

## Alignment and Influencer Marketing: A Lever to Strengthen Supply Chain Resilience

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**Abstract.** This study explores the role of value alignment between influencers and brands as a strategic driver for enhancing consumer trust and perceptions of supply chain resilience. Drawing on congruence theory and prior research on influencer credibility, we propose a conceptual model where value alignment positively influences influencer credibility and brand trust, which in turn shape consumers' perception of supply chain resilience. A quantitative survey of 100 respondents was conducted, and data were analyzed using structural equation modeling. The results confirm that value alignment significantly strengthens influencer credibility and brand trust, both of which are crucial predictors of consumer perceptions of resilient supply chains. Furthermore, findings demonstrate that brand trust serves as a critical mediating factor, while influencer credibility reinforces the credibility-transfer process from influencers to brands. This research contributes to bridging the gap between marketing and supply chain management by emphasizing the importance of social and psychological mechanisms in building resilience.

**Keywords:** *Value alignment; Influencer marketing; Brand trust; Supply chain resilience; Influencer credibility; PLS-SEM.*

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### 1. Introduction

Over the past two decades, digital transformation has profoundly altered modes of communication and interactions between companies and their consumers. The rise of social networks has given rise to new mediation figures, the influencers, who now play a key role in building brand images and shaping purchasing behavior (Freberg et al., 2011; Ki, Cuevas, Chong & Lim, 2020). Unlike traditional communication channels, influencers rely on a relationship of proximity and trust with their audience, giving them a credibility perceived as more authentic than that of institutional messages. In this context, the concept of value alignment between influencer and brand has taken on strategic importance. When consumers perceive consistency between the values upheld by an influencer and those conveyed by a company, they are more inclined to place their trust in and develop favorable attitudes towards the brand (Chung & Cho, 2017; Schouten, Janssen & Verspaget, 2020). This dynamic is all the more significant in environments marked by strong competition and heightened consumer sensitivity to authenticity and transparency. So, beyond simply promoting products or services, influencer marketing is becoming an essential lever for reinforcing brand credibility and building lasting relationships of trust. Understanding how values alignment, perceived credibility and trust are articulated is therefore a major challenge, not only for academic research into marketing and consumer behavior, but also for decision-makers seeking to

optimize their strategies in a constantly evolving digital landscape.

From this perspective, it becomes pertinent to examine the role played by the perceived credibility of influencers and trust in the brand as intermediary mechanisms linking the alignment of values to consumer perceptions. Indeed, while credibility is a determining factor in the acceptance of messages and their influence on attitudes, trust represents an essential relational capital that conditions loyalty and commitment. These dynamics, as yet little explored in academic literature, offer an opportunity to broaden our understanding of the psychological and social levers that shape the relationship between brands, influencers and consumers.

While the articulation between influencer marketing and supply chain resilience is conceptually innovative, its practical relevance must also be emphasized. Supply chains today operate in contexts of heightened uncertainty, where disruptions directly affect consumer confidence in brands. Perceptions of resilience, such as transparency in logistics, ability to adapt, and reliability of delivery, strongly shape consumer trust and loyalty, which in turn influence sales performance and brand equity. In this sense, studying consumer perceptions is not merely symbolic: it provides companies with critical insights into how communication and marketing strategies can reinforce the credibility of their supply chains, thereby translating intangible trust into tangible competitive advantage.

The remainder of this paper is structured as follows. The next section reviews the literature on value alignment, influencer credibility, brand trust, and supply chain resilience, highlighting key theoretical foundations and research gaps. Section three presents the research hypotheses and conceptual model. Section four details the methodological approach, including sample, measurement instruments, and data analysis techniques. Section five reports the empirical results, while section six discusses theoretical and managerial implications. Finally, the paper concludes with limitations and avenues for future research.

