

## EXPLORING THE IMPACT OF SOCIAL MEDIA CRISIS MANAGEMENT ON CUSTOMER TRUST AND CORPORATE REPUTATION: THE CASE OF STARBUCKS TURKIYE

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### ABSTRACT

**Purpose-** This study examines the impact of social media crisis management on corporate reputation, customer trust, and communication quality, focusing specifically on Starbucks Türkiye's responses to crises. The study aims to differentiate between proactive and reactive crisis management strategies and assess their effects on consumer perceptions during crises like the February 6 earthquake and the ongoing Palestine war.

**Methodology-** The research utilizes a sample of 348 participants who engaged in boycotting Starbucks Türkiye due to its crisis responses. Data collection was conducted via online surveys, with participants selected based on prior Starbucks consumption and boycott involvement. Data analysis employed SPSS 25 and SmartPLS 4 to evaluate the impact of proactive and reactive crisis management on customer trust, corporate reputation, and communication quality.

**Findings-** The findings indicate that proactive crisis management strategies, characterized by transparency, empathy, and prompt responses, positively impact corporate reputation and sustain customer trust. Conversely, reactive crisis management—often marked by delays and inconsistent messages—negatively affects trust and communication quality. Additionally, the study underscores that effective communication quality, especially during crises, significantly strengthens customer trust, fostering loyalty and enhancing long-term relationships, although it has a limited direct impact on corporate reputation.

**Conclusion-** The study concludes that proactive crisis management is essential for companies facing public scrutiny, particularly on social media. Starbucks Türkiye's experience highlights the critical role of transparent, empathetic, and timely communication in managing reputational risks and maintaining customer trust. Organizations are encouraged to prioritize proactive crisis strategies that include clear, consistent messaging and active engagement with stakeholders to mitigate negative perceptions. Reactive approaches, while sometimes necessary, should focus on quick, authentic responses to minimize potential damage. The study suggests further research to explore additional factors that may mediate the link between communication quality and corporate reputation, especially in high-stakes digital environments.

**Keywords:** Social media crisis management, proactive social media crisis management, reactive social media crisis management, customer trust, corporate reputation

**JEL Codes:** M10, M30, M31

## 1. INTRODUCTION

Effective crisis management is vital for an organization's resilience and long-term success, emphasizing the importance of proactive planning, efficient response tactics, and thorough post-crisis evaluations (Ciekanowski, 2023; Bryson & Atwal, 2019). Key elements of successful crisis management include the management of information, strategic communication, and the integration of crisis protocols within the broader management framework (Sun, 2023). Organizations that are well-prepared for crises are better positioned to overcome them, highlighting the importance of regular reviews of crisis plans and comprehensive staff training. Strategic planning is crucial, necessitating a balanced integration of strategic foresight and crisis management to effectively address potential challenges (Weigand et al., 2014). By continuously monitoring the market environment and developing proactive crisis management strategies, organizations can strengthen their resilience, enhance stakeholder confidence, and improve overall performance.

Social media represents a broad category utilized to denote a new phase of Internet-based platforms centered on content generated or manipulated by users. Examples of such platforms include wikis, blogs, podcasts, and social networking sites (Instagram, Twitter, LinkedIn etc.) (Kaplan and Haenlein, 2010; Kietzmann et al., 2011). Social media has become a mundane

communication medium in daily life, whether for customers or corporations, and thus plays a crucial role in corporate communication strategies (Urse and Tasente, 2022). During crises, individuals tend to perceive social media reporting as more trustworthy compared to traditional mass media crisis reporting (Riddel, 2024). The credibility of social media sources greatly impacts users' attitudes, the quality of information, public engagement, and the believability of information during emergencies. These platforms are essential for spreading real-time information, connecting people, issuing alerts, and coordinating volunteer efforts during disasters, which in turn increases trust in the shared information. Additionally, perceived trust in social media positively affects users' intention to seek and share information, ultimately influencing their acceptance and usage of mobile social media (Wang and Xiong, 2022). This highlights the shift towards social media as a trusted source of crisis communication, emphasizing the importance of credibility and reliability in maintaining public trust and engagement during emergencies.

Corporate reputation is crucial for shaping stakeholder perceptions, nurturing customer loyalty, and achieving overall business success in today's competitive and transparent business environment. Scholars emphasize that a positive reputation is a valuable intangible asset that can provide enduring competitive advantages (Ang and Wight, 2009). Effectively managing corporate reputation involves understanding factors such as communication strategies and engaging with stakeholders (Doorley and Garcia, 2015; Gray and Balmer, 1998). Maintaining a positive reputation is vital for sustained success, enabling organizations to differentiate themselves from competitors, build credibility, and foster trust among stakeholders (Dowling, 2004). Corporate branding practices, focusing on brand identity, values, and positioning, are instrumental in cultivating a strong reputation that secures a lasting competitive advantage (Abratt and Mingion, 2022).

Trust is essential for building and maintaining relationships with customers, as it acts as a foundation for loyalty and satisfaction (Wah Yap et al., 2012). Customer trust is the belief held by consumers that service providers will consistently and dependably deliver on their commitments (Sirdeshmukh et al., 2002). High-quality service provided by businesses positively impacts customer trust, satisfaction, and loyalty, underscoring the necessity of maintaining high service quality standards to boost customer trust (Venkatakrisnan et al., 2023; Anderson and Swaminathan, 2011). Consequently, cultivating and sustaining customer trust is crucial for businesses to achieve customer satisfaction, loyalty, and long-term success. Despite its importance, establishing and maintaining customer trust faces numerous challenges. The rise of digital transactions has increased the complexity of trust management, as clients often interact with organizations without face-to-face contact (Ba and Pavlou, 2002). Additionally, data breaches and privacy concerns have heightened customer awareness of trust-related issues (Belanger et al., 2002). Restoring trust after it has been damaged is particularly difficult. Kim et al., (2009) noted that rebuilding trust requires significant commitment and transparency, yet some customers may never fully regain their trust in the organization (p. 401). To mitigate these risks, it is crucial to adopt proactive strategies for building trust, such as promoting transparent communication and demonstrating consistent ethical behavior.

Starbucks Türkiye has been chosen as a case study due to its relevance to both proactive and reactive social media crisis management. This research investigates how these crisis management strategies affect corporate reputation, customer trust, and communication quality management. The results emphasize the significance of proactive strategies in enhancing corporate reputation by promoting transparency and responsiveness, which are crucial for building trust and effectively managing public perception. In contrast, reactive crisis management tends to erode trust due to delayed responses and inconsistent messaging. Additionally, the study highlights the critical role of effective communication in sustaining customer trust, which in turn affects corporate reputation. However, it also notes that communication quality alone may not substantially influence reputation due to the complex nature of reputational constructs.

