



magyar  
public  
relations  
szövetség

HuPRA - Hungarian PR Association

# CRISIS MAP

## Hungary

**2017**



# WELCOME!



The first crisis communication map of Hungary was created last year – based on the international example of the ICM Annual Crisis Report. In that paper Hungarian experts gave an account of the frequency and sector-specific characteristics of scandals and crisis events having reached the stimulus threshold of the public. Also, exposure to reputation issues and sensitivity to crises were both analyzed in this report.

The paper was highly acknowledged in the communication sector: we got a lot of positive feedback, supportive comments and further perspectives for a would-be report. As we indicated after its publication, the report will become relevant only if we are able to reproduce it year by year; i.e. the trends can be compared with each other. This way we might have an overview about the intensity and extent of exposure to crises in specific industries and sectors.

It is clear to us that this work is subjective in nature: others would consider other issues as crises or they would use a different system for categorization. Relying on our own professional experience, we take responsibility for the subjectivity of this work: our methodology and criteria for categorization were taken over from renowned academic and scientific circles. Thus, after the crisis map in 2016, here comes the “second pioneer”: I am truly grateful for all the authors and editors of this report: Mónika Horváth, András Sztaniszláv, András Petrányi-Széll and Dániel Gergő Pintér.

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## WHAT'S THIS?

This publication is Hungary's second crisis map, which documents all the relevant crisis communication cases of the past year; it summarizes the tendencies according to their occurrences, severity, lifespan, and manageability, it analyses the causes. Finally, it offers further readings and professional orientation possibilities. We claim that the various crises that struck organizations are great educational moments for both the parties concerned and outsiders alike, thus even the deepest crises can be considered to be chances and opportunities for development. We hope our publication will draw attention not only to the importance of crisis communication, but also to a more responsible, proactive corporate approach. Based on our annually published crisis map, we expect more and more organizations to realize the necessity of preparation, and also an increase of professionals specializing in this highly exciting and complex field. This publication has been published by the Hungarian Public Relations Association in order to demonstrate that the field of crisis communication bears special relevance for the whole PR business.

## WHO DO WE RECOMMEND IT TO?

- ▶ Company managers
- ▶ Communication specialists
- ▶ Researchers of crisis communication
- ▶ Industry analysts
- ▶ University professors
- ▶ Students specializing in PR
- ▶ Enthusiasts

## A SUMMARY OF THE MOST IMPORTANT 2017 CRISIS TRENDS

In 2017, we registered 382 cases where a crisis communication procedure was involved. More than 40% of these cases were public events, but there was also a significant amount of cases related to traffic and transport. The smallest cluster - similar to last year's survey - belonged to the cases of technology companies. A look at the chronology shows that in 2017 January and August were the most crisis-stricken months. Altogether, in almost half of the cases for-profit organizations were involved, whereas more than one-third was produced by organizations owned by state and national economy institutions.

Three-fourths of the crises, exactly 293 cases, were *sudden crises*, which again stresses the significance of prevention and preparation. The top three main causes included *mismanagement*, *accidents*, and *crimes*. Based on severity, most of the 2017 crises can be labeled as *critical*, and 314 of them were considered *hard*, difficult to manage.

The most important lesson might be that the major source of crises is bad management and poor organizational and executive decisions. However, these are the easiest ones to improve by paying proper attention, gaining experience, and by consideration.

## THE METHODOLOGY OF THE RESEARCH

During our research we had to set up certain rules so that our end results would be as objective as possible, as well as consequently comparable with future data. Working along this principle, we considered those cases crises that – a filter we established – reached the threshold of mainstream media, especially that of the major news websites. News published on blogs or in social media did not get in our study. We only analyzed cases starting in 2017; if an event happened earlier, especially if it was widely documented in the media before, was not the concern of our study. We aimed to study only the cases with noticeable harm to reputation, thus including traffic accidents, flat fires, or disasters with personal injuries or fatalities only when they intensively damaged the reputation of a related organization. From the cases related to public life and politics, we only included the ones where the issue was not the outcome of an explicit and direct political decision. In this respect, the public

critique of a political decision or a demonstration did not result in a new type of crisis. On the other hand, scandals about politicians that include corruption, driving under the influence, and any action that made them explain themselves did get into our compilation. At organizations with an increasing number of scandals, each new scandal was considered a crisis, however, its reappearance was not.

With this methodology, we collected 382 cases, which we categorized according to industry, ownership, chronology, and according to the type of crisis: protracted, sudden, and passing. Contrary to previous year's analysis, we included three new analytical aspects: the severity of the crises, their causes, and their manageability. These aspects were incorporated from the typology of major international crisis communication models.

## CONCEPTS AND DEFINITIONS

The present survey differentiates between *protracted* and *passing* crises; *state*, *nonprofit* and *for-profit* sectors, *I-brands* and different industries and categorizing criteria.

In the current English-version of the crisis map, we merely list the concepts, aspects, categories used during the analysis. (In the original Hungarian version, these terminologies were delineated with a couple of words, as well.)