## **2. Literature Review**

### **a. Value alignment (congruence theory)**

Value alignment is a central concept in understanding the mechanisms of persuasion and acceptance of marketing messages. According to congruence theory, developed by Osgood and Tannenbaum (1955), individuals tend to seek cognitive consistency between their beliefs, personal values and the messages to which they are exposed. When a consumer perceives a match between his or her own values and those conveyed by a brand or an influencer, he or she displays a more favorable attitude towards the message. Several studies confirm this logic: Kamins and Gupta (1994) show that congruence between an endorser and a product enhances advertising persuasion, while Seno and Lukas (2007) see endorsement as a transfer of positive associations based on compatibility of values. In the same vein, Fleck, Korchia and Le Roy (2012) demonstrate that congruence between the influencer's image and that of the brand promotes attachment and the perceived legitimacy of the message.

In the context of influencer marketing, the question of value alignment takes on particular importance, as the influencer's credibility and authenticity strongly condition the impact of his or her recommendations. Pradhan, Duraipandian and Sethi (2016) point out that the match between the influencer's personality, the brand's image and the consumer's values increases trust and purchase intent. More recently, Schouten, Janssen and Verspaget (2020) apply this perspective to digital marketing, demonstrating that perceived congruence between influencers and brands promotes subscriber engagement and enhances the perceived value of communications. This work suggests that value alignment is not only a factor of advertising effectiveness, but also a strategic lever for strengthening the relationship of trust between

brands, influencers and consumers, particularly in complex environments such as supply chains.

### **b. Influence marketing and perceived credibility**

Source credibility is a key factor in the effectiveness of influence marketing. According to the classic source credibility model developed by Hovland and Weiss (1951), the perceived characteristics of expertise and reliability condition the acceptance of a message. In the context of social media, the credibility of influencers is based on their ability to inspire trust and appear authentic to their followers. Ohanian (1990) conceptualized this dimension by identifying three main attributes of an endorser's credibility: expertise, reliability and appeal. Subsequent research confirms that these dimensions also apply to digital influencers (Djafarova & Rushworth, 2017; Lou & Yuan, 2019). Indeed, the more competent and trustworthy an influencer is perceived to be, the greater the positive impact his or her content has on consumers' attitudes towards the brand.

Several empirical studies demonstrate the centrality of credibility in persuasion processes. Erdogan (1999) points out that the endorser's credibility directly influences brand evaluation. Similarly, Goldsmith, Lafferty and Newell (2000) show that trust in the endorser reinforces positive attitudes towards the product. In the digital context, De Veirman, Cauberghe and Hudders (2017) reveal that the credibility of Instagram influencers depends not only on their perceived expertise, but also on the consistency of their content and their authenticity. Lou and Yuan (2019) add that transparency in sponsored partnerships is key to maintaining consumer trust. Thus, the literature converges to assert that perceived credibility is a major determinant of influencer marketing effectiveness, conditioning both brand attitude and purchase intent.

### **c. Brand trust and supply chains**

Trust is a key variable in the relationship between consumers, brands and supply chains. According to Morgan and Hunt (1994), trust lies at the heart of the Commitment-Trust Theory of Relationship Marketing, which postulates that lasting relationships can only be established in the presence of mutual trust. In a logistics context, consumer trust in a brand is not limited to product quality, but also encompasses the perception of transparency, traceability and reliability of supply chain processes (Sahin et al., 2017). Indeed, when consumers perceive that the brand adopts ethical and responsible practices in its supply chain, their trust tends to increase, improving their commitment and loyalty.

Recent research emphasizes that trust is built not just around economic performance, but also through value alignment and authentic communication by brands about their logistics practices. For example, Hur, Kim and Woo (2014) show that social responsibility and transparency strengthen consumer trust in the company. In the supply chain field, Choi and La (2013) reveal that customer trust is highly dependent on the perceived reliability of logistics and risk management. More recently, Bastas and Liyanage (2019) highlight supply chain sustainability and visibility as major antecedents of stakeholder trust. Thus, brand trust acts as a bridge between influencer marketing and supply chain resilience, as it transforms perceived credibility into actual consumer engagement.