This paper is structured as follows: The literature review section examines crisis communication quality, social media crisis management, corporate reputation, and customer trust. The methodology section provides a detailed description of the sample and data collection process, followed by an analysis of the data. Finally, the discussion section interprets the findings in the context of the existing literature and outlines their implications.

## 2. LITERATURE REVIEW

### 2.1. Crisis Communication Quality and Social Media Crisis Management

Crisis management theory underscores the significance of readiness, prompt reaction, and drawing lessons from previous crises. Pearson and Clair (1998) posit that a crisis can be defined as "an event of high impact but low probability that jeopardizes the sustainability of the organization, marked by uncertainty regarding its origins, consequences, and methods of addressing it" (p. 60). This description highlights the erratic and unsettling characteristics of crises. The situational crisis communication theory (SCCT) developed by Coombs (2007) provides a framework for understanding how organizations should communicate during crises. SCCT suggests that the effectiveness of crisis communication strategies depends on the crisis type and the organization's crisis history. The theory posits that a well-crafted response can mitigate reputational damage and restore stakeholder trust.

Several factors contribute to the quality of crisis management. Key determinants include crisis preparedness, leadership, communication, and organizational learning. Effective crisis management begins with thorough preparation. According to Mitroff et al., (1987), crisis preparedness involves developing comprehensive crisis management plans, conducting regular risk assessments, and training employees. "Organizations that invest in crisis preparedness are better equipped to respond swiftly and effectively when a crisis occurs" (Mitroff, 2001, p. 27). Effective crisis leadership is crucial for guiding organizations through periods of uncertainty and ensuring stakeholder well-being (Newstead and Riggio, 2024). The personality traits of leaders, such as self-confidence and openness to new information, significantly influence the timeliness of crisis management actions (Oktay, 2024). The need for flexible leadership frameworks that can adapt to evolving circumstances highlights the balance between centralization and decentralization in crisis leadership (Kalkman, 2023). During crises like the COVID-19 pandemic, leaders play a vital role in maintaining stability and instilling confidence within their teams (Nizamidou, 2023). Additionally, leadership acts as a moderating factor in the effectiveness of human resource development strategies, such as leveraging internal corporate social networks, on organizational resilience and knowledge sharing during and after crises (Zhou, 2022). Competent crisis leaders must demonstrate decisiveness, empathy, and effective communication under pressure to provide stability and build trust among their teams and stakeholders. Learning from past crises is essential for continuous improvement. According to Elliott et al., (2000), organizations that analyze their crisis responses and implement lessons learned are more resilient to future crises. "Organizational learning ensures that mistakes are not repeated and that crisis management processes are continuously refined" (Elliott et al., 2000, p. 15). Studies (e.g., Gasana, 2024; McCharty, 2024; Kim, 2018; Haavisto and Linge, 2022) show that clear, consistent, and transparent communication is vital for managing a crisis. Coombs (2007) emphasizes that timely and accurate information helps manage stakeholder expectations and reduce misinformation. "Effective communication strategies can significantly mitigate the negative impact of a crisis on an organization's reputation" (Coombs, 2007, p. 164). Crisis communication strategies are essential in addressing unforeseen events like cybercrimes, natural disasters, and academic scandals, which can profoundly affect higher education institutions and organizations globally. By adhering to crisis communication principles, organizations can manage crises more effectively, reduce communication gaps, and foster trust with stakeholders and the public. Transparency, authenticity, and responsiveness are crucial elements of crisis communication, particularly in countering the challenges of fake news and maintaining organizational credibility in the digital age.

High-quality crisis management can have a profound impact on an organization's performance and stakeholder relationships. Managing crises effectively can mitigate financial losses and ensure business continuity. Quality crisis management fosters trust among stakeholders by demonstrating the organization's commitment to transparency and accountability. According to Gillespie and Dietz (2009), stakeholders are more likely to maintain their trust in an organization that responds effectively to a crisis. "Trust is a critical asset that can be preserved through competent crisis management" (Gillespie & Dietz, 2009, p. 131). Effective crisis management can protect and even enhance an organization's reputation. Kim et al., (2009) found that prompt and sincere responses to crises positively influence public perceptions. "Organizations that handle crises well are often perceived as more trustworthy and reliable" (p.175).

Despite its importance, achieving quality crisis management presents several challenges. The unpredictable nature of crises makes it difficult to plan for every possible scenario (Shrivastava, 1993). Additionally, the rapid dissemination of information through social media can complicate crisis communication efforts, as organizations must manage both the crisis and the flow of information simultaneously (Aula, 2010). Maintaining stakeholder trust during a crisis is also challenging, particularly when the crisis involves ethical breaches or significant operational failures (Paine, 2003). Rebuilding trust after a crisis requires sustained effort and commitment to transparency and accountability. In the context of social media, high-quality crisis management becomes even more crucial due to the rapid spread of information and the heightened visibility of organizational actions. Social media platforms can amplify both the positive and negative impacts of a crisis, making it essential for organizations to respond swiftly and effectively. Companies with strong social media crisis management strategies can reduce the volatility of public perception and maintain stakeholder trust. Minimizing disruption and maintaining investor confidence are vital (Knight and Pretty, 1997), and this can be achieved by addressing crises transparently and promptly on social media.

Social media crisis management can be categorized into two approaches: proactive and reactive. Proactive crisis management entails implementing strategies before a crisis arises, such as monitoring social media for early warning signs and establishing communication protocols (Banyongen, 2023). In contrast, reactive crisis management involves responding to a crisis in real-time, using social media to share information, address concerns, and manage the situation as it develops (Babatunde, 2022). Effective crisis communication via social media is vital for preserving an organization's reputation and managing public perception during and after a crisis (Işık and Tatlı, 2024). Moreover, incorporating content and initiatives generated by citizens into crisis response efforts offers both advantages and challenges, highlighting the need for mutual trust between institutions and the public in crisis management (Rizza, 2023). Recognizing the role of social media in crisis communication is crucial for organizations to successfully navigate crises and safeguard their reputation and stakeholder relationships (Marsen, 2020).

### 2.1.1. Proactive Social Media Crisis Management

Social media has revolutionized communication, offering organizations a platform to engage directly with stakeholders. However, this immediacy also poses risks, as crises can unfold rapidly and publicly. Proactive social media crisis management (PSMCM) has thus become essential for organizations to mitigate potential damage and maintain their reputation. The significance of PSMCM cannot be overstated in today's digital landscape. Social media crises can arise from various sources, including customer complaints, misinformation, or employee misconduct. According to Coombs (2007), "the speed and reach of social media can amplify crises, making swift and effective crisis management essential" (p. 35). Moreover, the transparency and public nature of social media demand that organizations respond promptly and authentically to maintain stakeholder trust (Veil et al., 2011). Effective PSMCM involves several strategies, which can be broadly categorized into preparation, monitoring, and response.