### CRISIS

### CHARACTERISTICS OF CRISIS

### CRISIS COMMUNICATION

### SECTORS

- ▶ STATE
- ▶ FOR-PROFIT
- ▶ NOT-FOR PROFIT
- ▶ PRIVATE

## INDUSTRY



PUBLIC



CONSUMER SERVICES



ENERGY



TECHNOLOGY



TRANSPORT



CAPITAL GOODS



FINANCE



HEALTHCARE



CONSUMER NON-DURABLES

## COURSE OF CRISIS

- ▶ PROTRACTED
- ▶ PASSING

## CAUSES OF CRISIS

### SEVERITY OF CRISES

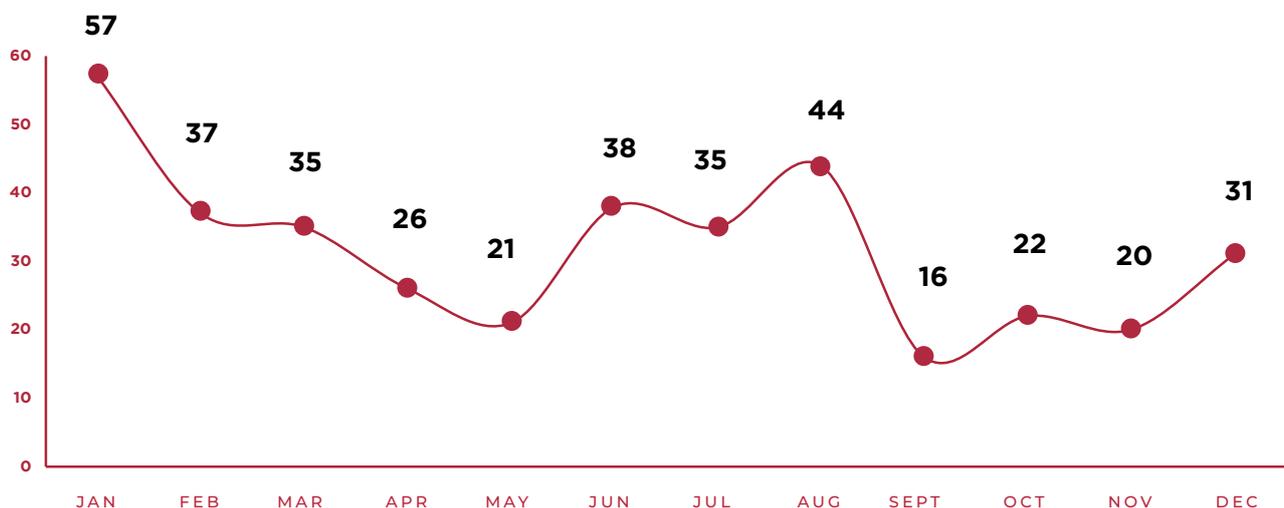
- ▶ PROBLEMATIC
- ▶ CRITICAL
- ▶ SEVERE
- ▶ DISASTROUS

## MANAGEABILITY

- ▶ HARD
- ▶ SOFT

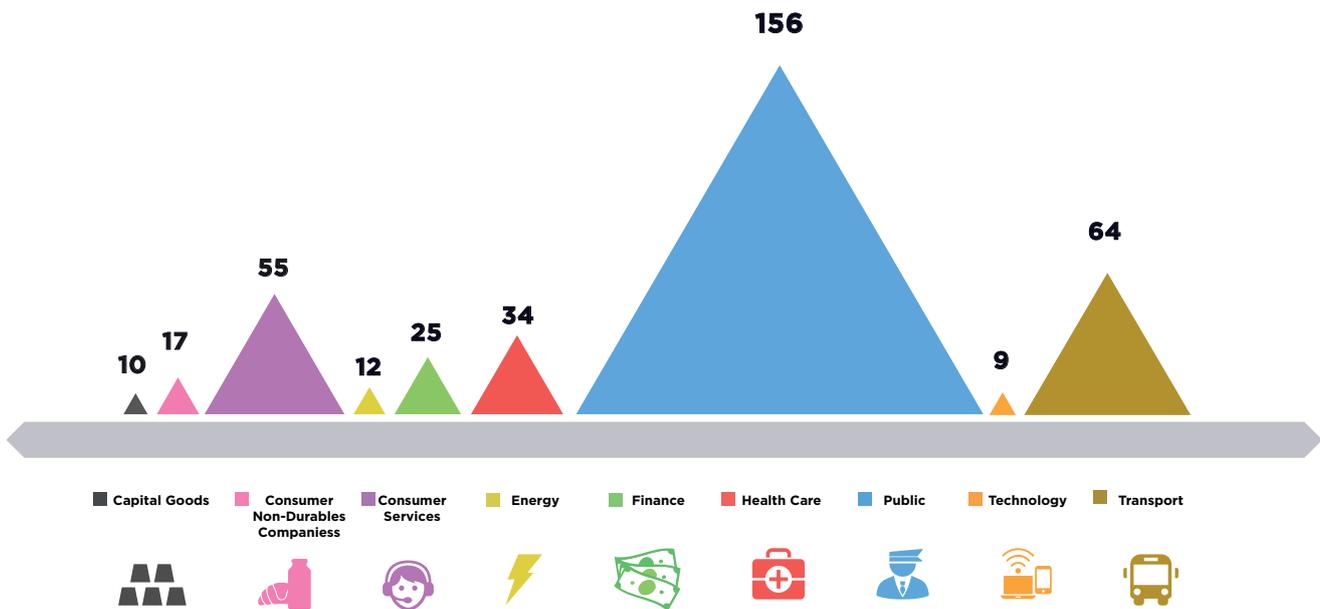
## CONCLUSIONS – THE MOST IMPORTANT CRISIS TRENDS IN 2017.