### **d. Supply chain resilience**

Supply chain resilience is defined as the ability of a logistics system to withstand disruptions, adapt to them and quickly return to its initial level of performance (Christopher & Peck, 2004). In an environment marked by globalization, health crises and geopolitical risks, resilience is emerging as an essential strategic skill for companies (Ponomarov & Holcomb, 2009). It is

based on several dimensions, including operational flexibility, resource redundancy, chain visibility and the ability to adapt quickly (Carvalho et al., 2012). Effective logistics resilience depends not only on technical aspects, but also on the confidence and perception of stakeholders, including consumers, in the reliability of the chain.

Empirical research confirms that resilience cannot be achieved without a greater commitment to transparency and sustainability. Sheffi (2005) points out that the most resilient companies are those that anticipate crises and integrate risk management into their logistics strategy. More recently, Ali, Nagalingam and Gurd (2017) have highlighted collaboration and trust between chain actors as key antecedents of resilience. Similarly, Ivanov, Dolgui and Sokolov (2019) emphasize the importance of real-time visibility and digital technologies in building resilience. Finally, Chowdhury and Quaddus (2017) remind us that consumer perception of resilience also depends on companies' transparent communication of their logistics practices. These findings position resilience as a dimension where communication, marketing and logistics management come together to create sustainable competitive advantage.

#### **e. Integrative theoretical framework: from value alignment to supply chain resilience**

The alignment of values between influencers and brands is an essential starting point in understanding the role of influencer marketing in supply chain resilience. Congruence theory (Osgood & Tannenbaum, 1955) postulates that individuals respond favorably to messages when they reflect their own beliefs and values. In marketing, this logic has translated into the search for a match between the spokesperson's image and that of the brand (Kamins & Gupta, 1994; Fleck, Korchia & Le Roy, 2012). When an influencer conveys values perceived as consistent with those of the company (sustainability, fairness, innovation), he or she becomes a credible relay for the communication of logistical and commercial practices. This alignment creates a perception of authenticity, reinforcing the persuasive effectiveness of the message (Schouten, Janssen & Verspaget, 2020).

The perceived credibility of influencers then acts as a central mediator linking value alignment to brand trust. According to Ohanian (1990) and Erdogan (1999), the credibility of a source is built through its expertise, reliability and attractiveness. In the digital context, this credibility is enhanced by the transparency and authenticity of communications (Lou & Yuan, 2019; De Veirman, Cauberghe & Hudders, 2017). When value alignment is high, consumers perceive the influencer as more competent and trustworthy, which indirectly reinforces brand legitimacy (Goldsmith, Lafferty & Newell, 2000). This trust is an essential intangible asset for consolidating long-term relationships (Morgan & Hunt, 1994) and acts as a catalyst for image transfer between the influencer and the company.

Finally, the trust generated in this way translates into a heightened perception of the resilience of supply chains. In an unstable environment, marked by multiple disruptions (sanitary, climatic, geopolitical), consumers are looking for reliable points of reference and signs of organizational solidity (Christopher & Peck, 2004; Sheffi, 2005). Transparency, traceability and proactive communication by brands on their logistics practices, relayed by credible influencers, reinforce this perception of resilience (Chowdhury & Quaddus, 2017; Ivanov, Dolgui & Sokolov, 2019). Thus, aligning values with influencers, by fostering credibility and trust, is a strategic lever enabling brands to transform their supply chain into a competitive asset perceived as robust and sustainable.

Although existing research provides a rich foundation on congruence theory, influencer credibility, and supply chain resilience, the literature remains fragmented and sometimes contradictory. For instance, while some studies argue that congruence between influencers and

brands consistently enhances persuasion (Kamins & Gupta, 1994; Schouten et al., 2020), others suggest that excessive similarity can reduce authenticity and perceived uniqueness (Fleck, Korchia, & Le Roy, 2012). Similarly, debates persist regarding the role of trust in supply chains: some scholars view it as a relational asset that directly improves performance (Morgan & Hunt, 1994), while others highlight its fragility in contexts of crisis and digital communication (Chowdhury & Quaddus, 2017). These tensions point to a lack of integrative studies linking marketing communication dynamics with perceptions of organizational resilience. By addressing this gap, the present research contributes to clarifying how influencer-brand alignment can strengthen not only consumer attitudes but also perceptions of supply chain robustness. This lack of research justifies exploring the link between value alignment, credibility, trust and perceived resilience, in order to broaden understanding of the social and communicational mechanisms that underpin the robustness of supply chains.