Preparation is the foundation of PSMCM. Organizations should develop a comprehensive crisis management plan that includes social media guidelines and protocols. This plan should be regularly updated and include predefined responses for various crisis scenarios (Macnamara and Zerfass, 2012). Additionally, organizations should train their social media teams to handle crises effectively, ensuring they are familiar with the organization's values and communication style.

Continuous monitoring of social media channels is crucial for early detection of potential crises. Advanced monitoring tools can help organizations track mentions, keywords, and sentiment across various platforms (Pfeffer et al., 2014). By identifying emerging issues early, organizations can address them before they escalate into full-blown crises. As Jin et al., (2014) note, "real-time monitoring allows for immediate response, which is critical in preventing the spread of misinformation and controlling the narrative" (p. 73).

The response phase is critical in PSMCM. Organizations should aim to respond quickly, transparently, and consistently. According to Schultz et al., (2011), "a timely and transparent response can significantly reduce the negative impact of a social media crisis" (p. 22). It is important to acknowledge the issue, apologize if necessary, and provide accurate information to address the concerns of stakeholders. Additionally, engaging with stakeholders directly and personally can help rebuild trust and demonstrate the organization's commitment to resolving the issue. To ensure effective PSMCM, organizations should adhere to several best practices: maintaining a consistent tone and message, engaging with stakeholders, utilizing multimedia, and evaluating and learning from past crisis.

Maintaining a consistent tone and message is significant because consistency in communication helps build trust and credibility. Organizations should ensure that all responses align with their core values and messaging (Coombs, 2007). Whereas direct engagement with stakeholders shows that the organization values their concerns and is committed to resolving the issue. This can be done through public posts as well as private messages (Veil, et al., 2011). Incorporating multimedia elements such as videos, infographics, and images can enhance the effectiveness of crisis communication. These elements can help convey complex information more clearly and engage a wider audience (Pfeffer et al., 2014). Lastly, organizations should conduct post-crisis evaluations to identify strengths and weaknesses in their response. This analysis can inform future crisis management strategies and improve overall preparedness (Macnamara and Zerfass, 2012).

Proactive social media crisis management is a critical component of modern organizational strategy. Adhering to best practices and learning from past experiences can further enhance the effectiveness of PSMCM. As the digital landscape continues to evolve, the importance of proactive crisis management will only grow, making it an essential skill for organizations in all sectors. By preparing thoroughly, monitoring continuously, and responding effectively, organizations can mitigate the impact of social media crises and maintain their reputation. Thus, customer trust increases when the quality of crisis communication is positively affected. Therefore, we hypothesize:

H1: Proactive social media crisis management strategies positively impact crisis communication quality.

### 2.1.2. Reactive Social Media Crisis Management

In the realm of social media, crises can erupt with little warning, necessitating a swift and strategic response from organizations. Reactive social media crisis management (RSMCM) focuses on addressing crises after they have occurred, aiming to mitigate damage, restore trust, and learn from the experience.

RSMCM is crucial for maintaining an organization's reputation and stakeholder trust during and after a crisis. Social media's rapid dissemination of information can amplify crises, making timely and effective responses essential. Coombs (2007) emphasizes that "reactive crisis management is about damage control and managing the crisis fallout to prevent long-term reputational harm" (p. 56). Effective RSMCM can turn potential public relations disasters into opportunities for demonstrating accountability and responsiveness (Jin et al., 2014).

Effective RSMCM involves several strategies, which can be categorized into immediate response, engagement, and recovery. The immediate response is critical in RSMCM. Organizations must act swiftly to address the crisis, acknowledging the issue and providing initial information to stakeholders. According to Schultz et al., (2011), "a prompt acknowledgment of the crisis can prevent misinformation from spreading and demonstrates the organization's commitment to transparency" (p. 24). The initial response should be clear, concise, and factual, avoiding speculation or defensiveness. Engaging with stakeholders during a crisis is essential to manage perceptions and maintain trust. Organizations should actively communicate with their audience, providing regular updates and addressing concerns directly (Veil et al., 2011). Personalized responses can be particularly effective in demonstrating empathy and understanding. As Pfeffer et al., (2014) note, "personalized engagement can humanize the organization and foster a sense of connection with stakeholders" (p. 120). The recovery phase involves ongoing communication and actions to rebuild trust and repair any damage caused by the crisis. Organizations should continue to provide updates on the resolution of the crisis and any measures taken to prevent future occurrences. Jin et al., (2014) suggest that "a transparent and proactive approach during the recovery phase can enhance the organization's credibility and restore stakeholder confidence" (p. 79). Additionally, organizations should conduct a thorough post-crisis evaluation to identify lessons learned and improve future crisis management strategies (Macnamara and Zeffass, 2012).

To ensure effective RSMCM, organizations should adhere to several best practices: establish a crisis response team, use consistent messaging, monitor stakeholder feedback, be transparent and honest, and follow up after the crisis. Establishing a crisis response team refers to forming a dedicated team that ensures a coordinated and efficient response. This team should include members from communication, legal, and operational departments (Coombs, 2007). Consistency in messaging across all platforms helps maintain clarity and credibility. Organizations should ensure that all communications align with their core values and crisis management plan (Veil et al., 2011). Monitoring social media channels for stakeholder feedback during a crisis allows organizations to address concerns promptly and adjust their response strategies as needed (Pfeffer et al., 2014). Transparency and honesty are critical in maintaining trust during a crisis. Organizations should provide accurate information and avoid misleading or minimizing the issue (Schultz et al., 2011). Finally, following up with stakeholders after the crisis demonstrates a commitment to resolution and continuous improvement. This can include providing updates on corrective actions and inviting feedback from stakeholders (Jin et al., 2014).

Reactive social media crisis management is a vital component of organizational resilience. By responding swiftly, engaging effectively, and maintaining transparency, organizations can mitigate the impact of social media crises and rebuild stakeholder trust. Adhering to best practices and learning from each crisis can enhance the effectiveness of RSMCM and prepare organizations for future challenges. In an era where social media can both create and resolve crises, mastering reactive crisis management is essential for sustaining organizational reputation and credibility. However, organizations may delay taking action or prefer to remain reactive. In this sense, reactive social media crisis management could potentially harm the quality of crisis communication and erode customer trust. Based on this observation, we posit that:

H2: Reactive social media crisis management strategies negatively impact crisis communication quality.

