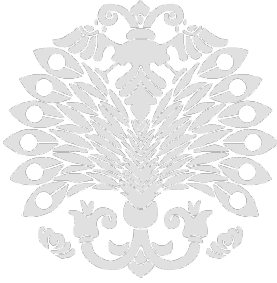


# Digital Communication Crisis: The Case of Patiswiss Brand

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## ABSTRACT

Information and communication technologies have changed the way individuals communicate; Technological innovations have created some risks for businesses as well as advantages. The most important of these risks is that individuals can easily express their expectations and complaints - especially in the context of the products they buy and use - through social media platforms where interaction and content sharing are possible. An individual who spends a significant amount of his time in the digital environment is both exposed to the content created by other users and creates an impact on many people by producing content. Under these conditions, social media environments and the consumers/customers who use these environments intensively have positive effects on companies and brands at a level that will increase sales, and negative effects at a level that may cause a crisis. Managing technology-mediated communication environments is important in terms of managing such effects. The purpose of this study is to raise awareness about digital communication by drawing attention to the minimum requirements of a business manager in a digital communication environment through a case analysis. In this context, it is aimed to reveal how the crisis is managed and/or attempted to be managed through digital media, within the framework of the necessity of managing the crisis that emerged through a content, issue, event that comes to the agenda regarding the company(ies) in digital media and spreads rapidly among the masses. In the study, which focused on digital communication, crisis management was discussed through a case study of the Patiswiss brand over the series of events that broke out in April 2024. The headlines and spots of the news published in the digital environment regarding the crisis process, developments and resolution of the crisis were analyzed through 5W1H. As a result, it has been observed that the communication language was transformed by developing a successful strategy after the attack and threat-based communication method used in the beginning.

**Keywords:** Social Media, Crisis, Crisis Management, Patiswiss Crisis.

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## Introduction

“New media”, which has gained an important position in human life in the last quarter century and reshaped people's communication styles, offers its users space-independent interaction opportunities due to interactivity/awareness, speed and many instrumental convergence. This interaction is becoming increasingly intense with the voluntary participation of the individual and the willingness to spend time in the digital environment (Öztürk Terzi, 2020). While content sharing is becoming easier with applications that are richer every day -with simple and similar interfaces- at the same time, intervention on content, re-sharing of content and archiving -by copying and saving- pave the way for spending more time on new media. However, individual and mass communication tools are partially or completely merging, converging and converging on the digital axis (Kırık, 2017). While the applications available in the digital environment are guided by the producers of these environments, communication takes shape within the framework of the possibilities offered by the interfaces. While some of the environments called social media are based on text, others may be visual-based; it is often observed that social media platforms are becoming increasingly similar. The digital footprints of users and the way they use applications are the factors that trigger this similarity. Individuals who spend time in social media environments turn into experiencers for the producers of these environments, and each post reveals heaps of information about individuals (demographic data, interests, likes, etc.). Individuals share and discuss their daily lives, business processes, privacy, ideas and thoughts on social media. In addition, they edit and share various content -text, audio, visuals, etc.- for purposes such as gaining likes, attracting attention, increasing the number of followers in the social media environment.

Firms and brands owe their functioning on a global scale to new communication technologies and distribution networks that enable worldwide interaction. In this framework, it is observed that brands include digital media in their communication processes, especially as a way of developing relationships with consumers and customers who are the addressees of their products. Communication lies at the heart of brand management strategies. Other elements follow communication processes and even have an integrated functioning with these processes. For brands, developing a “positive” image and reputation is an indispensable element. This makes it necessary for brands to successfully manage their visibility before large audiences. Digitalisation, which constitutes an important pillar of such important communication networks and processes, has brought brand management processes to a somewhat critical position. Sharing negative content about a company/brand in the digital environment can turn into a major crisis due to its rapid spread to the masses, even if it is untrue, unwarranted and without evidence (James & Wooten, 2005). As in the case of the Patiswiss crisis, it becomes more difficult for a company that does not deal with the feedback of its consumers in detail, does not care enough, does not approach the issue sincerely and does not anticipate that it may turn into a crisis, to cope with the resulting crisis. Crisis, which conceptually combines the meanings of “danger” and “opportunity”, has a transformative role if successfully managed. In this framework, “continuing to exist”, “disappearing” or “transforming” in terms of individuals, groups and firms/organisations is closely related to the strategies to be developed by firms (Çınarlı, 2014). In order for brands to continue to exist, they need to manage the crisis successfully in order to overcome the possible crisis(es) they face with the least damage. Implementation of crisis management in a way that will successfully solve the problem experienced by the company will reveal results that will increase sales and marketing share, strengthen brand reputation and brand loyalty.

In this study, in which the incident experienced by Patiswiss company in April 2024 is discussed as an example of the crisis that emerged in digital media and spread rapidly among the masses and moved to the discussion agenda, the crisis that emerged after the posts made by the Patiswiss brand manager on his social media account and the crisis management strategy of the brand were analysed. In the study, Patiswiss CEO Elif Aslı Yıldız Tunaoglu's response to the brand's product user Esra U., after she shared moldy chocolate on social media, tagging Migros, Patiswiss and the CEO, and again on LinkedIn, the crisis grew with increasing reactions, and digital It was deemed worth examining because it has recently become a crisis, it has become a crisis that has emerged on a digital platform, and there are problems in the management of the crisis. During the crisis management process, the CEO of the Patiswiss brand

resigned and apologised on the brand's official page. In the analysed crisis case, the experiences of Patiswiss, which imports, distributes and sells chocolate, constitute noteworthy features for many companies. The importance of managing the content sharing of digital media is once again revealed by these and similar crises.

### **Crisis and Crisis Management**

The origin of the concept of crisis, which is considered important by today's business world and the necessity of its management is increasing day by day, comes from the Greek words "krisis" (decision) and "krinein" (to decide) and refers to the "turning point" of a disease. The concept, which means "to decide, to separate, to reason" (Çınarlı, 2014), is explained with the Chinese words "opportunity" and "danger" in the context of crisis intervention (Aksu, 2010). Many definitions have been developed for the concept of crisis, which is one of the most important problems experienced by individuals, groups and/or organisations. "Crisis can be defined in various ways depending on the context and the area addressed. Depending on how it is managed, a crisis can mean an opportunity for the development of an environment in which the future is redefined and redesigned, a situation of getting better or worse, difficult times and future anxiety" (Öcal, 2020). A crisis is, in essence, "a situation that threatens the high-priority goals of the organisation, where time is limited to prevent it, and creates stress when it occurs" (Haşit, 2000, p.7). Crisis can be defined as "any event that has the potential to affect the integrity of an organisation" (Aksu, 2010) or it can be handled in much more detail (Demirtaş, 2000) as "a tense situation that threatens the goals and existence of the organisation, negatively affects planning and decision-making mechanisms, and involves unexpected and rapid changes that require immediate reaction of the organisation". Taşkın and Dönmez (2022) discuss the crisis in the context of the failure of corporate and managerial functions due to the failure to establish healthy communication, which puts institutions, organisations and their managers in difficulty; Herman explains the three conditions for the emergence of the crisis as (i) the reputation of the institution is shaken, (ii) the time for solving the problem is very limited, and (iii) it occurs at a time unexpected by the institution (as cited in Peltekoğlu, 2014). Based on the definitions, the main characteristics of the crisis can be listed: (i) Crisis is an out of the ordinary situation; it may occur in different time periods in different environments depending on each other. (ii) Crisis may lead to the destruction of the enterprise(s) because it is sensitive and critical. (iii) Firms that fail to recognise the crisis may cause crises to grow. (iv) Brand managers play a major role in not recognising crises. (v) Brands that fail to recognise the signal of crises before they occur do not investigate the problem and thus the effects of the crisis grow (Haşit, 2009).

