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İnsan Kaynakları ve İtibar Yönetimi Oturumu
Papatya ŞENOL

Managing Reputation in Professional Service Firms: A matter of HR?

Papatya ŞENOL

Ekim, 2012

İstanbul

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Corporations actions 1/3 fact Publin Google achieving nothing Communications factory hard match New capabilities one social power share differences Amazon hits contact mouth web times Customers Web2.0 video ago foreign Nike's heard communication large collaboration Paradigm authority discuss masses face profit also always information

Trust Companies McKinsey Business must include social power media hits contact mouth web times Customers Web2.0 video ago foreign Nike's heard communication large collaboration Paradigm authority discuss masses face profit also always information Reputation

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Corporate People Authority Reputation

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People Authority Reputation

Authority Reputation

always profit also masses face profit also always information Reputation

Reputation

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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



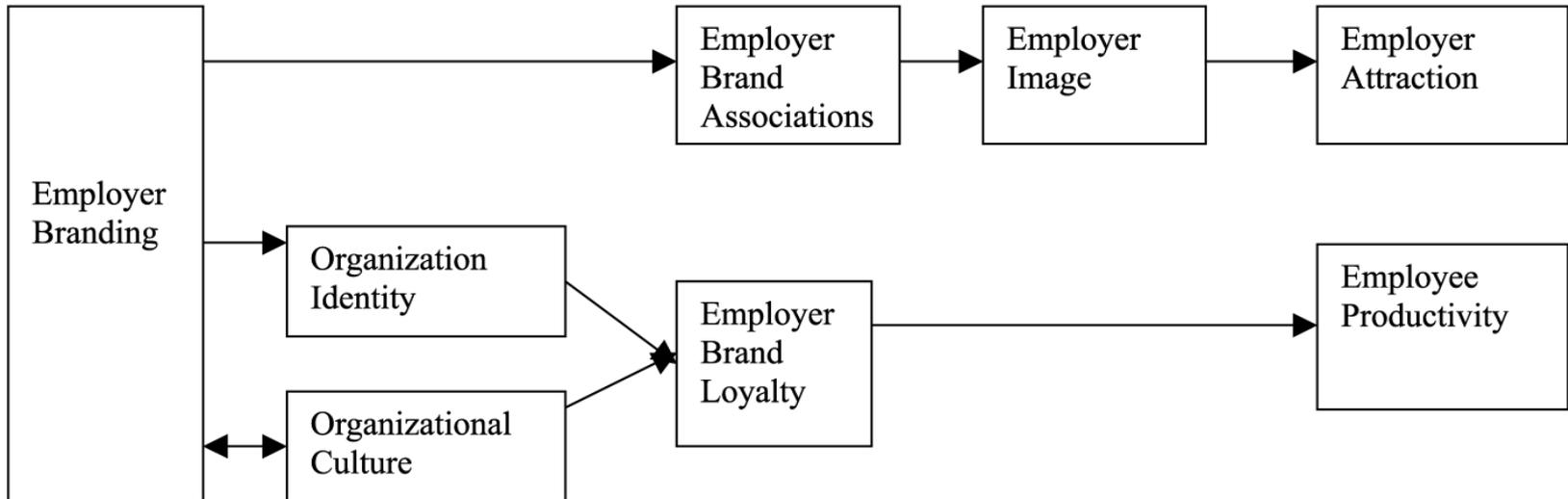
- **Strategic partner**
- **Change agent**
- **Administrative expert**
- **Employee champion**

(Ulrich, 1997)

Employer Branding

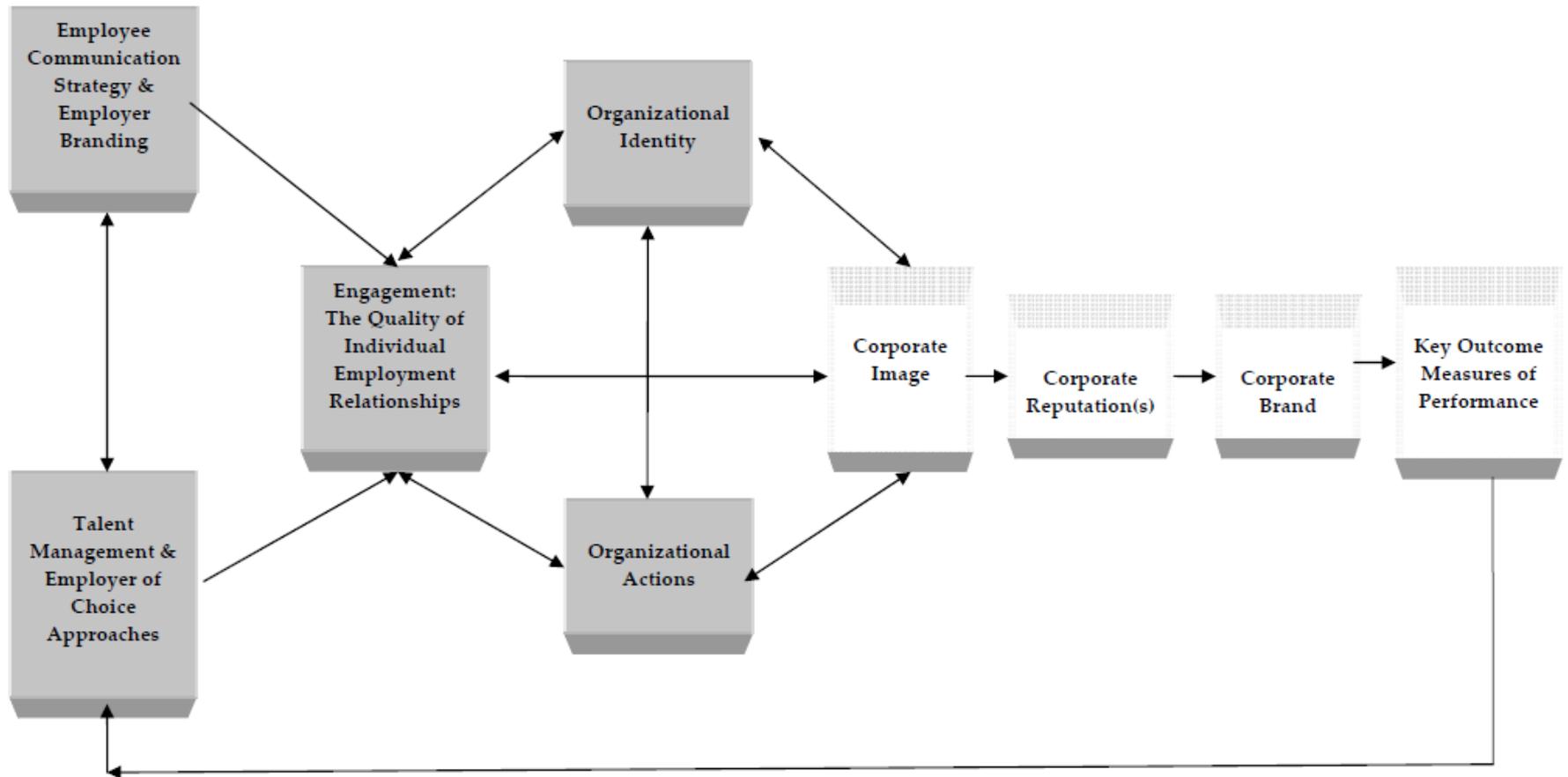
“the image of the organization as a ‘great place to work’ in the minds of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders).”

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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