### NUMBER OF CRISES ON A MONTHLY BASIS (2017)



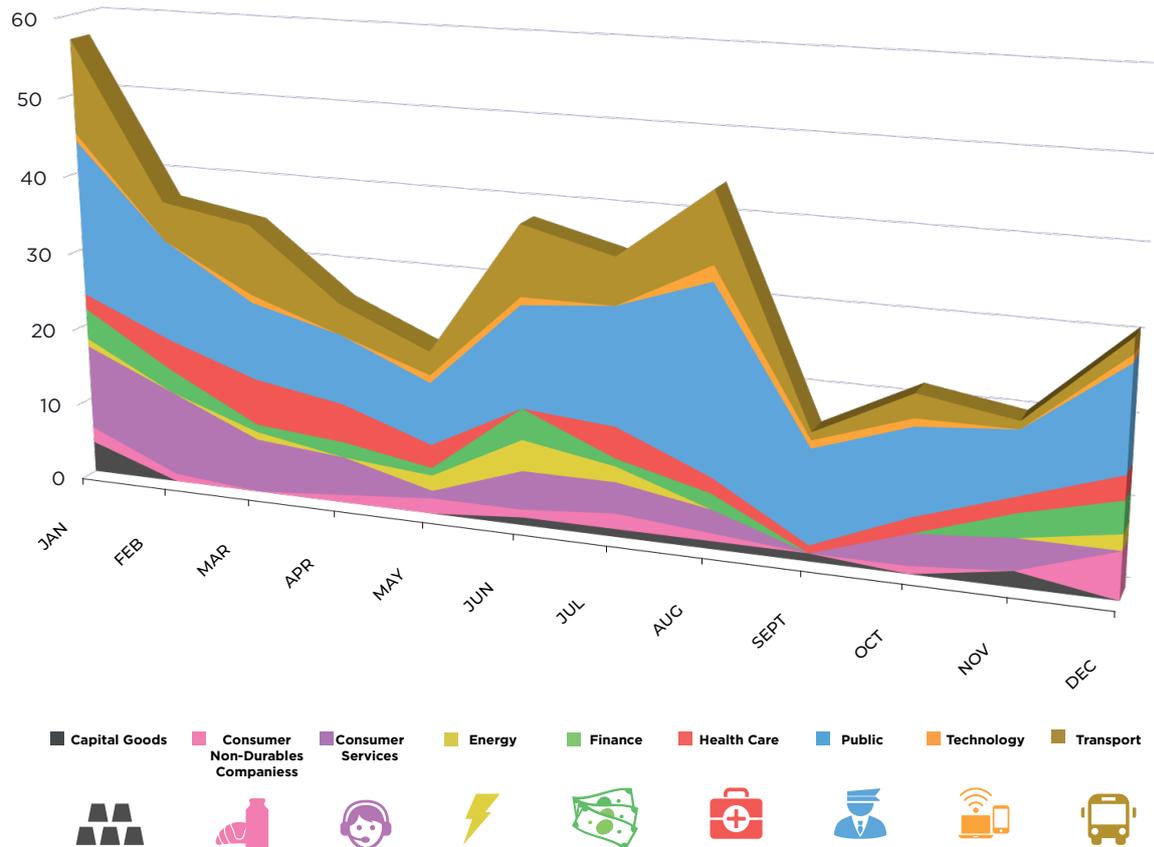
It is worth taking a look at the monthly distribution of the crisis list in order to claim whether there is any kind of seasonality or cyclicity of the crises. Last year, April and November were “the busiest months”, whereas in 2017 the summer months showed the highest intensity. Based on this, we cannot argue for any trends regarding the crises’ dates of occurrence. A high number of crises were in connection with the sports and festival season, while January owns the highest number of cases. In this period, many cases were related to transport and weather issues and there were many “new-year” labor strikes, as well.

## NUMBER OF CRISES BASED ON INDUSTRY (2017)



Similarly to 2016, the Public sector hit „the shameful top” of the list last year: in 2016, 32% of the overall cases, and last year 40% were related to the Public sector. Consumer goods, however, fell from the second to the third place: a bit more than 14% of the crisis events came from this sector. On the current second place, we can find transportation-related crises. (In 2016 it was not a particularly crisis-intensive sector.) The darkest events of 2017 are related to this field with the bus tragedy in Verona in the first place. (We are going to discuss this case in more detail later on.) Technology and energy businesses keep operating in “the least exciting” sectors. Just like in 2017, they were involved only in a slight proportion of crisis events in 2017.

## NUMBER OF CRISES BASED ON INDUSTRY ON A MONTHLY BASIS (2017)



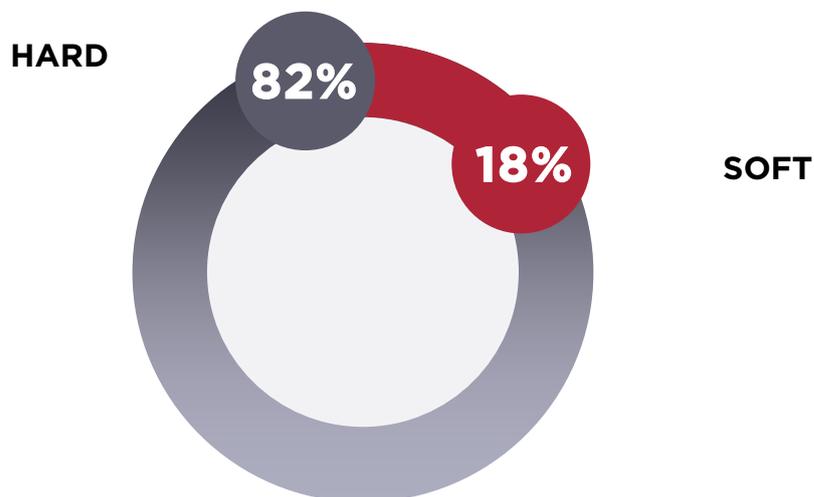
As we have seen it in the monthly summary, January and the summer months were the most eventful periods regarding crisis events in 2017. Apparently, the sectors that were more intensively involved in general were “more active” in these specific periods. Both in January and in the summer, many issues emerged in the Public and Transportation sectors. In the first third of the year, cases in the Service sector were relatively more prevalent, whereas at the end of the year we could see more crises in the least crisis-sensitive sector of Finance.