The reasons that trigger the crisis are divided into two as internal reasons arising from the internal environment of the business and external reasons arising from the external environment of the organisation (Aslan, 2021). Examples of crises that may arise within the business are "failure to keep up with technological developments, security issues, problems in relations with the law and the media, natural disasters concerning the business, crises in payment and collection, production of faulty products, boycotts, bribery, corruption of computers, loss of data, mismanagement" (İbrahimoğlu, 2011). External factors that cause crisis can be listed as "natural disasters, general economic uncertainties and fluctuations, environment, technological developments, sociocultural factors" (Öztürk, 2011).

Crisis management can be defined as "the process of the manager trying to meet the objectives of the organisation at an acceptable cost in situations of possible danger" (Tunçsiper & Dikili, 2010). White defines crisis management as "a process that requires special expertise, is oriented towards the future and tries to predict events that may disrupt important relationships" (as cited in Aksu, 2010, p.55), and Coombs defines it as "factors designed to combat crises and prevent or reduce the damage caused by them" (as cited in Güden, 2018,). Today's understanding of crisis management is "to take steps to solve the issues that may become a problem without underestimating the issues that may become a problem by developing the ability to anticipate and eliminate possible problems with a good observation ability" (Kavoğlu, 2013).

Crisis management is not only an activity that covers the period after the emergence of the crisis; it also includes “activities that need to be carried out in the period until the emergence of the crisis, such as identifying warning signals, establishing protection and prevention mechanisms” (Can, 2017). Failure to recognise and manage the crisis may damage brand reputation, increase operating costs and cause both short and long-term financial losses. “A poorly managed crisis can also reduce trust and even destroy the brand completely” (Tsang, 2000). Brands should protect their reputation in order to survive the crisis with minimum damage. Reputation is “people's awareness of an organisation or a person, their attitude towards it and the positive characteristics associated with it” (Çınarlı, 2014). Managers representing the brand should carry out the process by evaluating the issues and messages from a human perspective in a cold-blooded and common-sense manner as much as possible without damaging the reputation during the crisis process. It is possible to define the duties and responsibilities of senior managers in three main areas. These are; “determining the vision of the company, selecting qualified human resources and managing the reputation of the company” (Kadıbeşegil, 2010). Today, instead of thinking about whether the crisis will affect the business or not, managers think about where, when, how, how and how many people will be affected by the crisis (Haşit, 2000). The prominent elements in crisis management can be listed as follows: (i) Accurate information about the dimensions of the crisis should be given to the public in an open and transparent manner. (ii) Communication channels should be activated very quickly in order to react immediately to the crisis and communication bridges should be established with stakeholders. (iii) In order to be consistent in the face of the event, flexibility should be adopted. (iv) The behaviour of the target audience and various media groups should be monitored. (v) The person who will manage the crisis should be determined and messages should be disseminated from a single hand. (vi) Coordination should be ensured by forming a crisis management team. (vii) Crisis planning should be made and necessary measures should be taken to protect the corporate image in the crisis (Can, 2017).

### **The Unmanageability of the Crisis Exposed by the CEO Reaction of the Patiswiss Brand**

The Patiswiss crisis is an example of a crisis that emerged due to the CEO's response to a social media post about the product by Esra U., a product consumer. The emergence of the crisis was triggered by a user's visual post on LinkedIn about Patiswiss chocolate and her comment about the product and the brand: “Look at my coffee accompaniments that I bought on a whim, it's the first time I've witnessed mouldy chocolate. Moreover, the expiry date is still far away. There is probably a problem with the storage conditions in the supply chain” (gazeteduvar, 2024) and labelled the brand and Migros. Elif Aslı Yıldız Tunaoğlu, the owner and CEO of the brand, posted on her social media account, “...There is your giant MİGROS and us. Everyone is so behind the product! Good luck to you. Our lawyers will contact you, but I like to solve my own business myself...” (gazeteduvar, 2024) and responded to the customer with a reactionary and threatening tone, as a result of which the communication between them turned into a crisis. After the reactions increased, Elif Aslı Yıldız Tunaoğlu posted again that she was misunderstood. This post was not found to be sincere and reliable, and the reactions -which could not solve the crisis- continued. As a result, Migros and other stores selling Patiswiss products removed the brand's products from their shelves and website applications in order not to be negatively affected by this crisis. While social media provides a powerful environment for organisations to frame and disseminate their own news; in other words, to perform 'news management' (Çınarlı, 2014, p.107), the brand manager failed to use this power successfully and caused the communication to turn into a crisis. Instead of understanding the customer who gave feedback about the product on social media, a policy of attack and intimidation was applied. The CEO gave feedback through his own account, and this response spread to large masses and created an agenda. Such communication crises in social media can threaten the future of organisations. Since it is more difficult to control the flow of information in social media and to ensure the correct interpretation of information, this situation may cause the crisis to grow even more (Şahinsoy, 2017).

In these and similar crisis situations, company employees, especially the management, should pay attention to “reaction”, “reputation repair” and “behavioural approach” (Koç Kaplan, 2020). During the crisis, managers should quickly make sense of the crisis and draw the scope of the crisis and establish teams to prevent the problem from growing; managers' being visible and understandable, and most

importantly, having a sincere approach will accelerate the solution of the crisis (Weick, 1988). In this context, brand managers should have a vision and utilise the opportunities that may arise by reducing the risks that may arise during the crisis. In addition, they should analyse the changing environmental conditions and determine a communication strategy according to these conditions. Most importantly, they should adopt a sincere, understandable, solution-oriented communication strategy by creating an environment of trust in the solution of the incident during the crisis period (İbrahimoğlu, 2011). Otherwise, as in the Patiswiss example, reputation and trust will be damaged and the CEO may have to resign due to the pressure on the brand. As can be observed from the example, brand managers should display an attitude that will reduce tension by avoiding messages that can be misunderstood and anger consumers in times of crisis (Ağca, 2021). During the crisis period, the executive brand's response to the investigation and solution of the incident from its own social media accounts could have calmed the environment. However, the CEO of the Patiswiss brand did not adopt this strategy and applied a counterattack strategy. Thus, he tried to reduce the impact of the accusation against the brand. With the counterattack, brands state that "it is unfair to reduce the impact of the discourse accusing them, and that the incident is a scenario designed to harm the organisation" (Koç Kaplan, 2020). The CEO of the Patiswiss brand accused the sharing consumer of being visible, damaging the brand, making a premium, and shared that the situation was not based on facts. Although it is possible for the company/brand to turn the problem into an opportunity in the crisis process despite all these negativities, it cannot be stated that success was achieved in this example. According to Bennis, "the quality, vision and mission of the manager are important in decisions during a crisis. The leader's inclusive role in a crisis protects the integrity of the brand. At the point where trust and reputation decreases, the manager creates a new vision by inspiring stakeholders" (as cited in Düzgün, 2020). Thus, the stakeholders and target audience are affected and the crisis is tried to be overcome with the least damage. In short, in case of crisis, brand managers should be transparent, convey the facts, and their employees and stakeholders should not be ignored.

