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The Influence of Strategies Used to Communicate Sustainable Corporate Responsibility on Reputation of a Major Airport

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Walden University

COLLEGE OF MANAGEMENT AND TECHNOLOGY

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Benno Hoffmann

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Walden University
2011

Abstract

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Abstract

Self-presentation of a corporation as a citizen committed to sustainable corporate responsibility can, according to scholarly findings, help the organization improve its reputation among key stakeholders. The purpose of this case study was to explore the success of one major airport in aligning communication strategies to improve its reputation. The research question involved how effectively a major German airport communicated its commitment to sustainable corporate responsibility to its key stakeholders during 2005-2009. Of particular interest was how key stakeholders perceived the airport's stance towards the impacts of aircraft noise. Corporate documents, newspaper articles, and semistructured interviews comprised the data. Data analyses of documents and interviews included coding segments of texts on key words related to sustainable corporate responsibility. Pattern matching helped aggregate coded text segments into respective coherent and consistent corporate messages. Randomly selected newspaper articles on the airport under scrutiny were coded on a Likert-type scale on how favorably they covered what types of themes. Subsequent qualitative analyses of hand notes fabricated during the coding process revealed how positively journalists wrote about specific events. Results indicated that the airport officials effectively communicated to the airport's key stakeholders regarding economic contributions to public welfare, engagements in neighborhood projects, environmental protection, and noise abatement. Implications for positive social change include the potential for dialogues between the airport and its critical stakeholders that could, in turn, further the long-term friendly coexistence of the airport, its neighbors, and the community.

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Dedication

I dedicate this product of years of persistent research work to Lilo, Kurt, Maja, Angelika, Uwe, Günter, and Dagmar. Lilo and Kurt, my parents, encouraged me, even in hard times, to accomplish my academic education. Thanks to their motivational efforts, I became a lawyer. They had passed away, before I started my doctoral journey at Walden University, both after a fulfilled life. My sister Maja and my brothers Uwe und Günter left us much too early. I would have liked to celebrate the achievement of my doctoral graduation together with them.

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Chapter 1: Introduction to the Study

Introduction

According to Gesell and Sobotta (2007), many major airports face the problem of reputational deterioration. In this context, the authors identified aircraft noise as a crucial factor (p. 324). They recommended that major airports intensify their communication with their constituencies. Wells and Young (2004) observed that, for decades, aviation representatives did not address the social dimension of the issue sufficiently (p. 47).

According to my experience, noise-affected neighbors perceived Hamburg Airport, the site of research for this study, as a facility that diminished their quality of life. Many airport neighbors and environmentalists saw a thematic connection between aircraft noise and air pollution. Furthermore, they claimed that vicinity to the airport diminished real estate values.

Moreover, major airports need to consider that scientists have thoroughly explored how noise affects human beings. Evans, Bullinger, and Hygge (1998) evidenced that an increase in aircraft noise positively correlated with blood pressure and production of specific stress hormones. Other scientists corroborated these correlations (Babisch, 2002; Goines & Hagler, 2007; Haines, Stansfeld, Job, Berglund, & Head, 2001; Haralabidis et al., 2008).

The development of air traffic noise shows a bifurcated pattern. On the one hand, new generations of aircraft engines have reduced the number of residents who are suffering intolerably high levels of single noise events (Wells & Young, 2004, p. 355). On the other hand, the frequency of noise events has increased considerably. Most likely,

this tendency will extend into the future. For the next 20 years, the aircraft manufacturers Boeing and Airbus predicted a 5.0% average annual global growth of passenger volume (Boeing, 2007; Airbus, 2008).

Finally, emissions of carbon dioxide, carbon monoxide, nitric and sulfur dioxide, ozone, and uncombusted hydrocarbons have increased (Dempsey, 2000). According to Pompl (2007), air traffic is currently responsible for 2-3% of the emission of these substances. An international study showed that emissions of carbon oxides caused by road transportation exceeded same types of air traffic induced pollution (ECEIR, 2009). This, however, does not exempt airports from publicly articulated criticism.

According to Gesell and Sobotta (2007), newspaper coverage plays a crucial role when it comes to the reputation of major airports (p. 731). The following purposefully selected paraphrased excerpts from newspaper articles illustrate this. They show how protests disrupted operations at major airports in different parts of the world.

In September 2007, the online edition of the *Telegraph*, a Thai newspaper, reported that about 20 individuals had launched great numbers of small balloons. Thus, they protested against health risks associated with the operation of the new Bangkok Airport (Fitzpatrick, September 04, 2007).

In December 2008, the online edition of *The London Times* published an article on the illegal intrusion of some 50 environmentalists to the runway area of London Stansted Airport. The environmentalists protested against both noise and air pollution (Booth, December 08, 2008).

In February 2009, the online edition of the *Atlanta Journal-Constitution* reported on protests of some 100 residents. They protested against a planned runway expansion (Hollis, February 19, 2009).

These excerpts are not necessarily representative. Nevertheless, they should suffice for underpinning that the establishment and cultivation of positive relationships with the media are crucial for major airports (Gesell & Sobotta, 2007, p. 731; Wells & Young, 2004). Furthermore, these examples suggest that protests at major airports have become a global phenomenon. Moreover, because of their easy public accessibility, major airports are very susceptible to militant protests.

Eventually, the sheer number of 260 legal actions against Frankfurt Airport's expansion program (Unser-Forum, June 27, 2011) speaks for the seriousness of the problem. Important in this context, citizens appreciate involvement in decisions that affect communities (Glaser, Yeager, & Parker, 2006). It seems as if, in many cases, politicians, authorities, and corporations do not consider this social truth appropriately.

On the other hand, economic growth in metropolitan regions depends on the existence of well functioning major airports (Gesell & Sobotta, 2007; Wells & Young, 2004). For this reason, Gesell and Sobotta (2007) characterized airports as "indispensable community assets" (p. 1). Moreover, global economic value creation, induced or catalyzed by air traffic, is currently estimated at USD \$3.5 trillion. This equals 8% of the Gross Global Domestic Product (Pompl, 2007).

Consequently, major airports usually indicate that they enable urgently needed mobility. State licenses authorize or even oblige them to expand their facilities. On the

opposite side, neighbors who desire undisturbed domestic tranquility also rely on a constitutionally protected position. This divergence of interests urges major airports to strive for reconciliation.

Statement of the Problem

Often, noise-affected neighbors, environmentalists, and the media focus only on the negative effects implied by the operation of major airports. From this constellation, the following research problem emerges: An apparently irreconcilable discrepancy exists between major airports' undisputed positive economic contributions and many people's prevailing perception of airports as facilities that emit noxious substances and submit nearby residents to intolerable noise.

The formulation of the research problem implies that this study centers on corporate reputation. It looks upon this issue from different theoretical and empirical angles. Hereby, the study starts from the assumption that the concept of reputation is rather complex (e.g., Wartick, 2002). Based on Wartick's concept, I explored the effectiveness of Hamburg Airport's demonstration of social responsibility, its emotional appeal, and its vision of sustainability.

One of the core presuppositions of this study was that stakeholders' perceptions and expectations play crucial roles concerning corporate reputation (e.g., Riel & Fombrun, 2008, Wartick, 2002; Whetten & Mackey, 2002). Another one was that the width of the gap between stakeholders' expectations and their corresponding perceptions determines the seriousness of the reputational, what implies, communicative challenge.

Moreover, this study includes a discussion of the impacts that newspaper coverage can have upon major airport's reputation (e.g., Severin & Tankard, 2001). Other analyzed factors were (a) effectiveness of corporate communication (e.g., Riel & Fombrun, 2007), (b) the legality–legitimacy divide (e.g., Luhmann, 2008; Rehbinder, 2007), and (c) the relevance of acknowledged societal values (e.g., Whetten & Mackey, 2002).

In addition, it is presupposed that self-presentation as a corporate citizen committed to sustainability corporate responsibility and can contribute to improving corporate reputation. I explored how this worked in practice at Hamburg Airport, a major German airport. In particular, I elaborated on the dichotomies (a) mobility versus tranquility, (b) economy versus ecology, and (c) legality versus legitimacy.

Quintessentially, I explored whether Hamburg Airport pursued a communication strategy that addressed these dichotomies. The study applied a combination of quantitative and qualitative methods. The conduction of a quantitative newspaper content analysis belonged to it as well as content analyses of corporate documents and semistructured interviews. In the newspaper content analysis, *airport reputation* served as the overarching dependent variable. *Favorability of newspaper articles* served as the core independent variable.

Berry, Gillhespy, and Rogers (2008) analyzed to what extent major airports globally practiced management focused on social responsibility and sustainability. However, neither this nor any other publicly accessible study explored the effectiveness of communication at major airports. This study contributes to closing this research gap.

Background of the Problem

The distance from Hamburg Airport to the center of the city is 5.6 miles. The airport serves a metropolitan region to which Hamburg and parts of the federal states Schleswig-Holstein and Lower Saxony belong. For approximately 4.8 million people, Hamburg Airport is an optional point of departure. In 2010, Hamburg Airport facilitated almost 13 million total passengers (HAM-traffic statistics, 2011). Its revenues amounted to €249 million; its profit was €42 million (HAM-business statistics, 2011).

According to a linear extrapolation of the data that Aring, Holst, Altena, and Schnur (1995) provided, Hamburg Airport currently contributes USD \$1.4 billion to the annual economic value creation in the metropolitan area. The shareholders of Hamburg Airport LLC are the Free and Hanseatic City of Hamburg (Hamburg), holding 51% of the shares; Hochtief Airports LLC and Hochtief AirPort Capital LLC & Co KG together are holding 49%.

The housing density in the noise impact zones of Hamburg Airport is high. Most likely, this was one of the reasons why some 30 citizens sued Hamburg Airport in the last 2 decades for noise-associated reasons. Their key argument was: The airport's operating license has expired due to the considerable increase in aircraft movements. Courts did not follow this argumentation. Common sense, however, suggests that this did not reconcile the plaintiffs.

In 2010, noise-affected citizens submitted 1,385 complaints to the Environmental Protection Agency (Aircraft Noise Complaints, 2011). Compared to previous periods,

complaints had declined. Most likely, a comparably high number of complaints are inevitable due to the housing density around the airport.

In this context relevant, Whitelegg and Cambridge (2004) identified more than 120,000 people in Hamburg affected by aircraft noise that exceeded 55 L_{DN} dB. This threshold coincides with the noise level that the U.S. Environmental Protection Agency recommended as the highest noise exposure tolerable in residential areas (EPA 550/9-74-004, March, 1974).

In 1999, the Umweltbehoerde (Environmental Protection Agency) imposed a limit of noise emission on Hamburg Airport, termed Laermkontingent (noise quota). According to this noise quota, air traffic noise must not exceed the Equivalent Permanent Noise Impact [EPNI] values calculated for the 6 busiest months of 1997.

According to Hamburg Airport's Noise Report 2009, the noise exposure data of Hamburg Airport showed that the noise levels were considerably lower than tolerated by the noise quota (HAM Noise Report 2009). This is a positive development; however, the considerable increase in starts and landings—during 2004-2008 alone, from 151,000 to 172,000—urges Hamburg Airport to remain attentive in this respect.

Furthermore, the urgency to be alert to the noise issue has increased. Homepages of NGOs could increase the readiness of citizens for organizing protests. In this context relevant, *The Health Education Library for People* (HELP) published on its website the following statement: “An increase in nighttime airplane noise of 10 decibels ... enhances the risk of high blood pressure by 14 percent” (HELP, 2008).

Another circumstance suggests keeping alertness high at Hamburg Airport. Five daily newspapers routinely report on airport-related events. Among them are the *Bildzeitung* and the *Hamburger Morgenpost*, both tabloid press dailies. According to my assessment, the political bias of the *Bildzeitung* is conservative, whereas that of the *Hamburger Morgenpost* is social democratic. Another daily, the *Tageszeitung*, is a medial advocate of environmental protection. The *Hamburger Abendblatt* and the *Die Welt* belong to the same media group as the *Bildzeitung*; both also target conservative audiences.

During the last decades, air traffic noise has gained elevated public attention. Consequently, newspapers have covered this issue, too. Excerpts from very negative and very positive newspaper articles are part of the Codebook for Newspaper Content Analysis (Appendix C). They illustrate how considerably favorable and unfavorable newspaper coverage can differ.

Purpose of the Study

The purpose of this study was to explore how effective Hamburg Airport's communication was in reconciling noise-affected neighbors. The following specificities constitute the underlying constellation. Hamburg Airport and neighbors are pursuing principally incompatible interests: mobility versus domestic tranquility. This antinomy implies different expectations and perceptions, too.

Starting from this constellation, I selected the appropriate methodologies, methods, and instruments. At this point, I briefly introduce an essential pillar of the *theoretical perspective* (Crotty, 2006, p. 7) from which I approached the research

problem. My frame of reference leans on Popper's (1986) *Three World Model* (p. 36). It permeates this study, delivering the theoretical cornerstones of the social construct. It also determined the organization of the literature review.

Based on this theoretical perspective, I analyzed Hamburg Airport's corporate principles, annual reports 2005-2009, corporate magazines 2009-2010, and the airport's website for commitment to sustainability. Furthermore, executing a quantitative newspaper content analysis, I explored how the statistical half-year means of favorability of newspaper coverage of Hamburg Airport-associated themes developed during 2005-2009. Moreover, the analysis of semistructured interviews revealed expectations and perceptions that protagonists of seven stakeholder groups associated with Hamburg Airport.

Theoretical and Conceptual Support for the Study

The title of this study insinuates that self-presentation as a good corporate citizen alleviates reconciliation of divergent stakeholder interests. The following line of thoughts elucidates how this works: Striving for improvement of reputation is a permanent goal of Hamburg Airport. The application of communication strategies is a means for achieving this goal. Consequently, arguments in favor of Hamburg Airport need to be in the center of such strategies.

In this context, arguments should be particularly persuasive that reconcile critical stakeholders with aircraft noise. Such arguments ought to substantiate why aircraft noise is an inevitable side effect of a sound regional economic development. This study

hypothesizes that, beyond concrete economic arguments, Hamburg Airport's commitment to sustainability has reconciliatory effects.

Quintessentially, major airports' communicative repertoire ought to include the following facets: "(a) economic, (b) legal, (c) ethical, and (d) philanthropic responsibility" (Carroll & Buchholtz, 2009, p. 45). Successful communication requires a holistic strategy. It needs to address sustainability factually correct and in a persuasive manner. However, this is a necessary, though not sufficient condition. This ensues from the following thoughts.

Among the hardly comprehensible factors that determine the outcome of major airports' corporate communication are the use of language, personal charisma, randomly emerging animosities, experienced unjust treatments, missing callbacks, lacking preparedness to listen to complaints, or unqualified answers. In this context important, among all these determinants exist feedback conditions.

The selection of scholarly literature reviewed in chapter 2 had to take into account the complexity and feedback conditions. Consequently, the selected literature had to cover as many facets as possible of the following social construct: Hamburg Airport's communicative self-presentation as a corporate citizen committed to sustainable corporate responsibility.

Under this premise, identifiable in advance were the following elements that had been scientifically explored and delivered the criteria for answering the question whether Hamburg Airport's communication with its critical stakeholders was appropriate.

Accordingly, I focused on (a) stakeholder typicality, interests, and media influence; (b) corporate reputation, legality–legitimacy divide, and moral principles; and (c) corporate citizenship, corporate communication, and discursive rationality. Scholarly sources cited in this section are among those to which this study refers; however, this section does not exhaustively list them.

Waddock's (2009) concept of *leading corporate citizenship* provided the cornerstones for the social construct of this study: the communicative demonstration of corporate citizenship committed to sustainable corporate responsibility. Furthermore, this study adopted Freeman's (1984) definition of the term *stakeholder* (p. 53). The definition of the differentiating criterion *critical* originated from Mitchell, Agle, and Wood (1997). The delineation of the concept of corporate reputation referred to the models of Wartick (2002) and Whetten and Mackey (2002).

Because airports and neighbors tend to have different opinions about whether the levels of noise are legal and legitimate, I particularly focused on this issue. I refer to Luhmann (2008), Weber (1913,1967), and Rehbinder (2007), who elaborated on the tension between legality and legitimacy. With respect to the ethical implications, the study discussed, compared, and contrasted scholarly contributions of Bowie (1999), Beauchamp and Bowie (2001a; 2001b), Hellriegel and Slocum (2004), and Dennis, Langley, and Rouleau (2007).

With respect to the effectiveness of corporate communication, the study leaned on Riel and Fombrun (2007), Fiedler and Kirchgeorg (2007), and Forstmoser and Herger (2006). The reference to studies of Eccles and Vollbracht (2006), Shoemaker and Reese

(1991), and Severin and Tankard (2001) theoretically supported the assessment that newspapers influence critical stakeholders' opinions. Finally, the theory of *communicative action* (Habermas, 1981/1984, 1981/1989) explained how and why rational discourses could support the reconciliation of divergent stakeholder interests.

The reviewed literature provided the conceptual criteria for assessing the appropriateness of Hamburg Airport's corporate communication. Appropriateness, however, does not imply effectiveness. Therefore, the empirical exploration of this study had to evidence whether appropriateness meant effectiveness. Hereinafter follow research questions that covered both appropriateness and effectiveness.

Research Questions

Qualitative research requires the formulation of central research questions in a very broad manner to avoid premature exclusions and limitations of potential scholarly outcomes (Creswell, 2009, p. 129). They need to enable the researcher to look upon the research problem from many angles (Corbin & Strauss, 2008, p. 26). Consequently, this study started from the following central research question: How effective is Hamburg Airport's communication with its critical stakeholders regarding aircraft noise?

With respect to the formulation of the central research question, it is important to clarify one thing. The question of effectiveness is related to the issue of exposure to aircraft noise. However, this does not mean that this study focuses only on those communicative measures, routines, and campaigns that directly address aircraft noise. On the contrary, it considers noise as one crucial issues among others embedded in the overarching communicative context of sustainability.

Furthermore, research subquestions built the bridge between the purpose of this study and the applied methods and instruments. The results from the content analyses of corporate documents revealed the fit between this study's empirical results and relevant scholarly findings. The newspaper content analysis referred to Hamburg Airport's reputation and implicitly delivered indicators for communicative effectiveness. Semistructured interviews gave insight into stakeholder perceptions and expectations. They also implicitly provided indicators for communicative effectiveness.

The following formulation of subquestions built the link between this study's purpose and the methods and instruments applied in the empirical part of the exploration:

1. How do corporate principles, annual reports, and corporate magazines, and website reflect Hamburg Airport's commitment to sustainability?
2. How did the 10 half-year means of favorability of articles on Hamburg Airport develop during the epoch 2005-2009?
3. How do protagonists of critical stakeholder groups perceive Hamburg Airport's commitment to sustainability?
4. What do protagonists of critical stakeholder groups expect from Hamburg Airport regarding sustainability?
5. How do executives of Hamburg Airport perceive the company's commitment to sustainability?

Research Design

Following the recommendations of Crotty (2006), Maxwell (2005), Punch (2005), as well as Tashakkori and Teddlie (1998), I determined methodology and methods for

this study in alignment with the central research question. The latter implied exploring the psychic and social mechanisms behind stakeholders' reactions to aircraft noise.

Consequently, the focus was not on variables measurable in physical metrics. For research constellations that evade numerical classification, Wolcott (2001), Maxwell (2003), and Creswell (2007) recommended the application of a qualitative constructivist-pragmatist approach. I followed this recommendation.

Next came the selection among various types of qualitative research designs. The following criteria spoke for choosing a single case study. Prevalently, qualitative data would inform on the effectiveness of Hamburg Airport's communication. Furthermore, I would take the roles of an observer, interviewer, data collector, and analyst; and I would interpret the results hermeneutically (e.g., Creswell, 2007; Stake, 1995; Yin, 2003).

Finally, a quantitative newspaper content analysis was an embedded part of a prevalently qualitative research approach. Consequently, the study followed a mixed methods strategy (e.g., Tashakkori & Teddlie, 1998). Quintessentially, it became a single case study into which I integrated a statistical analysis of the favorability of newspaper coverage of Hamburg Airport-associated themes.

Definitions of Terms

This section presents terms used in a specific manner in this study:

Affiliation: This term describes the trust-based inclination of individuals to identify with products and services propagated in corporate messages (Eng & Kim, 2006).

Airport publics: This term describes airport-related constituencies that encompass (a) airport customers; (b) local citizens; (c) business units, authorities, trade organizations, and (d) employees of those entities (Well & Young, 2004).

Coherence: According to Merriam-Webster's Collegiate Dictionary, 11th ed., 2009, the term means, "integration of social and cultural elements based on a consistent pattern of values and a congruous set of ideological principles." The term *coherence*, as used in this study, emphasizes the similarity of patterns in conveying messages that address sustainability themes across the board of all kinds of internal and external corporate messages.

Consistency: Meaning of the term: Corporations demonstrate "firmness in following a single or predetermined plan, method, or procedure" (Merriam-Webster's Collegiate Dictionary, 11th ed., 2009) in conveying messages that address sustainability. The term *consistency*, as used in this study, emphasizes the similarity of patterns in conveying messages that address sustainability themes at all hierarchical levels and, horizontally, across the board of all corporate units and affiliations.

Constancy: According to Merriam-Webster's Collegiate Dictionary, 11th ed., 2009), the term means, "continual recurring." The term *constancy*, as used in this study, underscores the similarity of patterns in conveying messages that address sustainability over periods of, at least, two years.

Construct: This term appears in the text in combination with the word *social* and is a concept that supports a researcher to understand social interactions theoretically (Merriam-Webster Collegiate Dictionary, 11th ed., 2009). In essence, the term *social*

construct fulfills the criteria that Sutton and Staw (1995) elaborated for the term *theory*. According to their definition, theories are mental constructs whose implied intention is to explain cause-effect relationships (p. 378).

Dauerschallpegel: This is the German term for the physical metric Equivalent Permanent Noise Level [Leq 3, dB (A)]. As the “L” in Leq signifies, the measurement occurs on a logarithmic scale (Annex to Art. 3 Laermschutzgesetz [German Act for Protection against Aircraft Noise]). The respective U.S. metric is Ldn, termed *day/night equivalent noise level* (Wells & Young, 2004, p. 356).

Decibel: “The unit of measure for sound is the *decibel* (db). In physics, 1 db equals twenty times the logarithmic ratio of the sound pressure in the air to a reference sound pressure (usually, 0.0002 dyne per square centimeter). Since this is a logarithmic relation, 2 dB is not twice as great in magnitude as 1 dB, but rather, it is nearly six times as great” (Gesell & Sobotta, 2007, pp. 325/326).

Dialectics: This study uses the term as follow: “Systematic reasoning that juxtaposes opposed or contradictory ideas in seeking to resolve a conflict” (Merriam-Webster Collegiate Dictionary, 11th ed., 2009).

Global Gross Domestic Product (GGDP): In analogy to the nation-related macroeconomic unit, this metrical unit describes the “market value of all final goods and services produced [worldwide] in a given period” (Mankiw, 1998, p. 480).

Major airports: The term *major* is not an official technical attribute of airports that exceed a specific number of facilitated passengers or cargo units. This study uses the term *major* for airports that facilitate five million passengers or more than that annually.

Public at large: Using this term, I intended to circumscribe the aggregate of all citizens who were living in Hamburg or its suburbs. My hindsight impression is that all participants shared this interpretation of the term.

Reach: This term describes the number of individuals reached by a specific message (Eng & Kim, 2006).

Reconcile: This study used the term *reconcile* in the meaning of persuading airport neighbors “to accept the unpleasantness” (Merriam-Webster Collegiate Dictionary, 11th ed., 2009) of air traffic noise as an inevitable side effect of maintaining or increasing economic sustainability in the metropolitan region.

Recursiveness: This term means a specific form of circularity. Hereby, “elements are linked in a reciprocal, repeating cycle” (Roach & Bednar, 1997). Outcomes turn into starting points for new cause-effect cycles that feed back to previous process phases (Ortmann & Zimmer, 2001; Senge, 1990; Weick, 1979).

Richness: This term describes the informatory scope of content of a message (Eng & Kim, 2006).

Social Responsibility: According to Carroll and Buchholtz’s (2009) definition, “Social Responsibility is seriously considering the impact of the company’s actions on society” (p. 39).

Total global passenger-kilometer transported (TGPKT): This metric means the number of kilometers that passengers who embark, debark, or transfer cover worldwide in a given year (Pompl, 2007).

Total passengers: This term defines all passengers that debark, embark, and transfer at an airport.

Assumptions

In this study, I posit that noise-affected neighbors act legitimately when pursuing their interest not only in court but also off-court. They are, for example, entitled to participating in protest actions against airport expansion programs. This entitlement includes certain forms of *civil disobedience* (Etzioni, 1996, p. 257). In 1995, the Bundesverfassungsgericht (German Federal Constitutional Court) decided that sitting blockades are legal if they are restricted to passive resistance (BVerfG, AZ 1 BvR 718/89).

In 2000, Hamburg Airport was transformed into a public-private partnership. Tendentially, this implied a shift from welfare-maximization to profit-maximization (Hoffmann, 2003). However, no facts speak for the emergence of a lessened environmental awareness. Hamburg Airport is an important taxpayer. Hamburg's authorities, however, have never neglected their supervisory function regarding environmental issues.

Furthermore, another assumption was that companies' self-presentation as corporate citizens committed to sustainability corporate responsibility usually improves their reputation. Hereby, the commitment needs to encompass the economic, ecological, and social dimensions of sustainability. This study considers such commitments as necessary, though not sufficient conditions for establishing or defending a good corporate reputation.

Moreover, I posited that Hamburg Airport's communicative self-presentation has largely been in congruence with its behavior. Firstly, to my recollection, incongruence in essential areas never occurred. Secondly, if Hamburg Airport had published something that deviated from reality, the media would have immediately indicated to such discrepancies. Certainly, the afore-delineated arguments are not scientifically stringent or conclusive. Nevertheless, they should suffice for rationalizing the plausibility of my assumption.

Scope, Delimitations, and Limitations

This study is restricted to the exploration of Hamburg Airport's relationships to its *critical stakeholders* (Mitchell et al., 1997). Aircraft noise-affected neighbors, environmentalists, the community, the public at large, and the media, the latter usually termed *secondary stakeholders* (Freeman, 1984, p. 134; Waddock, 2009), belong to the category of *critical stakeholders*.

Friedman (2001, 2002) and other scholars (e.g., Becker, 1992; Oswald, 1998; Rappaport, 1986) refuted the justification of corporate philanthropic engagements. They regarded them as incompatibility with managers' fiduciary duties. This issue, however, did not play a role in this study. To my knowledge, Hamburg Airport has invested in philanthropic engagements only after approval by its supervisory board.

Criticism of the concept of corporate citizenship came from authors who approached the issue from a descriptive perspective (e.g., Jackall, 1989). This was not relevant for this study, for it exclusively focused on the prescriptive perspective of corporate citizenship (e.g., Googins, Mirvis, & Rochlin, 2007; Waddock, 2009). To my

knowledge, neither scholars nor socially responsible practitioners have ever denied the reasonability of corporate commitment to sustainability in the 2000s.

Furthermore, the study did not analyze whether the communitarianism–individualism divide could imply different states of maturity of commitments to sustainability (Allen, 1987). The rationale for this delimitation is twofold. First, the divide has been vanishing since the 1980s (Lodge, 1987). Second, this study explored the research problem from a perspective that went beyond this divide.

Moreover, I did not explore whether Hamburg Airport’s communication was efficient. It addressed only the issue of effectiveness. I differentiated between effectiveness and efficiency in the following manner. The term *effectiveness* means achievement of satisfactory external impacts. *Efficiency* means parsimonious allocation of resources for achieving these impacts (Cheng & Kesner, 1997). Chapter 5 resumes this point under the aspect of questions for future research.

Finally, limited transferability of this study (Creswell, 2007) could originate from various circumstances. First, variations in metropolitan demographics most likely imply differences in susceptibility to noise. Second, residential areas are located differently far away from major airports. Third, reputation-relatable communication differs from airport to airport considerably. Fourth, media landscapes also vary from airport to airport. Fifth, interviews with only 11 purposefully selected participants could affect transferability.

With respect to the principal problem of transferability, chapter 3 presents methodical strategies for securing the validity of the research results in spite of these relativizing circumstances. Furthermore, chapter 5 delineates why I regarded crucial

findings as transferrable to other major airports and other industries. Without anticipating the substantiation at this point, I indicate to Yin (2003) who, in this context, introduced the term “analytical generalizability” (p. 10).

Significance and Social Impact of the Study

The research problem of this study implicitly addresses the fundamental question of how modern societies organize homeostatic equilibrium. Unanimity prevails among scholars that societies need something that holds them together, that “creates social cohesion” (e. g., Prideaux, 2002). Common sense tells us that this could be at risk, where protests frequently occur and become increasingly violent.

In this context, the examples of ubiquitous protests at airports, briefly described on pages 2 and 3 of this study, indicated to something beyond culture or types of civilization. Globally, many citizens obviously tend to vent their anger in ways that have become increasingly militant. Thus, they seem to respond to burdens that societies expected them to endure.

This implies that, at least in many cases, protesters seek something that the society cannot or does not want to give them. Where protests become violent, the felt refusal of the society to build a social tie with protesting individuals most likely is especially pronounced.

In essence, the exploration of what makes communication effective could provide Hamburg Airport with clues how to avoid confrontation with protesters. Furthermore, the study reveals what kinds of self-presentation could reconcile noise-affected neighbors.

Moreover, this could become a role model for successful reconciliation with opposing societal groups.

In addition, the public accessibility of this study can help managers in various geographical regions to benefit from its findings. In consequence, readers of this study can more easily accept that stakeholders can argue from equally legitimate positions even if their opinions differ diametrically from one another. Adoption of this perspective can help conduct rational discourses successfully. Finally, this study could encourage managers to exert self-reflection more often than they are used to do. This could initiate or reinforce managers to prefer reconciliatory to confrontational solutions.

In sum, the above-delineated potential for positive social change corresponds with what Walden University promotes in this respect. It also coincides with what Kofi Annan, former United Nations' Secretary General, advocated: reconciling economic, social, and political goals (Kofi Annan, 2009, January 31). In any case, this study addresses one of this century's most important challenges to Western democracies: solidarity within communities.