This research asks: to what extent does the alignment of values between influencers and brands contribute to enhanced perceived credibility, increased brand trust and, ultimately, improved consumer perceptions of supply chain resilience? Based on this central questioning, five hypotheses are formulated. The hypotheses formulated in this study are logically derived from prior literature, but they require further problematization regarding the mediating roles of Influencer Credibility (IC) and Brand Trust (BT). While IC is widely recognized as a precursor to trust transfer from influencers to brands (Ohanian, 1990; Sokolova & Kefi, 2020), it remains unclear whether IC and BT act as sequential mediators—where credibility leads to trust, or as independent mechanisms that each channel the effect of value alignment differently. For example, the expectation of a direct relationship between value alignment and brand trust (H2) may appear redundant if credibility is already positioned as a mediator. Clarifying this distinction is critical, as it refines the theoretical contribution of the model: showing whether trust emerges directly from alignment or only through the credibility pathway. First, it is hypothesized that value alignment exerts a positive impact on the perceived credibility of the influencer (H1), which in turn positively influences consumer trust in the brand (H2). Then, beyond this mediated effect, value alignment is also expected to have a direct effect on brand trust (H3). Furthermore, trust is envisaged as a key antecedent of perceived supply chain resilience (H4). Finally, it is proposed that value alignment exerts an indirect effect on perceived resilience via perceived influencer credibility and brand trust (H5).

To address these research hypotheses and empirically verify the proposed relationships between value alignment, perceived credibility, trust and supply chain resilience, a rigorous methodological approach is required. The following section therefore presents the methodological approach adopted, specifying the research strategy, sample characteristics, measurement instruments and statistical analysis techniques used to test the proposed conceptual model.

### **3. Method**

This research adopts a quantitative, hypothetico-deductive approach, based on structural equation modeling (PLS-SEM). This methodological choice is explained by the need to simultaneously test several causal relationships between latent variables and to verify both the validity of the measurement model and the structural model (Hair, Hult, Ringle & Sarstedt, 2017). The questionnaire was administered online and designed to capture Moroccan consumers' perceptions of influence marketing practices and supply chain resilience.

The target population consists of consumers active on social networks (Instagram and TikTok), regularly exposed to influencer content. The final sample comprises 100 respondents, a threshold considered acceptable in PLS-SEM analyses, particularly when the model tested does



not exceed a significant number of latent variables (Hair et al., 2019). Data collection was carried out using a structured questionnaire comprising two sections: (1) socio-demographic questions (age, gender, frequency of social network use) and (2) 5-point Likert measurement scales adapted from the existing literature.

A limitation of this study lies in the relatively modest sample size ( $n = 100$ ). While this number meets the minimum requirements for PLS-SEM and allows for adequate statistical power in testing the proposed relationships (Hair et al., 2019), it nonetheless restricts the generalizability of the findings. Future research with larger and more diverse samples would strengthen the robustness and external validity of the results.

The main constructs measure value alignment (Pradhan, Duraipandian & Sethi, 2016; Schouten, Janssen & Verspaget, 2020), perceived influencer credibility (Ohanian, 1990), brand trust (Morgan & Hunt, 1994; Hur, Kim & Woo, 2014) and perceived supply chain resilience (Christopher & Peck, 2004; Chowdhury & Quaddus, 2017). The analysis was carried out in two stages: first, assessment of the measurement model (internal reliability, convergent and discriminant validity), followed by assessment of the structural model ( $\beta$  coefficients,  $R^2$ , direct and indirect effects). The bootstrap method (5000 resamples) was used to test the significance of the hypotheses formulated.

The following table summarizes the measurement scales used in this study. Each construct was operationalized through validated items adapted from the existing literature, ensuring both reliability and content validity. The table specifies the variables, their corresponding codes, the measurement items formulated on a 5-point Likert scale, and the academic sources from which the items were drawn. This structured overview not only clarifies the operationalization of the concepts but also facilitates transparency and replicability, allowing future research to adopt or adapt these measurement tools in similar contexts.