## 2.2. Corporate Reputation and Customer Trust

Corporate reputation is a multifaceted construct that has been defined and examined from various academic perspectives. According to Fombrun and Van Riel (2004), corporate reputation is "a collective representation of a company's past actions and results that describes the firm's ability to deliver valued outcomes to multiple stakeholders" (p. 10). This definition underscores the cumulative nature of reputation, shaped by historical performance and stakeholder experiences. The resource-based view (RBV) of the firm posits that corporate reputation is a valuable, rare, inimitable, and non-substitutable (VRIN) resource that can provide a sustainable competitive advantage (Barney, 1991). From this perspective, reputation is seen as an intangible asset that enhances a firm's ability to attract customers, employees, and investors, thus driving long-term success.

As an intangible resource (Goldberg et al., 2003) corporate reputation is an important asset for the firms (Mahon, 2002). A strong corporate reputation can attract and retain talented employees, enhance customer loyalty, boost sales, secure funding, and improve overall organizational performance (Razak et al., 2023; Kibu et al., 2023). Corporate reputation is seen as a perception of a company's past actions and future potential, which impacts its attractiveness to key stakeholders compared to competitors (Arzberger, 2022). Research indicates that a strong corporate reputation is crucial for gaining a competitive edge, as it moderates the relationship between corporate social responsibility and organizational performance through trust and reputation, particularly in developing markets (Salam and Jahed, 2023). Effective communication strategies, particularly those employed by public relations professionals, are essential for firms to build and maintain positive relationships with stakeholders, which significantly contributes to a favorable corporate reputation. These strategies help in managing the flow of information between the organization and its stakeholders, ensuring that the firm's messages are clear, consistent, and aligned with its values and objectives. Through strategic communication, PR professionals can enhance trust, loyalty, and satisfaction among stakeholders, ultimately strengthening the firm's reputation and competitive position in the

market (Lee, 2022; Desai, 2018). In today's digital era, the implementation of effective social media communication strategies is crucial due to its significant impact on audience engagement, public perception, and corporate reputation, which in turn influences tangible actions and decisions (Shvelidze et al., 2024). Research highlights that specific communication methods can enhance public satisfaction, create a positive brand image, and foster loyalty towards public services (Hsieh, And Li, 2008).

A positive corporate reputation yields numerous benefits, impacting various aspects of organizational performance. It increases investor confidence, employee attraction and retention, as well as the customer loyalty and trust. Investors consider companies with strong reputations as lower-risk and more likely to provide consistent returns, influencing their investment decisions (Fombrun & Shanley, 1990). A positive reputation can lead to higher stock prices and a lower cost of capital. On the other hand, corporate reputation significantly influences a company's ability to attract and retain top talent. A positive reputation enhances employer attractiveness, making it easier to recruit skilled employees (Turban & Cable, 2003). Additionally, employees of reputable companies tend to exhibit higher job satisfaction and organizational commitment (Dutton et al., 1994). Lastly, a strong reputation fosters customer loyalty and trust, which in turn leads to increased customer retention and brand advocacy. According to Reichheld and Schefter (2000), "loyal customers are less sensitive to price changes and more likely to recommend the company to others, thereby driving long-term profitability" (p. 107).

Despite its importance, managing corporate reputation presents several challenges. The advent of social media has amplified the speed and reach of information dissemination, making reputation management more complex (Aula, 2010). Companies must navigate the delicate balance between transparency and strategic disclosure while addressing the diverse expectations of multiple stakeholders (Barnett et al., 2006). Effective communication is essential for managing corporate reputation. Transparent and consistent communication helps build trust and credibility with stakeholders (Alsop, 2004). "Companies that communicate openly and honestly with their stakeholders are more likely to maintain a positive reputation, even in times of crisis" (Coombs, 2007, p. 163). Moreover, reputational damage can be difficult to repair. As Chun et al., (2005) note, "rebuilding a damaged reputation requires substantial time and resources, and the effects of reputational crises can linger long after the initial incident" (p. 247). Proactive reputation management, including continuous monitoring and engagement with stakeholders, is essential to mitigate these risks. Conversely, reactive management could potentially harm reputation. So, we posit:

H3: Proactive social media crisis management strategies directly affect corporate reputation positively.

H4: Reactive social media crisis management strategies have a direct negative impact on corporate reputation.

H5: Crisis communication quality affects corporate reputation.

Customer trust can be conceptualized as the belief held by consumers that a company will fulfill its promises and act in their best interest. According to Morgan and Hunt (1994), trust is defined as "when one party has confidence in an exchange partner's reliability and integrity" (p. 23). This definition highlights the key components of trust: reliability and integrity. The theory of planned behavior (TPB) posits that trust plays a crucial role in shaping consumer intentions and behaviors (Ajzen, 1991). Trust reduces the perceived risk associated with purchasing decisions, thereby facilitating positive consumer actions. In the context of online transactions, Gefen et al., (2003) emphasized that trust mitigates the uncertainty and perceived risk, which are particularly high in electronic commerce.

Several factors contribute to the development and maintenance of customer trust. Key determinants include perceived competence, benevolence, integrity, and transparency. Competence refers to the belief that a company has the ability to deliver on its promises. Competence is one of the critical dimensions of trustworthiness (Kharouf et al., 2014; Mayer et al., 1995). Customers are more likely to trust companies they perceive as capable and knowledgeable in their field. Benevolence is the perception that a company genuinely cares about the well-being of its customers. Benevolence involves putting the customer's interests first (Sirdeshmukh et al., 2002; Doney and Cannon, 1997). Companies that demonstrate empathy and understanding can foster higher levels of trust. Integrity involves adhering to a set of principles and ensuring consistency between words and actions. McKnigh et al., (2002) noted that perceived integrity is crucial for building trust, as it signals that a company is honest and ethical. Transparency in communication and business practices enhances trust by reducing information asymmetry. According to Rawlins (2008), transparency involves openness, clarity, and a willingness to share information. In this sense, companies that are transparent about their processes, policies, and potential issues are more likely to be trusted by customers.