Summary and Transition

Chapter 1 described major airports' susceptibility to reputational deterioration. A rationalization of taking Hamburg Airport as the research site for this single case study followed. Furthermore, in this chapter, I defined the research problem, the central research question, and respective subquestions. I delineated the purpose of the study as follows: exploration of the effectiveness of Hamburg Airport's communication with its critical stakeholders regarding aircraft noise.

Next to this, chapter 2 presents a review of publications on the scholarly concepts on which this study predicated. Furthermore, it provides a view on core elements of general systems theory. Moreover, it presents a logic model that illustrates the complex and recursive interrelatedness among the factors that determine the relationships between major airports and their critical stakeholders.

Chapter 3 starts with a delineation of my worldview including my ethical, epistemological, ontological, philosophical, and hermeneutical stances. Next to this, chapter 3 provides descriptions of the methods of data collection and analysis as well as the identification and involvement of participants. In chapter 3, I also depict recording, coding, and sampling procedures.

Chapter 4 presents the statistical results of a newspaper content analysis and interprets them in the light of my hand notes. Furthermore, I deliver the results from qualitative content analyses of corporate documents and semistructured interviews. Moreover, I synthesize the findings into answers to the research questions of this study.

In chapter 5, I discuss the conclusions that the empirical findings suggest. Furthermore, I provide several recommendations. Moreover, I list questions for further research. In addition, the chapter reveals my self-reflections, presents remarks on the social significance of the study, and ends with some concluding philosophical remarks.

Chapter 2: Literature Review

Overview

In this chapter, I present literature that highlights major airports' functions and roles. Furthermore, I describe dilemmas that are associated with major airports' impacts on the environment. In the third to fifth sections, I review scholarly literature on the elements of the social construct. In the sixth section, I deliver a concise systems-theoretical perspective. In the seventh section, I provide a logic model that illustrates the complexity of the social construct. In the eighth section, I discuss some methodological and methodical particularities. In the last section, I summarize the theoretical findings of this chapter.

In order to find relevant literature in the library databases of Walden University, Embry-Riddle Aeronautical University, and the Hamburg State and University Library, I used keywords. Among them, the most often used ones were *corporate communication*, *corporate reputation*, *environmental sustainability*, *economic sustainability*, *social sustainability*, *social responsibility*, and *stakeholder relationships*.

Major Airports' Roles and Functions

Airports are “complex industrial enterprises” (Doganis, 1998, p. 7). They are “like cities in miniature, and their managers must provide the same types of public welfare services that other cities do” (Gesell, 1993, p. 8). They present themselves as “economic marketplaces” (Gesell & Sobotta, 2007, p. 7). Wells and Young (2004) wrote, “Similar to

a city, an airport is comprised of a huge variety of facilities, systems, users, workers, rules, and regulations” (p. 4).

The figures that major U.S. airports published in recent years underpin their economic importance. According to their annual reports, they made contributions to the micro-economic value creation that ranged from USD \$16,6 (Dallas Annual Report, 2007) over USD \$18.7 billion (Atlanta Annual Report, 2007) to USD \$45 billion (Chicago Annual Report, 2007) and USD \$60 billion (Los Angeles Annual Report, 2007). Major German airports do not routinely publish respective figures. Presumably, their economic importance to the regions they serve is quite similar.

Legislation and Jurisdiction in Germany and the United States

In Germany, §3 of the Gesetz zum Schutz gegen Fluglärm (Article 3 of the Act for Protection against Aircraft Noise) forces airports to comply with noise quota. The United States has a similar legislation (Part 150-Airport Noise Compatibility Planning of 1985; Planning and Aircraft Noise and Capacity Act of 1990). German and U.S. metric frameworks for measuring air traffic noise differ only in nuances (Wells & Young, 2004).

The Supreme Courts of Germany and the United States corroborated that both constitutions protect citizens against intolerable exposure to noise. Accordingly, the Bundesverfassungsgericht (German Supreme Constitutional Court) referred to each person’s basic right of physical and mental integrity, protected in Article 2 of the German Grundgesetz [German Basic Law] (BVerfG, 2 BvR 1229/07, dated 01/10/2008). The respective US Supreme Court’s decision referred to domestic tranquility, mentioned in the Preamble of the US Constitution (Frisby v. Schultz, 487 U.S. 474, 484; 1988).

Consequently, neighbors of major airports in both countries can sue airports for compensation if noise levels exceed certain thresholds of tolerability and these levels were unforeseeable when the plaintiffs moved to the respective residential areas (*Baker et al. v. Burbank-Glendale-Pasadena Authority*, 39 Cal 3d 862 [1985]; BGHZ V ZR 72/04).

Reinforcement of the Precautionary Principle

The airport concept of the German government includes the advice to airports to “avoid and reduce detrimental effects on the environment wherever feasible and economically affordable” (Airport Concept, 2009, p. 27). Certainly, the promulgation of this concept was partly a response to the claims of airport neighbors and environmentalists. Both groups blamed communities and airports for not acting in congruence with the principles of sustainability.

The term *sustainability*, as it is used in this study, means a “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED Report, 1987). According to the WHO definition, health is “a state of complete physical, mental, and social well being and not merely the absence of disease or infirmity” (Preamble, WHO Constitution, 1946).

In the here relevant context, Dempsey (2001) argued, a combination of both definitions suggests the introduction of environmental regulations that are more restrictive than the current ones (p. 662). He asserted that aviation industries did not meet the criteria for sustainability (p. 658). Similarly, Demmke (2001) espoused the introduction of “preventive and precautionary principles” (p. 18).

Similarly important, Miller (2009) demanded that environmentally precarious industries must comply with societies' environmental priorities (p. 145). Upham, Callum, Gillingwater, and Raper (2003) emphasized that air traffic-induced greenhouse gases were increasing faster than technological innovations could curb their negative effects.

With respect to the airport industry, Bartle (2006) asserted that the reconciliation of ecology and economy ought to address the economic, environmental, and social dimensions of sustainability (p. 214). He denied that legislation appropriately protected major airports' neighbors from intolerable noise (p. 217).

How Major Airports Communicate Awareness to Sustainability

Berry et al. (2008) found out that all 26 participating major airports in the United States and other countries had implemented sustainability programs. Sustainability-related measures were neighborhood-friendly land use, reduction of water consumption, avoidance of water contamination, reduction and recycling of waste, energy saving, and noise abatement.

Walayat (2007) compared corporate social responsibility programs at six Canadian and three European airports. She observed that optimization of relationships with communities, building up stakeholder trust, and improved interactions with airport publics were the most important elements for reconciling divergent stakeholder interests.

However, none of the studies addressed the communicative facets of environmental awareness. This coincides with the finding of a study conducted by the U.S. Government Accountability Office. It revealed that the majority of the 150 surveyed

biggest U.S. airports did not include the evaluation of the effectiveness of their sustainability-related communication (Aviation, 2010).

Real World Specificities of the Social Setting

Typology of Stakeholders at Major Airports

According to Freeman (1984), “stakeholders are groups or individuals who can affect or are affected by the achievement of the firm’s objectives” (p. 25, Footnote, p.46). Scholars have contributed various alternatives of typifying stakeholders. Many referred to Freeman’s definition. None of the scholarly contributions I reviewed refuted Freeman’s definition.

Thompson and Driver (2005) contrasted *external* versus *internal* stakeholders. Trumpheller (2006) differentiated between *primary* and *secondary* stakeholders (p. 112). Spence, Coles, and Harris (2001) as well as Phillips, Freeman, and Wicks (2003) distinguished between *normative* and *derivative* stakeholders. Derivative stakeholders include competitors, activists, and the media (p. 489).

Mitchell et al. (1997) considered stakeholders as *critical* that require elevated managerial attention (p. 853). Based on a meta-analysis of 27 scholarly publications, they identified *power*, *legitimacy*, and *urgency* as differentiating criteria (p. 853). They condensed the specificities of organization–stakeholder relationships into the following statement: “Power gains authority through legitimacy, and it gains exercise through urgency” (p. 869).

Furthermore, Mitchell et al. (1997) termed stakeholders *dangerous* that are powerful enough to urge organizations to change their behaviors. The authors subsumed

environmentalists, prepared for exerting violence, under the category *potentially dangerous* (p. 877). The authors classified stakeholders as *dependent* that could legitimately exert influence upon organizations; however, are not powerful enough to realize respective intentions (p. 877).

For this study, I adopted Mitchell et al.'s (1997) stakeholder typology. Furthermore, I classified the media as *secondary social* stakeholders (Carroll & Buchholtz, 2009, p. 86) that could become *dangerous* under certain conditions, either alone or as influencers of public opinions.

Major airports should learn from these scholarly recognitions the following things: Noise-affected neighbors are dependent stakeholders who could become dangerous in alliance with environmental groups. Furthermore, they need to consider that newspapers could ignite protests as influencers of public opinions.

Stakeholder Interests

Rosbult and Van Lange (2003) defined interests as the driving forces that determine individuals' relationships with others (p. 351). They asserted that conflicting interests often enact behaviors of "negative reciprocity" (p. 362). Individuals who depend on one another tend to sacrifice potential beneficiary effects in order to stabilize a situation (p. 361). In any case, internalized value frameworks can enable societies to avoid hostilities (p. 369).

Similarly, Luijk (1994) defined interests as favored or desired positions individuals are determined to achieve or defend (p. 83). The intensity of fights for

interests depends on the cognitive and emotional involvement and experiences of the conflict waging parties (Silvia, 2003, p. 283).

Major airports could learn from these scholarly recognitions the following things: Neighbors might fiercely fight for their interests. Hereby, the scope of divergence of interests and neighbors' resoluteness determines how rough or even violent such fights could become.

Mass Media Influence

Based on a meta-analysis of 15 studies, Severin and Tankard (2001) substantiated why and how media content can influence audiences' perceptions. The authors assumed that audiences "decode" (p. 73) media content in alignment with their worldviews, cultural experience, needs and desires, and moods (p. 73). Accordingly, audiences could develop positive or negative opinions, attitudes, and behaviors (p. 151). The authors ascertained that media consumption does not only determine about which themes audiences think and talk but also how audiences think and talk about them.

This scholarly opinion seems to have organically emerged from a scientific debate that lasted for almost a century. Lippmann (1998) assumed that media influence could only reinforce readers' already existing perceptions. In subsequent decades, adherents to agenda-setting theories postulated that media coverage created public awareness (McCombs & Shaw, 1972).

Chaffee and Wilson (1977) went further. They asserted that newspaper articles contributed to both influencing individuals' opinions and determining agendas of public

discourses (p. 469). According to Maher (2001), both approaches converged under the aspect that agenda setting is a subcategory of framing theory (p. 84).

McCombs and Ghanam (2001) also assumed that media consumption influenced audiences' opinions (p. 52). Similarly, Shoemaker and Reese (1990) concluded that media coverage created frames of reference according to which audiences construct their realities. Other authors corroborated these scholarly views (Hansen & Benoit, 2007; McCombs & Ghanam, 2001; Pan & Kosicki, 2001; Reese, 2001).

Wry, Deephouse, and McNamara (2006) distinguished between thematic components and tone or color of media coverage. Berry, Wharf-Higgins, and Naylor (2007) found that the reliability of the source of information determined the degree of influence (p. 39). Wanta, Golan, and Lee (2004) noted that a negative tone could elicit negative perceptions.

According to Eccles and Vollbracht (2006), media coverage particularly affects readers that can be easily influenced (p. 395). Kim and McCombs (2007) revealed that frequency of newspaper reading increased the degrees of influence. Miller (2009) elaborated that environmental issues of "noteworthiness" (p. 152) strongly attracted media attention. An experiment revealed that students considered newspaper content more credible than corporate Internet-based self-presentations (Jo, 2005, p. 72).

Other authors coped with the roles, principles, and relevance of the media. Stone, O'Donnell, and Banning (1997) emphasized that newspapers need to exert their surveillance function. Burton (1998) postulated that media stick to the principles "balance, fairness, and accuracy" (p. 232). Reinemann and Eichholz (2006) empirically

discovered various potential reasons for negative media coverage. However, they did not prove a general manipulative media tendency (pp. 183/184).

Major airports could learn from these scholarly recognitions the following things: Newspapers exert their surveillance function when they cover airport-related issues. Furthermore, newspaper coverage could evoke or reinforce negative opinions of critical stakeholders. Moreover, they need to realize that aircraft noise could strongly attract newspaper attention. Finally, newspaper coverage could distort perceptions and expectations of their critical stakeholders.

Cognitive and Affective Determinants

Corporate Reputation as a Product of Perception

According to Wartick (2002), corporate reputation is “the aggregation of a single stakeholder perception of how well organizational responses are meeting the demands and expectations of many organizational stakeholders” (p. 372). In this concept, reputation is a composed, though uniform perception. The author rejected constructs that condense reputation and image into one unit of research, for that would dilute construct validity (p. 377). Respective of the research question, reputation could be a dependent or independent variable (p. 380).

Meta-analyzing 62 scholarly contributions, Barnett, Jermier, and Lafferty (2006) distilled “estimation, judgment, evaluation, and opinion” (p. 36) as the most often used descriptions of how organizational reputation emerged. Whetten and Mackey (2002) assumed that corporations need societal acknowledgment and acceptance for long-term survival. They underscored the emotional facets of reputation building.

According to Fiske and Taylor (2008), simple schemes of perception tend to intensify emotional reactions more than sophisticated ones (p. 328). Levine et al. (2000) observed that disappointment or unfulfilled expectations make people think that others are dishonest (p. 133). On the other hand, “positive secondary affective reactions” (p. 227) to unforeseen occurrences are possible. In this context, friendly negotiations with stakeholders could elicit or, at least, reinforce impressions of integrity (p. 135).

Barnett et al. (2006) highlighted that the process of building a good reputation can be very time-consuming (p. 34). Hereby, a strong corporate culture and identity are advantageous (Riel & Fombrun, 2007). Schwaiger (2004) differentiated between cognitive and affective drivers to reputation (p. 46). Stewart (2007) noted that conflicting stakeholder interests could affect corporate reputation negatively (p. 484).

Hudson (2008) elaborated that unresponsive managerial behaviors could evoke corporate stigmatization (p. 254). As commonly known, many people tend to categorize nuclear power plants as belonging to a “sin industry” (p. 263). On the other hand, as Dentchev and Heene (2003) underscored, a corporation’s good reputation can decrease stakeholder aversion.

Website content could also damage corporate reputation. In 2005, *Forbes* magazine rated the 10 best “hate” websites (Wolrich, March 8, 2005). According to Hudson (2008), World Wide Web publications as well as the articles about them have a high potential of “stigmatizing” (p. 252) corporations, groups of corporations, or even whole industries (Devers, Dewett, Mishina, & Belsito, 2009).

According to Olson, Roese, and Zanna (1996), the psychic mechanisms behind expectations and perceptions are a crucial element of humankind's evolutionary survival strategies. They help reduce uncertainty. Usually, expectations precede perceptions. Nevertheless, their interrelatedness unfolds in a recursive manner through experiential, vicarious, and symbolic learning (Bandura, 1977).

Major airports can learn from these scholarly recognitions the following things: Stakeholder perceptions decide about the favorability of their reputation. Important in this context, the sensual experience of noise affects emotionally, whereas understanding economic data requires reflection. Moreover, growing environmental awareness and susceptibility could widen the gap between neighbors' expectations and perceptions. Publics could perceive airports as belonging to a sin industry. Consequently, communication strategies need to address both the emotional and cognitive spheres.

Tension between Legality and Legitimacy

John Naisbitt (1984) wrote, "Citizen initiatives frequently tackle the tough sensitive issues that legislators avoid to protect their popularity" (p 193). Important in this context, Warren (1999) identified growing environmental awareness as a frequent cause for litigation. Apart from litigation, the examples of protests referred to on pages 2 and 3 of this study suggest that citizens try to enforce their alleged rights outside courts. Apparently, legality and legitimacy threaten to separate in today's complex social relationships.

Luhmann (2008) approached this issue from a systems theoretical perspective. He considered today's laws as so complex that they are no longer comprehensible for all

citizens. In this context, he asserted that legislation still implied the assertion of being an epitome of absolute truth. Luhmann who was a lawyer and a sociologist denied that laws could claim their traditional iron-cast function any more.

According to Luhmann (2008), legality–legitimacy gaps keep societies’ flexibility high. In his concept, law does not anchor in any “a priori imposed world-structure (Weltstruktur)” (p. 44). He wrote: “Law is a social system that manifests itself as generalized normative expectancies of behavior” (p. 99). Hereby, legitimacy is what individuals ought to accept as the generalized expectancy, regarded from an unbiased observer’s perspective (p. 261).

Luhmann (2008), furthermore, assumed that generalized expectancy generates pressure to conformity. At the same time, it favors societal tolerance toward deviant social behavior. Nevertheless, the negative effect is a separation of law and moral. Ultimately, court decisions fill legality–legitimacy gaps, however imperfect this may occur (p. 214).

With respect to the theory–practice divide, Luhmann (2008), Sen (2010), and Konow (2003) recommended looking upon conflicting interests from the ethical perspective of an impartial observer. Other authors presented similar concepts. Even others provided pessimistic views of options for reconciling the legality–legitimacy tensions in practice.

According to Weber’s (1967) sociological concept, legal systems adapt to societal changes in alignment with agreements among citizens. He asserted that, in practice, the interests of the ruling classes endowed legislation and jurisdiction with legitimacy. In

contrast to this concept, Bell, Ryan, and Wiechmann (2004) asserted that justice-related expectations emerge from individuals' trust in societal mechanisms that secure fair treatment (p. 23).

In this regard, Pieper (2007) referred to the Aristotelian concept of virtues. He wrote that the term *right* reaches far beyond doing *justice*. Because the ideal state of *right* is rarely achievable, courts are per se restricted to protect legality. Dewey and Tufts (1908) went even further. They postulated that social justice imply empathy and reconciliation (p. 416).

In the same context, Reh binder (2007) underscored that laws could lose their authority if critical masses of individuals publicly protest against societal conditions (p. 21). Similarly, Wright Mills (1959) recognized that laws could claim authority only temporarily (p. 150). Adorno (1966/2007), finally, presented a rather pessimistic view of law and justice. He identified law as an example of how irrationality replaced rationality (p. 309). In a non-polarizing manner, Ehrenzweig (1971) wrote in this context, "The largely unconscious role of such 'unreason' is great" (p. 204).

Similarly, Foucault (1971/1972) theorized that law was no longer in congruence with legitimacy, for it did not emerge from genuine societal disputes (p. 219). Lyotard (2003) went into an even more disillusioning direction than that. He regarded the absence of violence as the sole ethically substantiated social value that societies could promise to guarantee (p. 272).

Categorically defying all traditional concepts, Derrida (1991) assumed that the imperative of doing justice goes beyond what laws could impose on citizens. He

understood justice as “an experience of the impossible” (p. 34). In his understanding, justice is the mystical foundation of law. He hypothesized that language cannot fully convey the essence of justice. Consequently, codifications lack the authority of justice.

Discussing Rawls’ s (1999) and other scholars’ foundations of justice, Sen (2008) recommended an intellectually modest, unpretentious stance. Societies should find practical ways of preventing acts of adamant injustice. Raiser (2007) construed legitimacy as an emanation from the anthropological principle of reciprocity (p. 270). Hoffman (2007) said that empathy, reciprocity, and solidarity are primordial principles that permeate laws. In this context, Etzioni (1996) wrote, “...law in a good society is first and foremost the continuation of morality by other means” (p. 143).

Another clue in this direction came from recent practical developments of jurisdiction. Meanwhile, in many cases, alternative dispute solution by mediation or arbitration has replaced long, costly, and frustrating public court adjudication (e.g., Hensler, 2005; Raisfeld, 2007). This seems to be particularly effective for settling environmental or neighborhood conflicts (Raven, 1988; Salem, 1985).

Despite their theoretical brilliance, the above-presented scholarly opinions could not answer the crucial question: What makes court decisions, mediation, or arbitration just and fair? In this context, Deflem (2008) and Rehbinder (2007) elaborated the crucial point: Laws and jurisdiction do not create but posit the existence of acknowledged societal values. In the next section, I address this point in detail.

Major airports can learn from these scholarly recognitions the following things: They need to accept that court decisions often do not imply or enact reconciliation.

Usually, noise-affected neighbors of major airports expect more than basic compliance with laws. Furthermore, protests of critical masses of citizens could defy airports' judicial statuses. This could be due to a previous deference of legal adaptations.

Ethical and Moral Principles

In their textbook on airport management, Gesell and Sobotta (2007) referred to the code of conduct for the American Association of Airport Executives (AAAE). Ethical fundamentals of this code of conduct are: "Dedication to the highest ideals of honor and integrity" (p. 741), avoidance of "discriminatory behavior on the basis of principle and justice" (p. 741), and "fairness and impartiality" (p. 742). From the Code of Ethics and Guidelines for the American Society for Public Administration (ASPA), Van Wart (1996) distilled the following imperative: Striving for efficiency must never legitimize violation of moral principles (p. 530).

Certainly, managers at major airports principally know what legality and legitimacy mean in the vast majority of all cases with which they have to deal. Furthermore, they rarely doubt that their behaviors are legal and legitimate. They presuppose that their interpretations are in compliance with societally acknowledged value-systems.

Moreover, most likely, managers at major airports and noise-affected neighbors have a common understanding of core elements of acknowledged societal values. However, their interpretations are rarely identical. Whereas airport managers usually define legitimacy from the perspective of an enabler of mobility; noise-affected neighbors focus on their interests in domestic tranquility.

Solomon (1998) showed how difficult it is to define content and extension of the terms *care* and *compassion* objectively. Their recognition implicitly also elucidated how difficult it can be to demarcate the scope of value-orientations behind concepts of legitimacy. Quintessentially, the crucial question is what ethical maxims could help bridge the legality–legitimacy gap practically.

Today, moral arbitrariness, some scholars argue, make understanding the legality–legitimacy divide particularly difficult (Fisher, 1987; Kendler, 2002). In this context, Turner (2003) discovered that hedonistic value-orientation was gaining ground. Maybe these authors described reality correctly. Nevertheless, it is necessary to look upon it from a prescriptive perspective.

Scholars from various disciplines introduced different concepts of value-orientation. Identifying 14 single ethical principles, Carroll and Buchholtz (2009, p. 304) grouped them into the categories teleological, deontological, or virtues-based (p. 293). However, only few of them have become relevant in the world of business (p. 294).

In many cases, managers would do the right thing if they aligned their behaviors with the ethical maxim of utilitarianism. This principle requires decisions that result in “the greatest benefit for the most people” (Barry 1979, as cited in Carroll & Buchholtz, 2009, p. 294). This ethical position would allow prioritizing the social good *mobility* over the desire of a minority that wants to enjoy undisturbed *domestic tranquility*.

However, this would, according to the opinion of many people, not apply if nightly flights over densely populated areas occurred at extremely high frequency and throughout the whole night. In cases of such adamant noise-affectedness, neighbors and

environmentalists would argue that the respective airport and the community did not want reconciliation.

Apparently, it is necessary for major airports to stick to ethical principles that fulfill the following criteria: (a) societal acknowledgment, (b) applicable in practice, and (c) supporting reconciliation. With respect to these criteria, the following paragraphs provide arguments in favor of or against the appropriateness of various scholarly concepts of ethical values.

According to Katz and Kahn (1978), economic achievement including effectiveness and efficiency belongs to the category *pragmatic values*. Solidarity, equality, and justice are *symbolic values*. Empathy, altruism, and compassion are *transcendental values* (p. 388).

The core elements of these concepts anchor in ethical concepts that scientists from various disciplines defined as the social glue for stabilizing societies. In this context, scientists resorted to the following values: ideal moral reciprocity (Gibbs, 2003), altruism (Broom, 2003), solidarity (Gick, 2003), compassion (Solomon, 1998; Varela, Thompson, & Rosch, 1993), and empathy (Gibbs, 2003). Etzioni (1996), in his mundane adaptation of the Golden Rule, particularly addressed reconciliation (p. 208).

Two ethical principles of reciprocity were in the focus of many recent scholarly publications: the Golden Rule (The Bible, Mathew, 7:12 RSV) and Kant's Categorical Imperative (Kant, 1968, p. 425). In a sense, Kant's moral imperative is a secularized, what here means, intellectually rationalized counterpart of the Golden Rule. It predicates on the following pillars:

First, it requires from individuals, “Act only on that maxim by which you can at the same time will that it should become a universal law” (Bowie, 1999, p. 14; Kant, 1968, p. 421). Second, it leans on the postulation that individuals treat their peers as “ends but not as means” (Bowie, p. 43; Kant, p. 429). Third, it admonishes to act from the perspective of being a “member of the kingdom of ends” (Bowie, p. 87; Kant p. 433). The imperative, “Act out of duty but not in conformity with duty” (Bowie, p. 140; Kant, p. 444) refers to individuals’ volitional autonomy.

Scholars espoused introducing Kant’s Categorical Imperative as the universal ethical principle into business environments (e.g., MacLagan, 2003; Scarre, 1998). Other scholars, however, warned that the rigor of Kant’s prioritizing intention over outcome could overburden managers (Beauchamp & Bowie, 2001a; 2001b; Bowie, 1999; Scarre, 1998). Gehlen (1986) argued that unattainable ethical standards could even undermine morality.

According to these opinions, Kant’s Categorical Imperative lacks practicality. Schweitzer (1987) approached this conceptual deficit from a similar position. He rejected Kant’s Categorical Imperative, arguing that it was too sophisticated as to energize people (p. 184). For the avoidance of a theory–practice divide, he espoused reinstating spiritual simplicity. To achieve this, he introduced *reverence for life* (p. 307) as the ultimate moral value.

Other scholars developed similar moral principles: imperative to *self-preservation of life* (Weber, 2002), *common humanity with others* (Cordner, 2004, p. 593), *principle of*

responsibility (Jonas, 1984), and *biophilical responsibility* (Lay, 1989, p. 21). Gardener (1978) expressed this as follows: “Moral action is action that affirms life” (p. 23).

However, these concepts do not provide criteria for fairly weighing individualistic against collective preferences. Furthermore, they do not concretize what that means for communal solidarity and reconciliation. Ethical principles that support reconciliation in the required manner could be Rawls’s (1999) concept of justice as fairness or Schmidt’s (1993) “weighted utilitarianism” (p. 51).

Other authors tackled with the individual-collective divide. Dennis et al. (2007) suggested that individuals should prioritize collective goals over selfish interests (p. 191). Luijk (1994) also expected that individuals support the public welfare instead of pursuing their own particular interests (p. 92). Tsakalotos (2004) emphasized that the pursuance of collective instead of individual goals is a prerequisite for stabilizing societal equilibrium (p. 145).

This study adopts Schweitzer’s (1987) maxim of *reverence for life* as overarching ethical principle and moral guideline. In the ultimate sense, the commitment to sustainability is the epitome of acting in accordance with this maxim. Above all, it marks the threshold that managers must not trespass, irrespective of their job descriptions, roles, or tasks. Beyond doubt, it is societally acknowledged. Furthermore, it has reconciliatory power. Its practicality, however, might be disputed. Nonetheless, it tells managers clearly where the demarcation line is.

For more concrete orientation than that, moral principles could be decreed mandatory within companies. This would follow the scholarly opinion that immorality in

companies is not a problem of lacking knowledge but of missing enforcement (Ortmann, 2010, p. 268). The introduction of a casuistry of “paradigm cases” (Freeman, Engels, & Altekruger, 2004, p. 171) could help in practice.

Major airports can learn from these scholarly recognitions the following things: Individuals have different notions of what moral behavior means in practice. Furthermore, the definition of legitimacy depends on the ethical or moral values that the majority of citizens share. Moreover, striving for reconciliation requires acceptance that legitimacy exists only temporally. Finally, commitment to *reverence for life* connects individuals with each other, individuals with organizations, and both with the environment.

Mental Constructs

Corporate Citizenship

Waddock’s (2009) adaptation of the metaphor *corporate citizenship* organically emerged from prior stakeholder theories (e.g., Freeman, 1984; Letza, Sun, & Kirkbride, 2000; Thompson & Driver, 2005). Furthermore, it leaned on scholars’ concepts of corporate social responsibility (e.g., Carroll, 1991; Carroll & Buchholtz, 2009; Davenport, 1998).

According to Waddock’s (2009), corporations need to serve a higher societal purpose. They ought to contribute to generating public welfare. Consequently, profit making is a necessary, though not sufficient entrepreneurial goal (p. 47). She referred to Margolis and Walsh (2003) who elaborated that commitment to sustainability positively correlated with financial performance.

Waddock (2009) distinguished among *economic, political, social, and ecological spheres* (pp. 17/18) of corporate citizenship. She highlighted “social justice, equity and fairness, as well as human dignity” (p. 56) as corporate values. Furthermore, she demanded that corporate behavior anchor in a “loving, trusting, and caring” (p. 69) corporate culture. Her prescriptive framework resembles Carroll’s (1991) “pyramid of corporate social responsibility” (p. 42).

In essence, Waddock’s (2009) concept coincides with what Googins et al. (2007) identified as the fourth stage of corporate citizenship: *revolutionary renewal* (p. 24). It requires that companies avoid damages, restore the environment in case of having damaged it, and compensate damages that are not repairable. She referred to the principles of the Coalition for Environmentally Responsible Economies (CERES, 2009).

Waddock’s (2009) concept has strong historical roots. Since Dodd’s (1932) advocated an extension of stakeholder rights, numerous social researchers have addressed this issue. Many contributions published after 1932 extended the scope of stakeholder roles and rights. Throughout the last eight decades, scholarly concepts have converged into what contemporary social scientists usually term *corporate citizenship*.

The introduction of terms such as “social service function” (Dodd, 1932, p. 1148), “devoted to public use” (p. 1149), “corporate good citizens” (p. 1154), and “external participants” (March & Simon, 1958) indicates to an incremental change in views of the shareholder–stakeholder relationship. Other such terms were “external coalitions” (Cyert & March, 1963, p. 27), “parties-at-interest” (Pickle & Friedlander, 1967, p. 165), “value to society” (p. 166), “coalition participants” (Pfeffer & Salancik, 2003, p. 28), “external

coalitions” (Mintzberg, 1983, p. 32), “corporate democracy ... citizenship” (Freeman, 1984, p. 196), and “imbedded in human rights” (Donaldson & Preston, 1995, p. 83).

