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İnsan Kaynakları ve İtibar Yönetimi Oturumu  
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# **Managing Reputation in Professional Service Firms: A matter of HR?**

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# **Focal Questions**

- **Why corporate reputation is important to PSFs?**
- **To what extent and how can HR contribute to this agenda?**

# Plan

- **Professional Service Firms and Resource Based View of Competitive Advantage**
- **VRIO Framework**
- **The Relationship between HR and Corporate Reputations**
- **Conclusion and Suggestions**

**Von Nordenflycht (2010) specified classic PSFs by**

- **a high knowledge intensity**
- **a professionalised workforce**
- **and low capital intensity.**

**They rely on intangible assets such as**

- **Creativity**
- **Innovation**
- **Intellectual Capital**
- **High levels of services (Kay, 2004)**

# **RBW**

## **Resources:**

- **Physical capital**
- **Organizational capital**
- **Human capital**

**Human resources: knowledge, experience, skill,  
commitment of a firm's employees,  
relationships**

Value

Rareness

VRIO  
Framework

Imitability

Organization





# HR role in VRIO

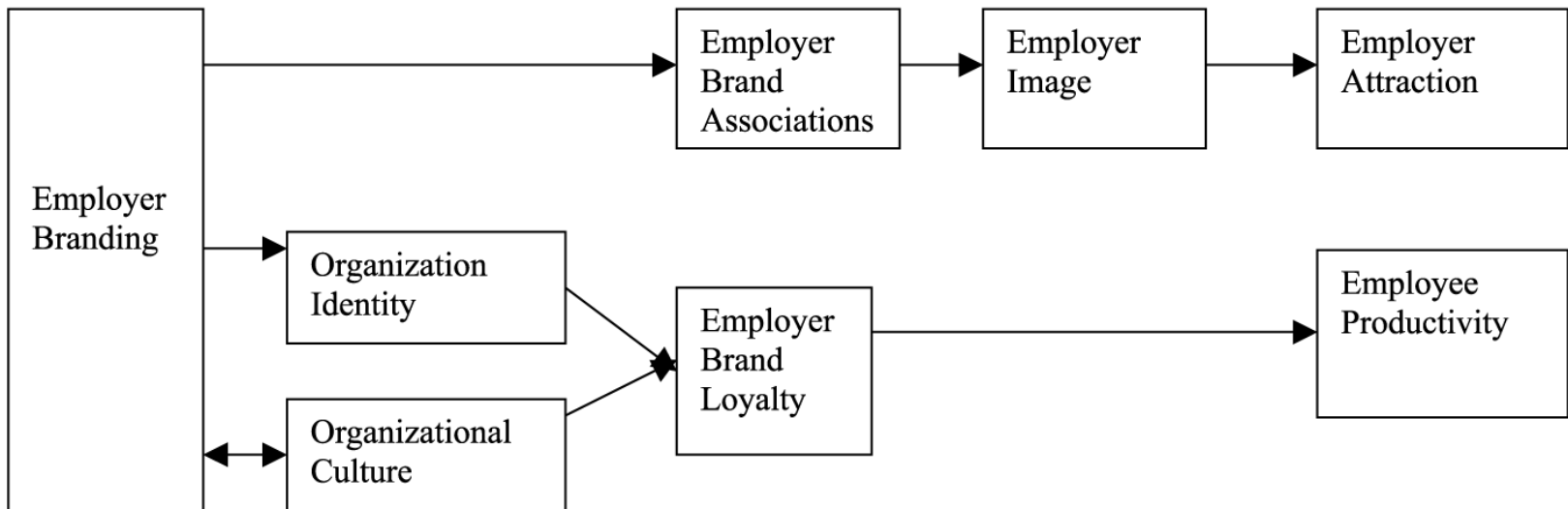
- Strategic partner
- Change agent
- Administrative expert
- Employee champion

(Ulrich, 1997)