A high level of customer trust yields numerous benefits, significantly impacting various aspects of organizational performance such as increased customer loyalty, positive word of mouth and enhanced customer satisfaction. Trust is a crucial determinant of customer loyalty. Chaudhuri and Holbrook (2001) found that trust positively influences both attitudinal and behavioral loyalty. Trustworthy companies enjoy repeat business and strong customer advocacy, leading to sustained revenue growth. Customers who trust a company are more likely to engage in positive word-of-mouth communication. Verhoef et al. (2002) showed that trust encourages customers to recommend a company to others, expanding the customer

base and enhancing the company's reputation. On the other hand, negative experiences with a company can lead to negative word-of-mouth (Başaran and Ventura, 2021; Williams et al., 2012), damaging the company's reputation and eroding customer trust. Trust also contributes to overall customer satisfaction by making customers feel safe and valued. Sirdeshmukh et al. (2002) noted that trust reduces perceived risk and improves the overall consumption experience, leading to higher satisfaction levels. So, communication quality plays a vital role in increasing customer trust. From the perspective of social media crisis management, proactive strategies are crucial for enhancing customer trust (Jin et al., 2014; Gkouna et al., 2023). By effectively utilizing social media platforms during crises, organizations can address stakeholder concerns, minimize negative impacts, and uphold trust through timely and transparent communication. Conversely, reactive social media crisis management strategies can lead to a decline in customer trust (Rim and Ferguson, 2020). On the other hand, various research studies (e.g., Kerse, 2023; Keh and Xie, 2009; Song et al., 2019) indicate that there is a relationship between customer trust and corporate reputation. So, we hypothesize:

H6: Crisis communication quality affects customer trust.

H7: Proactive social media crisis management strategies increase customer trust.

H8: Reactive social media crisis management strategies reduce customer trust.

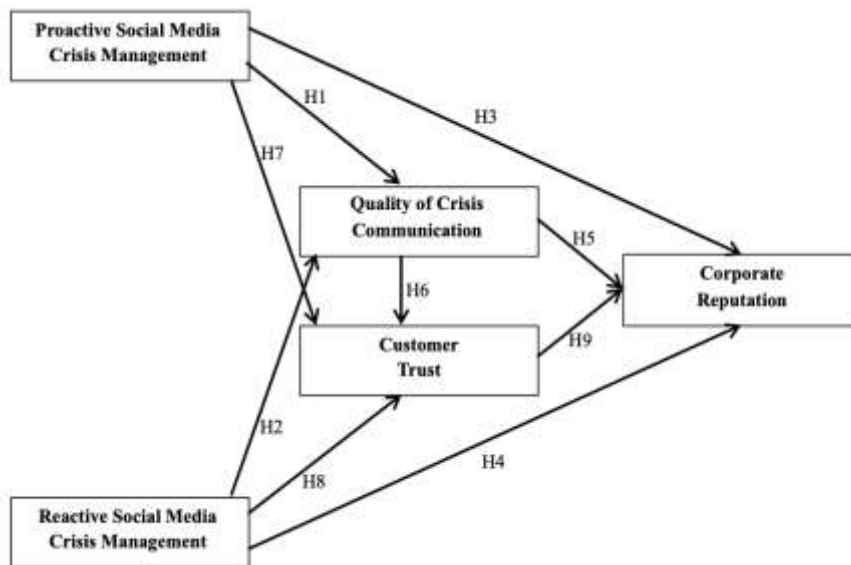
H9: Customer trust affects corporate reputation.

### 3. METHODOLOGY AND FINDINGS

This study explores how the quality of crisis management and social media strategies influence customer trust and corporate reputation. Starbucks Türkiye is selected as a case study due to its relevance to both proactive and reactive social media crisis management. This approach is particularly fitting for examining these dynamics. Aforementioned before, proactive social media crisis management refers to the strategies and actions taken by an organization before a crisis occurs, aimed at preventing or minimizing the impact of potential crises on their reputation and stakeholders (Macnamara and Zeffass, 2012). Conversely, reactive social media crisis management involves strategies and actions taken by an organization in response to a crisis that has already occurred and is actively affecting the organization's reputation or stakeholders. It focuses on mitigating damage and restoring trust after the crisis has occurred (Coombs, 2007). Starbucks Türkiye has encountered both proactive and reactive social media crisis management strategies between 2022 and 2024. On February 6, 2023, Türkiye experienced devastating earthquakes centered in Kahramanmaraş, affecting 11 cities and causing widespread destruction. This event prompted a significant international cooperation effort to aid earthquake survivors, extending support not only within Türkiye but also globally. Many firms provided financial aid as well as products or services related to their respective industries. However, at the beginning of the relief efforts, Starbucks Türkiye faced boycotts because they did not announce any support activities. Despite the boycott they kept their silence for 3 days. Then, #starbucksboykot (#starbucksboycott in English) became the trending topic in Türkiye on X. Hence, the silence of the Starbucks Türkiye turned into a crisis for the organization. As public pressure grew, Starbucks Türkiye were forced to break its silence three days after the earthquake (Akçay, 2023, p. 264). Starbucks Türkiye had posted a tweet on X that states their condolences.

However, this message was late, and it didn't contain any information about support either financial or product or services. This condolence message was not enough for the customers and boycott campaign continued. A day later, on February 10, 2023, Starbucks Türkiye posted new explanation titled "of course we were there, we are there, and we will continue to be there" (Starbucks Türkiye, 2023) on X. Finally, four days after the earthquake, Starbucks Türkiye explained their support for the survivors, which serves as an example of reactive social media crisis management. Nowadays, Starbucks is facing another boycott due to the Palestine War. This time, it is not only a local boycott but also a global one. Nonetheless, this study aims to investigate Starbucks Türkiye. The claims were that Starbucks financially supports Israel to help them get armed. Starbucks Türkiye has learned its lesson this time and did not remain silent. They shared their position on Israel and the war, as well as their company mission and other relevant information, when the call for the boycott campaign started. Because the claims were that Starbucks financially support Israel to get them armed (Simon, 2011). Starbucks categorized their explanation under 6 main categories under the title of "Starbucks for the Record". These categories include: What has Starbucks said about the conflict in Israel and Gaza? Does Starbucks have a presence in the Middle East? Is Starbucks a political organization? What has Starbucks said about misinformation on social media? Why did Starbucks file litigation against Workers United?, and What is happening with Starbucks and labor unions? (Starbucks, 2024). This serves as an example of proactive social media crisis management. Therefore, as noted, Starbucks Türkiye is the ideal case for investigating social media crisis management in terms of both proactive and reactive strategies. A model is developed to investigate the effect of social media crisis management on customer trust and corporate reputation as depicted in Figure 1.

Figure 1: Analytical Model: The Relationship Between Social Media Crisis Management and Corporate Reputation



### 3.1. Sample and Data Collection

A population consists of all elements sharing at least one common characteristic, forming the entire universe under study (Malhotra, 2016). In this context, the population for this research includes all individuals who have previously consumed Starbucks and are participating in the boycott for the given reasons. The first question of the survey is “I have consumed Starbucks at least once” and the second one is “I boycotted Starbucks because of the February 6 earthquake or the war in Palestine”. The survey was terminated for those who answered 'no' to any of these questions. In addition, a sample refers to a subgroup of the population selected to participate in the study. To ensure the quality of the results, the sample size should be sufficiently large ( $n > 30$ ) to allow for statistical inferences (Pina and Dias, 2021). An online survey is prepared by the researchers to collect data, and it was shared through social media platforms and e-mail. Statements were developed by the researchers based on the literature and Starbucks Türkiye’s social media post during the crisis, all employing a 5-point Likert scale from strongly agree (5) to strongly disagree (1). The study was conducted in İzmir, Türkiye between July and August of 2024. After pre-testing with 35 participants to enhance clarity and validity, data was collected from 348 individuals, with demographic details provided in Table 1.