Many contemporary scholars share Waddock’s (2009) strong emphasis on the ecological aspects. Campbell, Craven, and Lawler (2002) espoused reconciliation of economy and ecology (p. 271). Davenport (1998) classified *sustainability* as the primary ethical principle for balancing economy and ecology (p. 173).

Thompson and Driver (2005) endorsed the integration of ecological issues into corporate strategies (p. 61). Quintessentially, *leading corporate citizenship* implies commitments to (a) balanced and fair stakeholder relationships, (b) observance of acknowledged societal values, and (c) sustainable treatment of nature (Waddock, 2009, p. 5).

Figure 1 illustrates the elements of Waddock’ (2009) concept of “*leading corporate citizenship*” (p. xiii). The figure highlights how the elements of the author’s prescriptive concept are interrelated.

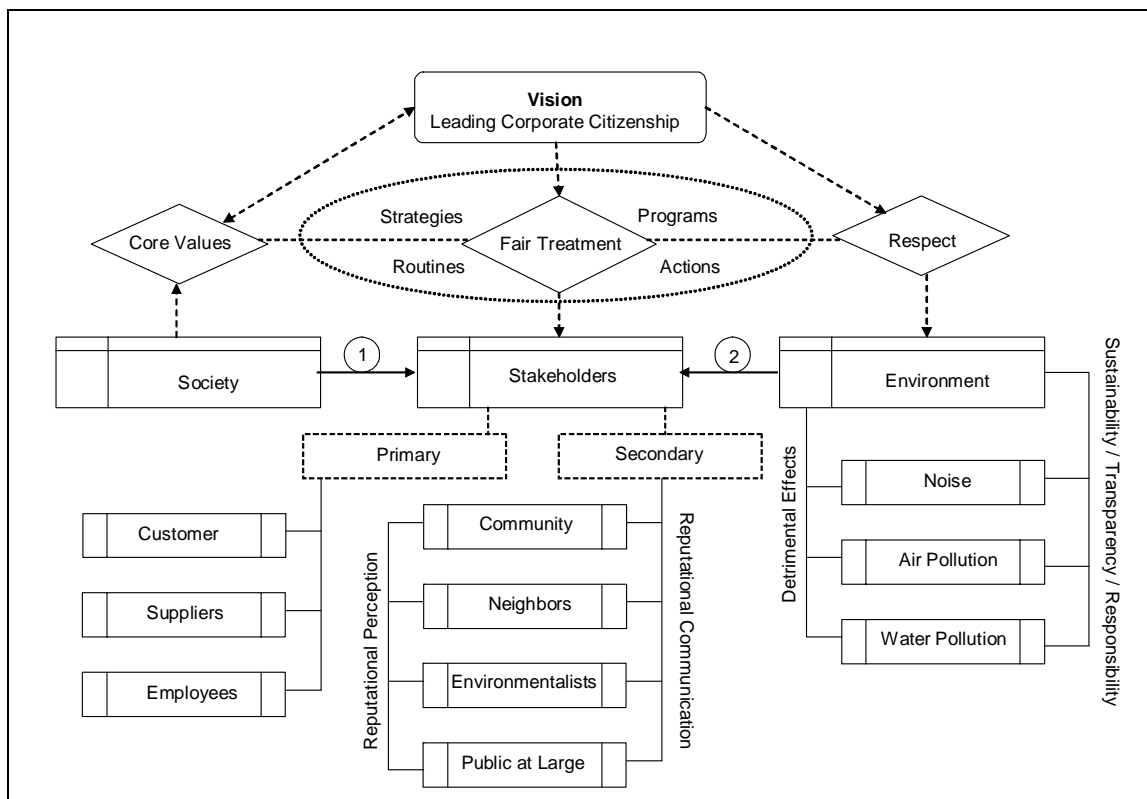


Figure 1. Waddock's (2009) Concept of Corporate Citizenship

Determinants of Effective Corporate Communication

According to Riel and Fombrun (2007), corporate communication is successful if it influences stakeholders in a company-friendly manner. It ought to convey the impression of reliability, credibility, and trustworthiness. A strong corporate culture supports this. The authors distinguished between one- and two-way types of communication.

Furthermore, according to Riel and Fombrun (2007), companies should present themselves as good corporate citizens. The authors recommended a holistic approach. Hereby, constancy, consistency, and coherency are crucial criteria. The authors

propagated contriving strategies and tactics with which executives and employees can align their behaviors. They mentioned demonstration of good corporate citizenship as a crucial element of corporate communication (p. 2). Moreover, companies need to anticipate whether their messages match with the presumable expectations of their stakeholders.

Other scholars presented similar concepts. Riel's coauthor Fombrun (1996) pointed out that specific individual interests could influence stakeholders' expectations and perceptions (p. 57). Morsing and Schultz (2006) warned of strategies that respond too submissively to stakeholder expectations (p. 325). On the other hand, they espoused involving critical stakeholders into planning processes. In this context, they suggested launching programs of "giving stakeholders a voice" (p. 334).

From the practitioner's standpoint, Stewart (2007) rejected companies' boasting of their social engagements. However, he warned companies of hypertrophic sensitivity. They asserted that managers too often misperceive stakeholder behavior as excessively hostile. In this context important, Preston and Post (1975) suggested permanent analyses of exogenous factors that could influence the development of the company.

This could play a crucial role concerning potential precautionary legislation (Dempsey, 2001, p. 662; Forstmoser & Herger, 2006, p. 414). Waddock (2008) mentioned in this context that environmental activists often put pressure upon politicians and legislators (p. 68). According to Gesell and Sobotta (2007), the involvement of local politicians could help companies counteract this sort of adverse influence (p. 723).

Furthermore, they encouraged major airports to publish data that evidence positive financial performance. In this context, they argue that most people consider corporate success vital to a community (Gesell & Sobotta, 2007, p. 728). Gesell (1993), however, warned of wasting too much time on individuals who are confirmed opponents or have per se positive opinions about airports (p. 411).

Bentele (2008) assumed that companies and the media mutually influence each other. Hereby, media have a comparatively powerful position (Bentele & Nothaft, 2008, p. 36). Audiences' comparatively strong resonance to negativity could tempt journalists to neglect the principles of accuracy and fairness (Kim & McCombs, 2007). Personal involvements of CEOs could prevent such outcomes (Park & Berger, 2004). According to Bolman and Deal (2003), companies should disseminate stories that resonate with the emotional spheres of their audiences (p. 251). Read (2008) went further, propagating an epic style of *corporate pathos* (p. 347).

Major airports can learn from these scholarly recognitions the following things: They ought to present themselves as corporate citizens committed to sustainable corporate responsibility. They should publish data on their financial performance and their contributions to public welfare. In this context, they need to balance fact-bound epic style and corporate pathos. Too much pathos, namely, could overchallenge major airports' publics. Moreover, they should invite airport publics to attractive events as, for instance, flight shows and opening ceremonies.

In addition, major airports ought to anticipate what critical stakeholders expect; however, not align their behaviors to expectations at any price. They should prevalently

communicate with those who are still undecided how to perceive the airport. They should make third parties laud their roles as social benefactors. Finally, they should establish good personal relationships to local journalists.

Commitment to Discursive Rationality

As protagonists of critical theory, Adorno (1966/2007) and Habermas (1981/1984, 1981/1989) developed dialectical theories. Adorno (1966/2007) presented a rather skeptical, and, in certain passages, even pessimistic view of rationality. Nevertheless, he ultimately accepted rationality as a mental construct. He assumed that “self-reflection of dialectics” (p. 405) could eliminate conceptual weaknesses.

In contrast to Adorno, Habermas pursued an optimistic perspective (Madison, 2000). He relied on the strong momentum language contributes to conflict solutions. He hypothesized that reasonable solutions emerge from cathartic revisions produced in multiple cycles of rational discourses. A logical prerequisite is that the primacy of the better argument gains acceptance in the course of repeated discourses (Habermas, 1981/1984, p. 18).

According to Habermas’s (1981/1984, 1981/1989) concept, the use of language connects the *lifeworld* (1981/1989, p. 339) with the systemic level at which language catalyzes social progress. He assumed that rational discourses enact solidarity. He regarded this as a prerequisite for societal equilibrium. He introduced a threefold construct of rationality. The pillars of this construct are (a) instrumental rationality, (b) value rationality, and (c) communicative rationality. He regarded self-reflection as an integral element of dialectical discourses (1981/1984, p. 395).

In this concept, instrumental rationality drives communications formally. Value rationality endows communication with acknowledged societal values. Communicative rationality contributes reconciliatory momentum to disputes. Etzioni (1996) underscored that Habermas saw rationality as the mental substratum of formalized processes from which reasonable solutions emerge (p. 228).

Two recent publications support this idea. Dennis, Langley, and Rouleau (2007) presupposed that conventional rational discourses could help reconcile divergent claims to legitimacy (p. 195). Boltanski and Thévenot (1991/2006) wrote that reconciliation is achievable if individuals put their egoistic interests behind the pursuit of public welfare (p. 278).

Other scholars approached this issue from similar perspectives. In essence, Schreyoegg (2005) shared Habermas's opinion. His core assumptions were: At the individual and organizational levels, power struggles, ideology, and emotionality determine rationality; at the worst, these mechanisms dilute rationality. At the institutional level, rationality vests behaviors with meaningfulness and legitimacy (p. 91).

Similarly, Raiser (2007) differentiated between instrumental, value-oriented, and systemic rationalities. According to his concept, each of these types of rationality prevents societies from descending into destructive emotionality (p. 359). Alvesson and Deetz (2006) hypothesized that local narratives had replaced grand or metanarratives (p. 259).

Even other authors took a relativizing or opposing stance toward rationality. Morgan (1998) asserted that people tend to overestimate the capacity of rational decision-

making and ignore or underestimate the force of irrationality (p. 208). Lyotard (1984/2003) went even further, asserting that consensus is not achievable through rational thinking. Phillips, Lawrence, and Hardy (2004) and Rosa (2003) believed that irrationality supersedes rationality in many social contexts.

In Luhmann's (1985/1994; 2000) concept of social systems, rationality does not play a role at all. According to Luhmann, the exertion of rationality takes place in the psychic world that is not part of social systems. Nevertheless, he saw communication in the function of connecting the social and the psychic worlds. Dissolving the rationality–irrationality dichotomy, Hunt and Wickham (1994) introduced the term “rationality of irrationality” (p. 86). They assumed that individuals have the capacity of recognizing what collectivized rationality requires (p. 86).

Similarly, Arrow (1976) assumed that the principle of “collective rationality” (p. 118) permeates societies. Hofstadter (1985) postulated that participants in rational discourses commit to a common rationality. Only this could prevent them from falling into the trap of infinitely exchanging subjective opinions without achieving reconciliation. He introduced the term *superrationality* (p. 749).

Until today, the Habermasian concept has survived. However, the current scholarly discussion elucidates that it lacks certain practicality. It, namely, requires that disputing parties accept the ultimate prevalence of the better argument. Multiple cycles of dialectical discourses shall secure this outcome. Notwithstanding its theoretical persuasiveness, this alone could be too weak a routine for avoiding failure in practice.

Therefore, this study includes another element. It adopts the basic idea of Confucian dialectics. According to this Eastern philosophy, dialectical reconciliation occurs only if individuals match their own interests and desires against the principally higher societal values in a self-reflective manner (Cheng, 2006). However, rational discourses require something else. Rationality alone does not suffice. In the here relevant context, Elster (2009) differentiated between *rational* and *reasonable*. He asserted that only the latter signifies behavior as acceptable from an impartial point of view.

Now, the mental construct of rational discourse is complete. It unifies rationality, reasonability, irrationality, communication, self-reflection, Western and Confucian philosophical elements, and value-orientation in a dialectical manner. Quintessentially, participating in a rational discourse, individuals enrich their repertoires of self-reflected assumptions by what they have learned in previous discourses (Radetzki, 1999).

Major airports can learn from these scholarly recognitions the following things: Individuals do not adhere to a common concept of what rationality means. Furthermore, individuals' behaviors do not necessarily result from rational thinking; irrationality plays an often-underestimated role. The pursuit of interests could entice people to use irrational arguments in order to achieve rational goals. Figure 2 illustrates how rationality works in different areas of social relationships.

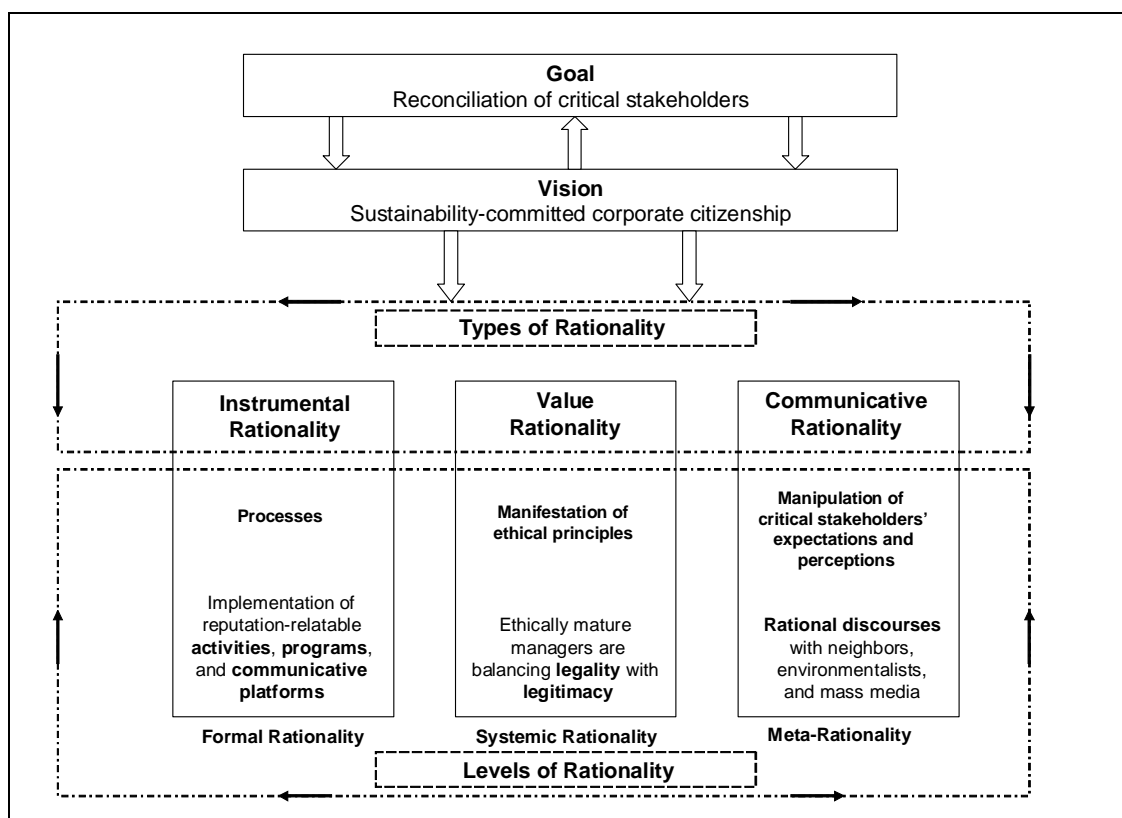


Figure 2. Habermas's (1981/1984, 1981/1989) Concept of Rational Discourses

The Logic Model

McLaughlin and Jordan (2004) presented logical models as a method for illustrating how specific managerial activities solve problems (p. 8). According to Yin (2003), the application of logic models could support “pattern matching” (p. 26). Accordingly, logic models alleviate matching empirical findings with theoretical concepts (p. 127). Moreover, logic models can visualize elements, processes, and forces that are effective in social settings.

This study's logic model elucidates how various positive and negative feedback loops could determine the outcome of Hamburg Airport's communicative efforts. It

embraces the multifold social areas that usually play a role when major airports interact with their critical stakeholders. Thus, it helps assess the degrees of congruence between this study’s social construct and its empirical findings. Figure 3 illustrates this.

Figure 3 illustrates the various recursive stages where *reconciliation* between major airports and their neighbors can occur. Appendix B describes the types of actions that the circled numbers represent.

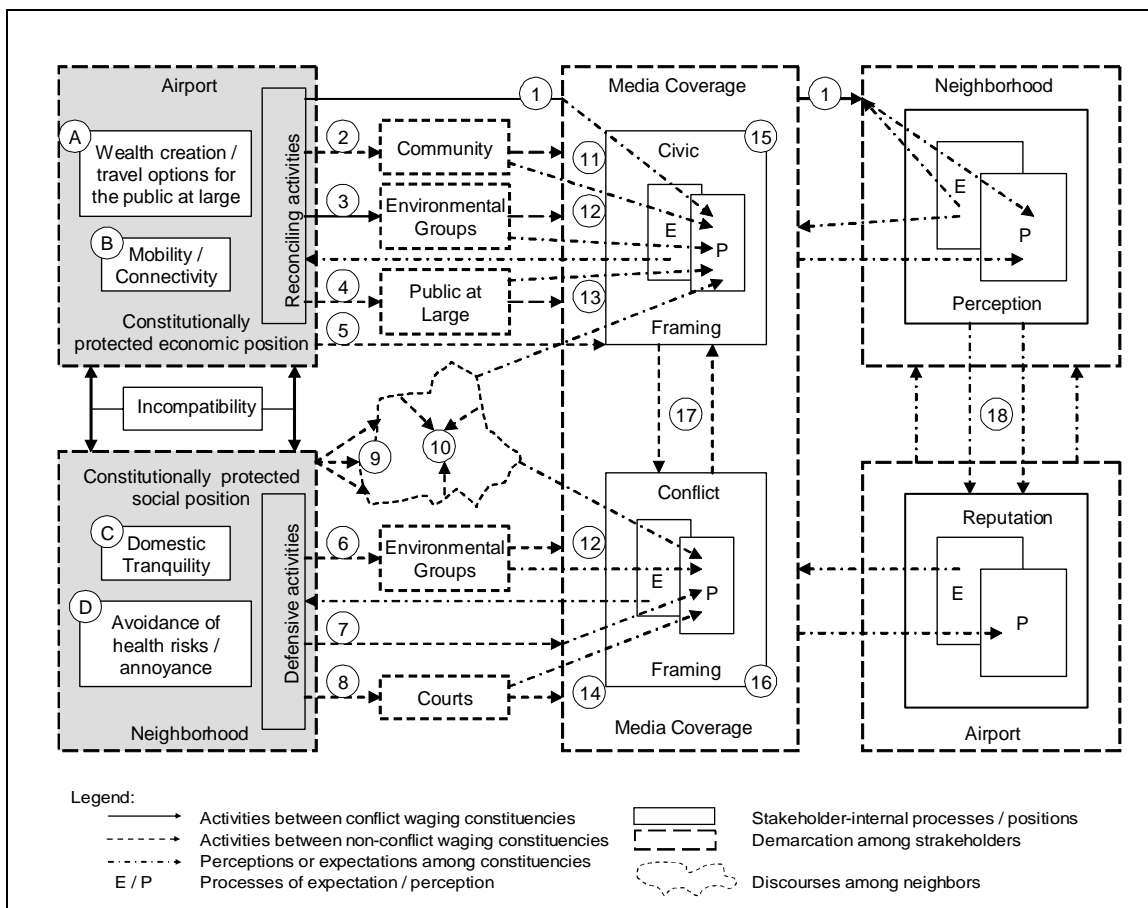


Figure 3. Logic Model of Core Relationships between Airports and Stakeholders

Complexity and Recursion

The literature review revealed that the success of major airports' communicative efforts depends on a broad spectrum of factors that are apparently interrelated in a complex manner. According to Ulrich and Probst (1988), complexity means that the elements of a system change their states dynamically over time at varying speeds (p. 58). Luhmann (1984/1995) termed a system *complex* if the number of its elements exceeds the system's capacity to connect all elements with each other (p. 24).

According to both definitions, airport–stakeholder relationships are complex. Furthermore, they are *recursive* in the meaning that Ortmann and Zimmer (2001) ascribed to this term. In their concept, “interpretative schemes, exertion of power, and norms” (p. 314) influence each other in reinforcing loops. Effects become causes within newly emerging sequences of cause-effect chains (Bateson, 1979; Senge, 1990; Weick, 1979).

According to Hofstadter (1985), the number of opportunities of connecting all 18 types of actions of the logic model (see Figure 3 and Appendix B) with each other recursively would amount to $18!$ (p. 415). In practice, only a fraction of all potential opportunities usually is relevant. Nevertheless, two problems would be inextricable: First, the number of potential factors would still remain huge. Second, it would not be predictable which factors would be relevant.

In concrete terms, recursiveness could unfold in the case of this study as follows: Newspapers write that anger about aircraft noise is justified. Neighbors, in turn, feel encouraged to increase their efforts at protests. Concurrently, politicians realize how

newspapers respond to neighbors' annoyance. This enacts a new loop: Politicians advocate strengthening the precautionary principle. Now, norms change. In consequence, neighbors feel increased encouragement to protest.

Moreover, scholars identified many other principles that are characteristic for complexity and recursiveness in social systems. Coping with the systems theoretical implications, I started from the following overarching recognition: Analogous to biology, the law of parsimony ought to reign in goal pursuing social systems, too (Bertalanffy, 2003).

In this study, however, those principles were in the focus that scholars related to human language or communication. According to Mingers (1995), the use of language drives social systems in a self-productive manner. In this context, Czarniawska (2004) elaborated that companies are narrative-driven. Similarly important, poor communication could systemically cause social conflicts (Katz & Kahn, 1978)

Major airports can learn from these scholarly recognitions the following things: The number of factors that determine critical stakeholders' perceptions and expectations is enormous. Recursiveness among them implies that managerial decisions could evoke unexpected reactions and loops of self-reinforcing negative effects. Complexity and recursive interrelatedness can make communication very difficult.

Methodological and Methodical Specificities

Scholarly contributions, reviewed in the third to fifth sections of this chapter, presented the following methodologies and methods practiced in social research: Experiments (Jo, 2005), meta-analysis (Mitchell et al., 1998), surveys (Googins et al.,

2007; Stone et al., 1997), interviews (McCombs & Shaw), and content analyses (Googins et al., 2007). Driscoll and Combie (2001) and Riemer (2004) elaborated that case studies were appropriate for exploring environmental controversies.

Diaz-Guerrero (2002) conducted a content analysis of Hamburg Airport-internal documents, applied participant observation, and conducted unstructured open-ended interviews with former project members. He recommended yearly surveys of neighbourhood satisfaction (p. 63). Effenberg (2004) executed a quantitative content analysis, testing specific hypotheses on how newspapers resonated to Hamburg Airport's press releases. Walayat (2007) conducted structured open-ended interviews with purposefully selected participants from six Canadian and three international airports.

Berry et al. (2008) conducted a web-based survey on sustainability awareness and practices at airports. Woodward, Briscoe, and Dunholter (2009) suggested conducting surveys on community resonance to airport behavior and requesting feedback from stakeholder groups. They recommended conducting interviews with stakeholder protagonists on perceptions and expectations.

Leaning on Woodward et al. (2009), I conducted interviews during which participants answered questions about Hamburg Airport-associated perceptions and expectations. Furthermore, I applied different types of content analyses. However, I did not emulate other where tested instruments. The reason was that the reviewed literature did not include methods or instruments that would have helped explore the research problem of this study satisfactorily.

Summary and Transition

From the reviewed publications reviewed in chapter 2, I distilled components for the social construct of communicative commitment to corporate citizenship. Furthermore, these publications included criteria for what generally qualifies corporate communication as appropriate. Moreover, reviewed scholarly literature revealed how complex and recursive relationships between major airports and their stakeholders are. In sum, the reviewed scholarly contributions delivered clues for how major airports could master their communicative challenges.

Finally, in chapter 2, I elaborated on stakeholder perceptions and their relationship with corporate reputation. In this context, I underscored the ethical dimension of the tension between legality and legitimacy. A logic model that illustrates the complexity of major airports' relationships with their stakeholders concluded the literature review. This model builds the bridge between this and subsequent chapters.

In chapter 3, I delineate my ontological, epistemological, philosophical, and axiological perspectives. This is a necessary cornerstone, for this study is based on my subjective assessments. As a research instrument, I collected and analyzed data. Furthermore, I took the role as an interviewer. Moreover, I interpreted foreign texts hermeneutically.

In addition, chapter 3 presents an overview of methodological and methodical questions, discusses the arguments that speak for the application of the single case study, and describes how to use various types of content analysis. Eventually, I depict coding and sampling procedures as well as the process of selecting participants for

semistructured interviews. Descriptions of measures for securing scientific persuasiveness and for avoiding ethical problems conclude chapter 3.

Chapter 3: Research Method

Introduction

The exploration of how successfully Hamburg Airport communicates with its critical stakeholders regarding aircraft noise problems requires answers to the following question: Are the company's communicative measures appropriate according to scholarly theories and are they effective in practice? Chapter 2 provided criteria for answering the first question; this chapter describes the application of methods and instruments necessary for answering the second question.

In the phases of data collection, analysis, and interpretation, I took the role of a research instrument. Consequently, my subjectivity influenced the ongoing of the empirical endeavors. Therefore, this chapter delineates from which "theoretical perspective" (Crotty, 2006, p. 7) I approached the research problem.

Furthermore, in this chapter, I describe my hermeneutical concept for coding and interpreting various foreign texts. Moreover, I depict the procedures for data collection, recording, coding, and sampling. Descriptions of strategies for securing scientific persuasiveness and for avoiding ethical issues conclude this chapter.

Worldview Aspects

During my career with Hamburg Airport that lasted from October 1979 to February 2007, I was a confirmed positivist. My professional background as a lawyer may have played a role in this respect. Meanwhile, I have changed my worldview, most likely, due to my intensive studies of scholarly contributions on the positivist-

constructivist divide. Particularly, reflecting on the following scientific caesurae convinced me that positivism no longer explained social phenomena conclusively.

Einstein's relativity theories, Heisenberg's *uncertainty principle*, and Bohr's philosophical interpretation of quantum mechanics supplanted Newton's mechanist physical model (Crotty, 2006). These revolutionary scientific recognitions ushered in what Kuhn (1996) termed *change in paradigm* and Lakatos (1970) called *constructive problem shift*. Most natural scientists have meanwhile given up the idea that advanced knowledge once would unveil absolute truth (Crotty, 2006).

Philosophers and social scientists translated this recognition into postpositivist perspectives (Crotty, 2006). Rorty (1979) introduced a pragmatic philosophical concept; so did Searle (1995). Ricoeur (1971), Saussure, (2009/1972), Derrida (1991), and Bourdieu (2009) elucidated how the use of language determines social life. Foucault (1971/1972) theorized that power struggles had replaced the will to truth. Lyotard (1984) assumed that philosophy only served legitimizing the "rules of the games" (p. 259) in the world of science.

Starting from this recognition, I adopted Popper's (1986, 2006) ontological-epistemological concept as the leading *theoretical perspective* (Crotty, 2006, p. 7). Consequently, I rejected structuralism and poststructuralism as overarching ontological-epistemological scaffolds. Neither perspective fit in with the frame of reference according to which I am used to organize my thoughts and writing.

Nevertheless, I integrated structuralist and poststructuralist elements into my study. I did this under the aspect that conceptual purism does not necessarily enact

achievement of higher degrees of scientific persuasiveness than pragmatic references to what helps solve scientific problems (G. Ortmann, personal communication, July, 08, 2011; Wolcott, 2001). Furthermore, Lyotard (1984) and Wolin (1992) persuasively explained why structuralists and poststructuralists could accept Popper's (1986, 2006) critical realism as a bracketing theoretical perspective for discourses on ontological-epistemological issues.

In my opinion, Popper's (1986) *Three-World-Model* provides a persuasive ontological perspective. In *World 1*, everything occurs that individuals usually call *reality* and that Mead (1938) termed *the world that is there* (p. 43). Representations of mental concepts, thoughts, and ideas populate *World 3*. The psychic processes of the human mind, occurring in *World 2*, build the bridge between *World 1* and *World 3*.

According to Popper's (2006) epistemological concept, scientific truth is not attainable by empiricism; falsifiable probability is the utmost certainty researchers could achieve. Notwithstanding his strong inclination toward logic, Popper, nevertheless, acknowledged irrational elements. In this context, he introduced the term *creative intuition* (2006, p. 8). Lorenz (1973/1977), Campbell (1988), and Riedl (1981/1984) shared this epistemological approach.

Popper's (1986, 2006) epistemological concept has the advantage of explaining the world without demanding to take the stance in favor of a specific philosophical school. Concerning the specificities of the research problem, I also referred to Berger and Luckmann (1989) who theoretically substantiated that human beings construct multitudes of social realities.

A third element completes my theoretical perspective. Guba and Lincoln (2005) postulated that constructivist research strategies refer to an ethical frame of reference. In this respect, the study predicated on the ethical concept elaborated in chapter 2. Consequently, the collection, analysis, and interpretation of empirical data reflect my moral position. In its utmost condensed form, it culminates in the following universal moral imperative: *reverence for life* (Schweitzer, 1987, p. 330).

Choice of a Prevalently Qualitative Research Strategy

According to Tashakkori and Teddlie (1998), constructivism, in contrast to positivist traditions, posits that myriads of realities emerge from observers' perceptions. Under this paradigm, qualitative research has become an acknowledged social research strategy. It gives researchers ample space for interpretation (Corbin & Strauss, 2008, p. 25). Whereas quantitative research prevalently uses variables measured in numeric metrics, nonnumeric analyses are typical for qualitative research (Punch, 2005).

Sjoberg, Williams, Vaughan, and Sjoberg (1991) stated that masses of numeric data could distract from the essential (p. 55), whereas qualitative exploration beyond numbers particularly fits in with analyzing the deep layers of social settings (p. 64). Becker (1998) assumed that, in certain cases, filtering out peculiarities or deviances could be scientifically superior to discovering typicalities.

