

# Crisis Management And Communication In Public Relations

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## Abstract

In the era of globalization, the implementation of crisis management has become essential for ensuring the long-term viability of any organization. This paper seeks to provide novel qualitative findings regarding the significance of public relations in crisis communications strategies within organizations. This paper makes a significant contribution by offering a comprehensive review of the use of comprehensive crisis communication strategies throughout the governmental and corporate sectors across specific disciplines. The researcher employs a theoretical framework on problem management to examine the function of public relations in the context of strategic communication planning. The essay examines the function of public relations in strategic crisis communication, focusing on the viewpoints of public relations managers inside these businesses. The study included the use of 19 comprehensive electronic interviews to gather data from public relations managers working as public relations business consultants as well as in the governmental and commercial sectors. This study examines the many possibilities and problems associated with the implementation of strategic crisis communication planning within public relations departments. The article suggests that there is room for improvement in the implementation of crisis communication planning inside organizations. It emphasizes the need to integrate crisis communication planning with proactive communication techniques in the field of public relations, as opposed to relying only on reactive methods. In summary, the essay provides a comprehensive theoretical analysis and practical insights on the enhancement of public relations' role in strategic crisis communication planning inside an organization.

**Keywords:** Communication, Crisis Management, Crisis Strategy, Organizational Management, Public Relation

## Introduction

Effective communication is an essential aspect of everyday life, serving as a means of relaying messages that motivate individuals or groups to take action and instigate transformative outcomes. Additionally, communication may also function as a kind of directive. The ability to engage in successful communication plays a crucial role in determining the trajectory of a business's operations. However, it is important to note that although good communication is essential, it does not guarantee the complete prevention of crises in the short or long term. Communication is a fundamental process by which an individual transmits messages, including goals, ideas, or feelings, to another individual, whether in a direct or indirect manner. As participants in a communicative exchange, people are required to demonstrate good communication skills by attentively considering the ultimate significance and purpose of their messages, ensuring their delivery is clear and comprehensible (Anderson-Meli & Koshy, 2020). Large corporations

dismiss the possibility of requiring proficient individuals who can fulfill the roles of presenters and communicators, as well as valuable facilitators, to aid management in effectively understanding the expectations and wishes of the community and the general public (Dhanesh & Rahman, 2021).

Public relations functions as a consultant, providing guidance and making informed choices in the face of crises in a logical and proficient way while safeguarding the company's survival and implementing a systematic approach to address internal and external challenges. Furthermore, public relations practitioners possess the ability to use favorable language in order to execute their responsibilities with efficacy (Lu & Jin, 2020).

The successful implementation of a public relations plan necessitates the incorporation of management concepts to effectively carry out each of its associated tasks (Dhanesh & Rahman, 2021). The public relations process, which includes the stages of fact-collection, planning, communicating, and assessing, is a comprehensive concept that incorporates organizational business planning throughout an organization or corporation. A crisis is delineated by many attributes of a situation, including a substantial danger to the viability and continuity of an organization, necessitating prompt and precise action from decision-makers or policymakers to address the ensuing communication predicament (Lu & Jin, 2020).

Public relations crisis managers are required to possess a meticulously formulated and all-encompassing strategic framework for forthcoming endeavors (Korolchuk et al., 2020). In the event of a crisis, it is important to possess the ability to effectively acquire information, strategize, and engage in communication. Subsequently, once the crisis has subsided, it becomes necessary to evaluate the repercussions of the actions undertaken. Any shortcomings in the completion of the task will be rectified by improving the supplied blueprints. When a crisis arises, it may significantly impact the business's reputation and image in the public sphere, often being subject to public scrutiny (Ndone & Park, 2022). Hence, it is essential for public relations to possess the capability to steer public consumption in ways that are advantageous to the organization rather than the reverse, thereby intensifying the problem. Unforeseeable situations indicate that the company or corporation lacks the ability to anticipate whether the crisis would pose a threat to the company's existence or image. Given the ongoing monitoring of crises inside firms, both from internal and external perspectives, it is important to possess a comprehensive understanding of crises. Furthermore, the ability to effectively manage crises will remain a crucial skill in the foreseeable future.

Public relation is recognized as the department responsible for managing the communication, relations, and corporate social responsibility (CSR) initiatives of an organization within a certain region. Its primary objective is to design and implement constructive programs, including environmental restoration actions, award recognition, and other endeavors aimed at maintaining the company's favorable reputation. Public relation is a very nascent field of employment. Public relations functions as a conduit connecting companies or organizations with their stakeholders, with a primary emphasis on fostering a shared comprehension between firms and their stakeholders (Anderson-Meli & Koshy, 2020).