Table 1: Demographic Profile of the Participants

Age		Mean=33.56, Standard Deviation=10.4562	
		Frequency	Percentage
Gender	Male	166	47.7%
	Female	182	52.3%
Marital Status	Single	187	46.3%
	Married	161	53.7%
Education Level	Elementary school	9	2.6%
	Intermediate school	54	15.5%
	High school	154	44.3%
	Graduate degree	131	37.6%
Income Status	Low	117	33.7%
	Middle	147	42.2%



	High	84	24.1%
<b>Employment</b>	Employed in public sector	47	13.5%
	Employed in private sector	99	28.4%
	Self-employed	89	25.6%
	Unemployed	17	4.9%
	Student	96	27.6%
<b>Total</b>		<b>348</b>	<b>100%</b>

Approximately 52% of the participants were female, and 48% were male. Participants ranged in age from 19 to 69 years, with a mean age of 33.55 years. About 38% of the participants held a graduate degree, 44% held a high school diploma, 15% held an intermediate school diploma, and 3% had an elementary school diploma. Regarding monthly income, approximately 38% of the participants had a low income (from less than 17,002 to 22,000), 42% had a middle income (from 22,001 to 37,000), and 24% had a high income (37,001 and more). In terms of occupation, the majority were employed in the public or private sector or were self-employed (63.94%), while 27.6% were students, and 4.9% were unemployed.

### 3.2. Data Analysis and Results

The data were analyzed using SPSS 25 and SmartPLS 4. All Likert scale measurements exhibited Skewness and Kurtosis values within the acceptable range of +1.5/-1.5, confirming normal distribution (Tabachnick and Fidell, 2013). Exploratory factor analysis with Varimax rotation was conducted to assess construct validity (Watkins, 2018, p. 220). The Kaiser-Meyer-Olkin (KMO) value of 0.818 and Bartlett's test results (5178.0, df=253, p=0.000), along with communalities exceeding 0.5, confirmed the appropriateness of the factor analysis. Factor loadings, which ranged from 0.722 to 0.968 (see Table 2), were considered satisfactory (Hulland, 1999). Variance-inflation-factor (VIF) values ranged from 1.401 to 3.970, indicating that the model did not suffer from multicollinearity issues (Hair et al., 2019), thereby meeting the established criteria.

**Table 2: Factor Loadings of Each Statements**

Factors	Statements	Factor Loadings
<b>Proactive Social Media Crisis Management (PSMCM)</b>	Starbucks Türkiye has a comprehensive crisis management plan.	0.907
	Starbucks Türkiye actively follows social media to be prepared for possible crisis situations	0.856
	Starbucks Türkiye has the foresight to manage crises.	0.799
<b>Reactive Social Media Crisis Management (RSMCM)</b>	Starbucks Türkiye is not quick to provide clear and understandable information sharing on social media in case of crisis.	0.885
	Starbucks Türkiye cannot mobilize quickly on social media in a crisis.	0.881
	Starbucks Türkiye is slow to make transparent and honest disclosures on social media in crisis situations.	0.840
<b>Communication Management Quality (CMQ)</b>	Starbucks Türkiye's communication was clear and easy to understand during these crises.	0.815
	The information Starbucks Türkiye shared during these crises was accurate and reliable.	0.812
	Starbucks Türkiye uses multiple communication channels during the crisis.	0.794
	The language used by Starbucks Türkiye during these crises was empathetic and understandable.	0.740
<b>Customer Trust (CT)</b>	Starbucks Türkiye demonstrates competence in handling crises.	0.871
	I am likely to remain loyal to Starbucks Türkiye even after a crisis.	0.815
	Starbucks Türkiye cares about its customers.	0.767
	Starbucks Türkiye is reliable and consistent in its actions.	0.761

	I think Starbucks Türkiye acted in my best interest.	0.722
	Starbucks is perceived as trustworthy by the Turkish public.	0.968
<b>Corporate Reputation (CRp)</b>	Starbucks Türkiye has a strong and positive reputation.	0.904
	Starbucks Türkiye is seen as a leader in its sector.	0.884

Table 3 presents the reliability and validity assessment results. The measurement model's reliability and validity were evaluated using composite reliability (CR > 0.70) and average variance extracted (AVE > 0.50) (Wong, 2013; Ramayah et al., 2018; Henseler et al., 2009). The analysis demonstrated strong reliability (CR ranging from 0.870 to 0.942) and convergent validity (AVE ranging from 0.622 to 0.845), with all metrics surpassing the recommended thresholds (Hair et al., 2011). Cronbach's alpha values between 0.800 and 0.909, which exceed the minimum criterion of 0.60 (Hair et al., 2019), suggest strong internal consistency. The final analysis involved assessing the heterotrait–monotrait ratio (HTMT) (Hair et al., 2021; Henseler et al., 2015). All HTMT values were below 0.85 (Hair et al., 2022, 2019; Henseler et al., 2015), confirming discriminant validity.

**Table 3: Composite Reliability, Average Variance Extracted, Correlations and Discriminant Validity Checks**

Latent Variables	$\alpha$	CR	AVE	1	2	3	4	5
<b>1-CRp</b>	0.909	0.942	0.845					
<b>2-CT</b>	0.850	0.891	0.622	0.432				
<b>3-PSMCM</b>	0.820	0.891	0.732	0.584	0.690			
<b>4-CMQ</b>	0.800	0.870	0.626	0.564	0.828	0.641		
<b>5-RSMCM</b>	0.838	0.902	0.755	0.720	0.719	0.724	0.766	

Model fit was assessed using the Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI). An SRMR value below 0.10 and an NFI value close to 1 indicate a satisfactory model fit (Hu and Bentler, 1998; Bentler and Bonett, 1980; Ding et al., 1995). Alongside a Chi-square value of 2897.409, the SRMR of 0.093 and NFI of 0.706 suggest that the model fit is acceptable. To assess the model's quality, a PLSpredict analysis was conducted using training and holdout samples to evaluate predictions from the PLS path model estimates (Shmueli et al., 2016; Hair et al., 2019, 2022). The Q<sup>2</sup> value, which must exceed zero, is used to measure predictive accuracy, with thresholds of 0, 0.25, and 0.50 representing small, medium, and large predictive significance in the PLS-path model, respectively (Geisser, 1974; Shmueli et al., 2016; Hair et al., 2019). The Q<sup>2</sup> values in this study, ranging from 0.432 to 0.477, indicate that the model has established predictive relevance. Additionally, the R<sup>2</sup> measurement evaluates the model's explanatory power, with values closer to 1 indicating stronger performance (Shmueli and Koppius, 2011; Hair et al., 2019; Henseler et al., 2009), and values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively. Table 4 demonstrates the model's satisfactory predictive power, supported by Q<sup>2</sup>, and R<sup>2</sup>. Table 4, below, depicts the prediction power of model.