In determining the methodology for this study, I followed Creswell and Plano Clark (2007). They recommended making an explicit decision in favor of a specific research design (p. 79). Only Wolcott (2001) negated the meaningfulness of differentiating between research designs. Creswell and Plano Clark (2007) rejected this

opinion. They argued that lacking differentiation could distract from focusing on the essential (p. 79). In my opinion, Creswell and Plano Clark's argumentation is persuasive. This, however, did not exclude references to scholarly sources that represent other schools.

At this point, repeating the research question makes sense: How effective is Hamburg Airport's communication with its critical stakeholders regarding aircraft noise problems? This question suggested choosing a predominantly qualitative approach for the following reasons:

First, it was predictable that quantifiable data would not suffice for explaining all cause-effect chains that determine the relationships between Hamburg Airport and its critical stakeholders. Furthermore, it was foreseeable that this study would focus on the interpretation of nonnumeric data. Moreover, I would be in the role of a research instrument. Finally, it was clear that the collection of participants' views and their interpretations would play a pivotal role. All of these criteria spoke for choosing a prevalently qualitative research design (Creswell, 2009, p. 17).

Tradition of Choice: Case Study

Creswell (2007) distinguished among narrative research, phenomenology, grounded theory, ethnography, and case study. Other scholars provided similar distinctions (e.g., Creswell & Plano Clark, 2007). The question was which of these research designs would be best suited for answering the research question.

According to the research question, Hamburg Airport, what meant, an organization, would be the social setting under scrutiny. The research subquestions

required the exploration of the perceptions and expectations of critical stakeholders. At first glance, this suggested choosing the case study tradition.

For deepened elaboration on the best choice, I adopted Yin's (2003) understanding of the case study design. His reference to a "phenomenon within its real-life context" (p. 14) covered this study's subject of exploration: Hamburg Airport's communication with its stakeholders. Furthermore, Hamburg Airport's complex relationships with its critical stakeholders "lacked evident boundaries" (p. 13). Moreover, my plan was to apply methods in a "triangulated fashion" (p. 14).

Eventually, the specificities of this study fulfilled the following criteria elaborated by other social scientists: exploration of behavioral patterns in social settings (Hamel, Dufour, & Fortin, 1993), scrutiny of interplays among individuals and organizations (Stoecker, 1991), analysis of particularities within complex social settings (Orum, Feagin, & Sjoberg, 1991), and a self-reflexive approach (Stake, 2005).

Methodological and Methodical Specificities

Mixed Methods Approach and Triangulation

The embedding of a quantitative analysis of newspaper articles into a prevalently qualitative case study fulfilled the criteria of methodological triangulation (e.g., Creswell, 2009; Creswell & Plano Clark, 2007). Furthermore, the use of various types of qualitative content analyses meant methodical triangulation. Instrumental triangulation also belonged to the methodical repertoire of this study. I, namely, (a) conducted semistructured interviews with participants from different stakeholder groups and (b) analyzed various types of corporate documents (Yin, 2003).

The application of these types of triangulation helped keep scientific persuasiveness high. I did this in the following manner: I introduced multifold perspectives on a social setting (Axinn & Pearce, 2006). Moreover, triangulation enabled me to gain a holistic view on the numerous interactions between Hamburg Airport and its stakeholders (Punch, 2005). This optimally matched with my constructivist-pragmatist worldview (Tashakkori & Teddlie, 1998, p. 19).

From Research Questions to Methods and Instruments

Apart from the research design, the central research question also determined research methods and choosing the appropriate instruments (Creswell, 2009; Maxwell, 2005; Yin, 2003). Quintessentially, all methods to apply were content analyses of either spoken or written texts. In the early days of the application of this method, the question was whether the term *content analysis* comprised both the quantitative and qualitative variants.

Berelson (1971) restricted content analyses to the application of quantitative evaluation of texts (p. 18). Rejecting this narrow view, Weber (1990) extended the applicability of this method to qualitative analyses of texts. Sharing this opinion, Krippendorff (2004) expressly included newspaper articles, Internet-based dissemination of messages, and interviews as potential units of content analyses (p. 11). For this study, I leaned on Krippendorff (2004). I neither see any reason for excluding qualitative content analyses nor for introducing a terminology that differentiates between both variants.

The Researcher's Role

Becker (1998) underscored how difficult it is for social researchers to remain impartial. This forced me to clarify my role as a researcher. To my empirical endeavors belonged various types of analyses of the following foreign spoken or written texts: newspaper articles, Hamburg Airport's corporate principles, annual reports, magazines, website, and interviews. I excerpted text segments, coded, condensed, aggregated, and analyzed them. Executing these types of empirical work, I functioned as a research instrument (Creswell, 2007). Eventually, I wrote this study. These roles implied certain risk of bias. On the other hand, my subjective experience provided insights that others would not have been able to contribute. Consequently, I focused on practicing "objectivity as a moral concept" (Kvale & Brinkmann, 2009, p. 242).

The Hermeneutical Concept

As written or spoken foreign texts were the material of my exploration, I implicitly coped with how other individuals had used language. Scholars examined the linguistic (e.g., Saussure, 1972/2009), sociological and philosophical (e.g., Derrida, 1991; Foucault, 1971/1972; Ricoeur, 1971; Searle, 2006), and anthropological (e.g., Bourdieu, 1977/2002) facets of the use of language.

According to Ricoeur (1971), the interpretation of texts could considerably differ from what their authors intended to say. Expressed in this author's terminology, I "deciphered" (p. 549) texts through "appropriation" (p. 558), what meant, in a subjective manner. In this context, the translation of texts from German into English bore the risk of distortion. On the other hand, it forced me to reflect things very thoroughly.

Important, Derrida (1991,1993) particularly emphasized this aspect of linguistic appropriation. Similarly, Crotty (2006) summarized, “hermeneutics is to exegesis what grammar is to language or logic to reasoning” (p. 87). Referring to Gadamer (1990), Ricoeur (1971) termed the iterative appropriation of texts *hermeneutic circle* (p. 562).

This study’s hermeneutical concept synthesized various elements from these scholarly views. The hermeneutical approach of this study also leaned on Kvale and Brinkmann (2009). They wrote, “interview research comes closer to a craft than a rule-following method” (p. 21). Consequently, subjectivity permeated my empirical endeavors from the very beginning (Schwandt, 2002).

Based on the above-delineated scholarly opinions, my serendipitous interpretation of texts encompassed (a) analysis of the verbal expression as such, (b) identification of the historical and social background, and (c) my *reflected recollection* of how some of the texts emerged (Gadamer, 1990). The term *reflected recollection* means that I reflected my recollected perception of Hamburg Airport during 1979-2007 in the light of my meanwhile acquired experience and knowledge.

The Researcher’s Personal Skills

I acquired managerial skills in my career of almost 30 years at Hamburg Airport. My positions ranged from deputy head of legal services to executive vice president. In the latter position, my responsibilities included controlling, management accounting, organization, and business planning. As a leader of various project teams, I developed expertise in conceptualizing corporate strategies. Improvement of conceptual skills also resulted from delivering some 100 presentations at seminars and airport conferences in

Europe and the United States. Studies at Walden University in Applied Management and Decision Sciences improved my research skills. Teaching at the Embry-Riddle College of Business also contributed to developing respective skills.

Procedures for Data Collection, Recording, Coding, and Sampling

Basic Procedural Specificities

First, I collected data from sources for the access of which physical visits to Hamburg Airport were not necessary. To these data sources belonged Hamburg Airport's website, its annual reports 2005-2009, the company's mission statement and its principles of leadership and environmental protection. Subsequent to this, I coded randomly selected newspaper articles on Hamburg Airport-related issues. The conduction of semistructured interviews was the last data collecting procedure.

During the entire phase of data collection, I had uninterrupted access to the documents that I had identified as valuable sources of evidence. Annual reports, noise reports, and the *hamburg airport magazine* were downloadable from Hamburg Airport's website. Furthermore, Hamburg Airport provided me with electronic files of its mission statement, corporate principles, as well as copies of the corporate magazines *Hamburg Flughafen* and *follow me* published during 2009-2010.

The vice president of corporate finance and controlling and the director of environmental protection helped me as gatekeepers (Singleton & Straits, 2005, p. 325) to get access to airport-external participants. A letter of cooperation and a data use agreement signed by the speaker of the board of chief executive officers secured the ethical correctness of my access to corporate internal documents.

For the systematization of these research processes, I used the Codebook for Newspaper Content Analysis (Appendix C) and the Codebook for Analyzing Corporate Texts and Interviews (Appendix D). To the latter belonged various matrixes for recording, condensing, and aggregating segments of texts. Important, the structures of the matrixes for all qualitative content analyses including interviews were identical.

My respective working hypothesis was: Isomorphic matrix structures alleviate comparisons among results from various content analyses (Miles & Hubermann, 1994, p. 239). Apart from descriptions of procedures, the Codebook for Analyzing Corporate Texts and Interviews (Appendix D) contained a list of abbreviations that I used for keeping segments of texts as brief as possible.

Also important, I put the emphasis on enabling the reader to trace each of my steps from the very beginning to the final conclusions (Miles & Hubermann, 1994, 239). Particularly, the exhaustive use of matrices for fragmented excerpts, condensation, and aggregation of text segments served this purpose. Furthermore, I appended all matrixes that show how I excerpted, condensed, and aggregated text to this study.

Concerning technical support, I used a Fujitsu/Siemens PC and a MacBook Pro on which the Microsoft products Word, PowerPoint, and Excel were running. Furthermore, I applied the SPSS 15 Student Version for statistical analyses. For recording interviews, I used the Linear PCM Recorder LS-5, manufactured by Olympus Inc. For auxiliary computations, I used a Casio fx-991MS pocket calculator.

Special Recording Techniques

During the data collection process, I produced hand notes (Singleton & Straits, 2005). The notes alleviated time-lagged data analyses and supported my hindsight reflections. Furthermore, they helped interpret the developments of means of favorability of newspaper articles on Hamburg Airport-associated themes qualitatively. Important, the interview language was German. The reason for this choice was that English was not the interviewees' native language. Consequently, participants might have felt apprehensive elaborating on complex issues in English. This technique complied with my Walden IRB approval.

Also important, I recorded the essence of the answers of interviewees in German. This was pivotal, for it alleviated guiding participants during the interviews. According to Singleton and Straits (2005), handwritten recording is not inferior to tape recording (p. 334). My skills acquired as a secretary in about 100 supervisory board meetings enabled me to distinguish the essential from the irrelevant almost intuitively.

The Walden IRB approval stipulated that I asked all participants for permission to tape-record their answers. Furthermore, it forced me to ask them to sign a form of consent that was identical with that appended to this study (Form of Consent, Appendix F). Finally, I had to indicate to participants' right to withdraw from the interview at any time without giving any reason for it.

Coding Technique for the Newspaper Content Analysis

The coding procedure followed the guideline presented in the Codebook for Newspaper Content Analysis (Appendix C). Using this technique in combination with

studying my hand notes, I achieved (a) accuracy of evaluation, (b) found outliers that indicated to areas of particular interest, and (c) could qualitatively explain increases in or decreases of statistical means of favorability.

In order to secure the above-mentioned accuracy, I used a 5-point Likert-type scale for the “operationalization” (Singleton & Straits, 2005, p. 78) of the variable *favorability*. The numbers 1-5 stood for *very negative*, *negative*, *neutral*, *positive*, and *very positive*. Choosing a 5-point scale, I followed Scharrer (2002). He applied this type of scale in a newspaper favorability analysis of the 1999–2000 campaign of Hilary Rodham Clinton for a seat in the U.S. Senate.

In Scharrer’s (2002) survey, outliers of extreme unfavorable newspaper coverage played a role, as they did in this study. In the Codebook for Newspaper Content Analysis (Appendix C), I defined the differences between *very negative* and *negative*, respectively, *very positive* and *positive*, using excerpts from purposefully selected newspaper articles as examples.

In the newspaper analysis, I compared the development of the 10 half-year means of favorability of newspaper coverage of Hamburg Airport-associated themes. I analyzed articles published during 2005-2009. The application of descriptive statistics showed whether means rose, dropped, remained constant, or moved in cycles. Applying various kinds of additional frequency analyses, I discovered particularities, patterns, and typicalities. The division into half-year calendar periods might seem arbitrary. On the other hand, other alternatives did not promise to be superior.

Coding Techniques for Content Analyses of Documents and Interviews

Corbin and Strauss (2008) defined coding as “deriving and developing concepts from data” (p. 65). Accordingly, researchers distinguish the essential from the nonessential (p. 67). The authors recommended searching for structural “patterns of connectivity” (p. 93).

Srnka and Koeszegi (2007), who called these segments “units of thoughts” (p. 36), wrote that cascades of super, main, and subcategories could be helpful. Similarly, Miles and Huberman (1994) regarded “pattern coding” (p. 69) as the conceptual technique for aggregating units of thoughts into “metacodes” (p. 69). This concept resembles Yin’s (2003) strategy of pattern matching.

During the coding procedures, I followed the recommendations delineated in the preceding two paragraphs. Furthermore, I searched for overarching conceptual frameworks with which the segments matched (White & Marsh, 2006). I also sought positive “conduit metaphors” (Harrison, Todd, & Lawton, 2008) relatable to corporate reputation.

Leaning on Caudle (2004), I proceeded iteratively. This process required atomized coding. Consequently, I used subcategories of fragmentation that allowed subsequent aggregation. Finally, I applied holistic coding for identifying bracketing frameworks of thoughts and ideas behind texts (Saldaña, 2009).

In consecutive steps, I got from data collection over fragmentation, regrouping, and condensation to corporate statements on commitments to sustainability. Then, I aggregated these statements into central corporate messages. Third, I identified patterns

of constancy, consistency, and coherence. Creswell (2007) termed such processes “*data analysis spirals*” (p. 151). During the entire process, I improved my analytical skills, an effect to which Corbin and Strauss (2008) indicated (p. 32).

No Application of Software for Qualitative Data Analyses

Computer-aided qualitative coding can be an efficient technique (Riffe, Lacy, & Fico, 2005). However, I did not resort to this technique. My respective decision resulted from the following thoughts. According to Franzosi (1995), in cases in which meaning, color, and tone of texts are crucial computer-aided analyzing can be inferior to human evaluation (p. 165). Predictably, the discovery of particularities of the complex social setting of this study would require interpretive skills that computer programs cannot provide (Corbin & Strauss, 2008, p. 13).

Particularly, my industrial experiences, serendipitous coding, and hermeneutical interpretation were prerequisites for discovering patterns hidden in excerpted segments of text. Important, application of a software programs would have implied the risk of failing to identify certain specificities that determined the effectiveness of Hamburg Airport’s communication (Kvale & Brinkmann, 2009, p. 199).

Sampling of Newspaper Articles

Newspaper articles on Hamburg Airport-related themes published during 2005-2009 were the statistical population from which I had to draw samples. Principally, increasing sample sizes minimizes statistical standard errors (Aczel & Sounderpandian, 2006, p. 266). Accordingly, an evaluation of all articles published in the above-mentioned epoch would have been the optimal strategy. However, according to my rough

anticipative estimation, the coding of all these newspaper articles would have lasted too long.

Therefore, scaling down the sample size was necessary. My criterion for doing so was to determine what was the “acceptable estimate of an unknown population parameter” (Riffe, Aust, & Lacy, 1993, p. 133). Consequently, I had to find the right compromise between accuracy and affordability. Studying the relevant scholarly literature, I discovered contributions that showed certain similarities to this study.

Riffe et al. (1993) elaborated that “two constructed weeks per year ... would be efficient and representative” (p. 139) for a 1-year period. Based on the Central Limits Theorem, Lacy, Riffe, Stoddard, Martin, and Chang (2001) proved that 9 weeks per year of analysis could yield better results for a 5-year period than 10 constructed weeks (p. 840).

Berry et al. (2007) selected one week of newspaper issues per quarter for each year of the inquiry period (p. 38). Scharrer (2002) selected every fourth story from the Lexis Nexis database for a 4-month period, equaling 371 articles. Niven (2003) surveyed the favorability of newspaper coverage of members of the U.S. Congress who had switched parties. He drew a 5% sample from a population of 4,140 articles (p. 316).

Obviously, scholars pursued different sampling strategies. Nevertheless, some general rules emerged from their studies. Complexity of the relationships among variables was a crucial criterion (e.g., Hester & Dougall, 2007). The frequency of similar “units of texts” (Krippendorff, 2004, p. 122), on the other hand, allowed selecting comparatively small sample sizes.

With this in mind, I assumed that both frequency and complexity of similar units would be medium high in this case. However, the problem remained that I did not know the size of the population. Therefore, I needed its approximate standard deviation. Lacking other indicators, I estimated the standard deviation, using the thumb rule that Aczel & Sounderpandian (2006) suggested (p. 267).

Accordingly, one fourth of the Likert-type scale's spread would be an appropriate approximation. In this case, it was 1.00. According to the formula $n = Z^2 \alpha / 2\sigma^2 / B^2$ (Aczel & Sounderpandian, p. 267), the sample size had to be at least $1,96^2 / 0,01 = 384$. Hereby, I assumed a bidirectional effect of media influence, a confidence level of 95%, and a 10% margin of error.

According to my recollection of how many articles were published on Hamburg Airport-associated themes, two constructed weeks for each half-year would have been sufficient. Due to my admittedly imprecise recollection, this would not have been a reliable sampling strategy. Therefore, I had to take precautions for producing a statistically more reliable approximation than the application of the thumb rule could provide.

Consequently, I chose a strategy of iterative approximation. The computation of the standard deviation of the population would become increasingly accurate with the progress of my coding endeavor. On the other hand, I needed a rough estimation as early as possible. This implied that I had to postpone the determination of the sample size and the appropriate number of constructed weeks. I decided that the day of my first visit to Hamburg Airport's newspapers archive would be the appropriate point in time.

Accordingly, immediately after IRB-approval, I analyzed all 28 articles archived in the first 20 folders of 2005 for favorability. This procedure delivered the standard deviation that allowed me to compute the first approximation to the minimum sample size. The result and its implications are described in chapter 4. Further measures for preparing data collection and analysis are depicted in the Codebook for Newspaper Content Analysis (Appendix C).

Selection of Corporate Texts

Because of their uniqueness, analyses of corporate principles did not require sampling. From annual reports and corporate magazines, however, I drew samples. Accordingly, I analyzed the annual reports 2005-2009 for references to sustainability. From corporate magazines, I analyzed only the issues 2009-2010. This was due to time and budget constraints. Descriptions of the volumes of texts in chapter 4 make this plausible.

Selection of Interviewees

Aligned to the research questions, I selected participants for semistructured interviews purposefully. In order to get a robust basis for conclusions, I interviewed Hamburg Airport-internal participants and protagonists of all critical stakeholder groups. Five internal and six external individuals participated. Criteria for purposefully selecting participants were divergence of opinions, expertise in sustainability-associated issues, and critical stances towards Hamburg Airport.

According to these criteria, I selected the following participants. Hamburg Airport-internal participants were protagonists of finance and controlling, legal services,

environmental protection, corporate communication, and the neighborhood ambassadors. Hamburg Airport-external participants were a civil servant of the Ministry of Economy of the Free and Hanseatic City of Hamburg, a protagonist of the local chamber of commerce, a representative of the Noise Protection Agency (NPA), and a member of the Noise Protection Committee.

In addition, I interviewed a representative of the Notgemeinschaft der Flughafen-Anlieger Hamburg e. V. (Registered Emergency Association of Neighbors of Hamburg Airport). Finally, I interviewed a neighbor of Hamburg Airport who was not a member of any noise protection group. All airport-external participants were legally and economically independent of Hamburg Airport. Unfortunately, I could not realize my plan to interview a protagonist of the BUND, a nongovernmental environmental organization. This was due to schedule problems.

All selected participants agreed to participate in interviews. Preparing the interviews, I conducted with each of them a telephone conversation in which I acquainted them with the content of the Form of Consent (Appendix F). All participants had signed this form before the interviews began. No participant drew back from the interview or refused to answer questions of the List of Interview Questions (Appendix E).

Participants' answers were kept confidential, what in this context meant: I am the only person who can identify who said what. Furthermore, I observed all other precautionary measures that were subject of the IRB approval. Particularly, I did not inform participants about what their peers had answered.

Although the number of interviewees was small, I expected that the expertise obtainable from internal and external participants would be sufficient for answering the research questions. In a sense, my interview strategy resembled creative techniques, usually applied in expert panel based research. However, I did this in a less formal manner than, for instance, the application of the Delphi-method would have required (Keil, Tiwana, & Bush, 2002; Woudenberg, 1991).

Furthermore, the emphasis of this study was not on gaining statistical proof from a broad database. Instead, it was on obtaining deep insights in the social mechanisms behind corporate reputation. Very likely, more than five internal and six external participants would not have revealed new threads of arguments. Consequently, my purposeful selection of participants fulfilled the criterion *methodical saturation* (Corbin & Strauss, 2008, p. 263).

Finally, another rationale for selecting only 12 participants was that the here relevant contradictory positions had already been subject of intensive public discussions for more than a decade. Arguments in favor of or against aircraft noise had turned into rigid positions. Consequently, a repetition of arguments in favor of or against Hamburg Airport's current relationships with critical stakeholders would very likely occur after only few interviews.

Also important in this context, statements of the participants very likely depended more on their roles rather than on intellectual creativity or other randomly distributed characteristics. Second, interviews were only one of the triangulated methods and instruments applied in this study. Third, the conduction, recording, analysis, and thick

descriptions of the outcomes of more than 11 interviews would have exceeded my time and financial budgets.

Eventually, all participants had broad knowledge of the implication of aircraft noise exposure. This constellation allowed formulating standardized questions in advance (Miles & Huberman, p. 17; Singleton & Straits, p. 251). The introduction to the List of Interview Questions (Appendix E) freed me from being rigidly restricted to posing only the listed questions. This was in alignment with the IRB approval.

Strategies for Securing Scientific Persuasiveness

Strategies for securing validation and reliability of qualitative research minimize risks of lacking “credibility, transferability, dependability, or conformability” (Lincoln & Guba, 1985, p. 300). In quantitative research, the respective terms are “internal validity, external validity, reliability, and objectivity” (Creswell, 2007, p. 202). In this context relevant, the mixed methods approach of this study implied that terminological consistency would not be achievable throughout the entire study. Therefore, I used the term *persuasiveness*.

To secure scientific persuasiveness, I applied case study specific methods. Most important, methodological, methodical, and within method, respectively, instrumental triangulation minimized the risk of lacking persuasiveness (Creswell & Plano Clark, 2007; Singleton & Straits, 2005; Yin, 2003). Combining qualitative and quantitative methods belonged to the first type. Consecutive analyses of corporate documents, newspaper coverage, and interviews belonged to the second type. Analyses of eight types

of corporate documents and interviewing participants from seven stakeholder groups belonged to the third type.

Furthermore, I followed the checklists that Stake (1995, p. 131) and Creswell (2007, p. 218) published in order to keep persuasiveness high. Moreover, I exhaustively described recording practices, coding procedures, as well as data collection and analyses (Creswell, 2007, p. 207). This also helped keep persuasiveness high.

In interviews, I did not pose ambiguous questions. Secondly, I avoided errors that Singleton and Straits (2005) termed “reactive effects” (p. 255). My mere awareness of the risk of emotional intimacy helped minimize the risk. Before each interview, I evaluated the impending risk of reactive effects, and where necessary, discussed the risk with the prospective interview partner.

Moreover, I applied a number of other measures. First, the self-imposition of disclosure of potential sources of bias helped secure scientific accuracy, honesty, and integrity (Creswell, 2009, p. 192). Second, I produced a log sheet (Whittemore, Chase, & Mandle, 2001). Third, I discussed my intermediate conclusions with a panel of executives from Hamburg Airport (Creswell, 2009, p. 191).

In addition, to avoid bias due to my familiarity with the social setting, I had an intensive discussion with a German professor emeritus of the Helmut Schmidt University. Subjects of this discourse were methods and empirical findings. His specialization is organizational development. At the time of our discourse, he was living in Hamburg.

Finally, I applied the following strategies recommended by Yin (2003). First, I leaned on peer-reviewed scholarly literature concerning the appropriateness of

communicative measures (p. 111). Second, common sense in combination with my knowledge of the social setting was a strong instrument for supporting conclusions and excluding rivaling factors (p. 112; Singleton & Straits, 2005, p. 59). Third, analytical generalizability substituted for statistical evidence concerning transferability of this study's findings to other airports or even other industries (Yin, 2003, p. 38).

Potential Ethical Issues

Involvement of individuals from various professional backgrounds and from various departments of Hamburg Airport LLC in semistructured interviews implied the risk of violation of ethical research standards (e.g., Creswell, 2009, p. 87; Punch, 2005, p. 276). This also applied to civil servants working for Ministries of the Free and Hanseatic City of Hamburg and to employees of associations. Answers given by those subjects might contradict official corporate or political strategies or opinions. Moreover, intended or unintended disclosure of interview content to third parties could cause negative impacts on interviewees' careers (Creswell, 2009, p. 90; Punch, 2005, p. 276).

Therefore, I had to protect participants against any intentional or unintentional disadvantages that could result from my activities directly or indirectly associated with the research project. I did this in compliance with Walden University's IRB policy. Concerning the interviews, I took particular care that the promise of confidentiality articulated in the form of consent protected the participants.

Furthermore, I collaborated with Hamburg Airport-internal participants and other executives based on a letter of cooperation and a data use agreement that the Speaker of Hamburg Airport's Board of CEOs had signed. These documents secured a smooth

collaboration with interviewees and allowed me to mention Hamburg Airport as the research site in this study. These documents additionally minimized the risk of sanctions against airport-internal participants.

Apart from the measures listed in the Form of Consent (Appendix F) a copy of which each participant signed before the interview, I applied all other protective measures that were subject of the IRB approval. Accordingly, I documented precautionary measures for securing ethical research. Finally, I committed myself to keeping two copies of all data and analyses, records, log sheets, and hand notes in separate places for, at least, five years after graduation.

Chapter 4: Results

Overview

In chapter 1, I described the reputational challenges to major airports. From this problem, the central research question of this study emerged: How effective is Hamburg Airport's communication with its critical stakeholders regarding aircraft noise? In chapter 2, I provided an overview of the theoretical support. In chapter 3, I presented various types of quantitative and qualitative methods. Triangulation was identified as a crucial strategy for securing scientific persuasiveness. Furthermore, I described the instruments, presented the sampling and coding procedures, and delineated the hermeneutical concept.

Now, in this chapter, I deliver the results. They originate from the following empirical endeavors. First, analyses of Hamburg Airport's corporate documents answered how Hamburg Airport presented itself regarding its commitment to sustainability. Second, a quantitative newspaper content analysis evidenced how the favorability of articles on Hamburg Airport-associated themes developed. Third, semistructured interviews revealed Hamburg Airport-associated perceptions and expectations of protagonists of critical stakeholder groups and company-internal participants. I carried through my empirical endeavors in compliance with the Walden IRB (approval # 03-28-11-0020300).

Procedural Specificities

Appended to this study are tables that contain collected data to which I refer hereinafter (Tables G1-G42, H1-H26, J1-J3, K1-K23, L1-L7). Furthermore, samples of hand notes that I produced during data collecting procedures are also appended

(Appendixes M and N). This manner of exhaustively and meticulously connecting text with collected data secured replicability and other researchers' opportunity to retrace my results. For all types of qualitative content analyses, I applied identical matrixes (Appendix D).

In various steps, I condensed the segments of text into concise phrases and ultimately into patterns of communication, of perceptions and expectations, and of other typicalities or particularities (Tables G30-G42, H12-H26). From these matrixes, I distilled those that I integrated into the text of this study (Tables 1-4). Shortly after Walden University's IRB approval, I received electronic files of corporate principles. This took place on March 30, 2011. On this day, I also obtained copies of the annual reports 2005-2009 and corporate magazines 2009-2010.

Translations, excerpts of text segments and coding of the corporate principles lasted until April 4, 2011. I fragmented the texts into 32 segments that referred to sustainability or other themes I considered relevant to the research problem. I limited each excerpted segment to one line of minimum four and maximum 11 words written in 10-point Times New Roman typeface (Tables G1-G3). According to my log sheet, this empirical step lasted approximately 25 hr.

Subsequently, I scanned Hamburg Airport's annual reports, magazines, and its website for references to sustainability and other themes I considered relevant to the research problem. The volume of text to scan was equivalent to approximately 1,000 pages in Walden dissertational format. I fragmented the texts into 755 segments, each limited to one line of minimum three and maximum 12 words written in 10-point Times

New Roman typeface. Matrices of coded text segments are appended to this study (Tables G4-G29). According to my log sheet, this occurred between April 5, 2011 and April 21, 2011. The coding lasted approximately 105 hr.

Semistructured interviews with five executives of Hamburg Airport and six protagonists of critical stakeholder groups took place on four days in April 2011 and five days in May 2011. The interviews lasted between 24 min and 58 min. I transformed approximately 7 hr audio taped interviews into segments of texts. I did this immediately after each interview. Hereby, I translated the excerpted text segments from German into English. I produced 396 segments of text, each limited to one line of minimum four and maximum 14 words written in 10-point Times New Roman typeface (Tables H1-H11). According to my log sheet, this empirical step lasted approximately 55 hr.

For conducting interviews with executives of Hamburg Airport, I used an office room at the airport. The interviews with airport-external participants took place in off-airport locations that were amenable to the participants and not accessible to the public. Interviews with participants who had employee statuses took place outside working hours. This complied with the IRB approval.

All participants were well prepared. Obviously, they had thoroughly read the letters of invitation, copies of the form of consent, and the list of questions. They received these documents as files attached to email messages, as content of letters sent by the postal service, or as physical documents delivered to their offices by me. In any case, the documents reached the participants a week before the interviews took place.

Before the interviews began, participants signed two copies of the Forms of Consent (Appendix F). Furthermore, all participants consented to tape recording. Moreover, I assured participants verbally that they could withdraw from interviews without explanation and that they would not risk any disadvantages if they decided to do so. During the interviews, participants asked very few comprehension questions. Guiding questions were only sporadically necessary.

