the resort's major decisions.

OUTDOOR BRAND

The founder of a technical apparel brand leaves all communication to her marketing team and remains invisible as a person.

Response: embody the brand through her founder's story, share manufacturing choices and product trade-offs, accept trade interviews rather than systematically redirecting to the press office.

INDEPENDENT HOSPITALITY

An independent hotelier has built a solid local reputation but remains invisible beyond his region, which is holding back his growth.

Response: choose one or two areas of expertise (hospitality, heritage renovation, seasonality), document them regularly, and accept media requests that go beyond the strictly hotel-related.

07

Expertise no one can see doesn't exist for those who don't know you yet.

The leaders who build a coherent public presence aren't the most extroverted. They're the ones who chose a method and stuck with it over time.

No one should carry the voice of their organization alone.

Fifteen years supporting demanding leaders and brands, from positioning to public speaking: The Stance is the strategic ally who builds your public presence with the same rigor as your expertise on the ground.

THE STANCE

Strategy, brand & communication

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A public presence to build or clarify? Let's talk.