## NUMBER OF CRISES BASED ON SECTORS (2017)



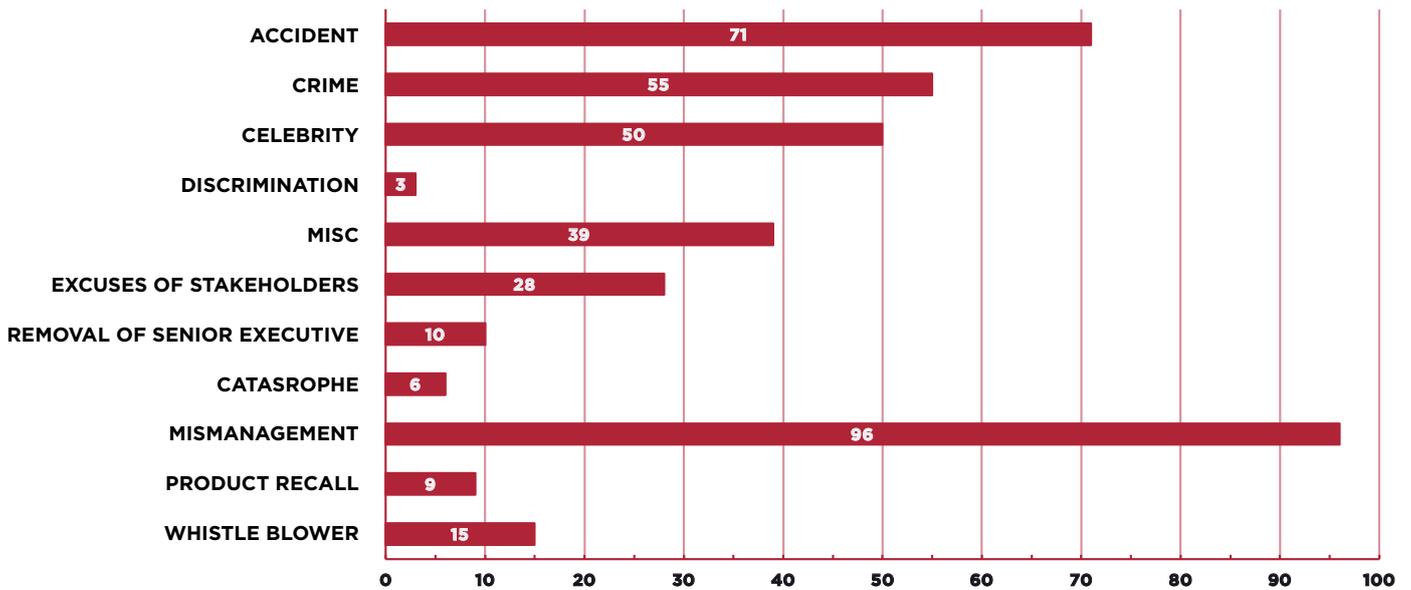
The proportions have not changed considerably compared to the previous year: the greatest percentage (i.e. almost the half) of the cases stems from the For-profit sector. State-related issues take the second place with more than one third of the overall occurrences. In 2016 we could repeatedly see that the Not-for-profit sector was the least hit by scandals. This sector hand in hand with private individuals and celebrities end up at the end of our list. Each of these sectors own 10 percent of the total issues; thus, they can be regarded as the least sensitive ones.

## CRISES BASED ON MANAGEABILITY (2017)



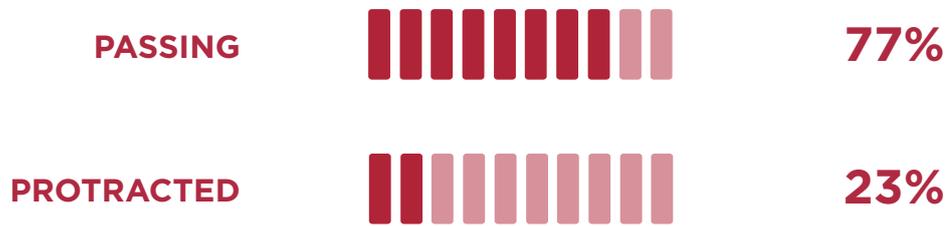
It is often difficult to evaluate the aspects of manageability; still, sudden issues with large impact are definitely needed to be characterized as “hard” crises. Also, it is possible that those involved would regard these “soft” issues (which are less than one fifth of the overall events) to be unbearable and severe. Based on our analysis below, we have categorized four fifth of the total issues as hard and manageable with more care, while 18% are to be regarded soft.