Moreover, I quantitatively analyzed 271 newspaper articles for favorability. I worked on it from April 11, 2011 to April 15, 2011. I produced an SPSS spreadsheet that I exported to MS Excel. Subsequently, I transformed the MS Excel content into an MS Word document. I appended it to this study (Table J3). I also appended data used for computing the correct minimum size of the newspaper sample in a pilot test (Table J1). According to my log sheet, this empirical step lasted approximately 40 hr.

Furthermore, I appended a list of randomly selected numbers to this study (Table J2). I used these numbers as ordinals that indicated the umpteenth weekday on which the sampled newspaper articles appeared. Moreover, I have to mention that I translated all segments of texts from German into English with the exception of most of those I excerpted from the English columns of the *hamburg airport magazine*. The respective English versions originate from Paul Compton, a professional translator hired by Hamburg Airport.

At this point, I want to clarify one thing. Hamburg Airport's communicative self-presentation partly consists of verbal statements that imply commitments. From an objective perspective, these commitments remain alleged ones as long as their

congruence with reality has not scientifically been proven. I rationalized the assumption of congruence with reality on page 19 of this study. I did not scientifically scrutinize the justification of this assumption. However, I made plausible the congruence with reality.

Finally, I translated the Form of Consent into German. Participants signed both versions. Second, I first formulated the interview questions in German and then translated them into English. Walden IRB authorized this translation procedure. Third, between May 04, 2011 and July 03, 2011, I worked on the final versions of the analyses of corporate documents, newspaper articles, and interviews. According to my log sheet, this lasted approximately 150 hr. In parallel to this, I wrote drafts of parts of chapters 4 and 5.

Content Analyses of Hamburg Airport's Corporate Principles

Hamburg Airport's corporate principles became effective during 1997-2001. They do not include the term *sustainability*, respectively, the German word *Nachhaltigkeit*. Nevertheless, they refer to the economic, environmental, and social dimensions of sustainability. The analysis of the corporate principles revealed the characteristics of Hamburg Airport's self-presentation regarding commitment to sustainability.

The mission statement (Appendix A) underscores Hamburg Airport's function as an enabler of mobility and as an integrator of the various modes of transport. Furthermore, it highlights the role of the airport as a job creator. Moreover, it commits the company to protecting its natural environment. In addition, it imposes the task of cultivating good relationships with its neighbors on the management. Finally, it makes engagements in neighborhood projects mandatory to managers (Table G1).

The environmental principles commit the company to avoiding environmental damage. Furthermore, it obliges to parsimonious consumption of energy and natural resources. Moreover, it charges the company to provide transparency. This includes the yearly publication of a Noise Report and an Environmental Report, the latter published every three years. In addition, a general clause constitutes Hamburg Airport's responsibility for nature. Finally, it invites stakeholders to exert criticism (Table G2).

Primarily, the management contrived the leadership principles for company-internal use. They give subordinates and superiors guidance. However, implicitly they also give direction to superiors and subordinates how to represent the company externally. In this respect, they prepare employees for serving as corporate ambassadors (Grant, 2007) who convey sustainability-focused messages to critical stakeholders.

In sum, the corporate principles conveyed the following core messages: Hamburg Airport is committed to using its economic strength to enable mobility and global connectivity, and it creates secure jobs (Table G30). Furthermore, it is committed to preserving nature, using natural resources parsimoniously, protecting the diversity of species, and avoiding pollution (Table G31). Moreover, it is committed to cultivating harmonious relationships with its neighbors and engaging in social and philanthropic projects (Table G32).

Content Analysis of Annual Reports 2005-2009

The German Commercial Code (BGBI. III, RN 4100-1) requires the publication of certain corporate figures. This is comparable to the Sarbanes-Oxley Act of (Public Law 107-204, July 30, 2002, 116 Stat. 745). Apart from this, companies use annual

reports for favorable self-presentations. So did Hamburg Airport in the epoch under scrutiny.

In pursuance of this objective, the analyzed annual reports showed between 45 and 61 appealing photos. The space used for interviews increased from 2 pages in 2005 to 12, 14, and 16 pages during 2007-2009. The company continuously improved the quality of the reports' artistic design. The reports informed stakeholders and the public in a fact-bound, unemotional epic style. Ninety-six percent of the excerpted segments related to Hamburg Airport. Thirty-three percent of the 129 excerpted segments referred to economic, 35% to social, and 20% to environmental issues. The rest covered other themes that I considered potentially relevant.

A detailed qualitative analysis produced the following results: The reports explicitly or implicitly referred to customer-orientation nine times. Furthermore, they described the company's manifold efforts to attract new airlines, its endeavors to increase the frequency of flights, and the introduction of additional destinations. Moreover, they evidenced that Hamburg Airport was aware of the interdependence between its economic strength and its capacity to satisfy the regional demand for mobility (Table G33).

The reports referred to a broad variety of measures that had positive impacts on the environment. Among them were the investment of €35 million in noise abatement, incentivizing airlines to use wide-body aircraft, increased passenger load factors, considerable noise reduction, and a roof protection program. Furthermore, the airport tested a tug powered by a hydrogen fuel cell. The implementation of the Advanced Surface Control System (ASMCS) helped reduce carbon dioxide emission (Table G34).

Moreover, advanced recycling techniques increased waste reduction. In addition, Hamburg Airport persuaded airlines to comply with curfew rules more strictly than in the past. A new concept of master planning committed the company to reconciling functional requirements with high ecological standards. Finally, the achievements of ISO 14.001 and EMSA certifications showed the company's commitment to environmental sustainability (Table G34).

The introduction of the term *Airport Family* symbolized the commitment to sociality. The involvement of business partners and authorities in the planning phase of the expansion programs went into a similar direction. Another important cornerstone of this philosophy was the commitment to cultivating truthful relationships with employees, employer associations, the works council, and the unions. Furthermore, socializing events culminated in the Aviation Days that presented the oldest, the smallest, the biggest, and the technologically most advanced aircraft types, (Table G35).

Moreover, Hamburg Airport offered a kindergarten and vacation camps for its employees and employees of the companies and authorities that belong to the *Airport Family*. In addition, Hamburg Airport installed a high-tech lightning alarm system, 66 emergency telephones, and the same number of defibrillators. Finally, the company made philanthropic payments to neighborhood projects and neighboring sports clubs (Table G35).

In sum, the annual reports 2005-2009 conveyed the following core messages: Hamburg Airport is committed to enabling mobility and global connectivity to business and leisure travelers, striving for sound economic growth, and contributing to public

welfare (Table G33). It is committed to investing in noise abatement, reducing air pollution, and using natural resources prudently (Table G34). It is committed to socializing with its neighbors and the public at large, caring for its employees, and engaging in social projects (Table G35).

Content Analysis of Hamburg Airport's Corporate Magazines

Introductory Remarks

Subject of exploration were copies of corporate magazines published during 2009-2010. The main target group of the approximately 50-page DIN A4 magazine *ham.airport magazine* that appears in German and English are passengers. The main purpose of the 8-page DIN A3 magazine *follow me* is to inform employees of Hamburg Airport and its subsidiaries about corporate life. The 12-page DIN A3 magazine *Hamburg Flughafen* targets citizens who are living in the neighborhood of the airport.

In 2010, Hamburg Airport disseminated 100,000 copies of the *ham.airport magazine* twice a year, 3,000 copies of the magazine *follow me* four times a year, and 340,000 of the *Hamburg Flughafen* magazine four times a year. In addition, *ham.airport magazine* is downloadable from Hamburg Airport's website.

References to Sustainability in *ham.airport magazine*

Fifteen percent of the excerpted segments directly related to Hamburg Airport. Sixty-eight percent of the 68 segments referred to leisure activities, including sport, entertainment, as well as health and wellness. Fifteen percent were attributable to either corporate identity or historical facts. References to economic sustainability were

negligible. The rest covered other themes that I considered potentially relevant in connection with sustainability issues.

A detailed qualitative analysis evidenced the following results. One of the issues mentioned the achievements of ISO 14.001 and EMSA certifications. A 4-page article described the activities of a beekeeper and a hunter. Furthermore, a contribution on Hamburg's quality as a "green oasis" (Table G37) highlighted environmental sustainability.

Other articles referred to social sustainability. One of these articles described a traveler's contribution to rescuing elephants in South East Asia. Articles also referred to an improved staff concept for deicing operations, an outstanding CEO career, and the introduction of a special high-loader for lifting disabled passengers to aircraft doors (Table G38).

References to Sustainability in *follow me*

Ninety-five percent of the excerpted segments related to Hamburg Airport. Fifty-six percent of the 211 excerpted segments referred to the social dimension of sustainability. Ten percent referred to the economic dimension of sustainability; environmental messages accounted for 6%. The rest covered themes that referred to either corporate identity or historical facts.

A detailed qualitative analysis evidenced the following results. Excerpted text segments that referred to economic themes were the acquisitions of new destinations, the 2008 economic crisis, and the recovery of the aviation industry from the 2008 economic crisis (Table G36). Other segments that referred to economic sustainability were the

Hamburg Aviation Conference, the opening ceremony of the Airport Hotel, high numbers of passengers on the city–airport train, the attractive buying atmosphere in the Airport Plaza, the winning of a marketing award, and ash clouds that curbed traffic volume (Table G36).

Issues of environmental relevance were acoustic bird controls, an award for environmental awareness, the optimization of ground power units, the “Busy Bee” campaign, green programs, bees as bio-detectives, the accreditation as carbon oxide reduced airport, and a report on a conference the subject of which was energy saving (Table G37).

References to the social dimension of sustainability were another focus. The activities of the Neighborhood Ambassador were subject of seven articles. Other themes were an invitation to attend non-smoking seminars, the encouragement to engage in honorary work, working place safety and security, as well as enhancing convenience for passengers with restricted mobility (Table G38).

Furthermore, social sustainability-related statements referred to the demand for blood donations, an initiative for making Christmas presents to young cancer patients, an airport donation for Haiti, health services offered to employees, executives’ engagements in social institutions, a charity donation, and the installation of defibrillators and emergency telephones. Moreover, the analysis revealed 22 references to Hamburg Airport’s role as a caring employer (Table G38).

References to Sustainability in *Hamburg Flughafen*

Fifty-nine percent of the excerpted segments were directly, 23% indirectly, and 18% not at all related to Hamburg Airport. One fifth of the 249 excerpted statements featured suburbs, organizations, or personalities. Twelve percent of the segments referred to economic, 10% to environmental issues, and 30% to either leisure or mobility related themes. The rest addressed either corporate identity or historical facts.

A detailed qualitative analysis evidenced the following results. Among the statements that directly addressed economic sustainability were the airport's expansion program, politicians who stressed Hamburg Airport's economic importance for the metropolitan region, the airport's role as a job generator, and its recovery from the impacts of the economic crisis 2008 (Table G36).

Furthermore, other statements referred to economic sustainability indirectly. Among such references were the increasing demand for maintenance services, the regional production of aircraft spare parts, German Wings' growth rates, the good capacity utilization at the Lufthansa Technical Base, and the delivery of the 6,000th airbus (Table G36).

During the epoch under scrutiny, the magazine published 12 articles on environmental themes. They addressed ISO 14.001 and EMSA certifications, an apology for temporary noise exposure, the Green Airline award, a decrease of night flights, an award for exemplary noise abatement and environmental protection, ground radar that helped save fuel, the company's partnership with Green Capital, and claims for strict flight path control (Table G37).

The focus of *Flughafen Hamburg* was also on social sustainability. The magazine referred to 16 social projects or events. Among them were the following themes: a child safety seminar, the cosponsoring of a holocaust survivors' flight to Israel, and a project that gave civil courage an artistic face. Other issues were the airport's support for a kindergarten, paramedics' provision of first aid and reanimation, the installation of emergency telephones and defibrillators, children visiting a cockpit or enjoying a day at the airport, the company's care for 50 apprentices, and the airport's celebration of its 100th birthday (Table G38).

In sum, the corporate magazines conveyed the following core messages: Hamburg Airport invests in expansion programs in order to meet the demands for mobility and global connectivity, takes the role of a job creator, and contributes to public welfare (Table G36). It is committed to preserving nature, investing in noise abatement, avoiding air pollution, and using natural resources parsimoniously (Table G37). The company supports neighborhood projects, gives donations to charity organizations, encourages executives to engage in social projects, and features organizations and individuals who are setting good examples of social engagement (Table G38).

Content Analysis of Hamburg Airport's Website

At the time of my analysis, Hamburg Airport's website offered links to the domains *Passengers & Visitors*, *Business & Partners*, and *Company* as well as quick links for passengers who intended to embark at Hamburg Airport. The website also made press releases, the Environmental Statement 2008, and the Noise Reports 2007-2009 available to the public. Furthermore, Hamburg Airport's website invited users to

participate in a survey on customer-friendliness. Moreover, it offered a link labeled *Contact*. This link opened a one-way channel of communication. I analyzed the company's website on April 06, 2011. The analysis lasted approximately 5 hr.

A detailed analysis of the 39 press releases disseminated in 2009 evidenced the following results. Releases on Hamburg Airport's investment in the expanding program and the additional investment of €40 million in the improvement of passenger convenience referred to economic sustainability (Table G39). References to environmental issues were the winning of an environmental award, the maiden flight of a hydrogen-powered aircraft, the decrease of night flights, and the role of bees as air pollution indicators (Table G40). Subjects of social relevance were a charity donation, the company's care for job security, and the neighborhood ambassador's activities (Table G41).

The Environmental Statement 2008 informed the public about the company's environmentally relevant stances and behaviors. Among the themes were the exclusion of economic success on the cost of the environment, taking neighbors' concerns seriously, noise abatement efforts, and the reduction of various types of emission (Table G42).

In sum, Hamburg Airport's website conveyed the following core messages: Hamburg Airport is committed to investing in meeting the regional demand for mobility and global connectivity (Table G39). It is committed to transparency, minimizing noise exposure, using natural resources parsimoniously, reducing air pollution, and restoring nature where it was harmed by airport-induced measures (Tables G40 and G42). It is committed to engaging in social and philanthropic projects, cultivating good

neighborhood relationships, promoting other organizations' social initiatives, and caring for its employees (Table G41).

Constancy, Consistency, and Coherency of Corporate Communication

Table 1 shows that Hamburg Airport disseminated messages about its economic behavior in a constant, coherent, and consistent manner. Core statements excerpted from corporate principles, annual reports, corporate magazines, and the corporate website convey the following central message: Hamburg Airport uses its economic strength for satisfying the demand for mobility, contributing to public welfare, and creating jobs.

Table 1

Patterns of Communication: Economic Sustainability

Category: Economic Sustainability	Central Corporate Message
<p>Corporate Principles Hamburg Airport's economic strength enables mobility, is a prerequisite for global connectivity, and benefits the creation of secure jobs.</p>	
<p>Annual Reports 2005-2009 Hamburg Airport is committed to enabling mobility and global connectivity to business and leisure travelers, sound economic growth, and contributing to public welfare.</p>	<p>Hamburg Airport uses its economic strength for satisfying the demand for mobility, contributing to public welfare, and creating jobs.</p>
<p>Corporate Magazines 2009-2010 Hamburg Airport is committed to investing in expansion programs in order to meet the demands for mobility and global connectivity, taking the role of a job creator, and contributing to public welfare.</p>	
<p>Press Releases 2009 Hamburg Airport is committed to investing in meeting the demand for mobility and global connectivity.</p>	

Note. Table 1 reveals how the central corporate message was distilled from messages that Hamburg Airport disseminated to its stakeholders and the public through various communicative channels.

Table 2 shows that Hamburg Airport disseminated messages about its environmental behavior in a constant, coherent, and consistent manner. Core statements excerpted from corporate principles, annual reports, corporate magazines, and the corporate website conveyed the following central message: Hamburg Airport is committed to minimizing noise-exposure, using natural resources parsimoniously, reducing emission, and preserving and restoring of nature.

Table 2

Patterns of Communication: Environmental Sustainability

Category: Environmental Sustainability	Central Corporate Message
<p>Corporate Principles Hamburg Airport preserves nature, consumes resources parsimoniously, protects the diversity of species, and avoids pollution.</p>	
<p>Annual Reports 2005-2009 Hamburg Airport is committed to noise abatement, reduction of pollution, and prudent use of natural resources.</p>	
<p>Corporate Magazines 2009-2010 Hamburg Airport is committed to preserving nature, noise abatement, avoidance of pollution, and parsimonious consumption of natural resources.</p>	<p>Hamburg Airport is committed to minimizing noise exposure, using natural resources parsimoniously, reducing emission, and preserving and restoring nature.</p>
<p>Press Releases 2009 Hamburg Airport is committed to noise abatement, care for nature, reduction of pollution, and promotion of other organizations' respective initiatives.</p>	
<p>Environmental Statement 2008 Hamburg Airport is committed to transparency, minimizing noise exposure, parsimonious consumption of natural resources, reduction of pollution, and restoring nature.</p>	

Note. Table 2 reveals how the central corporate message was distilled from messages that Hamburg Airport disseminated to its stakeholders and the public through various communicative channels.

Table 3 shows that Hamburg Airport disseminated messages about its own and others' social behaviors in a constant, coherent, and consistent manner. Core statements excerpted from corporate principles, annual reports, corporate magazines, and the corporate website conveyed the following central message: Hamburg Airport supports social projects, cultivates good relationships with its neighbors, cares for its employees, and encourages employees and partners to engage in social work.

Table 3

Patterns of Communication: Social Sustainability

Category: Social Sustainability	Central Corporate Message
<p>Corporate Principles Hamburg Airport strives for cultivating harmonious relationships with its neighbors and engages in social and philanthropic projects.</p>	<p>Hamburg Airport supports social projects, cultivates good relationships with its neighbors, cares for its employees, and encourages employees and partners to engage in social work.</p>
<p>Annual Reports 2005-2009 Hamburg Airport is committed to socializing with its neighbors and the public at large, caring for its employees, and philanthropic engagements.</p>	
<p>Corporate Magazines 2009-2010 Hamburg Airport is committed to supporting neighborhood projects, giving donations to charity organizations, encouraging its executives to do the same, and featuring organizations and individuals who set respective examples.</p>	
<p>Press Releases 2009 Hamburg Airport is committed to philanthropic engagement, cultivating good neighborhood relationships, promotion of other organizations' respective initiatives, and caring for its employees.</p>	

Note. Table 3 reveals how the central corporate message was distilled from messages that Hamburg Airport disseminated to its stakeholders and the public through various communicative channels.

Content Analysis of Semistructured Interviews

Introductory Remarks

The qualitative analysis of participants' statements helped answer to the following research subquestions: How do protagonists of critical stakeholder groups perceive Hamburg Airport's commitment to sustainability? What do protagonists of critical stakeholder groups expect from Hamburg Airport regarding sustainability? How do executives of Hamburg Airport perceive the company's self-representation?

All participants were members of the public at large. However, in their specific roles, which made them interesting as interviewees, they belonged to stakeholder groups (Mitchell et al., 1997), respectively, airport publics (Well & Young, 2004). Most likely, all of them were sporadic or permanent newspaper readers.

Five of the participants worked for Hamburg Airport; six were protagonists of airport-external stakeholder groups. Initially, I intended to conduct interviews with seven airport-external participants. However, this was not possible. Because of tight agendas, none of the prospected protagonists of environmental groups could follow my invitation.

Hamburg Airport-associated Perceptions and Expectations

My overall impression was that all interviewees shared the opinion that critical stakeholders weighed the airport's beneficial effects with its adverse impacts. Without exception, airport-internal participants had almost consistent and positive perceptions of Hamburg Airport's self-presentation. The majority of external participants also had a prevalently positive perception of Hamburg Airport. The following condensations and aggregations of statements, originating from interviewees, evidenced this.

Participants' answers to the question of how the public at large perceived Hamburg Airport showed the following commonalities:

Hamburg Airport is an economically sound major airport that enables mobility for the region and is easily accessible. It creates jobs and treats its employees fairly. It engages in social projects. On the other hand, it is responsible for pollution and noise. However, it preserves nature and its resources where it is affordable and reasonable. It invests in noise abatement programs (Table H12). Two airport-external participants said that many citizens say, "This is our airport" (Table H12).

Participants' answers to the question of how the community perceived Hamburg Airport showed the following commonalities:

Hamburg Airport is a profitable company that enables mobility, provides good services, engages in social projects, and cares for its neighbors' needs. It is an important taxpayer, a job generator, and an employer who treats its employees fairly. It maintains good relationships with authorities and politicians. It is a gateway to the world (Table H14).

With regard to statements about neighbors' perceptions, the interviewees divided into two camps, respective of the stakeholder groups to which they belonged. The statements of participants affiliated with Hamburg Airport, the community, the noise protection agency, or the chamber of commerce showed the following commonalities:

Hamburg Airport is unavoidable. It implies noise exposure that affects the quality of the lives of residents who are living in the neighborhood. On the other side, it has done a lot to reduce noise exposure and air pollution. Its efforts improved compliance with

curfew rules. Furthermore, it takes complaints of noise-affected neighbors seriously (Table H16).

Statements of a protagonist of airport neighbors, a member of the noise protecting committee, and of a noise-protecting group, on the other hand, showed the following commonalities:

Hamburg Airport prioritizes economic interests over its neighbors' legitimate desire for undisturbed enjoyment of outdoor leisure activities. Neighbors have ambivalent stances towards the airport. They fear increases in noise. Furthermore, the airport's vicinity to residential areas evokes conflict potential (Table H16).

Participants' answers to the question of how environmentalists perceived Hamburg Airport showed the following commonalities:

Hamburg Airport is responsible for pollution and noise. On the one hand, it strives for minimizing environmental damage and caring for the needs of its neighbors. On the other hand, it does not reduce cardiac health risks by banning evitable types of traffic (Table H18).

From these differently favorable perceptions of Hamburg Airport, I distilled the following constant, coherent, and consistent patterns of perception:

Hamburg Airport is economically successful, enables mobility, contributes to the wealth of the region, and creates many jobs. It engages in philanthropic, social, and neighborhood projects. It makes efforts to preserve nature, to abate noise, and to minimize air pollution. Nevertheless, neighbors fear increase in nuisance. Furthermore, the airport's vicinity to residential areas implies conflict potential. Despite sporadic

criticism, Hamburg Airport has obviously become a local landmark with which many citizens identify (Table H20).

In a similar manner, participants judged Hamburg Airport-associated expectations. Participants' answers of the question of what the public at large expected from Hamburg Airport showed the following commonalities:

Hamburg Airport ought to enable mobility, offer affordable connections to European cities, frictionless operations, quality services, provide convenience, and make access easy. Furthermore, it needs to act as a fiduciary of a partly state-owned publicly needed facility. Moreover, it has to invest in noise abatement programs, establish trustworthy partnerships with neighboring districts, reduce pollution, and engage in neighborhood projects. Eventually, it must treat its employees fairly (Table H13).

Participants' answers to the question of what the community expected from Hamburg Airport showed the following commonalities:

Hamburg Airport ought to enable mobility, secure long-term airport operations in Hamburg, and coordinate its goals with those of the community. Furthermore, it needs to reconcile economic and ecological goals. Its communication must be transparent and objective. Finally, it should generate profit, must protect the environment, and should engage in social projects (Table H15).

Participants' answers to the question of what neighbors expected from Hamburg Airport showed the following commonalities:

Hamburg Airport ought to minimize noise exposure. It needs to care for strict compliance with curfew rules, stand up for a just usage of flight paths, and increase

investment in noise abatement programs. It should interpret the scope of beneficiaries more generously than it was doing in the past. Hamburg Airport and the community should regard endurance of noise exposure as a sacrifice that deserved societal acknowledgment (Table H17).

Participants' answers to the question of what environmentalists expected from Hamburg Airport showed the following commonalities:

Hamburg Airport ought to be EMSA and ISO certified, reduce air pollution, ban evitable types of air traffic, and care for a just usage of flight paths. It needs to measure noise by criteria that consider the psychic impacts of noise exposure (Table H19).

The synopsis of Table 5 alleviates identifying patterns and the width of the perceptions–expectations gap.

Table 4

Synopsis of Patterns of Perceptions and Expectations

Patterns of Perceptions	Patterns of Expectations
<p>Hamburg Airport is economically successful, enables mobility, contributes to the wealth of the region, and creates many jobs. It engages in philanthropic, social, and neighborhood projects. Hamburg Airport is doing what it can to preserve nature, to abate noise, and to minimize air pollution. Nevertheless, neighbors fear increase in nuisance. The vicinity to residential areas implies conflict potential. The public at large perceives Hamburg Airport as a landmark with which citizens identify, many of them saying, "This is our airport."</p>	<p>Hamburg Airport is expected to expand its role as enabler of mobility, secure long-term frictionless operations as a city-near airport, and remain an important taxpayer and job creator. It ought to reconcile economic and ecological goals. Furthermore, it needs to engage in philanthropic, neighborhood, and social projects. Moreover, it has to preserve nature, invest in noise abatement programs, and reduce air pollution. Neighbors and a noise protection group claim fair usage of flight paths and application of noise measurement criteria that consider psychological impacts. In addition, they expected increased investments in noise abatement measures.</p>

Discussion of Commonalities, Differences, and Contrasts

The synopsis reveals that, in most respects, perceptions and expectations of protagonists of various critical stakeholder groups differed only in nuances. Among Hamburg Airport-internal participants, commonalities were the rule, dissenting opinions the exception. However, external participants divided into two camps, respective of how strongly their affiliation with Hamburg Airport was.

The majority of participants, among them also the interviewee who was heavily affected by noise, unanimously acknowledged Hamburg Airport's relevance as a job creator and contributor to the wealth of the region. Moreover, participants' common perception, congruent with their expectations, was that Hamburg Airport engaged in social and neighborhood projects and made efforts to reduce noise exposure of its neighbors, minimized air pollution, and preserved nature.

One of the striking outcomes of the analysis was that a protagonist of noise-affected neighbors and a representative of the chamber of commerce congruously stated that Hamburg Airport was a landmark with which many citizens identified, by saying, "This is our airport" (Tables H6, H8). On the other hand, opinions diverged concerning Hamburg Airport's willingness to fulfill neighbors' claims.

On the one hand, Hamburg Airport-affiliated protagonists almost unanimously expressed that most neighbors acknowledged Hamburg Airport's efforts to attenuate noise (Tables H3, H5, H7). Furthermore, representatives of Hamburg Airport, the community, the chamber of commerce, and the Ministry of Economy expected Hamburg Airport to expand (Tables H6, H28).

On the other hand, many noise-affected neighbors evidently opposed to airport expansions (Tables H17, H19). One interviewee said that a very small minority of noise-affected neighbors even expected the relocation of the airport (Table H7). Furthermore, noise-affected neighbors expected changes in the usage of flight paths, prevention of increases in movements, and the introduction of noise measurement criteria that consider psychological impacts (Tables H7, H17, H19). Important in this context, according to my hand notes, changes in the usage of flight paths are not realizable. Apparently, the Ministry of Economy did not want to abandon population density beneath flight paths as the only binding criterion for path selection.

Other Recognitions from Semistructured Interviews

Hamburg Airport-affiliated participants almost unanimously identified the new social media as a very important area in which Hamburg Airport ought to intensify its efforts (Table H23). Furthermore, participants mentioned Airport TV, financial success, care for bio-diversity, and memberships in NGOs as additional measures that could improve Hamburg Airport's reputation (Table H22).

In this context, participants also mentioned sustainability reports, third parties' telling of positive stories on the airport, and reports that reveal that Hamburg Airport keeps its promises. Increased frequency of contacts of CEOs with people in neighboring residential areas, a Hamburg Airport-affiliated participant added, would increase Hamburg Airport's acceptance considerably (Table H4).

Participants who represented neighbors and a noise protection group expected Hamburg Airport to communicate self-critically instead of praising itself (Table H23).

Protagonists of Hamburg Airport-affiliated stakeholders mentioned encouragement of third parties to laud the airport. Furthermore, they recommended using airport employees as corporate ambassadors (Table H23).

Asked for the best arguments in favor of Hamburg Airport, participants mentioned the following things: economic success, contribution to regional wealth, and enabler of mobility. Furthermore, they mentioned Hamburg Airport's convenient landside accessibility, its environmental awareness, its role as a job creator, and its capacity as a strong partner for social and environmental projects (Table H24).

The question of what Hamburg Airport-minded stakeholders could do to improve the airport's reputation Hamburg Airport-affiliated participants answered as follows: They ought to show how and why they identify with Hamburg Airport. Hereby, they should use their routine channels of communication (Table H25).

Moreover, participants mentioned the authenticity of Hamburg Airport's environmental protection officer. They assumed that this person strongly contributed to minimizing conflict potential. They said that persistency in social engagements was crucial. Furthermore, they indicated that the number of members of the only still existing noise protection group was steadily decreasing (Table H26).

On the other hand, a member of the Noise Protection Committee and the protagonist of a noise protection group articulated that Hamburg Airport communicated in a manipulative manner about the usage of flight paths. Apart from this criticism, the protagonist of a noise protection group blamed Hamburg Airport for false statements on the roles of bees as bio-detectives (Table H26).

Although participants answered the question of how politicians would react to intensified protests against airports controversially, this did not require an in depth analysis. Only recently, Germany translated European legislation into federal law. Therefore, politicians will supposedly wait whether the new rules prove themselves in practice before considering tighter laws. I did not know this when the interviews took place.

Finally, the protagonist of noise-affected neighbors expected Hamburg Airport to say, “We are sorry for the nuisance you are enduring” (Table H8). This would be the least the airport should do to express respect for those who suffer from aircraft noise. Another Hamburg Airport-affiliated participant said that reputation building requires that the company’s representatives be ready for “bearding the lioness in her den” (Table H6).

Newspaper Content Analysis

Introductory Remarks

The newspaper content analyses revealed how the half-year means of favorability of articles on Hamburg Airport develop during 2005-2009. Subject of the analysis were 271 randomly selected articles published by the five regional newspapers of highest circulation in Hamburg. For all statistical computations, I regarded a level of confidence of 95% as sufficient. The evaluation of favorability occurred on a 5-point Likert-type scale.

For a practical reason, I restricted the coding of the prominence of articles to three instead of initially intended five gradations on the Likert-type scale. This was due to my discovery that prominence meant different things respective of the newspaper of

publication. Therefore, I unified *very high* and *high* as well as *very low* and *low* into *high*, respectively, *low*. Any differentiation more sophisticated than this would not have produced additional accuracy.