## Methods

### Purpose and Importance of the Research

In the study, the social media communication crisis experienced by the Patiswiss brand in April 2024 is discussed in the context of a case study. By analysing the crisis that occurred with the social media posts of the brand manager, the study reveals the remarkable importance of digital communication for today's companies. The aim of this study is to raise awareness about digital communication by drawing attention to the minimum requirements of a business manager in a digital communication environment through case analysis. For this purpose, the news about the Patiswiss brand and the post-crisis reactions were determined; the crisis caused by the brand manager's response to the consumer's comment against the brand on social media was analysed and the importance of crises in social media and digital communication processes and the necessity of implementing crisis management strategies were tried to be revealed.

### Scope and Limitations of the Study

Within the scope of the case analysis in the research, the posts made by the Patiswiss brand manager on social media and the news on the news sites related to the subject were handled within the scope of the research. The data of the study were obtained from Patiswiss website and various news websites (See Table 1).

Patiswiss brand is a boutique chocolate brand established in Ankara in 2004 under the guidance of Swiss chocolate experts. Patiswiss was acquired by Elif Aslı Yıldız Tunaoğlu in 2017. The brand continued to operate in January 2020 with 2 factories with a total closed area of 8500 m<sup>2</sup>. In addition to transforming into a chocolate factory that produces at high food safety and quality standards, the brand also incorporated additional product families such as cream-mesmeal, granola-muesli, and started to include more than 140 product types in 12 main categories in its portfolio with cakes, cakes



and cookies. Patiswiss has been using handmade production for 17 years, as well as advanced technology machines in the production phase. All production, packaging, storage and distribution operations of the brand are carried out from a single point (patiswiss, 2024). The brand has more than 30,000 sales points in Turkey (patiswiss, 2024b). The brand has an area of 30,000 m<sup>2</sup> and exports to 35 countries (dünya, 2024).

### Research Method

The features of the social media environment such as “participation”, “openness”, “mutual conversation” and “connectivity” enable consumers to express what they see as a problem (Çalışkan & Mencik, 2015). Individuals organise around the relevant issue and attract the attention of the masses and the public. In this context, in this study, the social media crisis experienced by the Patiswiss brand was discussed with a 5W1H analysis; The CEO's digital communication was examined. In this context, in the analysis part of the study, the crisis process and news of the Patiswiss brand were analyzed with a situation analysis. As a matter of fact, the case study; “It is a qualitative research approach in which the researcher examines one or a few situations limited over time in depth with data collection tools containing multiple sources (observations, interviews, audio-visuals, documents, reports), and the situations and themes related to the situation are defined” (Subaşı & Okumuş, 2017) According to another definition, it is “the examination, research and definition of a phenomenon in its reality” (Çapar & Ceylan, 2022). In the method created based on the examination of a case, the data regarding the brand were analyzed through all the news (37 news), news headlines and spot sentences obtained by entering the "Patiswiss crisis" parameter in the Google search engine on 03.07.2024.

### Data Analysis

In the study where crisis and crisis management are discussed through digital platforms, the Patiswiss crisis case and the 5W1H technique, which is a planning tool and is frequently used in the journalism profession to explain and investigate the event, situation and problem in detail, were used. The 5W1H technique enables problems to be analyzed comprehensively and clearly by getting to the root cause of the problem by asking what, where, when, why, how and who questions in order to obtain information about a problem (İlaslan, 2023). In order to find the right solutions to the analyzed problems, the technique uses "What?" in the event and/or conceptual analysis to determine the subject in the 5W1H technique, "Why?" to determine the reasons for which the event occurred and the results of the reasons, at what stages the event occurred and the stages of the process, and then “How?” to determine the method, “Where?” to define space/place, “When?” to determine temporal analysis and “Who?” to determine those who are interested and responsible for the issue. It was analyzed within the framework of the questions. At the same time, all of the news (37 news) obtained as a result of the search made on the key concept of "Patiswiss crisis" on 03.07.2024 were analyzed through content analysis through the news title and spot sentences.

### Results

In the study, where crisis and crisis management are discussed through digital platforms, the Patiswiss crisis case was resolved with the 5W1H method, which is a planning tool and is frequently used in the journalism profession to explain and investigate the event, situation and problem in detail. “What?” in the event and/or conceptual analysis to determine the subject, “Why?” to determine the reasons for which the event occurred and the results of the reasons, “How?” to determine the stages in which the event occurred and the stages of the process, and then the method, place/place identification. “Where?” for temporal analysis and “When?” for temporal analysis. and “Who?” to determine those who are interested and responsible for the issue. It was analyzed within the framework of the questions. At the same time, all of the news (37 news) obtained as a result of the search made on the key concept of “Patiswiss crisis” on 03.07.2024 were analyzed through content analysis through the news title and spot sentences.

Bir heves aldığım kahve eşlikçilerime bakın, küflenmiş çikolataya ilk defa sahit oluyorum 😞 üstelik son tüketim tarihine daha var

muhtemelen tedarik zinciri sürecinde muhafaza koşullarında bir problem var 🤔

**Migros Supply Chain Solutions**  
#patiswiss  
Elif Aslı Yıldız Tunaoğlu



**Figure 1.** LinkedIn Post That Started the Patiswiss Crisis (Medium, 2024)

*"Bu ürünler hayatta küflenmez biliyor musun? Hadi doğru diyelim. Sen bence acil şekilde evindeki nem oranına falan baya bir bakmalısın. Bir de LinkedIn'de paylaşacak hiç başka içeriğinin olmaması ne acı. Haklısın pirim yapmak için bize baya ihtiyacı var herkesin. Baksana aşağıya 'çöp' falan yazanlara. Bizim avukatların marka Karalama, Marka değeri düşürme vs' den neler isteyeceğinden herkes habersiz. Ayrıca! Bize böyle bir durum olsa söyler telafisini istersin! Karşında senin dev MİGROS ve biz varız. Herkes ürünün öyle arkasındaki! Haydi size kolay gelsin. Avukatlarımız iletişime geçecektir sizinle ama ben kendi işimi kendim çözmeyi severim."*

**Figure 2.** LinkedIn Post of CEO Elif Aslı Yıldız Tunaoğlu, who was the subject of the Patiswiss Crisis (Medium, 2024)

Within the framework of the Patiswiss Crisis, which erupted with the LinkedIn posts presented in Image 1 and Image 2, the following findings emerge when 5N1K questions are sought in the analysis of the news published on digital platforms:

**What?** The image shared by a consumer named Esra U. on LinkedIn regarding the chocolate product of Patiswiss brand (see Image 1) and the comment of CEO Elif Aslı Yıldız Tunaoğlu on this post became an agenda in the social media environment. The CEO's comment attracted the reaction of LinkedIn users who saw the comment and quickly spread to other platforms, appeared on news websites and created a crisis environment for the Patiswiss brand.