**Table 1: Measurement Scales of Variables**

| Variable                | Code | Item (statement)   | Source  |
|-------------------------|------|--|---|
| Value Alignment         | VA1  | The values conveyed by this influencer match those of the brand.                 | Pradhan et al. (2016); Schouten et al. (2020)         |
| Value Alignment         | VA2  | This influencer promotes products that are consistent with the brand's identity. | Pradhan et al. (2016); Schouten et al. (2020)         |
| Value Alignment         | VA3  | I perceive a strong fit between the influencer's values and the brand's values.  | Pradhan et al. (2016); Schouten et al. (2020)         |
| Influencer Credibility  | IC1  | This influencer is knowledgeable about the products/services promoted.           | Ohanian (1990)  |
| Influencer Credibility  | IC2  | This influencer is trustworthy in their recommendations.                         | Ohanian (1990)  |
| Influencer Credibility  | IC3  | This influencer appears honest and reliable.                                     | Ohanian (1990)  |
| Brand Trust             | BT1  | I trust this brand to keep its promises.   | Morgan & Hunt (1994); Hur et al. (2014)               |
| Brand Trust             | BT2  | This brand is reliable in delivering what it claims.                             | Morgan & Hunt (1994); Hur et al. (2014)               |
| Brand Trust             | BT3  | I feel confident in my relationship with this brand.                             | Morgan & Hunt (1994); Hur et al. (2014)               |
| Supply Chain Resilience | SCR1 | This brand can effectively handle disruptions in its supply chain.               | Christopher & Peck (2004); Chowdhury & Quaddus (2017) |
| Supply Chain Resilience | SCR2 | I believe this brand is capable of adapting to unexpected challenges.            | Christopher & Peck (2004); Chowdhury & Quaddus (2017) |
| Supply Chain Resilience | SCR3 | This brand's supply chain is robust and reliable.                                | Christopher & Peck (2004); Chowdhury & Quaddus (2017) |