## CRISES BASED ON CAUSE (2017)



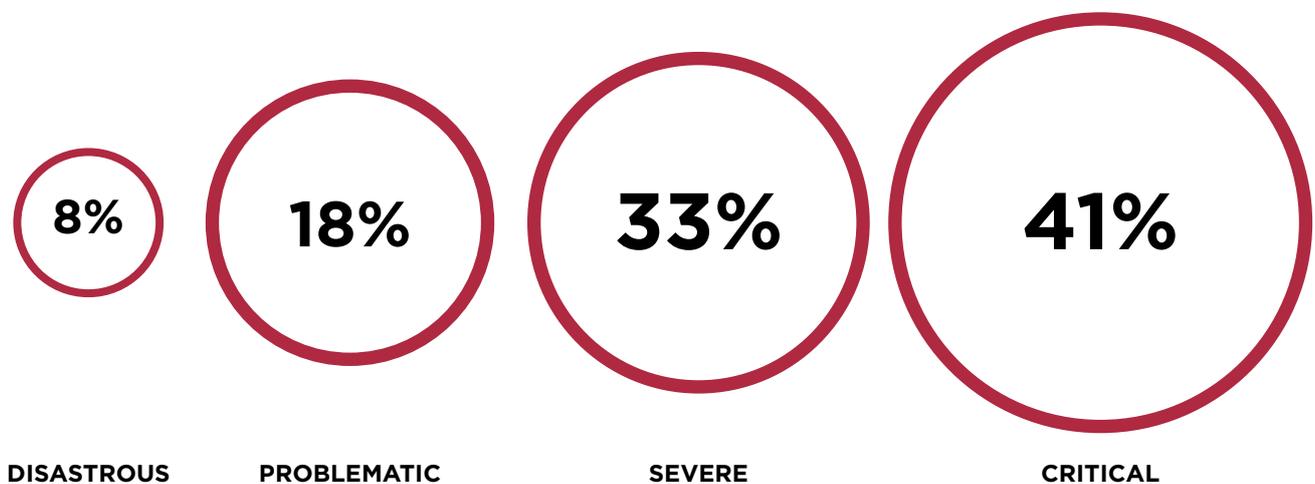
Regarding the causes of crises, mismanagement (i.e. mistakes by the management) leads the pack. We concluded that in these cases a more careful and responsible approach or greater expertise could have prevented the problem or, at least, mitigated its severity. Accidents took the second place: they are virtually the most typical and classical form of crises. Further top crises involve celebrities (with scandals boosting the number of clicks and circulation of print media) and crimestories. The smallest proportion emerged from issues with discrimination and product recall.

## CRISES BASED ON THE COURSE OF CRISIS (2017)



Just like in the case of manageability (with a scale from soft to hard), the course of crisis can be categorized with some difficulty. According to our views, a larger percentage of crises in 2017 was protracted, hard or even cyclical; while 23% were passing quickly, within a couple of days.

## CRISES BASED ON SEVERITY (2017)



As we assumed in the classification based on the course of crises, the proportion of cases which are indeed severe and disastrous in the long run is definitely smaller than the rest. We registered disastrous and annihilating events in less than 10 percent; less severe (critical or problematic) crises add up to 60% of the overall spectrum.



#METOO



## PUBLIC

Under the #MeToo umbrella, there was a growing number of confessions by Hungarian private individuals and celebrities about harassment, humiliation, exploitation, and violence:

- ▶ Lilla Sárosdi (actress) also named her harasser (László Marton, a well-respected theater director) who resigned from all of his positions, and disappeared from the public leading to...

- ▶ The cessation of Miklós Gábor Kerényi's (theatre director) monopoly at the Operett Theater

- ▶ TV channel ATV let Henrik Havas (reporter, journalist) go after surfacing accusations

- ▶ Xavér Varnus (organ musician) and János Szikora (actor, director) also had to defend themselves against accusations and slanders

This new type of scandal requires a new way of crisis communication from the host institutions of the accused celebrities: 1) check the validity of the allegations; 2) decide at what point its emblematic figure becomes a burden, and when it is time to separate the reputation of the institution from that of the artist; 3) initiate reassuring internal communication. "Benefits" in the long run: on a larger scale, society will probably become more sensitive towards sexual harassments, unwanted proposals, and hurtful, degrading remarks than it used to.

### Suggested Reading:

[„A szexuális zaklatás miatt ezer néma áldozattól kell bocsánatot kérni”, index.hu, 17 November 2017](#)

### INDUSTRY ANALYSIS

On the one hand, this is the biggest category of the crises collected in our analysis: the 156 cases in the Public sector add up to almost half of the total crisis communication issues. On the other hand, public affairs cannot be considered as a sector or industry: it is rather a collection of topics of public concern. The distribution of these issues was relatively even during the year: more serious issues arose in the summer months (13, 15, 24) and in January (20). A possible explanation for this could be the fact that usually there is less buzz in public affairs these months so there is room for boosting the media with scandals. Ambiguous stories of summer festivals also belong to this category. We can mention many sports-related issues here: e.g. FINA Swimming World Championship, the fall of the Swimming Association's president, Katinka Hosszú's (world-class swimmer) private life issues, match-fixing in handball, football matches interrupted or ended with upheavals. As for #MeToo, we delineated the issues regarding theaters and artists in the section above. Moreover, Sándor Oszter's (actor) action to build an illegal pond, Ferenc Hujber's (actor) bizarre public appearances as well as Zsuzsa Demcsák's and Anikó Marsi's (TV presenters) least professional performances drew public attention last year.