In the realm of organizational management, public relation serves a crucial role aimed at cultivating and sustaining favorable and constructive relationships between enterprises and the general public, which

significantly influence the overall outcomes and achievements of the company. Public relation is a professional role inside a company or organization that functions as an intermediary between the entity and its stakeholders. Public relation is the discipline tasked with the deliberate and ongoing planning of initiatives aimed at cultivating and maintaining a shared comprehension between an entity and its stakeholders. Public relation is a strategic communication strategy that aims to establish and maintain mutually beneficial relationships between a business and external stakeholder.

Public relation (PR) plays a key role in providing valuable support to organizations. The organization must respond in a suitable manner to the crisis, a task often achieved through the implementation of public relations strategies. Public relations acts as an intermediary between the company and its stakeholders. The primary objective of public relations is to cultivate a favorable public image that mutually benefits all involved parties (Korolchuk et al., 2020). The field under consideration is regarded as a professional domain owing to its crucial function in effectively and consistently achieving the objectives of an organization. The presence of relationships is of utmost importance for the survival and functioning of the organization.

Moreover, public relation is a management function that entails the responsibility of shaping public perceptions and attitudes. Irrespective of the nature of public relations, organizations have the ability to effectively address any unforeseen crisis that may occur (Morgan & Wilk, 2021). After successfully managing a crisis, the primary responsibility of public relations is to enhance relationships and bolster the reputation of the organization within society at large, as well as among its stakeholders. The role of public relations includes acting as a representative for the company, with the primary objective of informing the public about ongoing activities, current and future initiatives of the business, and providing guidance on appropriate actions for the public to take. The adoption of this symbolic posture is crucial for corporations.

## **Literature Review**

The remainder of this article aims to analyze and assess the existing literature and secondary sources pertaining to the study issue. The objective is to develop a comprehensive knowledge of the significance of public relations in crisis management and its effectiveness in mitigating harm and restoring corporate reputation.

## **Communication in Times of Crisis:**

The etymology of the term "crisis" may be traced back to the Greek word "crises," which has the connotation of "choice." In the event of a crisis, it becomes imperative for enterprises to ascertain the most appropriate course of action to pursue. Crisis communication is often linked to the field of public relations since its major aim is to safeguard and preserve the reputation of an institution. Crisis communication is a prevalent concern encountered by businesses across several industries. The occurrence of the public relations crisis may be attributed to a breakdown in communication between the firm and the public (Ndone & Park, 2022). The effectiveness of an organization's crisis communication is evaluated by its ability to respond to and engage with groups that are susceptible to communication breakdown. A crisis refers to a pivotal and pressing situation in which an organization finds itself at a juncture with the potential for either advancement or decline. The public has distinct views on the issue of communication, which in turn may significantly impact the reputation of the firm. Attribution refers to the manner in which the

audience interprets the communication issue. The public's perception of corporations and crises may be influenced by the remarks made by management. The crisis communication strategy is designed to mitigate any damage to the reputation of the organization or enterprise. When a firm encounters a challenge, the need for knowledge pertaining to the situation escalates. This might be attributed to a multitude of public concerns about the determination of the events behind the crisis. Crisis communication encompasses the exchange of information and messages between organizations and their stakeholders (Hassan & Angawi, 2023).

During crisis communication, public agencies naturally exhibit concern when their interests are in danger. This concern may give rise to actions that have negative consequences for the organization. According to Babatunde (2022), earlier instances of communication crises may be attributed directly to the firm itself, and the lack of improvement in previous reputations makes the organization more vulnerable to reputational risks. The responsibility for the crisis may be categorized into three distinct clusters of crisis communication. These groups include: 1) A victim cluster (sometimes referred to as a victimized organization cluster) refers to an organizational entity that is categorized as such when the general public perceives it to bear no responsibility for the occurrence of a crisis situation. In other words, it is postulated that the corporation is a casualty of the crisis. 2) Inadvertent grouping, or unplanned grouping, refers to a situation in which the general public perceives that the enterprise did not have any intention for the incidents to transpire. Put differently, the collective is not endeavoring to incite a calamity. 3) The purposeful cluster refers to a situation in which an organization is held accountable for a particular issue (Haupt & Azevedo, 2021).