As announced in chapter 3, I first analyzed all articles archived in the first 20 files of 2005. These files contained 28 articles published in the first nine weeks of the year. This considerably deviated from what I recalled as the usual number of daily-published articles.

Consequently, I resumed the iterative process of computing the minimum sample size. After coding the 28 articles according to the criteria defined in the Codebook for Newspaper Content Analysis (Appendix C), I calculated the standard deviation in a pilot test (Aczel & Sounderpandian, 2006, p. 267). The result was 0.74 (Table 5).

Table 5

Pilot Test's Mean and Standard Deviation

Descriptive Statistics			
	N	Mean	Std. Deviation
Favorability	28	3.4643	.74447
Valid N (listwise)	28		

According to the formula $n = Z^2\sigma^2/B^2$ (Aczel & Sounderpandian, p. 268), the minimum sample size was $n = 1.96^2 * 0.74^2 / 0.1^2 = 211$. Starting from this result, I determined that six constructed weeks would be appropriate.

Accordingly, I drew a sample of 271 articles. The standard deviation calculated for all 271 articles was 0.85 (Table 4). Once more, I used the above formula. This new iterative computation produced a minimum sample size of $n = 1.96^2 * 0.85^2 / 0.1^2 = 277$.

With respect to the small difference, I regarded this iterative approximation as sufficiently accurate.

Table 6

Iterative Computation of Mean and Standard Deviation

Descriptive Statistics			
	N	Mean	Std. Deviation
Favorability	271	3.2657	.85390
Valid N (listwise)	271		

Eventually, the sample of 271 articles meant that I selected every fourth of all articles published in the five regional newspapers of highest circulation in Hamburg in the epoch under scrutiny. Under the aspects of absolute and relative size, my sampling strategy was similar to that applied by Scharrer (2002) who studied the favorability of newspaper coverage of Hilary Rodham Clinton's electoral campaign for a seat in the U.S. Senate.

Correlations and Frequencies

Tables J1-J3 contain coded data. Tables K1-K23 and L1-L7 show further statistics that were relevant for this study, some of them for executing auxiliary computations.

Figure 4 shows the curves of the developments of the means of the variables *favorability* and *prominence* of articles published on Hamburg Airport-associated themes by the five regional newspapers of highest circulation in Hamburg during 2005-2009. The values of the means of *favorability* and *prominence* originated from SPSS-aided computations (Table K1). The upper, blue curve shows the development of the means of

favorability, the lower, red one that of the means of prominence. The data points mark the ends of the half-year periods for which the means of *favorability*, respectively, *prominence* were calculated.

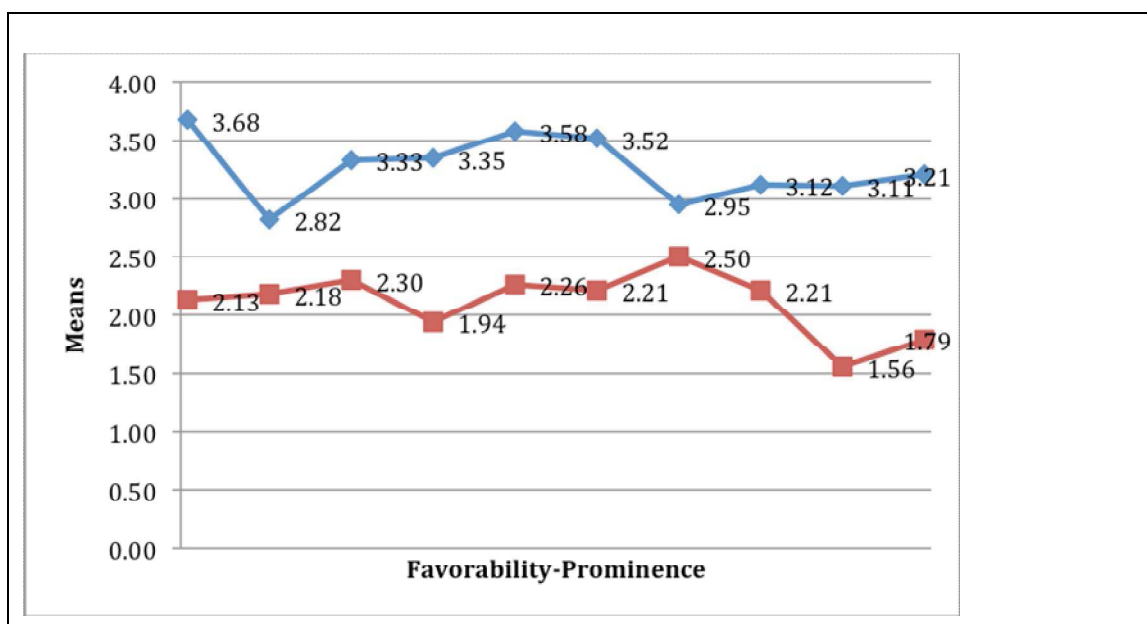


Figure 4. Curves of the Means of Favorability and Prominence

The low value of the Pearson Correlation (0.018) (Table 7) evidenced that the variables *prominence* and *favorability* did not correlate in a statistically relevant manner.

Table 7

Pearson Correlation of Means of Favorability and Prominence

Correlations			
		Prominence of the Article	Favorability
Prominence of the Article	Pearson Correlation	1	.020
	Sig. (2-tailed)		.956
	N	10	10
Favorability	Pearson Correlation	.020	1
	Sig. (2-tailed)	.956	
	N	10	10

Note. The Pearson Correlation (0.018) evidenced that the variables *prominence* and *favorability* did not correlate in a statistically relevant manner.

After having found that the means of *favorability* and *prominence* of articles did not correlate in a statistically significant manner, I focused on types of frequencies that would be suitable for drawing conclusions of practical value regarding Hamburg Airport's communication strategies. Hereinafter, follow the results.

The value of the mean of favorability of all articles published during the period 2005-2009 was 3.27 [0.85] (Table K2). With regard to the entire epoch under scrutiny, the mean of favorability went down from 3.68 [0.98] in the first half-year of 2005 to 3.21 [0.51] in the second half-year of 2009. During 2005-2009, the values of the mean of favorability oscillated between 3.68 [0.98], the highest value, and 2.82 [0.72], the lowest one (Table K1).

Of the analyzed articles, the *Hamburger Abendblatt* had a share of 31.7%, the *Bildzeitung* one of 28.4%, the *Hamburger Morgenpost* one of 18.8%, the *Die Welt* one of 18.1%, and the *Die Tageszeitung* one of 3% (Table K5). Of the analyzed articles, 7.0% were *very positive*, 31.4% *positive*, 43.5% neither *positive* nor *negative*, 17.3% *negative*, and only .7% *very negative* (Table K3). Of the analyzed articles, 33.6% were of *high*, 20.8% of *medium*, and 45.8% of *low prominence* (Table K4). The share of articles of either *high* or *medium prominence* that were either *positive* or *very positive* was 37.5% (Table K5).

The means of favorability decreased with increasing prominence of articles from 3.39 [0.49] over 3.21 [0.73] to 3.12 [1.07] (Table L4). Important, this does not contradict to the finding that the curves of the means of *favorability* and *prominence* did not correlate on the time scale in a statistically significant manner.

With respect to the entire epoch, the means of favorability differed among the five newspapers as follows: *Hamburger Morgenpost* 3.20 [0.85], *Die Welt* 3.20 [0.74], *Bildzeitung* 3.29 [0.90], *Hamburger Abendblatt* 3.31 [0.82], and *Die Tageszeitung* 3.38 [0.52] (Table L5).

The mean of favorability of articles that referred to corporate responsibility was 3.53 [0.96]; the mean of articles that did not refer to corporate responsibility was 3.25 [0.84] (Table K12). Sorted according to stakeholder categories, the means of favorability showed the following values: *environment* 2.83 [1.17], *passengers* 3.00 [1.41], *community* 4.00 [0.45], and *public at large* 3.25 [0.84] (Table K13). In this context important, 93% of the articles addressed public at large-specific themes. Consequently, cautious interpretations and conclusions were necessary in this regard.

A frequency analysis evidenced that the *Hamburger Abendblatt*, the *Bildzeitung*, and the *Die Welt* jointly published 78.2% of all articles during 2005-2009. This implied that these newspapers were responsible for 78.8% of all either positive or very positive and 60.9% of all either negative or very negative articles (Table L1).

In the second half-year of 2005 and the first half-year of 2008, the favorability of newspaper coverage declined significantly compared to the preceding half-years. The mean of favorability declined from 3.68 [0.98] in the first half-year of 2005 (Table K6) to 2.82 [0.72] in the second half-year of 2005 (Table K7). Later in the epoch under scrutiny, it declined from 3.52 [0.91] in the second half-year of 2007 (Table K14) to 2.95 [1.00] in the first half-year of 2008 (Table K10). The mean of favorability calculated after the

elimination of all samples drawn from the first half-year of 2005 and the second half-year of 2007 was 3.17 [0.80].

In the second half-year of 2005, neither very negative nor very positive articles appeared. The share of negative articles amounted to 35.3%; that of positive articles was 17.6% (Table K8). The share of articles of either high or medium prominence that were either positive or very positive was 9% (Table L2).

In the first half-year of 2008, very positive articles had a share of 9.1%. Very negative articles did not appear. The share of negative articles was 40.9%. The share of positive articles was 18.2% (Table K11). The share of articles of either high or medium prominence that were either positive or very positive was 4.7% (Table L3).

Discussion of Statistical Results

The statistical findings revealed certain patterns that could be relevant to Hamburg Airport's communicative strategy. Almost 80% of all articles appeared in the *Hamburger Abendblatt*, the *Bildzeitung*, or the *Die Welt*, what meant, originated from the same editing company. More than 80% of all approximately 640,000 copies printed by the five regional newspapers of highest circulation originated from this company (IVW, May 30, 2011).

Furthermore, only eight articles appeared in the *Tageszeitung*. These articles were either neutral or positive. This suggests that the *Tageszeitung*, a strong advocate of environmental protection, did not see many reasons for criticizing Hamburg Airport in this respect. Moreover, the *Hamburger Morgenpost* did not publish any very negative article. On the other hand, six of its 51 published articles were very positive. Finally, a

comparison among newspapers evidenced that the *Hamburger Abendblatt* ranked highest in the percentage of articles that were either very positive or positive.

During 2005-2009, more than 50% of all articles were of high or medium prominence. This is important, for such articles influenced, according to Reinemann and Eichholz (2006), audiences more than those of low prominence did. Almost 15% of all articles of this category were either positive or very positive, nearly 80% of them published in newspapers that belonged to one editing company.

In Depth Analysis Based on Hand Notes

Particularly, the significant declines in favorability in the second half-year of 2005 and the first half-year of 2008 required in depth analyses. Statistics did not explain why the declines occurred. Theoretically, the following factors could have evoked this: (a) journalists' increased criticism, (b) changes Hamburg Airport's behavior, (c) exogenous factors, or (d) a mixture of the first three factors.

Consequently, I scanned my hand notes a sample of which I appended to this study (Appendix M) for what was, from my perspective, typical or striking beyond quantitative evaluation. My hand notes revealed the following particularities:

In the first half-year of 2005, a succession in the function of the speaker of the board of CEOs occurred. The outgoing CEO had been serving the company successfully for 10 years. Hamburg Airport duly celebrated the handover of management to the new speaker of CEOs. Newspapers praised both the performance of the outgoing and the sympathetic first impression of the entering CEO. Furthermore, Hamburg Airport inaugurated a new terminal.

For several weeks, the newspapers published positive articles on both the change in management and the inauguration of the new terminal. These particularities suggested that the mean of favorability of the first half-year of 2005 was comparatively high. Under this aspect, the decline in the second half-year of 2005 appeared less dramatic than the mere statistical analysis suggested.

A cursory scanning of contents of articles published in the second half-year of 2007 showed a similar pattern. Several events attracted newspaper attention, among them, the following ones: the celebration of the topping-out ceremony of a part of the planned terminal ensemble, an air show that attracted more than 100,000 spectators, Hamburg Airport's announcement of a noise protection program, and the forthcoming inauguration of a city-airport train.

These events were among those that newspapers, according to my recollection, tended to cover in a comparatively favorable manner. These particularities suggested that the mean of favorability of the second half-year of 2007 was comparatively high. Under this aspect, the decline appeared less dramatic than the mere statistical analysis suggested, similar to the in depth analysis of the second half-year of 2005.

Each time when Hamburg Airport inaugurated a new terminal, or invited the public at large to celebrating the Hamburg Aviation Days, or a topping ceremony took place newspaper coverage was rather positive. In an article of high prominence, the *Hamburger Morgenpost* termed Hamburg Airport “*our airport*” (Hamburger Morgenpost, August 3, 2007). In another highly prominent article, the *Hamburger Abendblatt* used the term “*airport of the superlatives*” (Hamburger Abendblatt,

December 6, 2007). Both wordings showed a high degree of identification with the airport as a local landmark.

Finally, another qualitatively salient point emerged when I reviewed my hand notes. In the second half-year of 2005, a journalist whom the *Bildzeitung* had given the title *Airport Inspector* visited Hamburg Airport 14 times. Each time, he harshly criticized three or more deficiencies, among them, long baggage claim waiting time, excessive coffee shop prices, and security lacks.

An exogenous reason for comparably positive newspaper coverage was, for instance, the Soccer World Cup that took place in Germany in 2006. Five matches took place in Hamburg in June 2006. Journalists interviewed and photographed fans and soccer players at the airport. This usually entailed positive reports and comments.

Regarding another case, I tended to assume a similar influence. In the second half-year of 2006, a period of a medium high mean of favorability of 3.35 [0.75], the lengthy debates about closures or scaling down of Hamburg's Airbus production plants overshadowed all other aviation-associated themes for many weeks.

Hamburg Airport might have benefited from it. However, this remains speculative, for no analytical methods can evidence such a correlation in hindsight. Similarly, it would be speculative how far exogenous factors such as changes in regional political constellations or changes at the tops of editing companies influenced the favorability of newspaper coverage of Hamburg Airport.

Scientific Persuasiveness and Causality

To secure scientific persuasiveness, I applied a combination of strategies described in chapter 3. Relevant in this context, I triangulated methodologies, methods, and within methods (Creswell & Plano Clark, 2007; Singleton & Straits, 2005; Yin, 2003). In detail, triangulation helped avoid bias, provided robust results, and enabled me to discover patterns of perceptions and expectations reliably.

Pursuing this strategy, I first analyzed Hamburg Airport's self-presentation in corporate principles, annual reports, magazines, and on its website. This alone, however, evidenced only that content, epic style, and artistic design fulfilled scholarly criteria for effective communication. This justified the assessment that Hamburg Airport's communicative measures were appropriate for achieving a good reputation.

Although appropriateness was a strong indicator for effectiveness, it would not have sufficed for making a robust statement on the effectiveness of Hamburg Airport's communication. Additional evidence was necessary. This came from the semistructured interviews and the newspaper content analysis.

In this context, the analysis of interviews with 11 protagonists of seven stakeholder groups revealed that the majority of citizens perceived Hamburg Airport positively. Eventually, the newspaper content analysis corroborated that the journalistic perception, in essential points, coincided with that of the majority of citizens.

Regarding these sources of evidence, my subjectivity inevitably played a crucial role. Accordingly, my initial skepticism toward the favorability of newspaper coverage of Hamburg Airport-associated themes may have produced high biased values on the Likert-

type scale. This, however, did not discredit the persuasiveness of the analysis, for it did not affect the question of how the means of favorability developed. The question, namely, was not how high the values of favorability were in absolute terms or, for instance, in comparison with other airports.

Very important, without triangulating various types of methods and instruments, I would not have been able to evidence the high degree of identification of many citizens with Hamburg Airport. This conclusion was only possible because a newspaper article, the protagonist of the chamber of commerce, a heavily noise-affected neighbor, and an airport-internal interviewee indicated to this point.

Moreover, exhaustive and accurate description of recording practices, coding procedures, data analyses contributed to secure persuasiveness (Creswell, 2007, p. 207). Particularly, the meticulous use of matrices, keeping a log sheet, and the frequent fabrication of hand notes enabled me to draw robust qualitative conclusions. Thus, I also avoided that bias originating from my almost 30-year airport experience distorted meaning that participants wanted to convey (Kvale & Brinkman, 2009, p. 218).

The avoidance of ambiguous questions was relatively easy, for the participants knew the social setting, the implications of noise, and the ongoing discussions about relationships between Hamburg Airport and its critical stakeholders. According to my perception, emotional intimacy did not occur during the interviews. This also applied to interviews conducted with former colleagues.

Finally, I conducted an informal panel discussion with executives of Hamburg Airport on July 20, 2011. Four of the five Hamburg Airport-internal interviewees

participated in this discussion. The meeting lasted approximately 2 hr. The following insights emerged from the discussion that confirmed that newspapers had been treating Hamburg Airport fairly during the last decade:

Most of my aggregated results corroborated panel members' perceptions. Commenting on the overall positive results, they unanimously referred to the persistent efforts of corporate communication to improve Hamburg Airport's reputation. They seemed to take it as self-explanatory that expansion programs had been themes for positive media coverage.

After my reply that newspapers could cover expansion programs in a negative manner as, for instance, megalomania or as a source for additional noise and pollution, they said that they had not seen it this way. Furthermore, it became obvious that certain findings were completely new to them. They had not yet realized that Hamburg Airport exerted a strong attraction as local landmark with which many citizens identified.

In sum, my impression was that scale and scope of positive indicators that spoke for Hamburg Airport's good reputation as a corporate citizen committed to sustainability corporate responsibility surprised the panel members. On the other hand, they articulated that they had expected overall positive newspaper coverage of Hamburg Airport-associated themes. We did not find an explanation why my reflected recollection was more negative than what the panel members recalled in this respect.

In this context, my hindsight explanation is that I spent the most of my career with Hamburg Airport in times in which newspaper coverage might have been comparatively negative, at least, significantly more negative than today. To my recollection, several

concrete events speak for this interpretation. For instance, one former CEO conveyed the following stereotype message in the early 1990s: It is not the airport but the airlines that cause the noise.

Another important question was how many sources of evidence were necessary to achieve persuasiveness. This addressed the criterion that social scientists term *saturation*. Achievement of saturation occurs as soon as additional sources of evidence would not provide additional scientifically relevant recognitions (Charmaz, 2005).

This was particularly important regarding the semistructured interviews. Interviewing only 11 participants did not compromise persuasiveness for the following reasons: First, the participants represented seven stakeholder groups. Second, arguments in favor and against Hamburg Airport's location, its expansion, curfew rules, and airport-related economy–ecology conflicts had frequently been subject of public discussions. Third, I believe that my experience as a former manager at Hamburg Airport prevented me from oblivion of relevant arguments.

Furthermore, the application of common sense, and taking the stance of the devil's advocate (Creswell, 2009; Kvale & Brinkmann, 2009) helped me decipher meanings of texts, interpret interviewees' answers, and aggregate segments of texts. Moreover, referring to only peer-reviewed articles improved the persuasiveness of the theoretical foundation of the social construct, my methodological approaches, and the robustness of my conclusions.

Finally, the discourse with Dr. Guenther Ortmann, professor emeritus of the Helmut Schmidt University, Hamburg, Germany, minimized the risk of bias. The

discourse took place on July 23, 2011 and lasted 90 min. His respective assessment predicated on his knowledge of my study, scientific expertise regarding the research problem, and his familiarity with the social setting.

Professor Ortmann identified the problem of concluding prematurely from certain respective indicators on the effectiveness of Hamburg Airport's communication. In this context, he recommended particular caution. He advised me to elaborate on this point in detail. Following his advice, I exhaustively dealt with this issue under the aspect of causality on this page further below and on the subsequent two pages as well as on page 128. Furthermore, following Professor Ortmann's advice, on pages 87-88 of this study, I clarified that the assertion of commitment is not necessarily identical with lived commitment.

According to Riel and Fombrun (2007), corporate communication is effective if it influences stakeholders in a company-friendly manner. The preceding section described several distinct indicators for justifying the assumption of communicative effectiveness. On the other hand, this does not necessarily mean that causality existed between the company's communicative efforts and the positive perception of critical stakeholders and the overall positive newspaper coverage of Hamburg Airport-associated themes.

Regarding causality, I tried to figure out what other factors could have evoked the same effect. I did not find such factors. On the contrary, I found various factors that suggested causality between the company's communicative efforts and the here relevant effects. Before elaborating on this point in detail, I indicate to an apparently global tendency. Scholarly sources indicated to increasing environmental susceptibility (Miller,

2009; Warren, 1999). This speaks rather for a decline in major airports' reputation than for respective achievements.

Now, I come to the above-announced arguments that speak for causality between Hamburg Airport's communication efforts and its respective success. First, the participants of the panel discussion including myself saw a link between the company's persistent communicative efforts and newspapers' positive reactions. The director of corporate communication mentioned in this context that newspaper resonance analyses, carried through by a consultancy company, corroborated such kind of causality. I did not verify whether this withstood analysis under social research conditions. I considered it one of a series of indicators for effectiveness that seemed plausible to me.

Another indicator for effectiveness was that repeated pronounced journalistic criticism of Hamburg Airport's environmental behaviors did not occur in the epoch under scrutiny. Something else makes the indicator particularly robust: Not even the *Tageszeitung*, usually a confirmed environmental advocate, articulated serious criticism in this respect.

Second, my recollection of the last 15 years of my career with Hamburg Airport indirectly spoke for such causality. In the early 1990s, the relationship between Hamburg Airport and the media was rather tense. According to my recollection, rivalries between the double-header board of CEOs and unresponsiveness to the concerns of the airport's critical stakeholders contributed to keeping tensions high.

Under the aegis of a new board of CEOs, the company elaborated a new strategic concept. Since 1995, the strategic goal has been to transform the company from a state-

owned and controlled entity into a truly commercial enterprise. Crucial components of this process were (a) implementing an optimized managerial accounting, (b) establishing an effective corporate communication, and (c) introducing a state-of-the-art environmental strategy (Hoffmann, 2003).

Particularly, the collaboration between corporate communication and the environmental department seems to have proven its effectiveness. The interviews with Hamburg Airport-external participants delivered several indicators for communicative effectiveness. Admittedly, the arguments, elaborated in this section, do not ultimately exclude that other factors unknown to me might have caused the reputational outcome.

However, the combination of the findings of this study with what I learned from the panel discussion and my reflected recollection provided such strong indicators that they, in sum, justify the following assessment: Hamburg Airport's communication influenced its critical stakeholders' perceptions in a company-friendly manner.

Summary: Synthesis and Transition

Pursuing a triangulated approach, I applied the following methods: First, I qualitatively analyzed the content of corporate documents. Second, I qualitatively analyzed the contents of semistructured interviews. Third, I quantitatively analyzed newspaper articles on Hamburg Airport-associated subjects for favorability. For deepening insights, I matched the statistical results with my hand notes.

The application of these methods helped answer the central research question of how effective Hamburg Airport's communication with its critical stakeholders regarding aircraft noise was. Quantitative and qualitative analyses revealed the following results:

First, Hamburg Airport presented itself as a corporate citizen committed to sustainable corporate responsibility in its principles, annual reports, magazines, and on its website. It conveyed respective central messages constantly, coherently, and consistently. The company did it in a fact-bound epic style. It did not boast of its manifold social and philanthropic engagements. It used the term *sustainability* only twice. Instead of inflationary use of managerial jargon, it referred to concrete activities.

Second, participants in semistructured interviews predominantly perceived Hamburg Airport in a favorable manner. The majority of them, in congruence with the company's self-presentation, identified properties that qualified Hamburg Airport as a corporate citizen committed to sustainable corporate responsibility. However, external participants who endured exposure to noise or represented noise-affected residents had the following reservations: manipulative communication, too little investment in noise abatement, and unjust usage of flight paths.

Third, the newspaper analysis evidenced the following patterns and particularities: The coverage of Hamburg Airport-associated themes was favorable. Qualitative interpretation based on my hand notes revealed that articles that personalized themes, covered big events, or referred to community issues were particularly positive. Fluctuations in favorability were prevalently due to antecedent favorable coverage well above average.

Finally, the most striking positive revelation was the following strong indication to effective corporate communication: Newspapers and participants shared the perception that the public at large identifies with Hamburg Airport as a local landmark. The

coincidentally used expression *this is our airport* spoke for a high degree of identification.

Statistical results revealed that journalists tended to perceive that Hamburg Airport behaved socially responsibly. On the other hand, they were critical when it came to report or comment on environmental issues. This coincided with a gap between evidenced perceptions and expectation of a noise-affected neighbor and a protagonist of a noise protection group.

Nevertheless, the following weakness of this study was inevitable. It was not possible to separate the cause-effect chains as accurately as to quantify to what extent which type of intentional or unintentional, maybe even spontaneous and intuitive corporate messages had coined the overall positive perception of Hamburg Airport. In any case, participants' statements coincided in so many points with the company's intentional self-representation that I dare to conclude from it on the effectiveness of Hamburg Airport's communication with its critical stakeholders regarding aircraft noise.

Chapter 5 connects to these results. It provides a reflection of what the results mean to Hamburg Airport. Furthermore, in chapter 5, I deliver concrete recommendations for improving Hamburg Airport's communication strategies. Moreover, I describe how this study's findings correspond to scholarly contributions presented in chapter 2. Finally, I delineate my reflections of the dissertational process, the social significance of the study, questions for future research, and concluding statements.

Chapter 5: Discussion, Conclusions, and Recommendations

Overview

The purpose of this study was to explore how effectively Hamburg Airport communicates with its critical stakeholders regarding aircraft noise. It focused on the reputational challenges to major airports that originate from the exposure of their neighbors to aircraft noise. From constellation, the following formulation of the research problem emerged: An apparently irreconcilable discrepancy exists between major airports' undisputed positive economic contributions and many people's prevailing perception of airports as facilities that emit noxious substances and submit nearby residents to intolerable noise.

In chapter 2, I reviewed scholarly theories from which I distilled elements for the social construct of corporate citizenship committed to sustainable corporate responsibility. In chapter 3, I delineated the theoretical perspective from which I approached the research problem. Furthermore, I introduced the methodology, methods, and instruments. In chapter 4, I presented the results from qualitative content analyses of corporate texts, from interviews with stakeholder protagonists, and from a quantitative newspaper content analysis that I qualitatively interpreted.

Now, in this chapter, I elaborate on what the answers of the research questions mean in practice. Furthermore, I formulate recommendations for Hamburg Airport's future communicative strategies and behaviors. Moreover, I outline why and to what extent the results of this study are transferable to other major airports and other

industries. In addition, I describe what I learned during accomplishing this study, particularly, how this relates to my views on social change. Finally, I draft questions for future research and reflect on the research problem under an extraordinary philosophical-sociological aspect.

Interpretation of Empirical Findings

The bracketing perspective of this study emanates from the central research question of how effective Hamburg Airport communicated with its critical stakeholders regarding aircraft noise. Important in this context, this study started from the assumption that the self-presentation as a corporate citizen committed to sustainable corporate responsibility is an appropriate means for improving a major airport's reputation.

Each of the applied research methods I aligned to a specific facet of this study's research problem. Content analyses of corporate documents revealed that Hamburg Airport's communicative self-presentation was in congruence with scholarly concepts. Semistructured interviews proved that protagonists of relevant stakeholder groups prevalently perceived Hamburg Airport as sustainable. The newspaper content analysis showed that journalists favorably reported and commented on Hamburg Airport.

In this section, I interpret the findings in the light of the research subquestions and subsequently condense the individual answers into a concluding answer of the central research question. The first subquestion was how corporate principles, annual reports, and corporate magazines, and website reflected Hamburg Airport's commitment to sustainability.

The content analyses of the documents corroborated that Hamburg Airport's self-presentation fulfilled the scholarly criteria for corporate citizenship committed to sustainable corporate responsibility. The central messages addressed the economic, ecological, and social dimensions of sustainability.

The second subquestion was how the 10 half-year means of favorability of articles on Hamburg Airport developed during the epoch 2005-2009. The statistical newspaper content analysis evidenced that 82% of all analyzed articles were neutral, positive, or very positive. The statistical figures justified the assessment that newspaper journalists favorably covered Hamburg Airport-associated themes. Furthermore, an interpretation of the statistical findings in the light of my hand notes confirmed this.

Under the aspect of sustainability, the following patterns of journalistic coverage were most interesting. Absence of pronounced criticism of Hamburg Airport's environmental behaviors was a strong indicator that the company's efforts were overall satisfactory. I consider this conclusion justified, for none of the newspapers, not even the *Tageszeitung*, usually a confirmed environmental advocate, repeatedly articulated serious criticism in this respect.

Themes associated with Hamburg Airport's social responsibility achieved comparably high ratings on the Likert-type scale. In this context, newspapers frequently covered themes that addressed mobility, be it the inauguration of new destinations, be it the visits of politically or economically important personalities to Hamburg. Finally, newspapers lauded the airport's property of being a local landmark of high identification potential.

The third subquestion was how protagonists of critical stakeholder groups perceived Hamburg Airport's commitment to sustainability. The conduction of semistructured interviews evidenced that the majority of the five Hamburg Airport-internal and six external participants stated that Hamburg Airport behaved like a corporate citizen committed to sustainable corporate responsibility. In this context, they referred to the economic, environmental, and social dimensions of sustainability.

The fourth subquestion was what protagonists of critical stakeholder groups expected from Hamburg Airport regarding sustainability. The analysis of semistructured interviews evidenced that perceptions and expectations were congruent in almost all points. Consequently, it suffices to focus on the gaps among perceptions of the various stakeholder groups.

The fifth subquestion was how executives of Hamburg Airport perceived the company's self-presentation. The conduction of semistructured interviews evidenced that the five Hamburg Airport-internal participants unanimously judged Hamburg Airport's communication as professional and sustainability-focused. They indicated to improvement potential in a very concrete manner. The panel discussion concretized certain aspects in this regard.

On the other hand, the interviews evidenced a number of inconsistencies among airport-affiliated participants and protagonists or representatives of noise-affected neighbors. Among such statements that revealed inconsistencies were insufficient investment in noise abatement, manipulative communication, inappropriate criteria for noise risks, and unjust usage of flight paths.