**Why?:** Elif Aslı Yıldız Tunaoğlu, CEO of Patiswiss, responded to the consumer's post on her social media account by saying, "Do you know that these products will never get mouldy? Let's say it's true. I think you should urgently check the humidity level in your home. It is a pity that you have no other content to share in your link. You're right, everyone needs us to make a premium." You know these products will never go mouldy? Let's say that's true. I think you should urgently check the humidity level in your house... And it's a pity that you have no other content to share on LinkedIn. You're right, everyone needs us to make money. Look who's writing 'rubbish' down there. Everyone is unaware of what our lawyers will ask for brand defamation, brand value reduction, etc. :) Also!!!! If such a situation happened to us, you would tell us and ask for compensation! You have your giant MİGROS and us in front of you. Everyone is so behind the product! Good luck to you. Our lawyers will contact you, but I like to solve my own business myself..." (sondakika, 2024). This post has become a topic of discussion on the protection of consumer rights in the social media environment and the behaviour of managers in the face of complaints.

**How?:** Patiswiss CEO Elif Aslı Yıldız Tunaoğlu's post received a great response from consumers in a short time. The crisis emerged as a result of unmanaged communication in the social media environment and was shared as news on news portals and newspapers in a short time. As a result of the reactions, the crisis grew and as a result, Migros and Carrefour stores removed the brand's products from the shelves and the website. As a result of the reactions to the Patiswiss brand, Patiswiss CEO Elif Aslı Yıldız Tunaoğlu said, "I don't know if there was a big misunderstanding or if I explained it wrong. But I'm very sorry for keeping you busy. I think you know me. All I mean is that everyone is behind the product. If you sent it to us, we would solve it. There was no need for a mail that would harm the brand... When I add the power of my spelling knowledge, it seems like I gave it. Anyway, our lawyers will think of something for me. After all, we manage the company with the board of directors. I agree, no problem. My only concern is the best product at the best price. I will not give up until my last breath. Including my non-food brands and initiatives. Best regards. I apologize in advance for my spelling and spelling mistakes, I do not want my social media contacts to work outside their working hours:( I'm sure they are very upset about what happened. I also thank those who will correct me and give me unconditional, free education" (internethaber, 2024). The brand stated that it was misunderstood due to its mistakes on April 21, 2024. "As the Patiswiss brand, we work hard to ensure that our products remain fresh and healthy throughout their shelf life. We see every feedback as an opportunity to improve our products. We apologize and respectfully announce to the public that we will do our best to solve the problem" (turkiyegazetesi, 2024). As a result of the posts, the social media accounts of Elif Aslı Yıldız Tunaoğlu and the Patiswiss brand were closed for comments and the incident became a 'Trending Topic' on social media. I upset one of our consumers with an incorrect answer. As someone who has made it his mission to increase women's employment and defend their equality in business life every year, I know of course that there will be no defense for the wrong answer I gave to my fellow man. I accept that what I did was a very wrong behavior, and I sincerely apologize to him, then to all our consumers and the valuable public, for this unpleasant incident. As a reflection of my sincere apology, I am leaving my position as Chairman of the Board of Directors as of today. "The change of duty will be announced quickly with the decision of the board of directors" (patronlardunyasi, 2024). It was stated that there was a spelling mistake in the published apology text, which resulted in a misunderstanding, and an apology was made to the target audience for the statement. The brand manager criticized his post and stated that he resigned from the management.

**Where is it?:** In April 2024, Patiswiss product consumer Esra U. tagged Migros and Patiswiss accounts in her post saying "There is probably a problem with the storage conditions in the supply chain process" (patronlardunyasi, 2024) regarding the product she purchased via LinkedIn, and the crisis took place on the digital platform (LinkedIn) has started. As a result of this sharing, the CEO's threatening statement on LinkedIn was criticized on social media. As of April 21, 2024, the crisis turned into a crisis and attempts were made to manage the crisis. The crisis started on LinkedIn and continued on Twitter, Instagram and online news sites. Elif Aslı Yıldız Tunaoğlu made statements on these platforms. After the incident started to escalate, the brand's official social media accounts were closed for comments.

**When?:** Patiswiss brand manager Elif Aslı Yıldız Tunaoğlu made a statement warning the consumer with her post on her LinkedIn account on April 21, 2024. As a result, the CEO's post became a hot topic. Tunaoğlu announced that he resigned from the management position on April 22, 2024.

**Who?:** The crisis in the Patiswiss brand emerged as a result of the post made by the brand manager on his social media account. The crisis was caused by the senior manager; Although it is not known who managed the crisis, the brand manager apologized and stated that he resigned. Such a statement and orientation were not sufficient to solve the company's crisis, and within this framework, the crisis could not be managed successfully.

The communication crisis that arose due to the reaction of Patiswiss brand manager Elif Aslı Yıldız Tunaoğlu to the Patiswiss product consumer was provocative in both style and content. It grew as a result of the successive reactions, and the CEO deleted his post on the digital platform. The CEO's response to the consumer with an "attack/intimidation" strategy took the crisis to a much different level,



and the problematic product sharing issue of the consumer, who was tried to be silenced by threatening, went beyond the product quality and turned into the CEO's disrespectful and insulting statement. Attempting to silence by threatening is a reaction that should not be used in crisis management processes, and the CEO's tone and way of handling the incident fueled the communication crisis. Product consumer Esra U., while expressing the problem she had with the product, also tagged Migros in her post, causing the problem to be reflected in this company as well. Thereupon, Migros and Carrefour stores, which successfully managed the crisis, removed Patiswiss brand products from the mobile application and shelves. The statements made later were not perceived as sincere by consumers; The reactions continued to increase. The brand manager's posts received negative criticism on social media and expanded the size of the crisis. The brand's image and reputation were damaged due to the process not being managed successfully. As the crisis emerged, apologies were issued one after another; Thereupon, the manager resigned. In its statements, the company emphasized that the statements were misunderstood, that it was sincere in its apology, that women's employment was at the forefront, that they made intense efforts for the products, that they were renewing their customer relations departments, and that customer feedback was important.