### **Communication Management in Times of Crisis:**

The occurrence of crisis management may be attributed to the presence of internal or external stress or conflict inside an organization, which requires effective handling and resolution (Hassan & Angawi, 2023). The importance of crisis communication management in firms cannot be overstated in order to minimize the impact of crisis communication. The possible losses resulting from the crisis pose risks that may impact the corporation, its affiliated partners, and other divisions within the organization.

The losses that ensued were varied, including both financial and non-commercial aspects. The need for thorough preparation in crisis communication management is evident, as it ensures the achievement of agreed-upon goals. Additionally, it is crucial to review and address any identified defects that may develop throughout the process. The losses may be classified into three distinct categories: disruption of public comfort, financial losses, and reputational harm. The interconnection of these three elements is undeniable. For example, an unforeseen incident or occurrence leading to an accident or death may give rise to a diminishment in the organization's standing, potentially exerting an adverse influence on its financial gains. The handling of crises is a procedural undertaking rather than a singular occurrence. The aforementioned technique is divided into three distinct steps. Crisis management encompasses three distinct phases, including the pre-crisis phase, the crisis response phase, and the post-crisis phase.

This phase is exclusively focused on the aspects of prevention and readiness. Prevention involves the identification of strategies aimed at mitigating potential dangers that have the potential to lead to a catastrophic occurrence. Preparations include several tasks, such as formulating a comprehensive crisis

management plan, carefully selecting team members, and providing them with enough training to effectively respond to potential crises in the future. In his work titled "Crisis in Organizations II," Laurence Barton provides a comprehensive account of the necessary actions to be taken in the realm of crisis management.

During this period, it is essential for management to promptly undertake measures to effectively resolve the issue at hand. Crisis response pertains to the actions and communication undertaken by management in the face of a crisis situation. Public relations, sometimes referred to as PR, plays a key role in effectively responding to disasters. One approach involves providing aid and support in the advancement of communications that are conveyed or supplied to affiliated entities.

After a crisis, the organization or collective may proceed with the resumption of regular activities. Although the crisis is no longer the central concern of management, further attention is nevertheless necessary. In the event of a crisis, it is incumbent upon enterprises to uphold their commitments. Upon completion of this task, it is necessary to provide further notification to the general public and other stakeholders. Moreover, it is essential for a company or corporation to develop plans aimed at enhancing their preparedness for forthcoming calamities.

It is important for the general public to possess a comprehensive understanding of crisis communication. In the event that an institution facing a crisis fails to engage with the media, alternative sources may readily provide their own interpretations and narratives to the media. It is important to prevent this naturally occurring phenomenon. These individuals have the potential to provide inaccurate information and engage in actions that are contrary to the organization's best interests.

Business enterprises have a responsibility to rapidly respond to disasters. Furthermore, it is essential that the organization's primary communication aligns with factual information and is constantly delivered. In order to maintain consistency throughout the organization, it is essential for its members to provide information that aligns with that of their fellow members. Every individual included in the study is required to provide consent to submit just one vote. The crisis management approach includes efforts to establish coherent key messages.

### **Crisis Management:**

Crisis management, as described by Diddi and Wei (2022), encompasses a range of strategies aimed at mitigating crises and minimizing the resultant harm. According to Babatunde (2022), crisis management is an ongoing procedure that involves the identification and reaction to elements linked to a prospective or existing crisis, as well as its resolution. The core principle in crisis management posits that companies may enhance their ability to successfully handle crises by developing comprehensive strategies and treatments. Hence, crisis management encompasses the examination of a crisis via the examination of various indicators or signals and the subsequent proposal of strategies for prevention and intervention. According to Heath and O'Hair (2020), crisis management refers to the organizational function that aims to mitigate the consequences of a crisis and facilitate the organization's regaining control over the situation. Conversely, Jin et al. (2020), describe crisis management as the set of measures undertaken in response to and after a catastrophic event.

According to Nirmalasari (2020), the impact on an organization's image may be very detrimental if a crisis scenario is not well addressed, hence mitigating its adverse consequences. In this situation, crisis management is a must because any company could have an organizational crisis or a product crisis, which could threaten its long-term success and ability to run its business. In the present context, it is evident that effective communication during a crisis has inherent advantages, as it has the potential to enhance and mitigate adverse public responses.