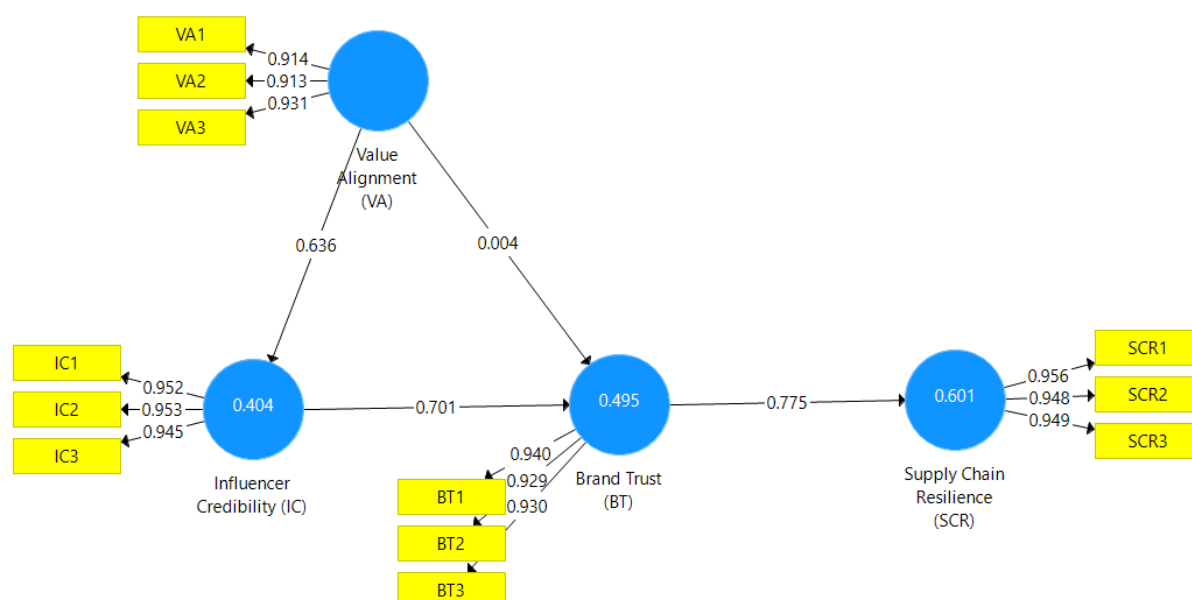
*Source: Authors*

In sum, this methodological design provides a rigorous framework to test the proposed research model. By combining a quantitative survey with validated measurement scales and analyzing the data through PLS-SEM, the study ensures robustness in both measurement and structural assessment. This approach enables the empirical testing of the hypothesized relationships between value alignment, influencer credibility, brand trust, and supply chain resilience. The next section will present and analyze the results obtained from the statistical tests, to evaluate the validity of the hypotheses formulated.

#### 4. Results

This section presents the empirical findings derived from the data analysis. The results are organized in two main stages, in line with the PLS-SEM procedure. First, the measurement model is assessed to verify the reliability and validity of the constructs, including internal consistency, convergent validity, and discriminant validity. This step ensures that the latent variables are accurately represented by their observed indicators. Second, the structural model is evaluated to test the hypothesized relationships among value alignment, influencer credibility, brand trust, and supply chain resilience. Path coefficients ( $\beta$ ) explained variance ( $R^2$ ), and the significance of the effects are reported, allowing for a comprehensive assessment of both direct and indirect effects. These results provide the empirical basis for confirming or rejecting the hypotheses formulated in the conceptual framework.

**Figure1: Structural Model**



*Source: Smart-PLS*

The outer loadings of all items mentioned in figure 1 are very high, well above the threshold of 0.70. For **Value Alignment (VA)**, loadings range from 0.913 to 0.931, showing excellent indicator reliability. **Influencer Credibility (IC)** presents loadings between 0.945 and 0.953, confirming strong measurement consistency. **Brand Trust (BT)** shows values from 0.929 to 0.940, and **Supply Chain Resilience (SCR)** also has very high loadings between 0.948 and 0.956. These results indicate that all constructs are measured with excellent reliability and convergent validity.

The path coefficients demonstrate strong and positive relationships between the constructs. **VA** → **IC** is significant with  $\beta = 0.636$ , indicating that value alignment has a strong positive effect on influencer credibility. **IC** → **BT** is also strong with  $\beta = 0.701$ , showing that credibility substantially enhances brand trust. **BT** → **SCR** is very strong with  $\beta = 0.775$ , meaning brand trust plays a key role in strengthening the perception of supply chain resilience. The path **VA** → **BT** is very weak ( $\beta = 0.004$ ), suggesting almost no direct effect of value alignment on brand trust without the mediation of credibility.



The endogenous constructs show good levels of explained variance. **Influencer Credibility (IC)** has an  $R^2$  of 0.404, meaning 40.4% of its variance is explained by value alignment. **Brand Trust (BT)** has an  $R^2$  of 0.495, so 49.5% of trust is explained by VA and IC. Finally, **Supply Chain Resilience (SCR)** has an  $R^2$  of 0.601, which means 60.1% of resilience perception is explained by brand trust. These  $R^2$  values reflect a moderate to strong explanatory power of the model.

**Table 2: Measurement Model Results Interpretation**

| Construct               | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-------------------------|------------------|-------|-----------------------|----------------------------------|
| Brand Trust             | 0.926            | 0.927 | 0.953                 | 0.871                            |
| Influencer Credibility  | 0.946            | 0.946 | 0.965                 | 0.902                            |
| Supply Chain Resilience | 0.947            | 0.947 | 0.966                 | 0.904                            |
| Value Alignment         | 0.909            | 0.910 | 0.943                 | 0.846                            |

*Source: Smart-PLS*

The reliability and validity statistics of the measurement model on table 2 indicate strong psychometric properties. Cronbach's alpha values for all constructs exceed the recommended threshold of 0.70, with scores ranging from 0.909 for Value Alignment to 0.947 for Supply Chain Resilience, confirming internal consistency. The rho\_A coefficients, also ranging from 0.910 to 0.947, further validate construct reliability. Composite reliability values are high, between 0.943 and 0.966, demonstrating stable measurement quality. Finally, the Average Variance Extracted (AVE) values, ranging from 0.846 to 0.904, are all above the acceptable level of 0.50, confirming convergent validity. These results show that each construct is measured reliably and captures sufficient variance from its indicators.