Nevertheless, I synthesized the answers of the five subquestions into the following overall answer to the central research question: At the time of my empirical exploration, Hamburg Airport communicated effectively with its critical stakeholders regarding aircraft noise. This ensued from the summary of the answers of the five research subquestions. Eventually, I found various strong indicators that spoke for the causality between Hamburg Airport's communicative efforts that increased over the last decade and Hamburg Airport's reputation of being a corporate citizen committed to sustainable corporate responsibility.

Empirical Findings in the Light of Scholarly Theories

Particularly, the interviews with protagonists of noise-affected neighbors, a noise protection group, and the noise protection committee showed that Mitchell et al.'s (1997) stakeholder classification captures the relationships between Hamburg Airport and its critical stakeholders very well. Obviously, exposure to aircraft noise could produce a high degree of resoluteness to defend interests with great effort (Luijk, 1994, p. 94).

The interviews suggested that this could occur if Hamburg Airport neglected the relevance and importance of corporate communication. This could turn neighbors, if supported by noise protection groups, into dangerous stakeholders (Mitchell et al., p. 877). The fact that this has not actualized at Hamburg Airport should not deflect from the latent seriousness of the issue.

In this context, the majority of participants confirmed that employees of Hamburg Airport's department of environmental protection did what was affordable, physically possible, and reasonable to diminish noise exposure. In response, noise-affected

neighbors reacted positively to experienced airport concessions and respectful treatment (Silvia, 2003, p. 283).

Furthermore, the newspaper content analysis in combination with the analysis of participants' statements suggests that newspaper coverage of Hamburg Airport-associated themes influenced stakeholders' opinions about the company's behavior (Hansen & Benoit, 2007; McCombs & Ghanam, 2001; Reese, 2001; Shoemaker & Reese, 1990).

In this context, I refer to newspapers' use of the term *our airport* and participants' respective identification with the airport. This coincidence does not prove causality in the narrow meaning of the term; however, it is as a strong indicator. Two participants expressly mentioned the important role that newspapers played for the perception of Hamburg Airport in the eyes of the public at large.

The results of this study corroborate scholar's finding that corporate reputation is a multifaceted and complex concept that builds on stakeholders' perceptions and expectations (Barnett et al., 2006; Riel & Fombrun, 2007; Wartick, 2002). The majority of participants emphasized that Hamburg Airport's professionalism, competence, and sympathetic appearance of its representatives contributed to establishing Hamburg Airport's good reputation (Schwaiger, 2004, p. 46).

Furthermore, Hamburg Airport's responsiveness to the needs of noise-affected neighbors and its various environmental and social engagements prevented the company from stigmatization (Hudson, 2008, p. 254). Some of the participants recommended intensifying the company's presence in social networks. This coincided with scholars'

recognition that the World Wide Web's importance as a reputation-influencing medium is steadily increasing (Devers et al., 2009; Hudson, 2008).

Concerning the legality–legitimacy tension, the analysis of participants' answers evidenced a high degree of congruence between scholarly recognitions and the empirical findings of this study. The interviews revealed the following contradictory positions: Executives of Hamburg Airport and interviewees who had a strong affiliation with the company prioritized the airport's role as enabler of mobility, job creator, and social benefactor. Those who presented the interests of the noise-affected disputed the airport's legitimacy of exposing its neighbors to the current volume and structure of noise.

These incompatible positions mark the dilemma on which scholars from various scientific backgrounds elaborated: Laws and jurisdiction resolve conflicts procedurally; however, they do not create reconciliation where acknowledged societal values do not endow them with legitimacy (Deflem, 2008; Rehbinder, 2007).

Partly, participants' answers reflected the pessimistic views of Adorno (1966/2007), Foucault (1971/1972), and Lyotard (1984) according to which laws and jurisdiction did no longer suffice for reconciling conflicts waging parties, not to speak of pacifying social struggles. This seemed to indicate a tendency that divergent perspectives of disputing parties no longer anchor in acknowledged and commonly interpreted societal values.

Particularly, the protagonist of a noise protection group did not expect just and fair treatment by authorities. In a sense, this person implicitly demanded that airport representatives demonstrate empathy, solidarity, and mutuality (Hoffman, 2007). My

impression was that court decisions in favor of Hamburg Airport increased aversion, created frustration, and evoked unwillingness to listen to arguments in favor of Hamburg Airport.

In terms of scholarly theories on the legality–legitimacy divide, the lack of support from the majority of citizens for protests or particular critical stances towards Hamburg Airport means that law is not endangered to lose its authority (Rehbinder, 2007, p. 212). However, this does not imply relieving the airport from thinking about reconciliation beyond law and jurisdiction. One option could be mediation (e.g., Hensler, 2005; Raisfeld, 2007), a procedural means that Hamburg Airport, in collaboration with authorities, once applied as an element of a land use planning process.

A statement by the protagonist of the noise protection agency pointed into this direction. Accordingly, this person's manifold conversations with noise-affected airport neighbors had reconciliatory effects. This coincides with the tasks of this person that §32 of the German Air Traffic Act (Luftverkehrsgesetz) defines. This law, namely, provides the implementation of a noise protection committee at each German major airport.

In Hamburg, a civil servant from the local environmental protection agency assigned personalities from critical airport stakeholder groups to the committee. In a sense, §32 of the German Air Traffic Act transformed the precautionary principle into a binding rule that many scholars considered overdue (Bartle, 2006; Demmke, 2001; Dempsey, 2001; Miller, 2009; Upham et al., 2003).

Neither participants' statements nor newspaper coverage suggested that Hamburg Airport violated or defied the universal ethical principle of *reverence for life* (Schweitzer,

1987). On the other hand, things are not so clear if it comes to values such as fairness and justice (Rawls, 1971), legitimacy (Luhmann, 2008), solidarity (Hoffman, 2007), empathy (Gibbs, 2003; Katz & Kahn, 1978, p. 388), or compassion (Solomon, 1998).

A summarizing view of all 11 interviews, Hamburg Airport's central messages, and my hand notes on newspaper coverage evidenced that all parties involved were aware of the ethical issues that the mobility–tranquility conflict implies. However, none of them addressed this issue expressly. Obviously, they posited that their interpretations of fairness and solidarity were in congruence with the societally acknowledged substance of these values.

Interesting in this context, a journalist took a stance in favor of a heavily noise-affected neighbor (Heinemann, 2008, June 21). The fact as such indicates to the awareness that noise-affected neighbors deserve the expression of empathy, if not, compassion. On the other hand, the article did not substantiate how the author thought Hamburg Airports could practice empathetic or compassionate treatment of its neighbors.

Moreover, in their annual reports and magazines, Hamburg Airport provided numerous examples that illustrated morally impeccable behaviors. The examples addressed fairness, empathy, compassion, and solidarity. However, they did not refer to how Hamburg Airport ethically substantiated its entrepreneurial activities. In the concluding remarks of this chapter, I come back to this point.

The analysis of Hamburg Airport's self-presentation evidenced an understanding of corporate citizenship that coincided with concepts developed by Waddock (2009), Googins et al. (2007), and Davenport (1998). The company repeatedly highlighted its

commitment to enable mobility for the many, create jobs, protect, preserve, and restore nature, and engage in social projects and make philanthropic contributions (e.g., Waddock, p. 5).

In addition, Hamburg Airport conveyed its commitment to reconciling economy and ecology and furthering sociality in a manner that fulfilled all crucial criteria of professional communication. It presented itself as a reliable, credible, and trustworthy corporate citizen (Riel & Fombrun, 2007). Hereby, it did not follow a path of anticipatory obedience (Morsing & Schultz, 2006, p. 325). In addition, it involved stakeholders into its expansion plans (p. 334).

Important in this context, unpretentious and fact-bound epic style of its corporate messages avoided the impression that Hamburg Airport boasted of financial, environmental, or social engagements (Stewart, 2007, p. 485). Furthermore, the company's representatives sought manifold contacts with neighbors. Thus, the company anticipatively defended itself against potential reinforcement of precautionary measures (Dempsey, 2001, p. 662).

Moreover, it involved the mayor of the City of Hamburg into an environmental campaign (Gesell & Sobotta, 2007, p. 723). Also important, the airport's CEOs cultivated good relationships with the media (Bentele, 2008). On the other hands, the interviews revealed that CEOs should increase their public appearances. Particularly interesting, one of the external interviewees assessed the credibility of Hamburg Airport's corporate magazine *Hamburg Flughafen* as comparably low (Jo, 2005).

This could mean that obviously ostentatious self-presentation arouses the suspect of protagonists of critical stakeholders. This study provided only a weak indicator for this assumption. Nevertheless, this kind of reservation seems plausible. This could speak for cautious adoption of strategies recommended by scholars (e.g., Riel & Fombrun, 2007) whose focus are companies that sell traditional consumer products or services.

In this context, common sense suffices for concluding that some critical stakeholders of major airports take amiss strategies that resemble sales promotion campaigns. This speaks for stakeholder-tailored corporate communication. Riel and Fombrun (2007) indicated to this point (p. 200). They identified the prerequisite for a balanced proportionality among the various issues companies ought to address. My impression is that Hamburg Airport, in contrast to manufacturing corporations, prevalently addressed the public at large. This would comply with what Riel and Fombrun recommended in this respect.

Also relevant, the company did not communicate its financial success to the public at large as offensively as Gesell and Sobotta (2007, p. 728) recommended. In this context, one airport-internal participant said that the publication of financial success could evoke unwanted desires of, for instance, airlines regarding landing fees. This seems to be the reason for Hamburg Airport's caution in this respect. This is a reasonable strategy even if it contradicts generalizing scholarly recommendations.

Another interesting point, I did not find indicators for corporate pathos (Read, 2007). On the contrary, my findings evidenced Hamburg Airport's reluctance to make pathos an integral part of its communication strategy. In the panel discussion, the director

of corporate communication corroborated that the company avoided corporate pathos purposefully. This would not resonate, he pointed out, with the emotional spheres of Hamburg Airport's stakeholders. The common opinion in the panel discussion was that the company's respective reluctance helped establish credibility.

Disappointing in a narrow scientific sense, the study did not reveal a manifest corporate emphasis on conducting formalized rational discourses (Habermas, 1981/1984; 1981/1989). On the contrary, Hamburg Airport seemed to prefer spontaneity. In any case, the interviewees conveyed the impression that informality prevailed (Levine et al., 2000). On the other hand, this does not exclude dialectical discursiveness. Spontaneity and personal affection can figure as integral parts of permanent local discourses. I come back to this point in my concluding remarks.

In sum, my findings corroborated the practicality of the scholarly theories on which the social construct of corporate communication of commitment to *leading corporate citizenship* (Waddock, 2009) predicated. Finally, the findings evidenced that the circled numbers 9 and 10 in the logic model (see page 54 of this study) mark an area of interactions between airports and neighbors that are crucial for reconciliatory discourses.

In such discourses, airports can influence the content of emerging local narratives (Czarniawska, 2004). The best they could achieve is the following shared feeling of solidarity: Airports and their neighbors are part of a bigger unit, namely, the community they both serve in their distinct roles and functions. This study's exploration delivers clues that airports could achieve this if they respect their neighbors in a manner that

integrates elements of the archaic principles of *gift giving* and Confucian philosophy. I come back to this point in the concluding remarks of this chapter.

Figure 5 illustrates how dialectical discourses can contribute to reconciling divergent stakeholder interest of major airports, community, and neighbors. It relies on the optimistic concept that dialectical discourses can unify opponents if they respect one another including interests, emotions, and worldviews. This can endow rational discourses with thrust, momentum, and persuasiveness. Ultimately, this furthers the emergence of a common ground: unity in reason (Elster, 2009).

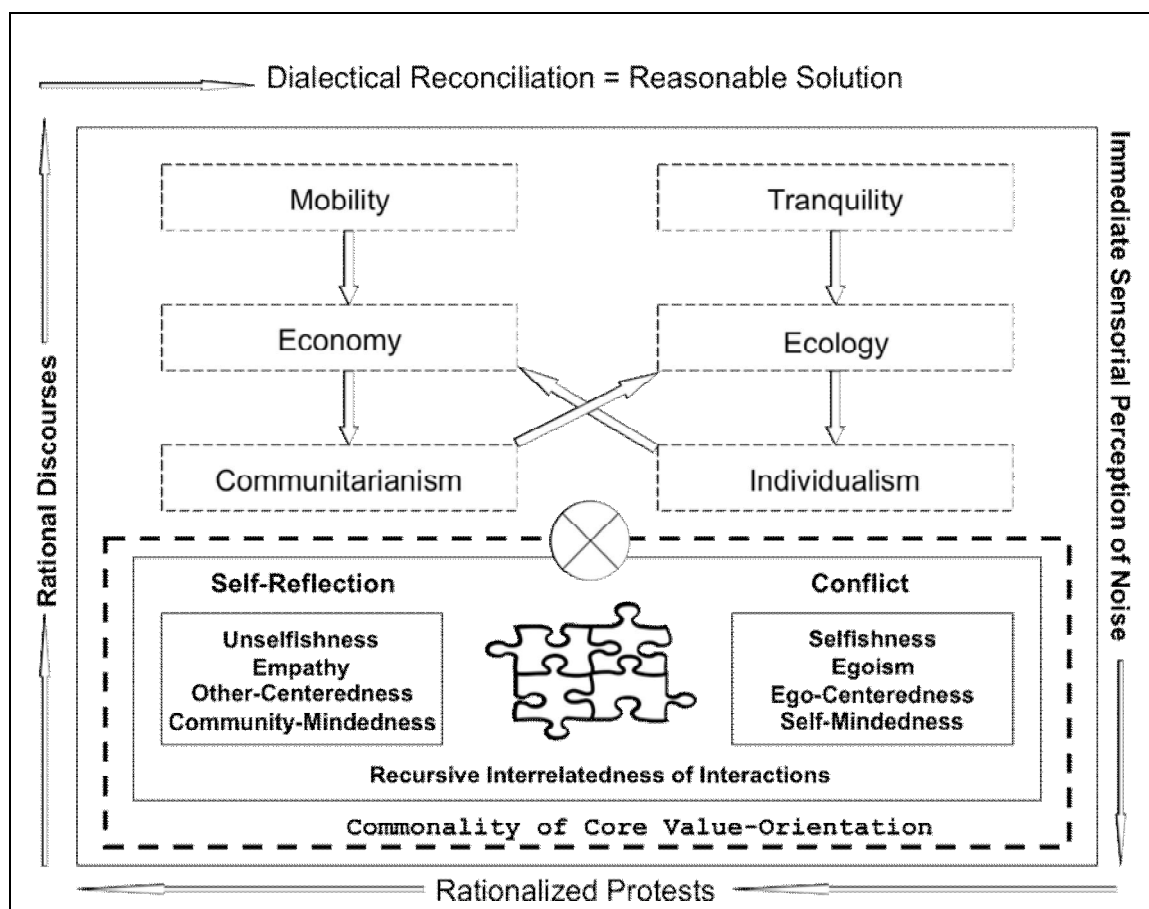


Figure 5. Elements of the Dialectical Reconciliatory Process

Recommendations for Practical Application

From the empirical findings of this study, various recommendations to Hamburg Airport ensued that could help improve the company's communication strategies. In essence, these recommendations relate to activities for which the contrivance of formal concepts is not required. They address the interpersonal spheres. Quintessentially, they are of elevated interest to Hamburg Airport's CEOs, the environmental officer, the neighborhood ambassadors, and the public relation officer.

Most important, the analyses of communication measures, interactions with neighbors, and the network of stakeholders affiliated with the airport did not evidence serious deficits. With the exception of the protagonists of a noise protection group, external participants did not negatively refer to Hamburg Airport's corporate magazines. Apart from these general remarks, I distilled the following options for improving communication strategies from the findings of this study.

First, all participants emphasized how important personal contacts between airport representatives and neighbors were. In this context, two participants indicated that Hamburg Airport had been facing fewer lawsuits than other major German airports. They assumed that this was due to Hamburg Airport's unique way of cultivating interpersonal relationships with its neighbors. In my mind, Hamburg should regard this as its strongest communicative option.

Second, the analyses of Hamburg Airport's corporate principles, annual reports, magazines, and its website evidenced the absence of explicit information about scale and scope of the company's direct, indirect, and catalytic financial contribution to the wealth of the region. Many major U.S. airports offensively publish such figures. Hamburg Airport and its shareholders should consider emulating this sort of communicating positive effects.

Third, entertaining events at the airport attracted many visitors and journalists. Usually, such events triggered favorable media coverage. The celebration of its 100th anniversary in 2011 is currently giving the company many opportunities to benefit from

this in journalistic respects. Hamburg Airport should continue exploiting similar opportunities for improving its reputation.

Fourth, Hamburg Airport should learn from the criticism originating from protagonists of critical stakeholder groups. Among the various pieces of criticism, the rejection of the population density-related determination of flight paths is the most striking one. I know that authorities do not consider respective changes. Consequently, Hamburg Airport needs to consider intensifying and sharpening its communicating efforts. At least, it needs to avoid careless or even sloppy argumentation.

Otherwise, the impression could emerge that authorities or Hamburg Airport had to hide something. The company could use the following arguments: Population density is the only reasonable nonsubjective criterion. Changes in flight path usage would create new protests from other residential areas. Nevertheless, the counterargument of lacking proportionality would not disappear. Hamburg Airport should discuss potential ways out of this dilemma with communication specialists.

In this context, the interview with a member of the noise protection committee revealed a likely false argument. Obviously, someone used the argument of adverse tailwind for justifying late night landings over comparably low populated areas. The participant who indicated to this point had pilot expertise. Hamburg Airport should avoid the dissemination of incorrect and easily refutable assertions. Otherwise, the consequence could be a loss of credibility.

Another very important point was the demand for increased investment in noise abating measures. The protagonist of a noise protection group considered the already

invested amount of €45 million insufficient. Hamburg Airport needs to rationalize why this amount meets what noise-affected neighbors could expect. The argument of voluntary payment seems to be insufficient. The above-mentioned protagonist suspected Hamburg Airport of a defensive strategy that aimed at anticipating increased precautionary legislation.

Finally, even increased investments, drastic penalization of loud aircraft types, and strictest realistically imaginable curfew rules would not eliminate highly disturbing and annoying noise exposure. Obviously, neighbors perceive their endurance of noise as something comparable to a sacrifice. Accordingly, they expect respectful treatment. Furthermore, they wish that others acknowledged how severely they suffer from noise exposure.

Exactly, this is the point where deepened psychological analysis could help identify additional ways of communicating with noise-affected neighbors. Hamburg Airport has several individuals among its staff who are excellent in this regard. Obviously, the head of the environmental protection department has the gift of appearing authentic, integer, and reliable. Participants corroborated this unanimously.

Hamburg Airport should see this as something that is not easily replicable; however, could serve as a role model. Furthermore, the interplay among the following factors could contribute to improving Hamburg Airport's reputation: the individual charisma of corporate ambassadors (Grant, 2007), Hamburg Airport's diverse opportunities to organize "symbolic events" (Bolman & Deal, 2003, p. 251), and dissemination of "stories that give flesh to shared values" (p. 407).

In essence, the empirical findings suggest that strategic communication was only one aspect among others. More important than this seemed to be the manifold contacts among individuals who spontaneously conveyed messages in spoken words and gestures. This seemed to be even more important than the “alignment” (Riel & Fombrun, 2007, p. 209) of employees with communication strategies. This coincides with theories on local narratives (e.g., Czarniawska 2004), the power of language games (e.g., Derrida, 1991; 1993), and “sacrificial giving” (Frémeau & Michelson, 2011, p. 68).

One of this study’s most valuable finding was that personal interaction in zones of social conflict overrides, superposes, and supersedes strategic concepts. In a sense, this recognition coincided with one of Ortmann’s (2010) central recommendations. He wrote, “Organizations need to include what they, in their capacity as organization, ought to exclude: individual integrity that is recalcitrant to the organization” (Trans. Benno D. Hoffmann) (p. 271). According to my experience, this usually evades strategic fixation.

Recommendations for Future Research

This study shows that social cohesion is a complex issue. Even the comparatively comprehensible tensions between major airports and their noise-affected neighbors evaded complete understanding. Furthermore, certain questions emerged; however, remained unanswered. Consequently, these questions require further social research.

First, this study does not make comparative assessments whether Hamburg Airport’s reputation is good, achievements of reconciliation are advanced, or newspaper coverage is favorable in absolute terms or in comparison to other companies. It could be a

worthwhile empirical endeavor to extend this study's type of exploration to other major airports.

Second, the interviews were, in a sense, dialogues with protagonists of various stakeholder groups. We exchanged opinions, although I remained in the role of the interviewer. Something else, however, was shimmering through this role allocation, respectively, role taking. Interviews and dialogues unfold according to similar patterns.

Consequently, an exploration of the contents of the dialogues between Hamburg Airport's neighborhood ambassadors and neighbors could help evidence what constitutes the differences between successful and failing dialogues. The neighborhood ambassadors could tell stories about the content of the dialogues in unstructured, open-end interviews. Furthermore, respective interviews could take place with individuals in similar positions at other major airports.

Third, a newspaper analysis of the mean of favorability of Hamburg Airport-related articles published in 2011 could be a rewarding research endeavor. Subject of such an empirical survey could be the hypothesis that the mean of favorability of Hamburg Airport-associated newspaper coverage in 2011 would be significantly higher than that of 2009. The hypothesis would predicate on the fact that Hamburg Airport celebrated its 100th anniversary in 2011. According to the findings of this study, the numerous events should evoke particularly favorable journalistic coverage.

Concluding this section, the following remark is necessary. This study explored the effectiveness of Hamburg Airport's communication; however, not whether the company did it efficiently (Cheng & Kesner, 1997). Consequently, the study did not

focus on the soundness of the proportionality between input of financial resources and outcome in terms of reputational improvement.

Apart from the difficulty to measure efficiency, many major airports might be or even should be interested in learning not only how effectively but also how efficiently they communicate. In pursuing my exploration, I found an interesting construct that could help answer questions of efficiency. Eng and Kim (2006) developed a concept for the improvement of advertising campaigns. Nevertheless, it should be transferrable to exploring questions of efficiency, too.

Eng and Kim's (2006) introduced *reach*, *richness*, and *affiliation* as the factors that determine the effectiveness of sales campaigns. The same criteria should be suitable for exploring efficiency. In this case, the application of a Delphi-method like panel discussion could be the right method. The operationalization of the variables *reach*, *richness*, and *affiliation* could occur on a 5-point Likert-type scale.

Self-reflected Appropriation of the Learned

Theorizing, empiricist induction, and writing were phases of my dissertational endeavor. My first idea of what I wanted to explore condensed into this study through various phases of appropriation of scholarly texts (Ricoeur, 1971). The whole endeavor unfolded in an iterative process. In addition, it was recursive in the sense scholars described it (Bateson, 1979; Bergson, 1995; Ortmann & Zimmer, 2001; Senge, 1990; Weick, 1979).

Oscillating between appropriations of theories and matching recollected practice and empirical findings with these theories, I learned something that surprised me. Within

several months, my understanding of what I had been doing for many years as a manager at Hamburg Airport had lost its either-or clarity.

Furthermore, working on this study implied social learning (Bandura, 1977) that molded my perception of reality in a recursive manner (Maturana & Varela, 1998).

Ultimately, my intellectual journey entirely changed my worldview. For the first time in my life, I had the opportunity of interviewing individuals about their perceptions under the boundary conditions of scientific methodology.

In this interactive process, I experienced first hand how participants exposed their individual frames of reference. I am deeply convinced that they did not pretend in any way. This was a revelation of honesty on both sides. No excuses could prevent me from recognizing that individuals constructed their own realities and did so legitimately (Berger & Luckmann, 1966).

In reflected recollection, I recognized the following remarkable fact. As long as I was part of Hamburg Airport, I seemed to be principally incapable of recognizing the mechanisms that drove decision-making. In hindsight, it reminds me of Konrad Lorenz's (1973/1977) assertion, "Cultural development is simply too fast for human nature to keep up with ..." (p. 191).

Moreover, it was an elementary experience to feel how I "hedonically responded" (Gordon, 1961, p. 134) to other individuals honest revelations. This adventure-similar experience enacted a new circle of self-reflection. During this phase, I not only reflected the learned but also my hedonic response. I deciphered this feeling as an archaic momentum of solidarity (Gick, 2003).

In a sense, as an interviewer, I had become a participant in the net of spontaneous discourses between Hamburg Airport and its stakeholders. Thus, I contributed to creating local narratives (Czarniawska, 2004). This let me experience what Derrida (1993) identified as a driving momentum within honest discourses. I discovered that the interviewer–interviewee nexus implied the symbolic “don sans present” (p. 84), the *symbolic gift* that establishes a tie of honor between participants in discourses.

Practically, I felt that I owed the interviewed persons something. In a sense, this study gives something back to them. It can serve as a pacifying piece in the reconciliation process. It could open the minds of others for looking upon the divergence of interests from the perspective Derrida (1993) offered. I come back to this point in the concluding remarks of this chapter.

Implications for Social Change

The findings of this study could contribute to reconciling divergent stakeholder interests in several ways. It provides insights that could be of practical and theoretical value for many who are striving for reconciling major airports’ neighbors with aircraft noise. It delivers empirically confirmed elements that could serve improving major airport’s communication. In detail, this study could initiate social change in various, hereinafter delineated respects.

First, this study confirms that Hamburg Airport ought to align its communication strategies with scholarly developed theories on corporate reputation, communication, and media influence. Furthermore, it corroborates that the legality–legitimacy divide and value-orientation play an important role in this context. This recognition gives Hamburg

Airport additional certainty regarding practical reliance on scholarly theories. This could also help those executives who want to defy traditional communicative strategies.

Second, the study corroborates that Hamburg Airport is on a good path of achieving reconciliation with critical stakeholders. This is of value because it should encourage Hamburg Airport to continue the chosen way of communication. This can help internally and externally, particularly, in discourses with those who doubt the justification of implied investments.

Third, the study's revelation that newspaper coverage was favorable gives Hamburg Airport additional certainty of its social integration in the community as a corporate citizen. This should alleviate the company's contrivance of communication strategies. In any case, it will enrich Hamburg Airport's basis of knowledge of how newspapers cover what sorts of corporate behavior favorably. Hamburg Airport can use this knowledge for identifying communicative weaknesses. Finally, Hamburg Airport can improve its reputation. Improved reputation, in any case, helps establish a good atmospheric basis for rational discourses with opponents. This is a prerequisite for reconciliation.

Fourth, the analysis of the semistructured interviews provided the most valuable clues for furthering the process of reconciliation. This part of the study evidenced that the annoyance of noise-affected neighbors had not reached a level that excluded rational discourses. On the other hand, it corroborated that it requires enormous personal efforts to conduct such discourses.

Maybe readers of this study review their patterns of acting in the light of my respective theoretical recognitions and self-reflective revelations. That could improve the one or other's preparedness for rational discourses with opponents. Particularly, the acknowledgement that divergent perceptions of reality are principally legitimate could contribute to making discourses fruitful. In many cases, this would enact reconciliation or, at least, increase its likelihood.

In sum, most important of all potential facets of social significance, stakeholders and the public at large benefit from a friendly coexistence between major airports and its noise-affected neighbors. Common sense suggests that communities do not function optimally if many residents exposed to whatever nuisance violently protest against the community or one of its important organizations.

However, this study can induce social change only if others know its content. Therefore, I will provide Hamburg Airport with an electronic copy. The shareholders will also receive copies. Moreover, I will deliver copies to the Ministries representatives of which I interviewed. In addition, I will offer to present the results of this study at the Hamburg Aviation Conference following next to my graduation. Finally, I will present the results in 2011 or 2012 at the Embry-Riddle College of Business, Daytona Beach, Florida.

Regarding the theoretical question of transferability of findings of this single case study, I refer to Yin (2003). He introduced the term "*analytical generalization*" (p. 32). This sort of generalization is not inferior to statistical generalization; it is an alternative, a qualitative way of securing transferability. This study's application of various types of

triangulation secured analytical generalization methodologically and methodically (p. 97). This qualifies this study for transferring its core findings to other major airports. In my opinion, transferability is not restricted to German airports. Furthermore, many of the findings are most likely transferrable to other industries, too.

Concluding Remarks

Concluding this study, I extend my reflections to two facets of reconciliation of divergent opinions that particularly attracted my attention. Erman (2006) added a crucial element to the Habermasian concept of rational discourses. She demanded that disputants use language for creating an atmosphere of *mutual respect*. In this manner, disputants transform rational discourses into a struggle for common solutions that satisfy both parties' core interests and resonate with their emotional spheres (p. 395).

From this revitalization, repective, adaptation of the Habermasian model, it is only a short intellectual step to the concept that Derrida (1993) developed under the concatenation of *language* and *gift giving*. This study understands *gift giving* not only in the archaic sense. It extends this figure of thought to its symbolic, pacifying, and socializing power (Daermann, 2010; Frémeaux & Michelson, 2011; Schuettpelz, 2003). All afore-cited authors referred to Mauss (1990/1950) who first elaborated on this "spiritual mechanism" (p. 25) that constituted collective ties in archaic societies (p. 21).

In archaic clan organizations, in many cases, *gift giving* was a preemptive ritual that prepared pacification or prevented wars (Schuettpelz, 2003). In times in which discourses had not reached mature states, physical gifts, as symbols of spiritual togetherness, likely were the rule, verbalized acknowledgment likely the exception.

Meanwhile, the substratum of *gift giving* has transformed into today's forms of linguistified symbolism.

Frémeaux and Michelson (2011), elaborating on asymmetric social relations, termed a gift *existential* that does not establish a social relationship of reciprocity. Extending this figure of thought of high symbolic power to immaterial phenomena such as “status, approval, or reputation” (p. 64) they used the term *sacrificial giving* (p. 68). The cited authors considered their theory applicable to business environments. Following this perspective, airports should demonstrate that their neighbors' endurance of noise deserves respect as a kind of sacrifice (p. 65).