**Table 4: Prediction Power of the Model**

Latent Variables	R <sup>2</sup>	Q <sup>2</sup>
<b>CRp</b>	0.450	0.432
<b>CT</b>	0.596	0.477
<b>CQM</b>	0.447	0.439

Table 5 presents the results of the bootstrapping procedure, which used 5,000 subsamples (p < 0.05 and t > 1.96) to assess the significance of the path coefficient values (Hair et al., 2022; Becker et al., 2023). The findings indicate a significant relationship between reactive social media crisis management and corporate reputation ( $\beta = 0.229$ , t = 3.708, p = 0.000), customer trust ( $\beta = 0.213$ , t = 3.708, p = 0.000), and communication quality management ( $\beta = 0.251$ , t = 4.936, p = 0.000), supporting H1, H3, and H7. Communication quality management also has a significant impact on customer trust ( $\beta = 0.455$ , t = 11.650, p = 0.000), supporting H6. However, no significant relationship was observed between communication quality management and corporate reputation ( $\beta = 0.258$ , t = 1.444, p = 0.149), leading to the rejection of H5. Additionally, proactive social media crisis management has a positive and significant impact on corporate reputation ( $\beta = 0.489$ , t = 6.222, p = 0.000), customer trust ( $\beta = 0.223$ , t = 4.485, p = 0.000), and communication quality management ( $\beta = 0.485$ , t = 8.562, p = 0.000), indicating that H2, H4, and H8 are supported. Finally, customer trust has a significant impact on corporate reputation ( $\beta = -0.144$ , t = 2.459, p = 0.014), leading to the acceptance of H9.

Table 5: Structural Model Assessment

Relationship	Path Coefficients ( $\beta$ )	Standard Deviation	T Statistics	P values	Decision
CT->CRp (H1)	-0.144	0.058	2.459	0.014	Supported
RSMCM -> CRp (H2)	0.229	0.062	3.708	0.000	Supported
RSMCM->CT (H3)	0.213	0.042	5.045	0.000	Supported
RSMCM -> CQM (H4)	0.251	0.051	4.936	0.000	Supported
CQM->CRp (H5)	0.158	0.109	1.444	0.149	Not supported
CQM->CT (H6)	0.455	0.039	11.650	0.000	Supported
PSMCM->CRp (H7)	0.489	0.079	6.222	0.000	Supported
PSMCM->CT (H8)	0.223	0.050	4.485	0.000	Supported
PSMCM->CQM (H9)	0.485	0.057	8.562	0.000	Supported

#### 4. DISCUSSIONS AND CONCLUSION

This study investigates the effect of social media crisis management, both proactive and reactive, customer trust and communication quality management on corporate reputation. Based on the empirical results this study contributes to corporate reputation literature in terms of either social media crisis management and communication quality management or customer trust.

Echoing prior research on corporate reputation (e.g., Razak et al., 2023; Kibu et al., 2023; Arzberger, 2022; Salam and Jahed, 2023), this study reveals that proactive social media crisis management enhances corporate reputation, while reactive social media crisis management diminishes it. These findings suggest that being proactive before or during a crisis is crucial for building or maintaining corporate reputation. Proactive strategies entail being prepared ahead of or during a crisis by emphasizing transparency, authenticity, and responsiveness to tackle the challenges of misinformation and public scrutiny (Gasana, 2024). Conversely, relying on reactive crisis management can result in diminished credibility and trust among stakeholders, especially in today's digital era, where social media significantly influences public perception and organizational reputation (Triantafyllidou, 2024). As a result, this study suggests that organizations should focus on proactive approaches to effectively manage crises driven by social media backlash, ultimately preserving their credibility and reputation over the long term. On the other hand, proactive social media crisis management is essential for maintaining customer trust and ensuring high-quality communication, especially in today's fast-paced digital environment. Proactive social media crisis management involves anticipating potential crises and developing strategies to address them before they escalate. This approach can significantly impact customer trust and communication quality. Proactive management can build trust by demonstrating transparency.

According to Zheng (2023) organizations that communicate openly and transparently during crises can enhance customer trust, as transparency reduces uncertainty and signals accountability. A quick and effective response can mitigate the adverse effects of a crisis. Coombs (2007) points that timely communication is crucial in crisis management, as it helps to control the narrative and reduce misinformation. Consistent messaging across platforms helps maintain credibility. As Coombs and Holladay (2014) suggest consistency in crisis communication helps reinforce organizational reliability and integrity, which are critical components of trust. Proactive management ensures that communication is clear and concise. Liu et al. (2011) emphasize that clear messaging is essential during a crisis to minimize confusion and ensure accurate information is conveyed to stakeholders, while Schultz et al. (2011) argue that engaging in two-way communication, which allows for feedback and interaction, is critical for enhancing communication quality, and Veil et al. (2011) highlight that utilizing multiple social media platforms can broaden the reach and effectiveness of crisis communication efforts. Therefore, proactive social media crisis management is essential for establishing and preserving customer trust and facilitating effective communication. Through emphasizing transparency, prompt replies, uniform messaging, precision, interaction, and leveraging diverse platforms, corporations can proficiently handle crises and bolster their image.