The management of crises is a significant problem for any business, and it is a task that several organizations struggle to effectively address. The failure of crisis management results in adverse consequences for both stakeholders and companies. According to Pratiwi et al. (2022), it is important for all companies to develop preparedness strategies for potential disasters. Organizations should adopt preventative measures or endeavour to mitigate the impact of a crisis if it occurs within their operational tenure.

A crisis management team is comprised of a select group of people who are tasked with formulating crisis management strategies. The selection of personnel from various departments is intended to enhance the capacity of the Crisis Management Team (CMT) to effectively address a diverse range of crisis situations. The crisis team often comprises many key stakeholders, including public relations, legal, security, operations, finance, and human resources personnel. Efficiency is enhanced since the team has prior knowledge of the allocation of fundamental duties necessary during a crisis. The efficacy of plans and teams is diminished when they are not subjected to testing. The effectiveness of an untested crisis management strategy and the performance of the crisis team cannot be accurately determined by management. The acquisition of training is vital to enable team members to engage in the practical application of decision-making skills within the context of a crisis scenario. Every crisis has unique characteristics that require crisis teams to make informed judgments.

## **Research Methodology**

The methodologies that researchers propose for data collection, analysis, and interpretation in a study make up the research technique, which is a component of the research design framework. It is advantageous to take into account the whole spectrum of data collection options and to categorize these methodologies based on their level of pre-determination, use of closed-ended vs. open-ended questioning, and emphasis on numeric versus nonnumeric data analysis. On the other side of the spectrum, the process of data collection could entail physically visiting a designated research location and engaging in observational activities to document the actions and behaviours of individuals without relying on pre-established inquiries. Alternatively, data collection may involve conducting interviews wherein the participants are encouraged to freely express their thoughts and opinions on a particular subject matter, with minimal reliance on structured questioning techniques.

After careful evaluation of its advantages and disadvantages, the researcher has made the decision to use the purposive qualitative research technique due to its special character. The discovery and selection of information-rich examples is a commonly used strategy in qualitative research, aimed at optimizing the utilization of limited resources. This process entails the identification and selection of people or groups who possess a high level of expertise or experience in relation to a certain topic of interest.

Purposive sampling is a widely used strategic strategy for determining an optimal sample size. According to, purposive sampling is a methodological approach in which individuals from a sample are deliberately selected to reflect a certain area or type with respect to predetermined criteria. The avoidance of data overload and the issue of declining returns is a crucial strategy. Qualitative research, due to its inherent nature, necessitates the use of relatively small sample sizes. According to Pratiwi et al. (2022), the sample size in qualitative research is often minimal due to the fact that phenomena only need to manifest once in order to be included in the analytical framework.

The research methodology used in this study is purposive qualitative approaches, which aim to provide an in-depth understanding of the rich experiences under investigation. To provide a comprehensive analysis, the researcher deliberately chose a sample consisting of five senior management members and four specialists in the field of public relations. Additionally, two focus group talks were carried out, with one group consisting of 5 members and the other group consisting of 6 members.

The interviewees were informed of the subject of the interviews when they were invited for the interview; however, the predetermined interview questions were not disclosed to them prior to the interview. In addition to the predetermined inquiries, the respondents were encouraged to provide more elaboration on the focal points of the interview. Furthermore, they were invited to supplement the discussion with any pertinent information they deemed significant, which may have been overlooked by the first set of questions.

The phrase "research methodology" encompasses the systematic approach used in the execution of research activities. Numerous approaches are used throughout diverse study domains, including research design, data collection, and data analysis.

The purpose of research methodology is to provide insight into various aspects of a research study. This includes understanding the reasons behind undertaking the research, defining the research problem, formulating hypotheses, collecting data, selecting a specific research method, and justifying the use of a particular data analysis technique. Research methodology addresses a range of questions related to the subject of the research or study.

Ndone and Park (2022), posits that a research strategy is a framework that operationalizes ontological and epistemological concepts by providing recommendations for doing research as well as outlining the principles, methods, and practices that regulate the research process. There exist a multitude of research techniques, and it is well acknowledged that no singular research methodology can be universally applied to all research issues. Every research approach has its own inherent strengths and weaknesses. There is no universally optimal research technique, and the process of selecting one invariably entails both advantages and disadvantages.

The researcher has chosen to utilize a qualitative research method for this study. While both qualitative and quantitative (mixed) methods of analysis could have been employed with the available data collection instruments, the researcher specifically opted for a qualitative purposive sampling research method. This decision was made due to the specific nature of the study, which required knowledgeable and experienced

interviewees who could provide targeted responses to the questions posed to them regarding the role of public relations in crisis management within the Organisation.