**Table 3: Discriminant Validity (Fornell-Larcker Criterion)**

|                         | Brand Trust | Influencer Credibility | Supply Chain Resilience | Value Alignment |
|-------------------------|-------------|------------------------|-------------------------|-----------------|
| Brand Trust             | 0.933       |                        |                         |                 |
| Influencer Credibility  | 0.703       | 0.950                  |                         |                 |
| Supply Chain Resilience | 0.775       | 0.594                  | 0.951                   |                 |
| Value Alignment         | 0.450       | 0.636                  | 0.367                   | 0.920           |

*Source: Smart-PLS*

The Fornell-Larcker criterion on table 3 was applied to assess discriminant validity among the constructs. The square roots of the Average Variance Extracted (AVE) are displayed on the

diagonal and are higher than the correlations with other constructs. Specifically, Brand Trust (0.933), Influencer Credibility (0.950), Supply Chain Resilience (0.951), and Value Alignment (0.920) all exceed their corresponding inter-construct correlations. This confirms that each construct shares more variance with its own indicators than with other constructs, providing strong evidence of discriminant validity.

The measurement model results indicate strong evidence of reliability and validity across all constructs. Cronbach's Alpha values for all latent variables—Brand Trust (0.926), Influencer Credibility (0.946), Supply Chain Resilience (0.947), and Value Alignment (0.909)—are well above the recommended threshold of 0.7 (Nunnally & Bernstein, 1994), demonstrating strong internal consistency. This reliability is further reinforced by high Composite Reliability (CR) scores (ranging from 0.943 to 0.966), confirming the stability of the constructs. Additionally, the Average Variance Extracted (AVE) values exceed 0.50 for all constructs (between 0.846 and 0.904), which confirms convergent validity (Fornell & Larcker, 1981). Thus, the measurement model is robust and appropriate for further structural testing.

The discriminant validity was assessed through the Fornell–Larcker criterion and the cross-loadings. The diagonal AVE square roots (0.933 for Brand Trust, 0.950 for Influencer Credibility, 0.951 for Supply Chain Resilience, and 0.920 for Value Alignment) are higher than their correlations with other constructs, supporting the discriminant validity of the measurement model. For instance, the correlation between Brand Trust and Supply Chain Resilience (0.775) is high but remains below the square root of AVE for each construct, confirming they are distinct variables. Likewise, Value Alignment (0.920) shows adequate separation from other constructs despite moderate correlations, particularly with Influencer Credibility (0.636). This ensures that the constructs capture different conceptual domains without overlapping.

From the structural model, the results highlight interesting dynamics between constructs. Value Alignment → Influencer Credibility shows a strong and positive effect (0.636), confirming that when consumers perceive congruence between influencer values and brand identity, they attribute higher credibility to the influencer. Influencer Credibility → Brand Trust is also significant and strong (0.701), indicating that credible influencers can effectively reinforce trust in the brand, a finding consistent with prior studies (Sokolova & Kefi, 2020). Furthermore, Brand Trust → Supply Chain Resilience (0.775) demonstrates that trust extends beyond consumer-brand relationships and positively contributes to perceptions of resilience in organizational processes and reliability of service delivery.

Interestingly, the direct path from Value Alignment → Brand Trust (0.004) is negligible, suggesting that alignment alone does not directly build trust unless mediated by influencer credibility. Similarly, Value Alignment → Supply Chain Resilience (0.367, indirect) remains weaker than the mediated effect through Brand Trust. These results suggest that influencer credibility acts as a key transmission mechanism through which value alignment translates into trust, and trust in turn strengthens consumer perceptions of resilience. Overall, the findings reinforce the centrality of trust as a mediating factor in influencer marketing dynamics. They also contribute to the literature by extending the discussion of brand trust into supply chain resilience, an area rarely linked with consumer perceptions and influencer dynamics. The model confirms that robust alignment and credibility mechanisms enhance not only brand-consumer trust but also confidence in organizational resilience.