## CONSUMER SERVICES

A security guard at a KFC in Budapest hit and kicked out Szabó Zé (online journalist): he (a former fan of KFC) documented this event with photos and videos and the story became quickly well-known.

► Successful crisis communication: professional press release within 8 hours on Facebook taking responsibility for the issue and promising to provide financial support for a non-governmental issue named by the journalist.

► Crisis management: withdrawing contract with the security company, dismissing colleagues involved, financial support presented.

### Suggested readings:

[„Panaszkezelés KFC módra”, \*krizispr.blog.hu\*, 16 October 2017.](#)

[„KFC – közlemény a vendégverésről”, \*krizispr.blog.hu\*, 16 October 2017.](#)

### INDUSTRY ANALYSIS

The Service sector with its 55 registered crises is the third most intensive field; primarily because many different kinds of businesses constitute this wide sector and they are continuously exposed to possible crisis events. Regarding the proportion of the issues registered, it is striking to see the decreasing number of occurrences: in Q1, half of the events had already taken place. There were numerous cases in which service providers were indeed innocent and

they were mentioned in a negative context due to their locations: e.g. crimes and deaths (suicide, stabbing, car crash) occurred in shopping centers. In other cases, location and activity were interrelated in one crisis. Communication experts analyzed accidents in Aquaworld and Aquaréna (water parks) taking a closer look at the crisis management and crisis communication of the given service provider.

Media-related issues also belong to this category: dismissals, notices, discussions about the copyright of certain names were all observed during the year. Many catering providers and clubs got onto our radar due to the results of police and Nébih (National Food Security Office) inspections. A rather unique story was related to a café where animals could be petted and a shopping center in Győr (called Árkád) where two young lions were also „used” for the same purpose.

### Suggested Reading:

[„Válságkommunikáció a gyakorlatban: az Aquaword-baleset tanulságai”, \*forbes.hu\*, 3 August 2017.](#)



## ENERGY-TECHNOLOGY

A hacker scandal stemming from a security bug of BKK's (Budapest Transportation Centre) online "ticket office": one of the biggest, longest and most complex brand crises of the year. The issue has many conclusions from the perspective of crisis communication:

- ▶ The character of "the tortured everyman" (the ethical hacker involved in the scandal) who is brave enough to oppose the giant organization (T-Systems) evoked empathy in the public. This made the effective crisis communication even more difficult.

- ▶ T-Systems failed to use the tools of storytelling and explain the legal and technical differences between hacking and ethical hacking.

- ▶ Information security professionals could realize they needed to establish their own professional association.

- ▶ The online ticket system was recalled and a fine (482,000 EUR) was issued for BKK and T-Systems for the technical mistakes. BKK was also fined by the National Office for Data Security and Freedom of Information in 2018.

### Suggested Reading:

[„BKK=Borzalmas Kommunikációs Katasztrófa”, index.hu, 27 July 2017.](#)

## INDUSTRY ANALYSIS

With 21 public crises, Technology and Energy sector seems to be a quiet field (9 and 12 crises, respectively). Still, we shall be a bit skeptical: in these two sectors many more crisis situations could have emerged which did not become public.

One possible reason is that Hungarian firms have not been required to report incidents; therefore, virtual attacks affecting networks or data loss caused by ransoms were not necessary to be shared with authorities. The Hungarian subsidiary of a German antivirus software company made an estimation at the start of 2017 concluding that thousands of Hungarian firms had been attacked by ransoms and they had paid more than half a billion HUF (16,000,000 EUR) as ransom for cybercriminals.

GDPR (the data protection policy of the EU taking into effect in May 2018) includes the obligation to admit incidents; therefore, more incidents are expected to receive publicity in the future.

It will be necessary for IT development companies (and also state organizations) to create incident management systems and make ethical hackers use official troubleshooting software. A breakdown at the nuclear power plant in Paks is also worth mentioning: according to the National Nuclear Power Office, the power reduction was caused by an automatic electrical defense operation. All in all, the

majority of crisis events are constituted by workplace accidents and technical malfunctions. Besides, Telekom set up a new record: an infringement caused by their slogan “the greatest 4G network” resulted in a fine of 600 million HUF (1,930,000 EUR) by GVH (Hungarian Competition Authority) for misleading advertising.



## TRANSPORT AND CAPITAL GOODS

Bus accident in Verona (Italy) on 20 January 2017: 16 died and 20 injured – most of them Hungarian teenagers.

▶ Psychological aspect: psychologists on the spot; 0-24 helpline run by the secondary school concerned; grief counsellors and brochures. Goal: to stress the importance of crisis management with empathy, to argue against tabooing, to value human connection and helpfulness, to support prevention and to recognize the need to design trainings about the methodology of coping with trauma.

▶ Security aspect: rethinking information protocol in buses.

▶ Ethical perspectives in the media: obligation to report about the event vs. respect the feelings of family members.

▶ Professional management: quick cooperation of the National Ambulance, the Ministry of Foreign Affairs and five hospitals in Budapest. A crisis center set up on the spot, the transportation of the ones injured, the collaboration of healthcare institutes and international authorities were all exemplary and set up a precedent.