# Employer Branding

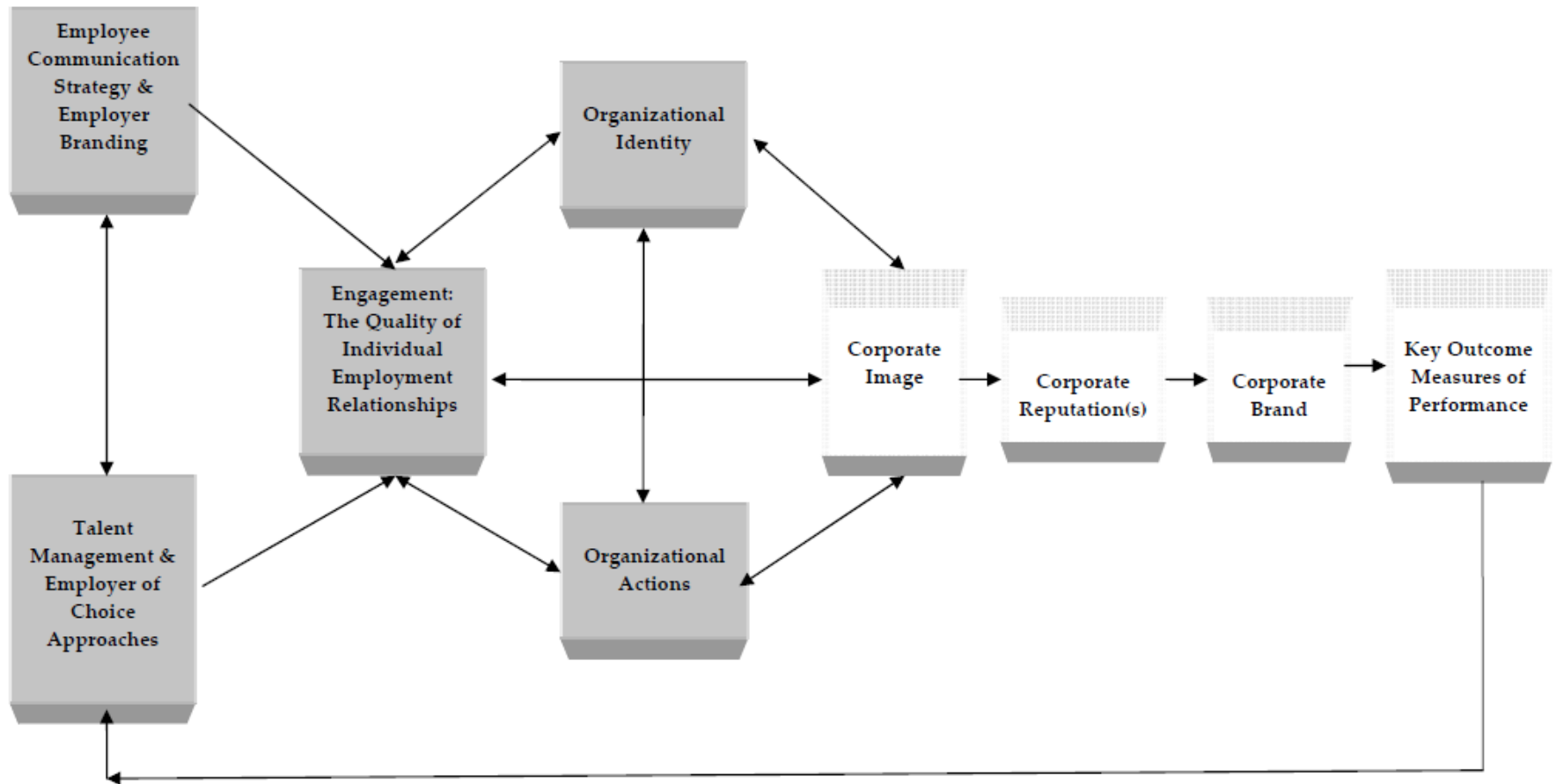
***“the image of the organization as a ‘great place to work’ in the minds of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders).”***

Brett Minchington ([The Employer Brand Institute](#))



Adopted from Kristin Backhaus, Surinder Tikoo, (2004) "Conceptualizing and researching employer branding", Career Development International, Vol. 9 Iss: 5, pp.501 - 517

# A Framework for Understanding the Relationship between HR and Corporate Reputations



Adopted from Martin G. "Driving Corporate Reputations from the Inside: A Strategic Role and Strategic Dilemmas for HR?"

# Thank You.

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