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**EDITORIAL:  
WHAT IS ESSENTIAL IN MODERN MANAGEMENT:  
PRECISION AND FLEXIBILITY AT THE SAME TIME**

Dear Reader,

Welcome to the second-third issue of the Pannon Management Review in 2015. We are greeting you with a usually interesting and prime content in a renewed outlook. In this issue you can find a multicolour message underlining what is essential in modern management: precision and flexibility at the same time. But in the first place: communication and communication.

Do you know what the main characteristics of digital economy are? Mobility, use of data and network effects. First: consumers are not confined by the limits of the national frontiers anymore: they can buy almost anything, anytime, from any country. Second: large amounts of data that we call "big data" are important resources for the marketing of large corporations but also for the governmental strategies and are collected mainly through transactions, log data, events, different communications (e-mail, Social Media) or connected devices. Third: network are not only about Social Media: digital economy means augmenting some already known effects of the globalization process, such as delocalisation of the company's activities in places far away, considering the competitive advantages that these locations have (wages, taxes), but also for the ones who are part of global supply chains, regardless of their country of origin. Each of these three characteristics leads to polarization as individuals tend to become more mobile as a consequence of using the apps dedicated to physical activities but they also tend to become more inactive.

Digital economy is heavily related to knowledge but we are not speaking of a classic sort of knowledge, but of a more visual and instantaneous one. In a digital economy not only consumers gain power through information, but companies also become more capable of using big data through complex ERP (Enterprise Resources Planning) and CRM (Customer Relationship Management) systems that enable them to gather and then use more information on markets and clients, mostly in real time. Today the digital economy is smart and visual, encompassing in fact even more than just knowledge. Some of the most important challenges that companies and managers have to face in the new digital context: need of having competencies for the new

design principles; rethinking processes needed to support after-service services; rethinking of marketing strategies and techniques from the classic marketing to m-marketing; human resources need to understand the new systems and to have the knowledge required; to secure the continuous information flows, to guarantee their integrity and incorruptibility. This is the lesson for the new digital era of the corporate world.

And what do you know about the European Communication Professionals Skills and Innovation (ECOPSI) Programme? The principle focus of the project was to develop understanding of the competencies held by senior communications practitioners and the contributing knowledge, skills and personal attributes that are relevant to their role and that of future managers in similar roles. Following the digital challenge it is about communication again. Corporate managements have to take into account the ever increasing role of communication in the business processes. Research projects explored that most important training providers in Europe are national professional associations and training organisations run by them, followed by further education institutions specialised in public relations and communication. Manifold drivers which foster or hinder achievements have been identified in the further professionalization of the practice. A survey revealed significant gaps between the development needs of communication professionals in Europe and the training opportunities currently offered by their organizations. European communication professionals consider online communities or social networks as by far the most important social media tools available. Academic education and expectations of communication professionals regarding management, business and communication qualifications are not matched and that this is a serious problem for both sides to address: i.e. for academia to (re)claim relevance and professionals to get access to the type of knowledge they need. The industry needs to look closely at how it can foster intercultural relationships and cross-cultural working.

Naturally modern technology and communication skills are not sufficient. For the companies recruitment is not just about getting people from outside but also finding the right people for the right position in an intercultural environment. Students, that is potential employees learned the books, i.e. the words themselves at the universities but are sometimes not able to translate simple situations, which is not good. It should not be that way. Companies have to adopt a culture that fits to those people as well. Surely, they have to incorporate some of their expectations.

And finally, as an external action of communication corporate social responsibility is of increasing importance as well. Social responsibility is mainly based on the employees' activity of the companies in an ad-hoc way which role is based on the data about the involvement. It does not necessarily mean that if there are no volunteers, the company itself would not

demonstrate responsibility towards the society. Companies were ready to support the social demand providing the necessary sources as it could be seen that employees, managers and leaders can also take part in the actions. That is a real challenge in contemporary corporate life.

In this issue our intention is to give you an insight into the thoughts and facts being detailed here above through the papers of Florina Pinzaru on Managing in the digital economy: an introductory discussion, Ralph Tench and Márta Konczos on Mapping European communication practitioners competencies – A review of the European Communication Professionals Skills and Innovation Programme: ECOPSI, an interview with Péter Tóth, the HR manager and Mónika Fodor, Communication and Employer Brand Country Manager of Continental Automotive Hungary Ltd. and finally the paper of a doctoral student, Csongor Harsányi on Potential appraisal method for CSR.



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He worked as project manager of numerous international industrial projects in the Mediterranean region (e.g. Greece, Middle East, North Africa) between 1977 and ,90. Since 1990, he actively participates in the higher education. Among others he taught at the College for Foreign Trades; at the Ecole Supérieure de Commerce d'Angers and between 2004 and 2009 he was Head of Institute of Business Studies at the University of Szeged. In 2011 he was appointed professor of Marketing at the Budapest Business School (BBS), Hungary, and between 2010 and 2014 he was also Head of Research Centre at BBS. Since 2014 he is Head of Department of Marketing at the Faculty of Business & Economics of the University of Pannonia, Veszprém, Hungary. From the beginning of this year he is the editor of the Pannon Management Review.

Zoltán Veres has had consultancy practice and conducted numerous research projects on services marketing and project marketing. In 2001 and 2002 he was Head of Service Research Department at the multinational GfK Market Research Agency. He is member of the research



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He has more than 200 scientific publications, including the books of Introduction to Market Research, Foundations of Services Marketing and Nonbusiness Marketing. He has been editor of series to Academy Publishing House (Wolters Kluwer Group), Budapest. Besides Zoltán Veres has been editorial board member of the journals *Revista Internacional de Marketing Público y No Lucrativo* (Spain), *Вестник Красноярского государственного аграрного университета* (Krasnoyarsk, Russian Federation), *Tér-Gazdaság-Ember and Marketing & Menedzsment* (Hungary); member of *Journal of Global Strategic Management*, Advisory Board and Review Committee; member of *Asian Journal of Business Research*, Editorial Review Board.