### Suggested Reading:

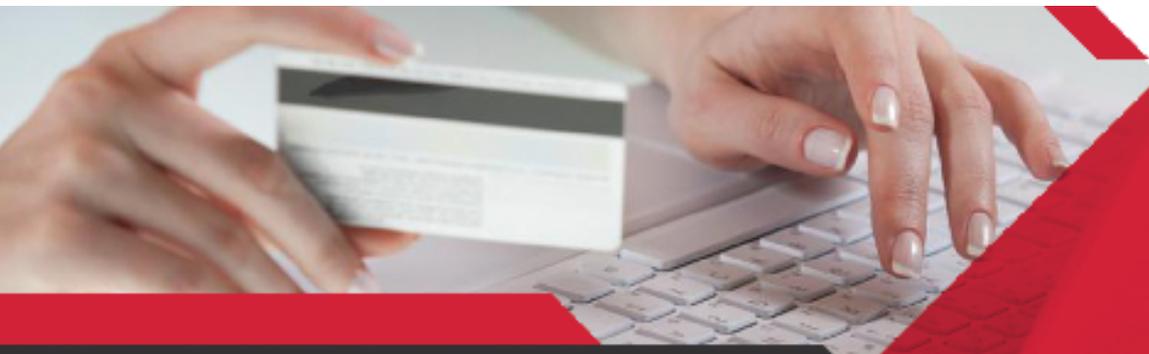
[„Gyászbiznisz és összefogás: egy buszbaleset tanulságai”, Kreatív, 27. Januray 2017.](#)

## INDUSTRY ANALYSIS

With 64 crises in Transportation, it is the second most overrepresented sector compared to the further industries. The main reason is that many accidents happened in the winter months: almost one fifth of the crises occurred in January and half of these crises (32) were mainly caused by human error. Typical examples include a „bringóhintó” (a mixture of a bike and carriage run by more people) sliding into the River Danube from the Margaret Island in July, or a passenger who fell out of a bus and passed away in May. By nature, crises in transportation mainly mean accidents (two third of them, at least): 48 accidents were suddenly occurring dangerous situations, 51 took place in the State sector and 13 in the For-Profit sector. A significant part of the ones in the State sector are related to the Budapest Transportation Centre (BKK): breakdowns on metro, tram and trolley lines were quite frequent in the capital in 2017. Also, MÁV (Hungarian Railways), Volánbusz (bus company) and HÉV (suburban railways) all had some issues (trains derailed, buses broken down, malfunctions, etc.). Moreover, there was even an emergency landing at the airport in Ferihegy (Budapest) in 2017. Bullying and impingement (e.g. drivers' aggressive behavior and fights between passengers and ticket inspectors) were quite common among the representatives of transportation companies.

90 percent of transportation crises (57 cases) can be qualified as “hard crises” from the perspective of manageability, since accidents are events with a potential risk at human life. These situations require highly professional attitude and management skills from the experts involved. Consequently, half of the crises is to be regarded as disastrous or critical from the perspective of severity.

Finally, a couple of instances for crises caused by the inefficient use of information and communication technologies: bugs in the online ticket system run by BKK and T-Systems, dysfunctional ticket automats, and leaking Mol Bubi’s (company for community bikes) users database.



## FINANCE

Development of IT technologies → More frequent malfunctions of online banking platforms (internet banking, complete online payment systems, mobile app transactions, etc.)

▶ Online banking services were frequently out of order: e.g. OTP (the biggest bank of Hungary), Erste Bank and K&H Bank.

▶ In general, issues were handled adequately from the perspective of crisis communication: announcement on the web / in a press release / in the social media shortly after the breakdown.

▶ Interestingly enough, finance institutes did not always publish such malfunctions on their social media sites. In such cases news portals informed clients on their own sites resulting in many negative comments. Occasional positive comments had good effects on the overall stream of communication.

### Suggested Reading:

[„Mire kell figyelni a kríziskommunikációban? – interjú Gáspár Bencével”,  
digitalhungary.hu, 8 May 2017.](#)

### INDUSTRY ANALYSIS

The Finance sector amounts to a total of 25 crises in our 2017 compilation: this is a relatively small number compared to the rest. The distribution of the crises is rather proportional: only the first and last month of the year were characterized by larger

numbers. The majority of these issues was passing quickly; there were only 5 longer and protracted events in this sector. Most of the time, for-profit players were affected (22 issues); state institutes got into the news only three times (Hungarian National Bank, Eximbank). The root cause of crises was predominantly some kind of malpractice during business operations: in such situations, the National Bank and the Hungarian Competition Authority fined the ones concerned. A typical crisis event was a temporary malfunction or breakdown in online services and mobile banking apps. Internet-related crimes also occurred in 2017 and this sector was a favorite „playground” for white-collar criminals. We could witness a little scandal, too: a financial institution without appropriate licenses failed to return investments to their clients.



## HEALTHCARE

Crisis at Richter: a drug under the investigation of the European Medicines Agency (EMA)

- ▶ A protracted crisis since justifying accusations might last several years.

- ▶ Richter has to “merely” cope with reputation issues.

- ▶ Unique situation in Hungary: stockholders are also affected.

- ▶ Professional crisis communication solutions: 1) acknowledging investigation; 2) willingness to cooperate with authorities; 3) expressing Richter’s point of view about current situation (accusations not yet justified); 4) pointing out that it is an ordinary investigation process initiated by EMA.

- ▶ Investigations not yet finalized: crisis communication strategies depend on future results.