How the Patiswiss crisis occurred and developed has been explained, and in this context, news about the crisis can be seen in Table 1. There was no positive statement about Patiswiss company and its CEO in the news; On the contrary, harsh reactions were given.

**Table 1.** Statement on Patiswiss Crisis News

Title	Spot	Publication Date	Website
What did we learn from the Patiswiss crisis?	The mistakes made in the communication crisis ranging from the sharing of moldy chocolate to the resignation of the CEO are obvious. The academy and the industry have a common perspective on how similar crises can be prevented.	23.04.2024	<a href="https://mediacat.com/patiswiss-krizinden-neler-ogrendik/">https://mediacat.com/patiswiss-krizinden-neler-ogrendik/</a>
Yıldız Holding CEO Murat Ülker evaluated the Patiswiss crisis	Chocolate manufacturer Patiswiss CEO Elif Aslı Yıldız Tunaoğlu's response to the 'moldy product' criticism resulted in her resignation. The most striking analysis on the topic that is trending on social media comes from Prof. Dr. Çisil came from Sohodol and his comment was from Murat Ülker	22.04.2024	<a href="https://gazeteoksijen.com/ekonomi/yildiz-holding-ceosu-murat-ulker-patiswiss-krizini-degerlendirdi-209250">https://gazeteoksijen.com/ekonomi/yildiz-holding-ceosu-murat-ulker-patiswiss-krizini-degerlendirdi-209250</a>
First a threat, then an apology! CEO is at the center of Patiswiss crisis	A LinkedIn user shared a post stating that the Patiswiss chocolate he bought had mold even though it had not expired. Brand's CEO, Elif Aslı Yıldız Tunaoğlu, reacted harshly to the user in her response on her personal social media account and threatened to file a lawsuit.	22.04.2024	<a href="https://www.marketingturkiye.com.tr/haberler/once-tehdit-sonra-ozur-patiswiss-krizinin-merkezinde-ceo-var/">https://www.marketingturkiye.com.tr/haberler/once-tehdit-sonra-ozur-patiswiss-krizinin-merkezinde-ceo-var/</a>
Patiswiss crisis: Elif Aslı Yıldız's master's degree turned out to be a 'lie', she closed her social media accounts	It turned out that the postgraduate information written on LinkedIn by Elif Aslı Yıldız, who caused a stir when she responded to a customer who reacted to a Patiswiss brand chocolate she bought from the market, turned out to be mouldy, and had to resign as CEO, did not reflect the truth. Following these developments, Elif Aslı Yıldız closed her social media accounts.	24.04.2024	<a href="https://www.dunya.com/gundem/patiswiss-krizi-elif-asli-yildizin-yuksek-lisans-yanan-cikti-sosyal-medya-hesaplarini-kapatti-haberi-724106">https://www.dunya.com/gundem/patiswiss-krizi-elif-asli-yildizin-yuksek-lisans-yanan-cikti-sosyal-medya-hesaplarini-kapatti-haberi-724106</a>

Communication suicide of Patiswiss chocolates CEO	Prof. dr. Çisil Sohodol discussed the behaviors and words of Elif Aslı Yıldız, the CEO of Patiswiss chocolates, that left their mark on the agenda. "Is it a mistake or a mistake?" posed the question	24.04.2024	<a href="https://www.patronlardunyasi.com/patiswiss-cikolatalari-ceosunun-iletisim-intihari">https://www.patronlardunyasi.com/patiswiss-cikolatalari-ceosunun-iletisim-intihari</a>
Patiswiss tartışmasına Murat Ülker de dahil oldu: 'Her zaman, her mevkide öğreneceğimiz şeyler var	Yıldız Holding Board Member, Pladis and GODIVA Board Chairman Murat Ülker did not remain indifferent to the debate about Patiswiss brand chocolates' CEO Elif Aslı Yıldız Tunaoğlu's attitude towards a consumer.	22.04.2024	<a href="https://artigercek.com/guncel/patiswiss-tartismasina-murat-ulkerde-dahil-oldu-her-zaman-her-mevkide-301696h">https://artigercek.com/guncel/patiswiss-tartismasina-murat-ulkerde-dahil-oldu-her-zaman-her-mevkide-301696h</a>
Patiswiss tartışmasına Murat Ülker de dahil oldu: 'Her zaman, her mevkide öğreneceğimiz şeyler var	Yıldız Holding Board Member, Pladis and GODIVA Board Chairman Murat Ülker did not remain indifferent to the debate about Patiswiss brand chocolates' CEO Elif Aslı Yıldız Tunaoğlu's attitude towards a consumer.	22.04.2024	<a href="https://artigercek.com/guncel/patiswiss-tartismasina-murat-ulkerde-dahil-oldu-her-zaman-her-mevkide-301696h">https://artigercek.com/guncel/patiswiss-tartismasina-murat-ulkerde-dahil-oldu-her-zaman-her-mevkide-301696h</a>
"'Mouldy chocolate" crisis: Patiswiss CEO resigned	Patiswiss CEO Elif Aslı Yıldız Tunaoğlu resigned after the 'mouldy chocolate' response that dragged the brand into crisis.	22.04.2024	<a href="https://www.veryansintv.com/kuflu-cikolata-krizi-patiswissin-ceosu-istifa-etti/">https://www.veryansintv.com/kuflu-cikolata-krizi-patiswissin-ceosu-istifa-etti/</a>
Patiswiss crisis comment from Yıldız Holding CEO Murat Ülker	Chocolate manufacturer Patiswiss CEO Elif Aslı Yıldız Tunaoğlu's response to the 'moldy product' criticism resulted in her resignation from the company's board of directors. The most striking analysis on the topic that is trending on social media is by Prof. Dr. It came from Çisil Sohodol and Murat Ülker who commented on it.	22.04.2024	<a href="https://t24.com.tr/haber/yildiz-holding-ceo-su-murat-ulker-den-patiswiss-krizi-yorumu,1161557">https://t24.com.tr/haber/yildiz-holding-ceo-su-murat-ulker-den-patiswiss-krizi-yorumu,1161557</a>
Patiswiss crisis brought resignation!	Patiswiss CEO Elif Aslı Yıldız Tunaoğlu announced that she resigned following the developments that dragged the brand into crisis.	22.04.2024	<a href="https://www.marketingturkiye.com.tr/haberler/patiswiss-krizi-istifa-getirdi">https://www.marketingturkiye.com.tr/haberler/patiswiss-krizi-istifa-getirdi</a>
Murat Ülker was involved in the Patiswiss debate	Yıldız Holding CEO Murat Ülker said, regarding Patiswiss brand chocolates CEO Elif Aslı Yıldız Tunaoğlu's attitude towards a consumer, "We always have things to learn in every position."	22.04.2024	<a href="https://www.gazeteduvar.com.tr/murat-ulker-patiswiss-tartismasina-dahil-oldu-haber-1685962">https://www.gazeteduvar.com.tr/murat-ulker-patiswiss-tartismasina-dahil-oldu-haber-1685962</a>
Patiswiss crisis is growing! Elif Aslı Yıldız Tunaoğlu's diploma turned out to be fake	Patiswiss CEO Elif Aslı Yıldız Tunaoğlu, who received a reaction on social media with her response to a user's post of moldy chocolate, announced that she resigned from her position. It was revealed that the Hacettepe University Industrial Engineering Master's program, which Elif Aslı Yıldız Tunaoğlu stated in her LinkedIn profile that she completed in 2013, had its first graduates in 2015. On the other hand, a statement came	24.04.2024	<a href="https://sozsakarya.com/haber/19969635/patiswiss-krizi-buyuyor-elif-asli-yildiz-tunaoglunun-diplomasi-sahte-cikti">https://sozsakarya.com/haber/19969635/patiswiss-krizi-buyuyor-elif-asli-yildiz-tunaoglunun-diplomasi-sahte-cikti</a>