Table 4 summarizes the results of hypothesis testing conducted through PLS-SEM. The findings highlight the role of value alignment, influencer credibility, and brand trust in shaping perceptions of supply chain resilience. While most hypotheses are supported, one direct effect (Value Alignment → Brand Trust) was not significant, indicating the importance of mediation

through credibility and trust.

**Table 4: Hypotheses Testing Results**

| Hypothesis | Path   | Coefficient      | Decision                   |
|------------|--|------------------|----------------------------|
| H1         | Value Alignment (VA) → Influencer Credibility (IC)   | 0.636            | <b>Accepted</b>            |
| H2         | Value Alignment (VA) → Brand Trust (BT)              | 0.004            | <b>Rejected</b>            |
| H3         | Influencer Credibility (IC) → Brand Trust (BT)       | 0.701            | <b>Accepted</b>            |
| H4         | Brand Trust (BT) → Supply Chain Resilience (SCR)     | 0.775            | <b>Accepted</b>            |
| H5         | Value Alignment (VA) → Supply Chain Resilience (SCR) | 0.367 (indirect) | <b>Partially Supported</b> |

*Source: Smart-PLS*

In conclusion, the results confirm that the model demonstrates strong measurement properties and significant explanatory power. Value alignment positively influences influencer credibility, which in turn enhances brand trust, and ultimately contributes to perceptions of supply chain resilience. Although the direct impact of value alignment on brand trust was not supported, the mediated effects provide valuable insights into how credibility and trust act as key mechanisms linking influencer-brand alignment to consumer perceptions of resilience. These findings provide a solid foundation for the subsequent discussion of theoretical and managerial implications.

## 5. Conclusion

The results of this study highlight the central role of value alignment and credibility in building consumer trust and reinforcing perceptions of supply chain resilience. The measurement model demonstrated strong reliability and validity, confirming the robustness of the constructs used. At the structural level, the findings reveal that value alignment significantly enhances influencer credibility, which in turn strongly influences trust in the brand. This trust subsequently strengthens consumer perceptions of the resilience of supply chains, showing that credibility and trust act as mediating mechanisms in the relationship between influencer alignment and resilience. One notable result is the absence of a direct significant relationship between value alignment and brand trust. This suggests that, while alignment is essential, it does not directly translate into trust unless mediated by credibility. This finding underlines the importance of selecting influencers who not only share the brand's values but are also perceived as credible by their audiences. Thus, trust emerges as a cornerstone in the transfer of value alignment into

consumer perceptions of organizational resilience. Overall, the study provides empirical evidence that influencer marketing can contribute beyond traditional consumer behavior outcomes, extending into the realm of supply chain management. By connecting the dimensions of alignment, credibility, trust, and resilience, the research strengthens the theoretical understanding of how communication and logistics converge to support organizational robustness.

Despite its contributions, this research presents certain limitations. First, the study was conducted with a sample of 100 respondents in a specific national context, which may limit the generalizability of the findings. Second, the model includes only four constructs, which, while robust, do not capture the full complexity of consumer perceptions or supply chain resilience. Finally, the cross-sectional design does not allow for an analysis of changes over time or causal inferences with complete certainty. Future research could address these limitations by expanding the sample size and applying the model in different cultural and industrial contexts to test its external validity. Additional variables such as perceived authenticity, transparency of communication, and corporate social responsibility could be integrated to enrich the conceptual framework. Longitudinal designs and multi-stakeholder perspectives (e.g., including supply chain partners and managers) would also allow for a more comprehensive understanding of the dynamics between influencer marketing and resilience. From a managerial perspective, the results encourage brands to carefully evaluate influencer-brand alignment and to prioritize credibility in their partnerships. In an era where consumers are increasingly sensitive to value consistency and organizational transparency, leveraging influencer marketing as a strategic tool for enhancing resilience can provide a competitive advantage. This approach not only strengthens trust but also positions the supply chain as a robust and reliable backbone of brand performance.

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