### INDUSTRY ANALYSIS

The Healthcare sector with its 34 issues constitutes the 10 percent of the overall incidents: with this result, the sector is among the middle ranks. In spite of the relatively low number of issues, the first part of the year (February, March, April) was quite busy but there were no healthcare-related events in July, for example. Two thirds of the issues analyzed were sudden events; thus, they are not

to be considered protracted crises (except for Richter’s case above). Most of the healthcare crises (17) are connected to the State sector but the Private sector is very close behind: 15 crises emerged in this area.

It is important to note that half of the crises might have stemmed from mismanagement: they are not classical „misfortunate” events. It is a crucial situation for communication experts: PR professionals dealing with reputation issues are forced to manage a crisis which is not independent of the very organization since internal dysfunctionalities had led to the given issue.



## CONSUMER NON-DURABLES

A huge scandal indicating that products delivered by multinational companies to Hungary are of lower quality than the ones delivered to Austria.

▶ Hungarian Brand Association and National Association of Food Processors defended manufacturers: certain variations of a given product serve to satisfy different national tastes.

▶ Brands' arguments: ingredients are always public; thus, comparable with each other.

▶ A new analysis initiated by the Ministry of Agriculture: in 70% of the overall products investigated (appr. 100), there was a difference in quality.

▶ Scandal involved politics (Hungarian government vs. multinational companies).

▶ In the meantime, Coca Cola has become a „Hungarian” product due to its new Hungarian ingredients indicating that this current Coca Cola is of higher quality than anywhere else (according to the Hungarian government, at least).

### INDUSTRY ANALYSIS

For-profit players in the market of non-durable consumer goods stepped into the focus of attention only in 17 cases. The fact that one third of these issues

emerged in December prior to the peak consumption period of the Christmas holidays reinforces strong seasonality of this market. The vast majority of the crises in this sector is passing ones since manufacturers and distributors are usually able to react to these suddenly surfaced issues with a quick and effective manner. The reason of the crises is mostly the inadequate quality of a product. In a fortunate situation, the manufacturer or the distributor spots the problem and recalls the inappropriate or even dangerous product. In such a situation, the news is about a recall: Rossmann's white chocolate with blueberries was infected with Salmonella virus, Auchan's black pepper (Tuti tipp) was found of poor quality and harmful and Drogerie Markt's Balea lemon liquid soap was also considered dangerous. There is much bigger buzz when authorities discover troubles: e.g. 2,5 tons of strongly contaminated and moldy meat products were found at a plant in Kalocsa and its destruction was immediately required by the National Office for Food Security (Nébih).

Still, the most scandalous cases are the ones sparked off by consumers in the (social) media: for example, the „mutant” chicken breast at Tesco's with a shocking photo sent to a news portal or a set of Lego (bought also in a Tesco hypermarket) that proved to be a counterfeit. In each of the situations mentioned above, the firms quickly responded, apologized to the

customers and promised compensation. Apart from product recalls, misleading advertisements and inappropriate promotions also led to crises: Lidl was fined in 2017 because they advertised the sales of a wooden dollhouse without a proper amount on stock. Also, Manna Natúr Kozmetikum Kft. (organic cosmetics manufacturer) received a fine for a promotion that did not include what was advertised. A typical root cause of crisis can be a boycott against a product: in 2017 supporters of Jobbik (radical right-wing party) sabotaged Heineken in favour of Igazi Csíki Sör (beer brand). There were scandals related to employee dissatisfaction and potential strikes which affected Tesco again.

## EXPERTS' SUGGESTIONS



Crises come all of a sudden most of the time but organizations can still be prepared. As crisis communication experts, we would like to draw the attention to the importance of conscious preparation and prevention. A thorough, extensive and crisis-sensitive organizational approach might reduce the risk of crises significantly, as well as mitigate their destructive impact.



With the present study, we aim at drawing the attention of organizations to dedicate energy and resources for creating their own crisis communication scenarios, Red Books summarizing their weak points and the templates of their so-called temporary announcement. Even in uneventful periods, it is worth preparing a crisis crew, providing trainings for executives and elaborate on communication policies and best practices that would maximize successful crisis management. A continuous media observation, periodical updates of media databases and frequent analysis of the media, the target group and stakeholders could be also of enormous use in this process. Finally, it is advisable to reintegrate periodical simulations from the international practice: to model a specific kind of accident or crisis, to make sure employees are familiar with their duties and they fulfill these expectations, and to ensure conditions and resources (financial, technical, communication-related and human) are at disposal.



Regarding an ideal organizational attitude, it is always worth taking the lead and considering the potential positioning opportunities of a critical situation. In case of crises, responsible reactions and attitudes are vital but it does not mean we need to take responsibility for anything by all means. Our involvement in the very issue should be always expressed and we should make sure the public is aware: we do act and compensate if needed. We would better dig 1 meter deeper to evaluate: what is the problem according to the public of the crisis? The authors of the present study do believe that it is not sufficient to merely handle the symptoms: we need to understand the root causes of the "disease" by digging deeper to the very depth of the organizational malfunction in order to give birth to real and long-term communication and management solutions.

Finally, it is recommended to remember analyzing the conclusions after a crisis and reintegrating as many best practices as possible into the process optimization and crisis communication scenarios. This way, the organization could be more prepared for a crisis than ever before.

### FURTHER ONLINE LITERATURE IN HUNGARIAN:

- ▶ [Krizis PR Blog](#)
- ▶ [Média 2.0 Blog](#)
- ▶ [PS:PRovocative Blog](#)
- ▶ [CCO Magazin](#)
- ▶ [Spindoc Kommunikációs Hálózat Blog](#)
- ▶ [Közbeszélő Blog](#)

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