	from the Swiss-based brand Patiswiss.		
New CEO was announced at Patiswiss after the crisis	Ali Sinan Tunaoğlu was appointed to replace Patiswiss CEO Elif Aslı Yıldız, who recently responded to a consumer's 'mouldy chocolate' post with threats and subsequently remained on the public agenda.	24.04.2024	<a href="https://www.gazetepencere.com/gundem/patiswissde-krizin-ardindan-yeni-ceo-belli-oldu-608760h">https://www.gazetepencere.com/gundem/patiswissde-krizin-ardindan-yeni-ceo-belli-oldu-608760h</a>
Murat Ülker evaluated the Patiswiss crisis by sharing the article of World writer Sohodol	Chocolate manufacturer Patiswiss CEO Elif Aslı Yıldız Tunaoğlu's response to a consumer for criticizing a 'moldy product' created a trend on social media. Following the reactions, CEO Tunaoğlu announced his resignation. Yıldız Holding Board Member Murat Ülker, World writer Prof. Dr. Çisil got involved in the issue with her comment by quoting the article shared by Sohodol on LinkedIn.	24.04.2024	<a href="https://www.dunya.com/ekonomi/murat-ulker-dunya-yazari-sohodolun-yazisini-paylasarak-patiswiss-krizini-degerlendirdi-haberi-723905">https://www.dunya.com/ekonomi/murat-ulker-dunya-yazari-sohodolun-yazisini-paylasarak-patiswiss-krizini-degerlendirdi-haberi-723905</a>
Confession of communication crisis from the new chairman wife in the chocolate crisis in Patiswiss	Following the chocolate crisis at Patiswiss, CEO Elif Aslı Yıldız Tunaoğlu resigned and was replaced by her husband Ali Sinan Tunaoğlu. Tunaoğlu said that there was a communication crisis regarding the situation	11.06.2024	<a href="https://www.patronlardunyasi.com/patiswisste-cikolata-krizinde-yeni-baskan-esten-iletisim-krizi-itari">https://www.patronlardunyasi.com/patiswisste-cikolata-krizinde-yeni-baskan-esten-iletisim-krizi-itari</a>
A new curtain in the 'mouldy chocolate' crisis: Is the Patiswiss brand stolen?	There was a remarkable development regarding Patiswiss, which came to the fore with the "mouldy chocolate" crisis. Switzerland-based Patiswiss AG company stated that they had initiated legal proceedings against Patiswiss Chocolate in the past in accordance with the trademark law, and that they had no connection with the company.	24.04.2024	<a href="https://www.veryansintv.com/kuflu-cikolata-krizinde-yeni-perde-patiswiss-markasi-calinti-mi">https://www.veryansintv.com/kuflu-cikolata-krizinde-yeni-perde-patiswiss-markasi-calinti-mi</a>
Patiswiss crisis: Elif Aslı Yıldız Tunaoğlu's diploma information turned out to be fake	It turned out that the postgraduate information written on LinkedIn by Elif Aslı Yıldız Tunaoğlu, CEO of chocolate manufacturer Patiswiss, who created a controversy with her response to a customer's product complaint on social media and eventually had to resign, was not correct. Tunaoğlu closed his social media accounts	24.04.2024	<a href="https://gazeteoksijen.com/ekonomi/patiswiss-krizi-elif-asli-yildiz-tunaoglundun-diploma-bilgileri-sahte-cikti-209414">https://gazeteoksijen.com/ekonomi/patiswiss-krizi-elif-asli-yildiz-tunaoglundun-diploma-bilgileri-sahte-cikti-209414</a>
"If the CEO causes the crisis, who will manage it?"	Chocolate producer Patiswiss CEO Elif Aslı Yıldız Tunaoğlu's response to a consumer for criticizing a "mouldy product" quickly became the top agenda item on social media.	23.04.2024	<a href="https://www.marketingturkiye.com.tr/haberler/krizi-ceo-cikarirsakim-yonetecek-son-24-saatin-gundemi/">https://www.marketingturkiye.com.tr/haberler/krizi-ceo-cikarirsakim-yonetecek-son-24-saatin-gundemi/</a>
Patiswiss crisis: Former CEO's diploma turned out to be fake	It was revealed that Elif Aslı Yıldız Tunaoğlu, who resigned after the 'moldy chocolate' response that dragged Patiswiss into crisis, wrote on her LinkedIn profile that she graduated in 2013, but the Hacettepe University Industrial Engineering Master's program had its first graduates in 2015.	24.04.2024	<a href="https://www.veryansintv.com/patiswiss-krizi-eski-ceonun-diplomasi-sahte-cikti/">https://www.veryansintv.com/patiswiss-krizi-eski-ceonun-diplomasi-sahte-cikti/</a>
'Mouldy Chocolate' Crisis: Patiswiss	Patiswiss' harsh response to the moldy chocolate allegation brought CEO Elif Aslı Yıldız Tunaoğlu to the center of the	22.04.2024	<a href="https://www.odakgazetesi.com/kuflu-cikolata-krizi-patiswiss-ceosunun-tepkisi-olay-yaratti">https://www.odakgazetesi.com/kuflu-cikolata-krizi-patiswiss-ceosunun-tepkisi-olay-yaratti</a>