Furthermore, according to Diddi and Wei (2022) study, case research involves a comprehensive examination of a topic within one or many real-life contexts (referred to as case sites) for a prolonged duration. Data may be gathered via a variety of methods, including in-depth interviews, conversations in focus groups, personal observations based on prior experiences, and the examination of internal or external documentation. Hence, the researcher carefully chooses data gathering equipment that is pertinent to the qualitative research methodology.

### **Findings of the study**

In the realm of interactive crisis management, the ability to provide essential official information facilitates effective communication during crisis circumstances, therefore mitigating the communicative challenges posed by rumors. In crisis situations, a communication team that is composed of individuals with expertise in public relations and operates within the framework of public relations strategy possesses the capability to effectively address a heightened need for information. This team is capable of upholding the principle of maintaining a unified voice in communication efforts, even when messages carry a heightened emotional weight. Additionally, the team can leverage the expanded role of direct communication to its advantage. The successful implementation of an effective crisis management strategy is particularly crucial when a business analyses its public relations using an integrated model. This model serves to define and safeguard public relations from any incongruous expressions. The heightened attention given to the field of public relations guarantees that a business is protected from possible hazards it may encounter, or at the very least, it assures that the organization can effectively address and mitigate these risks without any adverse consequences.

The objective of this chapter is to derive a substantial conclusion. Furthermore, this study aims to provide a comprehensive analysis of the data and an extensive examination of the existing literature review in order to derive meaningful and impactful suggestions. Although crisis management and communication in public relations possess some limits, they have considerable significance for enterprises. When implemented proficiently, these strategies may contribute to the preservation of reputation, the maintenance of stakeholder confidence, the guarantee of legal compliance, and the facilitation of prospects for development and enhancement. It is advisable for organizations to allocate resources towards proactive crisis preparation and response strategies in order to minimize possible risks and safeguard their long-term interests.

Nevertheless, despite the duties and efforts undertaken by these organizations, the study findings indicate a deficiency in the presence of well-defined preventative, mitigating, and rehabilitative strategies, usually referred to as crisis management plans. Moreover, the lack of a crisis communication plan as an integral component of the communication strategy within the public relations department implies that the significance of public relations in crisis management is diminished, necessitating the implementation of steps to fully recognize its responsibilities in this domain.



A crisis management framework is a formal written document that is strategically developed to effectively achieve its designated goals. Crisis management encompasses a range of strategic elements that are specifically formulated to proactively mitigate the occurrence of crises and minimize the adverse impact on both the company and the relevant stakeholders. Therefore, as extensively portrayed in literature, the crisis management strategy primarily encompasses the duties assigned to organizational leaders. The inclusion of a crisis communication strategy inside a crisis management plan is essential and plays a crucial role in effectively handling crises, particularly when a corporation has previously established such a plan. It is advantageous for a corporation to engage in pre-crisis preparation, effectively respond during a crisis, and then engage in reputation restoration efforts. Crisis management is a multifaceted process with several components, including proactive measures, crisis management strategies, and post-crisis assessments.

### Results & Discussion

This study investigates the significance of crisis management and communication in the field of public relations, focusing on specific corporations. This study examines the empirical research undertaken inside businesses to explore the function of public relations in crisis management. The researcher formulated three research questions, each of which generated three hypotheses. All of these hypotheses were then validated by empirical evidence and statistical analysis. The researcher conducted an examination of four key ideas, including the concept of public relations, the concept of relationship supervisors, the notion of crisis, and the concept of crisis management. The application of social responsibility theory was used by the researcher in this study (Diddi & Wei, 2022).

The theory in question belongs to a set of four conventional ideas pertaining to the press. The social responsibility thesis asserts that entities, whether they be organizations or individuals, possess an ethical duty to engage in actions that contribute to the overall well-being of society. Maintaining peace and harmony inside a business is a responsibility that falls upon every management entity. In order to facilitate a proficient crisis management strategy through the implementation of public relations, it is imperative for organizational management to demonstrate their commitment to employee well-being. This can be achieved by offering complimentary meals to workers, fostering effective communication channels among staff members, providing attractive incentives such as gifts, and allocating funds for wardrobe allowances, among other measures. In essence, it is anticipated that employees will communicate the areas in which the organization's image may be enhanced (Haupt & Azevedo, 2021). As long as the executive team is willing to fulfill their obligations and foster a sense of unity among the workforce, there is no crisis that they cannot effectively address. The researcher used the chi-square test to examine the research hypothesis, and the hypothesis as a whole got empirical and statistical validation. The researcher observed that the rate of response from the participants was promising. This implies that the collected information has a greater level of precision. The study's findings indicate that public relations significantly contribute to crisis management within organizations. The conclusion was derived based on the data collected from the participants.