This study highlights the essential role of reactive social media crisis management in influencing customer trust, communication quality, and corporate reputation. Reactive social media crisis management entails addressing crises as they unfold, with the goal of quickly resolving issues and minimizing negative consequences. This strategy can have a substantial impact on customer trust, communication quality, and corporate reputation. Delays in response, often characteristic of reactive management, can diminish customer trust. Coombs (2007) notes that a delayed reaction to a crisis can result in negative perceptions and loss of trust, as stakeholders may perceive the organization as unprepared or evasive. Authentic responses, including sincere apologies and corrective actions, can help rebuild trust, particularly when the organization takes responsibility for the crisis, as found by Claeys and Cauberghe (2014). The study shows that reactive strategies can undermine customer trust. Reactive management may also cause messaging inconsistencies, as Schultz et al. (2011) indicate that

inconsistent messages across various channels can confuse stakeholders and weaken communication quality. Although challenging, a swift response is crucial. Stephens and Malone (2009) assert that effective reactive crisis communication involves the rapid dissemination of accurate information to counteract rumors and misinformation. Findings indicate that even within reactive strategies, accurate and consistent messaging enhances perceived communication quality. Additionally, effective reactive management can limit reputation damage. Colleoni et al. (2024) propose that a company's crisis response strategy greatly influences its reputation, as stakeholders assess the organization based on its response tactics. Social media plays a key role in shaping perceptions; Ott and Theunissen (2015) observe that these platforms enable organizations to engage directly with stakeholders, influencing perceptions and potentially reducing negative impacts on reputation. The study concludes that reactive social media crisis management significantly affects customer trust, communication quality, and corporate reputation. Although challenges such as delayed responses and inconsistent messaging can negatively impact these areas, authentic communication and prompt actions can mitigate damage and restore trust.

Effective management of communication quality is essential for developing and sustaining customer trust. This requires ensuring that communications are clear, consistent, and responsive to customers' needs. Clarity and consistency are crucial for building trust. Homburg et al (2010) emphasize that maintaining consistency across communication channels helps build trust by minimizing ambiguity and ensuring that customers receive dependable information. Responsiveness to customer inquiries and feedback is another key factor in enhancing trust. Grönroos (2015) points out that prompt and empathetic responses to customer issues demonstrate a company's commitment to satisfaction and strengthen trust. Customizing communication to address individual customer needs also fosters trust. Verhoef et al. (2010) note that personalized communication builds customer trust by showing that the company values and understands its customers. Therefore, effective communication quality management is shown to increase customer trust.

Moreover, customer trust is crucial in shaping a company's corporate reputation. A strong trust relationship with customers can enhance a company's reputation, while a lack of trust can harm it. Trust is a foundational element of a strong corporate reputation. Fombrun and Van Riel (2004) argue that trust forms the basis for a strong reputation, as it reflects the belief that the company acts responsibly and ethically. Trust also leads to customer loyalty and advocacy, which positively impact reputation. Doney and Cannon (1997) indicate that companies with high levels of trust are more likely to have loyal customers who become advocates, thus improving the company's reputation through positive word-of-mouth. Companies with a strong level of customer trust can better withstand reputational damage during crises. Laufer and Coombs (2006) suggest that trust serves as a buffer in crises, as customers are more inclined to give the company the benefit of the doubt and maintain a positive perception. Thus, effective communication quality management is key in establishing and maintaining customer trust, which in turn plays a vital role in shaping corporate reputation. By focusing on clarity, consistency, responsiveness, and personalization in communication, companies can build customer trust, leading to a stronger corporate reputation characterized by customer loyalty, advocacy, and resilience during crises.

Interestingly, the findings did not support the hypothesis that crisis communication quality affects corporate reputation (H5). This outcome could be attributed to several factors. First, corporate reputation is a complex construct affected by multiple elements beyond communication quality, including product quality, corporate social responsibility, financial performance, and market presence. Fombrun and Van Riel (2004) state that corporate reputation results from a complex interaction of various organizational activities and stakeholder perceptions. Therefore, while communication quality is important, it may not be the most critical factor influencing reputation in this particular context. Additionally, the impact of communication quality on corporate reputation can differ across industries. In certain sectors, other factors may have a more significant role in shaping reputation. As noted by Dowling (2004), industry-specific dynamics can influence the relative importance of different factors that contribute to corporate reputation. For instance, in industries where product innovation or service reliability is crucial, communication quality might be of secondary importance such as the Starbucks, that is the case of present study, demonstrates innovation through its seasonal beverages and high-quality service (Oe and Deng, 2024; Naibaho, et al., 2023). Moreover, the effect of communication quality management on corporate reputation might be more long-term than immediate. Hall (1993) suggests that building a reputation is a long-term process, and changes in communication practices may not lead to immediate shifts in reputation. Consequently, while communication quality management is generally considered a key factor in shaping corporate reputation, the lack of support for this hypothesis in the study could be due to the intricate nature of reputation, industry-specific factors, and timing considerations. Further research could delve deeper into these aspects or examine additional variables that might mediate or moderate the relationship between communication quality and corporate reputation.

In conclusion, this study reveals that proactive social media crisis management plays a crucial role in enhancing corporate reputation and maintaining customer trust through effective communication strategies. Organizations are encouraged to adopt proactive measures, including transparent and consistent messaging, to preemptively address crises and mitigate misinformation. While reactive crisis management can still manage damage with prompt and authentic responses, it tends to undermine trust and communication quality when not executed swiftly and consistently. Moreover, the study highlights

that while communication quality is vital for trust-building, its direct impact on corporate reputation may vary across industries and requires a long-term perspective. These insights suggest a need for further research to explore additional factors that mediate the relationship between communication quality and corporate reputation.

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Appendix: Survey Items

Constructs	Statements
<b>Proactive Social Media Crisis Management (PSMCM)</b>	<p>Starbucks Türkiye has a comprehensive crisis management plan.</p> <p>Starbucks Türkiye actively follows social media to be prepared for possible crisis situations</p> <p>Starbucks Türkiye has the foresight to manage crises.</p>
<b>Reactive Social Media Crisis Management (RSMCM)</b>	<p>Starbucks Türkiye is not quick to provide clear and understandable information sharing on social media in case of crisis.</p> <p>Starbucks Türkiye cannot mobilize quickly on social media in a crisis.</p> <p>Starbucks Türkiye is slow to make transparent and honest disclosures on social media in crisis situations.</p>
<b>Communication Management Quality (CMQ)</b>	<p>Starbucks Türkiye's communication was clear and easy to understand during these crises.</p> <p>The information Starbucks Türkiye shared during these crises was accurate and reliable.</p> <p>Starbucks Türkiye uses multiple communication channels during the crisis.</p> <p>The language used by Starbucks Türkiye during these crises was empathetic and understandable.</p>
<b>Customer Trust (CT)</b>	<p>Starbucks Türkiye demonstrates competence in handling crises.</p> <p>I am likely to remain loyal to Starbucks Türkiye even after a crisis.</p> <p>Starbucks Türkiye cares about its customers.</p> <p>Starbucks Türkiye is reliable and consistent in its actions.</p> <p>I think Starbucks Türkiye acted in my best interest.</p>
<b>Corporate Reputation (CRp)</b>	<p>Starbucks is perceived as trustworthy by the Turkish public.</p> <p>Starbucks Türkiye has a strong and positive reputation.</p> <p>Starbucks Türkiye is seen as a leader in its sector.</p>