CEO's Reaction Created a Event	discussion.		
Moldy Chocolate Crisis: Patiswiss Products Removed from Shelves	The scandalous post of Elif Aslı Yıldız Tunaoğlu, CEO of Patiswiss, which became the focus of discussions with the photos of moldy chocolate shared by a user on social media, and the new statements she made afterwards are still on the agenda.	22.04.2024	<a href="https://www.akdenizgercek.com.tr/kufllu-cikolata-krizi-patiswiss-urunleri-raflardan-kaldirildi">https://www.akdenizgercek.com.tr/kufllu-cikolata-krizi-patiswiss-urunleri-raflardan-kaldirildi</a>
Moldy chocolate crisis: Migros removed Patiswiss products from its mobile application	Elif Aslı Yıldız Tunaoğlu, the chairman of the board of Ankara-based chocolate factory Patiswiss, threatened a social media user's post of moldy chocolate, saying, "The giant Migros and us are up against it." Following these words, Migros removed Patiswiss products from its mobile application.	22.04.2024	<a href="https://kisadalga.net/haber/detay/kufllu-cikolata-krizi-migros-patiswiss-urunlerini-mobil-uygulamadan-kaldiridi_98275">https://kisadalga.net/haber/detay/kufllu-cikolata-krizi-migros-patiswiss-urunlerini-mobil-uygulamadan-kaldiridi_98275</a>
Cüneyt Özdemir spoke about the Patiswiss crisis. Is the chocolate sauce fairy tale coming to an end?	Master journalist Cüneyt Özdemir, in his latest broadcast on his Youtube channel, examined the attitude of Elif Aslı Yıldız Tunaoğlu, who suddenly became a hot topic in the country, with Murat Göllü, President of the Corporate Communicators Association	24.04.2024	<a href="https://www.yenicaggazetesi.com.tr/cuneyt-ozdemir-patiswiss-krizi-hakinda-konustu-cikolata-soslu-peri-masali-sona-mi-789439h.htm">https://www.yenicaggazetesi.com.tr/cuneyt-ozdemir-patiswiss-krizi-hakinda-konustu-cikolata-soslu-peri-masali-sona-mi-789439h.htm</a>
Yıldız Holding CEO Murat Ülker commented on the Patiswiss crisis	Patiswiss from Yıldız Holding CEO Murat Ülker... Chocolate producer Patiswiss CEO Elif Aslı Yıldız Tunaoğlu's response to the 'mouldy product' criticism resulted in her resignation from the chairmanship of the company's board of directors.	23.04.2024	<a href="https://abcgazetesi.com/yildiz-holding-ceosu-murat-ulkerden-patiswiss-krizi-yorumu-geldi-740046">https://abcgazetesi.com/yildiz-holding-ceosu-murat-ulkerden-patiswiss-krizi-yorumu-geldi-740046</a>
Patiswiss comment from Communication Coach: Brands are not the ego satisfaction area of CEOs!	Bahçeşehir University Faculty of Communication faculty member Prof.Dr. Çisil Sohodol commented on the Patiswiss crisis.	22.04.2024	<a href="https://www.paramedy.com/devami/98532/iletisim-hocasindan-patiswiss-yorumu-markalar-ceolarin-ego-tatmin-alani-degildir/">https://www.paramedy.com/devami/98532/iletisim-hocasindan-patiswiss-yorumu-markalar-ceolarin-ego-tatmin-alani-degildir/</a>
The event that will be taught as a lesson in Communication Faculties: Two Bosses, Two Different Languages!	While the Patiswiss incident was growing, Corporate Communicators Association President Murat Göllü shared an interesting issue. Two bosses, two different languages!	22.04.2024	<a href="https://www.paramedy.com/devami/98549/iletisim-fakultelerinde-ders-olarak-anlatilacak-olay-iki-patron-iki-farli-dil/">https://www.paramedy.com/devami/98549/iletisim-fakultelerinde-ders-olarak-anlatilacak-olay-iki-patron-iki-farli-dil/</a>
Ülker CEO Murat Ülker was also involved in the Patiswiss discussions	Yıldız Holding CEO Murat Ülker made a remarkable post about the crisis that Elif Aslı Yıldız Tunaoğlu, CEO of Patiswiss brand chocolates, had with a consumer.	23.04.2024	<a href="https://www.gunboyugazetesi.com.tr/ulker-ceosu-murat-ulker-de-patiswiss-tartismalarına-dahil-oldu-268650h.htm">https://www.gunboyugazetesi.com.tr/ulker-ceosu-murat-ulker-de-patiswiss-tartismalarına-dahil-oldu-268650h.htm</a>
Moldy Chocolate	Patiswiss CEO Elif Aslı Yıldız Tunaoğlu's reaction after a consumer shared her	21.04.2024	<a href="https://www.kamugundemi.com/gundem/kufllu-cikolata-krizi-">https://www.kamugundemi.com/gundem/kufllu-cikolata-krizi-</a>

Crisis: The CEO's Remarkable Reaction	moldy chocolate complaint on LinkedIn, caused great repercussions in social media and consumer rights arenas.		ceonun-dikkat-ceken-tepkisi-55204
Moldy chocolate crisis: Migros removed Patiswiss products from its mobile application	Elif Aslı Yıldız Tunaoğlu, the chairman of the board of Ankara-based chocolate factory Patiswiss, threatened a social media user's post of moldy chocolate, saying, "The giant Migros and us are up against it." Following these words, Migros removed Patiswiss products from its Mobile application.	22.04.2024	<a href="https://www.samanyoluhaber.com/kufllu-cikolata-krizi-migros-patiswiss-urunlerini-mobil-uygulamadan-kaldirdi-haberi/1461895/">https://www.samanyoluhaber.com/kufllu-cikolata-krizi-migros-patiswiss-urunlerini-mobil-uygulamadan-kaldirdi-haberi/1461895/</a>
Latest situation in the chocolate crisis: The new CEO of Patiswiss company has been announced!	After the resignation of Elif Aslı Yıldız Tunaoğlu, her husband Ali Sinan Tunaoğlu was appointed as the chairman of the board of directors of the company called Patiswiss, which came to the fore with the communication crisis.	24.04.2024	<a href="https://www.sonmuhur.com/cikolata-krizinde-son-durum-patiswiss-sirketinin-yeni-ceosu-belli-oldu#google_vignette">https://www.sonmuhur.com/cikolata-krizinde-son-durum-patiswiss-sirketinin-yeni-ceosu-belli-oldu#google_vignette</a>
Patiswiss Chocolate Crisis: Harsh Reaction of the CEO and Action of Market Chains	Patiswiss Chocolate Crisis: Harsh Reaction from the CEO... The harsh response given by the CEO to the consumers in the debate that arose after Patiswiss chocolates turned out to be moldy, attracted a reaction. While major grocery chains took the products off the shelves, the CEO apologized and admitted spelling errors. New steps are expected for the brand's reputation.	22.04.2024	<a href="https://abcgazetesi.com/patiswiss-cikolata-krizi-ceonun-sert-tepkisi-ve-market-zincirlerinin-hareketi-739863">https://abcgazetesi.com/patiswiss-cikolata-krizi-ceonun-sert-tepkisi-ve-market-zincirlerinin-hareketi-739863</a>
2 large chain markets removed Patiswiss products from the shelves	The scandalous post of Elif Aslı Yıldız Tunaoğlu, CEO of Patiswiss, which became the focus of discussions with the photos of moldy chocolate shared by a user on social media, and the new statements she made afterwards are still on the agenda. While the reactions towards the brand grew like an avalanche, it was claimed that 2 large chain markets removed Patiswiss products from the shelves.	22.04.2024	<a href="https://www.haberler.com/3-sayfa/kufllu-cikolata-krizi-tirmaniyor-2-buyuk-zincir-17255605-haberi/">https://www.haberler.com/3-sayfa/kufllu-cikolata-krizi-tirmaniyor-2-buyuk-zincir-17255605-haberi/</a>
Crisis management lesson from Cem Boyner regarding the parody account...	From LinkedIn to blogs, from news sites to columns, Patiswiss and its CEO Elif Aslı Yıldız Tunaoğlu have been on the agenda for a few days... While seeking answers to the question of how to manage a crisis from different perspectives, one of the common insights was that Elif Aslı Yıldız Tunaoğlu should not have been involved from the very beginning. However, when we look at the dialog between Cem Boyner and the X user who manages his parody account on X two days ago and what happened afterwards, it is seen that the cause of the crisis was not the CEO's speech but his style... Cem	23.04.2024	<a href="https://www.marketingturkiye.com.tr/haberler/cem-boyner-iletisim-dersi/">https://www.marketingturkiye.com.tr/haberler/cem-boyner-iletisim-dersi/</a>