Public relations have had a significant impact on facilitating positive collaboration and favorable commercial interactions between the organization and its clients. The study further inferred that inadequately managed crises might have a detrimental impact on the bank's operations if not handled appropriately and efficiently. The researcher reached the conclusion that the proper use of public relations

remains a crucial strategy for proactively preventing crises inside an organization. Ultimately, the researcher reached the conclusion that public relations is and will remain a very influential factor in the effective handling of crises inside organizations (Schoofs et al., 2022).

Crisis has been a persistent and repeating phenomenon in the history of humanity, exerting significant impacts since its inception in the cosmos. The connection between humans and the environment, in conjunction with the advancements of modern society, has made survival of the fittest an essential principle. Therefore, individuals engage in various activities with the main intention of fulfilling their fundamental or primary wants, which include psychological and safety requirements, as well as their secondary needs, which include social, esteem, and self-fulfillment needs. During the pursuit of these requirements, crises often arise, including conflicts amongst workers as well as between employees and the management of a company. However, organizations and groups endeavor to get a larger share of the market in order to generate more profits than their competitors, leading to heightened competition. The progression from competition ultimately culminates in a catastrophe. Communities may get involved in crises as a result of shared interests. The presence of crises is an inevitable and essential aspect of our existence. Currently, it is rare to find a day without seeing reports about various crises in our media, including in the religious, political, and industrial spheres. Indeed, it is undeniable that crises have persisted throughout history. However, the present prevalence of violent crises in organizational, governmental, and communal contexts signifies a significant level of rage and poses a substantial danger to the progress and stability of the aforementioned domains as well as society as a whole (Diddi & Wei, 2022).

According to the findings of the research, it is advised that management should make an effort to combat significant challenges influencing crisis management and devise strategies that may enhance and safeguard organizational interests during a time of crisis. The aspect of crisis management and public relations has to be strengthened in media companies, and there is a need for the management to do so (Susilo & Prayudi, 2022). The findings of the study indicated that the concept of crisis management and public relations is one that must always be included in ongoing management concerns.

## **Conclusion**

In conclusion, individual interaction and crisis management play crucial roles in the implementation of good public relations initiatives. In the contemporary global landscape characterized by rapidity and interconnectivity, it is imperative for companies to possess the readiness to promptly and openly manage crises. This is essential to safeguarding their reputation and upholding the confidence of their stakeholders. Crisis management and communication are vital elements of public relations since they play a crucial role in ensuring the enduring success and reputation of a business. Organizations may enhance their ability to handle crises and achieve post-crisis resilience by placing emphasis on planning, fostering honest communication, and cultivating stakeholder trust. Every society and organization is susceptible to catastrophes. The comprehension of both internal and external risks that possess the potential to affect an organization, along with the effective management of those risks, may significantly influence the outcome of the company, potentially leading to either success or failure. Based on the analysis of existing scholarly works, it is evident that crisis management primarily facilitates the process of rejuvenation, the establishment of stability, and the fostering of growth in the aftermath of crisis scenarios. Additionally, it

mitigates fluctuations in earnings, enhances stakeholders' trust, safeguards the assets of the organization, ensures compliance with insurance, legal, and regulatory obligations, and prevents severe detriment to stakeholders, organizational losses, or even the cessation of operations. In volatile contexts, maintaining operational continuity may provide a competitive advantage by mitigating disruptions to commercial activities.

Nevertheless, the approach to crisis management is determined by creative thinking, including not only its application in business practices but also its broader implications as a way of life and a prevailing mindset, sometimes referred to as crisis culture. Moreover, crisis management is inherently characterized by its interdisciplinary nature, including psychological, social-political, and public relations aspects that need comprehensive consideration. This implies that it is necessary to include a systematic evaluation of crises in ongoing operations and make it an integral component of critical decision-making procedures. Hence, it can be inferred that a crisis management strategy requires regular updates and the ability to adapt to evolving external or internal circumstances in order to enhance its efficacy.

### Conflict of Interests

The writers state that they personally have no conflicts of interest.

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