	Boyner's communication language is a lesson whichever way you look at it		
What did Murat Ülker say about the Patiswiss incident?	Murat Ülker, one of Turkey's leading business people, draws attention not only with his successes in the business world, but also with his views on leadership and communication. Recently, the thoughts shared by Ülker regarding a controversial reaction of Elif Aslı Yıldız Tunaoğlu, the CEO of Patiswiss chocolates, on social media received wide repercussions in the business world and society.	23.04.2024	<a href="https://www.yenibakis.com.tr/murat-ulker-patiswiss-olayi-hakkinda-ne-dedi">https://www.yenibakis.com.tr/murat-ulker-patiswiss-olayi-hakkinda-ne-dedi</a>
This event will be taught as a lesson in Communication Faculties. One by Boyner and the other by a threatening CEO.	Elif Aslı Yıldız Tunaoğlu's approach to a citizen, the leading character of the "Threatening CEO" incident, which is always on the agenda, and Cem Boyner's approach to a user who opened a parody account using his own name were on the agenda. Cem Boyner and CEO Tunaoğlu's approach style is the kind that can be taught as a lesson in Communication Faculties.	23.04.2024	<a href="https://www.yenicaggazetesi.com.tr/iletisim-fakultelerinde-ders-olarak-anlatilacak-olay-biri-boyner-biri-tehditci-789089h.htm">https://www.yenicaggazetesi.com.tr/iletisim-fakultelerinde-ders-olarak-anlatilacak-olay-biri-boyner-biri-tehditci-789089h.htm</a>
About Patiswiss's new chairman of the board, Ali Sinan Tunaoğlu	Ali Sinan Tunaoğlu, who was appointed as the new chairman of the board of directors of Patiswiss, attracts attention in the Turkish business world. Tunaoğlu serves as the Chairman of the Board of Directors at Karel Elektronik Sanayi ve Ticaret A.Ş. However, after the crisis experienced by the Patiswiss brand, Tunaoğlu's new position came to the fore along with the future of the company and the changes in its management.	24.04.2024	<a href="https://www.turkiyegazetesi.com.tr/gundem/patiswissin-yeni-yonetim-kurulu-baskani-ali-sinan-tunaoglu-hakkinda-1036829">https://www.turkiyegazetesi.com.tr/gundem/patiswissin-yeni-yonetim-kurulu-baskani-ali-sinan-tunaoglu-hakkinda-1036829</a>
The moldy chocolate crisis is growing! Old news about Patiswiss CEO Elif Aslı Yıldız has been revealed	A moldy chocolate brand shared on social media became a trending topic. The past career of Patiswiss CEO Elif Aslı Yıldız Tunaoğlu, who threatened her customer on social media after sharing a moldy product, became a matter of curiosity.	22.04.2024	<a href="https://www.gazeteilksayfa.com/kuflu-cikolata-krizi-buyuyor-patiswiss-ceosu-elif-asli-yildiz-in-gecmisi-ortaya-cikti-238109h.htm">https://www.gazeteilksayfa.com/kuflu-cikolata-krizi-buyuyor-patiswiss-ceosu-elif-asli-yildiz-in-gecmisi-ortaya-cikti-238109h.htm</a>
Murat Ülker was involved in the Patiswiss debate: "This mistake is unacceptable	Yıldız Holding CEO Murat Ülker said, regarding Patiswiss brand chocolates CEO Elif Aslı Yıldız Tunaoğlu's attitude towards a consumer, "We always have things to learn in every position."	22.04.2024	<a href="https://haberişkelesi.com/2024/04/22/murat-ulker-patiswiss-tartismasina-dahil-oldu-bu-hata-kabul-edilemez#google_vignette">https://haberişkelesi.com/2024/04/22/murat-ulker-patiswiss-tartismasina-dahil-oldu-bu-hata-kabul-edilemez#google_vignette</a>

In the content analysis made on the news headlines and spot texts of 37 news related to the crisis included in the analysis, the concepts of "Patiswiss" and "CEO" (35 news, 94.6%) were included in both the news headlines and the spot text, and "chocolate" was used in some headlines and the phrase "moldy chocolate" (12 news items, 32.4%) were observed to be used. The crisis was directly explained with the concept of "crisis" and/or the concept of "controversy". In 2 of the news (5.4%), it was

emphasized that this issue was an example to be covered in crisis and crisis management topics in Communication Faculties courses. When the news is examined, it has been repeatedly stated that it contains a very harsh reaction and that the company has failed in managing the crisis.

### Conclusion

With the developments in information and communication technologies, digital communication has become important for brands. Brands gain competitive advantage as a result of adapting to the changes and transformations. With the use of social media as communication channels, brand managers may cause communication errors. Managers' behaviors, posts and reactions are identified with the brand. A post on social media causes the incident to grow and turn into a crisis in a short time.

In this study, the digital communication crisis that started with a post by the CEO of the Patiswiss brand on LinkedIn and spread on social media in a short time is discussed. This study examines how brand managers should express themselves in a clear, understandable way, the posts of the other party should be calmly analyzed and informed that the problem will be solved, and how the CEO caused a communication crisis through the case study Patiswiss. The 5N1K method was used in the research and the case study was analyzed in the context of CEO and crisis management. In similar crises that may occur, it may be important for brands to share information on their official pages to prevent the crisis that may occur. People who are competent in digital communication should make explanations, and the comments made by consumers on social media should not be perceived as an attack and should be respected. In the face of consumers' feedback, the brand should accept the incident, apologize and state that the necessary actions will be taken to prevent the incident from happening again, which will be perceived positively by the target audience. The brand's ownership of the problem will be effective in terms of brand reputation. Consumers' returns should be seen as an opportunity and brand loyalty should be tried to be created by taking the consumer's heart. Based on the incident, managers and employees should receive training on the use of social media, and they should be trained on how to comprehend, respond and solve a problem on social media through evaluation meetings.

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