In a sense, the respect expressed by symbolic actions that the term *gift giving* comprises can fill the affective lacuna that remains where legal arguments fail to reconcile noise-affected neighbors. Some answers of interviewees suggested that this was what they inertly expected. Moreover, *gift giving* as a figure of thought coincides with what Levinas (2011) wrote about the essence of discourses: “The relationship between the same and the other, my welcoming of the other, is the ultimate fact, and in it the things figure not as what one builds but as what one gives” (p. 77).

Finally, it should become manifest that airports do this in the name of the community that shares this respect for citizens who endure noise. Thus, airports, community, and neighbors would unite in a manner that reflects the archaic feeling of *gift giving* as a medium of socializing.

Throughout my explorative endeavors, the term *respect* has been playing a central role. Therefore, concluding this study, I refer to Thoreau (1962) who held individuals

responsible for the moral impaccability of the citizenry to which they belong. He ascertained that social equilibrium depends on the society's capacity to "... treat the individual with respect as a neighbor" (p. 104).

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Appendix A: Hamburg Airport's Corporate Principles

Mission Statement

Hamburg Airport supports the development of the air traffic for the metropolitan area, linking air-, road-, rail-, and sea-based transport modalities in a partnership manner.

Modern infrastructure and proficient services provided by companies belonging to the Hamburg Airport Group secure the high performance standards at Hamburg's international airport.

We serve our customers

Our customers' desires are vanguard point for our operative activities. We excel in performance; our competence in consulting and our customer care create trustworthiness.

We are a team

Relying on our skills, we take responsibility. We inform and help each other. Performance and commitment to common goals pay off.

Attractive working conditions, education, and workforce development are important to us, for qualified and motivated employees are our most valuable potential.

We are fair partners

Fair treatment of business partners secures our long-term success.

We inform public and media, conduct open dialogues, and engage in neighborhood projects.

We are economically successful

We invest in the future. We make innovation our goal and exploit in new business opportunities, even in international markets. Economic success and adaptation to change sustains long-term business development and provides job security.

We connect the metropolitan area with the world

We aim at offering optimal connectivity for the metropolitan area. As global gateway, we link various transport modalities, herewith also making Hamburg Airport into a center of communication and a meeting place.

We are committed to the environment

We are aware that all modes of transportation affect the environment. Therefore, careful treatment of the environment has priority in our thinking and acting.

Environmental Principles

Environmental protection is an essential component of our company strategy:

We avoid damage to the environment as far as possible. We are extremely careful in our use of energy and raw materials and – where there is no alternative – ensure that they are used sensibly and economically. Whenever we invest, we apply best available technology. In setting these objectives, we also exert an influence on our customers and business partners.

Our environmental protection extends beyond statutory requirements:

We not only comply with statutory regulations on the environment. As an innovative, environmentally aware company, we aim to reduce environmental damage associated with airport operations beyond any minimum requirements.

We are always seeking to improve our environmental protection programmes:

We record, document and assess any activities that have an impact on the environment, enabling us to identify any room for improvement. We are seeking to make progress in corporate environmental protection by providing comprehensive education and training for our staff. We set ourselves verifiable targets for the improvement of environmental protection.

We are all responsible for the environment:

We actively promote environmental awareness at Hamburg Airport. We encourage every member of staff to propose improvements to our environmental protection policy – either through our company “suggestion scheme” or by directly contacting the officers responsible.

We respect other people’s views and interests:

We conduct an open and critical dialogue with the public at large, by supplying information on the impact our company has on the environment. As such we take any suggestions, questions and criticisms seriously.

Leadership Principles

Goals, Objectives, and Targets

Employees ask themselves: What are our goals, objectives, and targets? What does achievement of goals, objectives, and targets require apart from each employee's commitment? Are individual goals, objectives, and targets in congruence with respective corporate ones? Self-committed engagement in tasks, assignments to groups, teams, or departments help to create new operational, administrative, and strategic ideas. This shall be the mental starting point for superiors and subordinates that elaborate departmental priorities. Employees optimally contribute to achievement of corporate goals, objectives, and targets, if superiors give subordinates adequate scope of discretion, responsibility, and self-controlled access to resources. Routinely, superiors communicate with subordinates about degrees of achievement of goals, objectives, and targets.

Showing Commitment

Performance, motivation, and commitment of each single employee contribute to the success of the Hamburg Airport Group. Employees take pride in their individual performance. Their pride is prerequisite for their emphatic commitment. Superiors need to discuss reasons for emergence of and remedies against impediments to corporate success openly and thoroughly. Reward and laureate schemes ought to effect that individual performance pays off materially and idealistically.

Internal Corporate Communication

Information ought to be actual, adequately exhaustive, and reliable for it is an important factor of establishing mutual trust among superiors and subordinates. Optimal outcome from collective efforts posits that each employee, involved in whatever kind of collaborative task fulfillment, dispose of actual, adequately exhaustive, and reliable task-related information about data, facts, and figures.

Delegation of Tasks, Responsibilities, and Competences

Appropriate delegation that respects the principle of congruence of task, responsibility, and competences increases corporate effectiveness, productivity, and job satisfaction. Delegation rests upon employees' individual capacities and performance. In this respect, furthering self-confidence and readiness of taking charge of tasks is a necessary condition for defining employees' adequate scopes of discretion. Supervisory intervention should be the exception to the rule. Intervention is appropriate and advisable only in cases in which achievement of corporate goals, objectives, and targets are at risk. In order to secure quality standards, superiors and subordinates give each other constructive feedback on degrees of achievement with respect to milestones, budget, and quality of individual or group workloads or projects.

Taking Responsibility

Employees are encouraged to use their scope of discretion to the full. Taking responsibility presupposes a corporate culture, climate, or interpersonal atmosphere that

tolerates faults and rejects premature sanctioning of individual shortcomings. Striving for becoming role models, superiors generate such a culture, climate, and atmosphere.

Consensual Conflict Solution

Diversity of thinking and acting patterns as well as different backgrounds of experience imply sporadic emergence of interpersonal conflicts. Not the conflict as such is the problem; however, inadequate dealing with it. Whenever colleagues cannot solve interpersonal problems on their own, challenge is to superiors to take the mediator's role. Mediators conduct the discussion in a moderate, reconciling, and encouraging manner.

Supporting, challenging, and Coaching Subordinates

Permanent, continuous, coherent, and respectful communication between superiors and subordinates is essential. Superiors support subordinates by lauding and constructively criticizing subordinates. Well-educated, trained, and coached employees are the corporation's most valuable capital. Therefore, further vocational education, training on the job, and coaching are essential constituting elements of human resource development within the Hamburg Airport Group.

Departments' Overlapping Collaboration, Units, and Unbundled Entities

Employees are encouraged to enrich their knowledge of tasks and processes assigned to other departments, units, and legally unbundled entities. Team-orientated leadership, based upon mutual trust, supports collaboration that overlaps organizational borders, furthers objective-focused execution of tasks, and improves mutual understanding, respect, and appreciation among departments, business units, and unbundled entities.

Appendix B: List of Types of Actions Symbolized in the Logic Model

(The running numbers below represent the circled numbers in the Logic Model)

1. Messages addressing airport neighbors (e.g., offering installations of soundproof windows, discussions of airport representatives with neighbors)
2. Messages addressing or affecting the community (e.g., tax payments, job creation)
3. Messages addressing environmental groups (e.g., dissemination of noise reports)
4. Messages addressing or affecting the public at large (e.g., flight shows)
5. Dissemination of press releases and meetings with media representatives
6. Contacts with and messages addressing environmental groups (e.g., attending meetings to which environmentalists invite)
7. Neighbors informing the media and messages on concerning this subject (e.g., by letters, e-mail messages, or telephone calls)
8. Lawsuits against the airport and messages addressing this issue (e.g., suing airports for noise compensation)
9. Discourses or discussions among neighbors
10. Condensation of discourses or discussions among neighbors into *local narratives* and messages addressing this issue (Lyotard, 1984)
11. Contacts between community representatives and the media and messages addressing such contacts (e.g., press conferences)
12. Contacts between environmentalists and the media and respective messages (e.g., press conferences or dissemination of pamphlets and subsequent discussions)
13. Contacts between the public at large and the media and respective messages (e.g., letters to the editor written by members of the public at large)
14. Contacts between courts and the media and messages addressing this subject (e.g., dissemination of press releases or press conferences, for instance, on cases in which major airports are involved)
15. Civic framing = journalists' balancing divergent ideological standpoints in their articles
16. Conflict framing = journalists' taking ideological standpoints in favor of either party involved in a social conflict on which journalists report or comment
17. Media internal reconciliation of conflict and civic framing
18. Convergence of seemingly irreconcilable positions, whereby airports' improved reputation induces or catalyzes the shrinking of gaps between neighbors' airport-associated perceptions and expectations

Appendix C: Codebook for Newspaper Content Analysis

Variables and Criteria for Likert-scale Operationalization

News item number: 1, 2, 3, 4, 5 ... n.

Name of newspaper that published the evaluated article (SPSS-code: newspa):

- | | | |
|---|---|----------------------|
| 1 | = | Die Welt |
| 2 | = | Hamburger Abendblatt |
| 3 | = | Die Tageszeitung |
| 4 | = | Bildzeitung |
| 5 | = | Hamburger Morgenpost |

Publication dates (SPSS-code: pdates):

yy/mm/dd

Prominence of the Article (promce):

- | | | |
|---|---|---|
| 1 | = | Very high prominence (more than 240 lines of 35 characters) |
| 2 | = | High prominence (between 121 and 240 lines of 35 characters) |
| 3 | = | Medium prominence (between 81 and 120 lines of 35 characters) |
| 4 | = | Low prominence (between 51 and 80 lines of 35 characters) |
| 5 | = | Very low prominence (20 to 50 lines of 35 characters) |

(Appealing pictures / photos may elevate the prominence)

Favorability of the article (SPSS-code: valenc):

- | | | |
|---|---|-------------------------------|
| 1 | = | very negative |
| 2 | = | negative |
| 3 | = | neither negative nor positive |
| 4 | = | positive |
| 5 | | very positive |

Stakeholder Relatedness (SPSS-code: stakeh):

- | | | |
|---|---|-----------------|
| 1 | = | Neighbors |
| 2 | = | Environment |
| 3 | = | Passengers |
| 4 | = | Airlines |
| 5 | = | Community |
| 6 | = | Public at Large |
| 7 | = | Others |

Sustainability Relatedness (SPSS-code: sustai):

- | | | |
|---|---|-----|
| 0 | = | yes |
| 1 | = | no |

Descriptions and Examples Illustrating the Criterion *Favorability*

Descriptions

The rating *neither negative nor positive* is appropriate for articles that provide statistical material about Hamburg Airport, deliver unbiased reports on events as, for instance, annual press conferences on traffic and economic developments of the airport, or inform about new destinations or entrances of new airlines.

The rating *negative* is appropriate for articles that emphasize negative aspects of an event in a manner, which the average reader most likely associates cognitively or affectively with something dislikable.

The rating *positive* is appropriate for articles that emphasize positive aspects of an event in a manner, which the average readers most likely associates cognitively or affectively with something appreciable.

The distinction between the rating *very negative*, respectively, *very positive* and *negative*, respectively, *positive* follows the illustration, which E. Scharrer (2002) published¹. According to Scharrer (2002), the rating *very negative* or *very positive* differs from their less pronounced qualifiers *negative* or *positive* in that they are to assign to texts the vocabulary, terminology, or style of which attracts the readers' attention, particularly by appealing to their emotional spheres.

¹ Scharrer, E. (2002). An "improbable leap": A content analysis of newspaper coverage of Hillary Clinton's transition from first lady to Senate candidate. *Journalism Studies*, 3(2), 393-406.

Examples

Example that illustrates the rating *neither negative nor positive*:

Text *Mopo* on May 31, 2008:

“Last year, Hamburg Airport facilitated 170,000 starts and landings. Airlines transported 12,700,000 passengers to or from Hamburg. Airport revenues increased by EURO 11.1 million to the amount of EURO 234.2 million...” (The researcher translated this and the following excerpts from newspaper articles)

Example that illustrates the rating *negative*:

Text *Abendblatt* on February 4, 1998:

After repeated break-ins at Lufthansa Boeing aircraft –
The Airport-Boss: “We’ll respond appropriately”

For the second time within the last four weeks, a break-in occurred at an aircraft [at Hamburg Airport]. If not for the Boarder Guard officers’ attention, authorities would not have detained the wrongdoer, before [the person] could cause damage. The 18-year old person was taken to a psychiatric clinic.... (Hamburger Abendblatt, p. 6, February 4, 1998)

Example that illustrates the rating *positive*:

Text *Abendblatt* on October 16, 2008:

...The airport intends to achieve a reduction of landings between 11:00 p.m. and 12:00 p.m. “Airlines attracting attention as repeatedly approaching after 11:00 p.m. need to apply for exceptional authorization ... “. ... Hamburg Airport’s Environmental Protection Officer said. ... Michael Eggenschwiler, CEO of Hamburg Airport LLC, is convinced: “Although we are a business company, we are striving for balancing economy with ecology”. (Gassdorf, 2008, October 16).

Example that illustrates the rating *very negative*:

In June 1994, *taz* headlined a rather critical article on an intended organizational restructuring, "Dispute on turn-around efforts at Hamburg Airport LLC." The second paragraph of the article read:

In Hamburg, nobody doubts the necessity of a complete overhaul of the state-owned company...notorious for its mismanagement and sleepy headedness: Permanent red ink bottom line figures and poor services made Hamburg Airport one of the sloppy companies in the entrepreneurial kindergarten that harbors Hamburg's state-owned enterprises. (Marten, 1994, June 16)

Another example that also illustrates the rating *very negative*:

On June 21, 2008, the *Mopo* headlined an article: "The air traffic noise is hell". Subheaders read, "Residents in Niendorf and Langenhorn are unnerved" and "Person X (age) does not hear the sound of her TV-set any more." The article's first lines described how the Person X experienced this at 8:00 p. m as follows:

Anchorperson Y truly bawls at Person X (age). Person X, living in Stellingen, has turned up TV-loudspeakers to full blast. [Person X's] glance permanently moved hither and thither, from the TV-set to the window. Then, Person X looked up into the sky suspiciously. For the last four weeks, landing aircraft had been thundering above her apartment; even double-paned soundproof windows were no sufficient remedy against the noise. More and more people are suffering in the same manner: The number of air traffic-related noise complaints increased by more than 60 percent in 2007, almost tripled since 2004. (Heinemann, 2008, June 21)

Examples that illustrates the value *very positive*:

An excerpt from an article, published in *Bild*, illustrates what *very positive* means in the here relevant context. The headline, *Faster-Prettier-Bigger* tuned in the reader to an article, which described the airport's terminal ensemble as marvelous architecture and featured Hamburg Airport's speaker of the board of CEOs (Schnitker, 2008, May 16).



Text left of photo:

Airport-Boss Michael Eggenschwiler enthusiastically: “Hamburg Airport is number 2 in Germany in passenger satisfaction. After finalization of our expansion program we want to be among Europe’s top 10 airports.”

(Copyright: Michael Penner, Hamburg, who permitted this reproduction - see Appendix N). Michael Eggenschwiler as photographed person also permitted usage of the photo – Appendix O)

Appendix D: Codebook for Corporate Texts and Interviews

Codes Used in Matrixes for Signifying Dimensions of Sustainability

CI = corporate identity, image, communication, philosophy, and reputation

EC = economic sustainability

EN = environmental sustainability

HI = historical information

OI = other issues

SO-E = moral corporate behavior

SO-F = featuring areas, organizations, or personalities who deserve societal acknowledgement or set examples worth emulating

SO-L = provision of leisure activities, including sport, entertainment, health and wellness or respective endorsements, encouragements, and advocacy

SO-M = enablement of mobility

SO-P = philanthropic, cultural, and community engagements or respective endorsements, encouragements, and advocacy

SO-R = taking responsibility for the metropolitan region's development or respective endorsements, encouragements, and advocacy

SO-S = reminiscence of historical personalities ('heroes') who contributed to social improvement, progress, or technological innovation

TI = technical information

Abbreviations Alleviating Transition from Tables G1–G29 to Tables G30–G40

When referring to appendixes in the following appendixes, I will use abbreviations specified hereinafter: Table F1, S1, S2, Table F2, S1, S2 etc. will stand for Table F1, Segment of Text #1, Segment of Text #2, Table 2, Segment of Text #1, Segment of Text #2 etc.

List of Abbreviations Used in Text Segments from Corporate Documents

AIC = Aeronautical Industrial Cluster
 AN = Association of Noise Affected Neighbors of Hamburg Airport
 ANP = Active Noise Protection
 AR = Annual Report
 ASMCS = Advanced Surface Movement and Control System
 AU = Audience
 BOD = Board of Directors
 BTTPS = Block-Type Thermal Power Station
 CC = Hamburg Chamber of Commerce
 CI = Corporate Identity
 CM = Community
 CSR = Corporate Social Responsibility
 CU = Customers
 EC = Economic Sustainability
 EM = Environmental Management
 EMSA = European Union's Eco-Management Audit Scheme
 EN = Environmental Sustainability
 EP = Environmental Protection
 EPA = Environmental Protection Agency
 EPO = Environmental Protection Officer
 EPP = Environmental Protection Program
 EV = Environmentalists
 f & b = food & beverages
 FRP = Flight Route Planning
 GH = Ground Handling
 GPU = Ground Power Unit
 HAC = Hamburg Aviation Conference
 HAM = Hamburg Airport
 HFCP = Hydrogen Fuel Cell Powered
 HH = Free and Hanseatic City of Hamburg
 HM = *ham.airport magazine*
 HSR = High Speed Railway
 ISO = International Organization for Standardization
 LTB = Lufthansa Technical base
 MD = Media
 NA = Neighborhood Ambassador
 NAP = Noise Abatement Program
 NB = Neighbors
 NGP = Natural Gas Powered
 NMS = Noise Monitoring Stations

NPA = Noise Protection Authority
NPH = Noise Protection Hangar ('Hush House')
NPG = Noise Protection Group
O & D = Direct flights from origin to final destination
OFZ = Obstacle Free Zone
PGS = Parking Guidance System
PL = Public at large
PNP = Passive Noise Protection
RED = Real Estate Development
RN = Running Number
RPP = Roof Protection Program
SD = Sustainability Dimension
SH = Shareholders
SO = Social Sustainability
ST = Hamburg Airport Stakeholders
TST = Table of Segments of Texts
VIP = Very important person

Appendix E: Interview Questions

Interview Questions

RN	Interview Questions	Participants
1	How does the public at large perceive Hamburg Airport?	all
2	What does the public at large expect from Hamburg Airport?	all
3	How do protagonists of the community perceive Hamburg Airport?	all
4	What do protagonists of the community expect from Hamburg Airport?	all
5	How do noise-affected neighbors perceive Hamburg Airport?	all
6	What do noise-affected neighbors expect from Hamburg Airport?	all
7	How do environmentalists perceive Hamburg Airport?	all
8	What do environmentalists expect from Hamburg Airport?	all
9	Would politicians advocate more protective aircraft noise legislation if frequency or militancy of protests against aircraft noise increased at major German airports?	R, M, D, B
10	Which are the three most effective communication measures for improving Hamburg Airport's reputation as a sustainability-committed enterprise?	all
11	Which are the three most persuasive arguments for substantiating Hamburg Airport's reputation as a sustainability-committed enterprise?	all
12	What additional communication measures could improve Hamburg Airport's reputation as a sustainability-committed enterprise?	all
13	How can Hamburg-Airport-minded stakeholders contribute to improving Hamburg Airport's self-presentation as a sustainability-committed enterprise?	R, M, D, B
14	How do journalists resonate to press releases? How do journalists resonate to press conferences? How do journalists resonate to the informal meeting-the-press event "Without Pen & Pencil"?	R, M, D, B

Appendix F: Form of Consent

You are invited to take part in a research study of Hamburg Airport's role as corporate citizen that tries to reconcile economic with ecological goals. You were chosen because the researcher assumes that you most likely have expertise or knowledge that predestines you for answering questions associated with the above-delineated research topic and the below-specified purpose of the study. This form is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part. A student researcher named Benno D. Hoffmann, who is a doctoral student at Walden University, United States, is conducting this study. He was working for Hamburg Airport LLC or affiliated companies from October 1979 to February 2007. During this period, he held various positions, among them, head of legal services, assistant to directors, and executive vice president. Today, he does not maintain any contractual relationship with the company.

Background Information:

The purpose of this study is to explore whether, and if so, to explain why specific communicative measures are effective, others are less effective, or even others are not at all effective in presenting Hamburg Airport as *sustainability-committed corporate citizen*.

Procedures:

If you agree to be in this study, you will be asked to participate in a semistructured interview during which Herr Hoffmann will ask you to answer questions associated with the above-specified research topic. Mr. Hoffmann attached a list of these questions to the Letter of Invitation sent to you by e-mail. He again has handed out to you a copy of the Letter of Invitation, including the list of questions at the beginning of the interview. Mr. Hoffmann could pose additional questions if the progress of the interview requires or suggests it. The researcher will conduct the interview in German language. The full interview will take one hour, at the most.

Voluntary Nature of the Study:

Your participation in this study is voluntary. This means that everyone will respect your decision of whether or not you want to be in the study. No one at Hamburg Airport LLC will treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind during the interview. If you feel overburdened or stressed during the interview, you may stop at any time. You may skip any question that you feel is too personal. The researcher will respect your decision(s) and will not ask why you changed your mind. Above all, he will not try to persuade you to continue answering questions.

Risks and Benefits of Being in the Study:

Your participation in the interview implies the risk, however minimal it may be, that third persons could get to know the content of your answers. Among those persons could be individuals who oppose to your opinions and could therefore change their behaviors towards you. This could negatively impact your social or economic status. In order to minimize this risk, the researcher will keep your information confidential as described below. You will benefit from the participation in that you will obtain an electronic copy of the study if Walden University approves it as valuable dissertational contribution.

Compensation:

Neither Benno D. Hoffmann nor Walden University will compensate you for sacrificing time and engagement in answering questions of scholarly interest. However, Mr. Hoffmann would reimburse expenses that were necessary to reach the place of the interview.

Confidentiality:

Any information you provide will be kept confidential. Mr. Hoffmann will not use your information for any purposes outside of this research project. He will not include your name or anything else that could identify you in any reports of the study.

Contacts and Questions:

You may ask any questions you have now. Or if you have questions later, you may contact the researcher via phone number 0049404604401 or e-mail address bhoff001@waldenu.edu. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 1-800-925-3368, extension 1210. Walden University's approval number for this study is **03-28-11-0020300** and it expires on

March 27, 2012.

The researcher will give you a copy of this form to keep.

Statement of Consent:

I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By signing below, I am agreeing to the terms described above.

Printed Name of Participant Date of consent Participant's Written or Electronic*

Signature Researcher's Written or Electronic* Signature

Electronic signatures are regulated by the Uniform Electronic Transactions Act. Legally, an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically.

Appendix G: Matrixes of Coded Texts

Table G1

Segments of Texts Excerpted from the Mission Statement

RN	Unit of Coding	SD
1	Enabler and integrator of mobility	SO-M
2	Important engine of economic growth	EC
3	Commitment to customer care and trustworthiness	EC/
4	Responsibility for good partnerships with business partners	SO-R
5	Demonstration of transparent corporate communication	CI
6	Cultivation of good neighborhood relationships	SO-P
7	Engagements in neighborhood projects	SO-R
8	Provider of secure jobs	SO-R
9	Implementation of long-term strategies	EC
10	Sharing responsibility for the metropolitan area	SO-R
11	Transformation of the airport into a communication hub	CI
12	Commitment to environmental protection	EN

Table G2

Segments of Texts Excerpted from the Environmental Principles

RN	Unit of Coding	SD
1	Avoidance of damage to the environment	EN
2	Parsimonious consumption of energy and natural resources	EN
3	Encouragement of partners and customers to do the same	EN
4	Environmental protection exceeding legal imposition	EN
5	Commitment to transparency: providing the public at large with data	EN
6	Commitment to self-improvement through training and education	EN
7	Sharing responsibility for the environment	EN
7	Welcoming workforce's proposals for improvement	SO-E
8	Encouraging stakeholders to exert criticism	SO-E

Table G3

Segments of Texts Excerpted from the Leadership Principles

RN	Unit of Coding	SD
1	Employees have wide scopes of discretion	SO-E
2	Reward and laudation motivates employees to excel	SO-E
3	Superiors encourage employees to feel pride in what they are doing	SO-E
4	Trust among superior and subordinate builds on reliable information	SO-E
5	Delegation: congruence among task, responsibility, and competence	SO-E
6	Supervisory intervention only if goal achievement is at risk	SO-E
7	Superiors create a culture of fault tolerance	SO-E
8	Superiors and subordinates give each other constructive feedback	SO-E
9	Superior sand subordinates communicate respectfully with each other	SO-E
10	Well-trained and –coached employees are the most valuable capital	SO-E
11	Team-orientation supports department-overlapping collaboration	SO-E
12	Superiors' role as mediator avoids confrontational conflict solutions	SO-E

Table G4

Segments of Texts Excerpted from the Annual Report 2005

RN	Units of Coding	SD
1	Flexibility, efficiency, customer orientation	EC
2	Acquisition of new airlines and destinations	SO-M
3	New schemes of fees/charges stimulate sound growth	EC
4	Investment of €5 million in noise protection during the past five decades	EN
5	Implementing customer-oriented task/responsibilities structures	EC
6	Uniform self-representation of HAM and partners as the Airport Family	CI
7	We do business without any state subsidies	SO-R
8	Consensus among parties, employer associations, and unions is crucial	SO-E
9	Acquisition of new attractive destinations	SO-M
10	Strong passenger growth	EC
11	EU legislation-conform incentives secure sound growth	EC
12	Higher increase in passengers than in movements	EN
13	Demand for low cost flights increased by 20%	SO-M
14	Record high numbers of hotel bookings in the metropolitan region	EC
15	50 low cost (price) destinations	SO-M
16	Air Berlin created 130 jobs in Hamburg	SO-R
17	Competitive price levels of non-aviation products stimulate business	EC
18	Nostalgic shut down Terminal Tango highly demanded event location	SO-L
19	Sky World TM creates/supports airport branding	CI
20	25,000 attended the company's Family Day	SO-L
21	Offering target group-specific high end brands	CI
22	Celebrated inauguration of Terminal 1	SO-L
23	Involvement of all business partners into the expansion project	SO-R
24	RED in consensus with the interests of the environment	EN
25	Flight paths defined according to population density	EN
26	One new job on each 1,000 additional passengers	EC

Table G5

Segments of Texts Excerpted from the Annual Report 2006

RN	Units of Coding	SD
1	Terminal inaugurated in 2005 affects image positively	CI
2	New York (JFK) destination increases attractiveness	SO-M
3	Modern wide-body aircraft minimizes noise exposure	EN
4	HAM considerably contributes to economic growth in the region	SO-R
5	New security regulations diminish profit	EC
6	Improved service friendliness increases customer satisfaction	CI
7	Market growth induced by increased O & D frequencies	SO-M
8	Incentivizing the introducing of new destinations and sound growth	EC
9	Increase in low price flights secures market-conform and sound growth	EC
10	Growing demand for touristic products stimulates air traffic growth	EC
11	Master plan reconciles economy, operation, and ecology	EN
12	Record high increases in passengers, revenues, and profit	EC
13	Offer of more long-haul flights enlarging the catchment area	EC
14	Increase in passengers higher than growth of movements	EN
15	Tourism industry contributes €6 billion to HH's value creation	SO-R
16	140,000 jobs associated with touristic products and services	SO-R
17	Introduction of 10 new destination	EC
18	100 airline destinations offered at prices below €100	SO-M
19	Increased numbers of flights to relatives and friends	SO-M
20	CEO of Emirates emphasizes HH's attractiveness	CI
21	Over proportional increase in non-aviation revenues	EC
22	Experiencing the stay at HAM as event/adventure	SO-L
23	Quality campaigns help improve the image of the airport	CI
24	Officially certified: price levels are lower than inner city ones	EC
25	Surveys of customer satisfaction create credibility	CI
26	Airports are economic enterprises and publicly needed facilities	SO-R
27	Airports quest for EU commitment to the creation of new capacities	SO-R
28	Expansion prerequisite: Reconciliation of economy and ecology	EN

Table G6

Segments of Texts Excerpted from the Annual Report 2007

RN	Units of Coding	SD
1	HAM facilitated more than 12 million passengers	EC
2	High partition of business travelers; 20 new destinations	SO-M
3	NAP exceeds legal impositions	EN
4	Introduction of noise-dependent landing fees	EN
5	Use of HFCP vehicles and installation of hydrogen filling station	EN
6	150,000 citizens visited ADH, among them, many neighbors	SO-L
7	Nostalgia meets Modernity, old/new – big/small aircraft	SO-L
8	Jobs for apprentices: Number exceeds demand	SO-E
9	Record high passenger volume, revenues, and profit	EC
10	Attractive price levels stimulated growth	EC
11	Considerable investment in passenger convenience and safety	EC
12	Mastering growth in an efficient manner	EC
13	ASMCS: Noise reduction and process optimization	EN
14	Developing competence in marketing high-end brands	EC
15	Plaza investment of €88 million	EC
16	Concerted real estate marketing	EC
17	GH is a reliable and sustainable partner	SO-R
18	Sound mix of traditional and low cost carriers	EC
19	Air Berlin is the only carrier that covers all market segments	EC
20	CO ₂ emissions reduced by 11.6 tons; commitment to higher reduction	EN
21	New legislation imposes new day (65)-night (55) eq. noise levels	EN
22	Additional 3,000 citizens/neighbors will benefit from NAP	EN
23	Offers to employees: sports, education, family consulting	SO-E
24	Offers to employees: kindergarten, vacation camps	SO-E
25	Philanthropic payments to sport clubs	SO-P
26	Philanthropic payments to neighborhood events	SO-P

Table G7

Segments of Texts Excerpted from the Annual Report 2008

RN	Units of Coding	SD
1	Only modest growth due to the global economic crisis	EC
2	Immediate effect of crisis: Diminishing revenues and profit	EC
3	Crisis is opportunity: Acyclic investment	EC
4	Increased attractiveness: Long-haul destinations, Plaza, HSR	EC
5	Successful encouragement of airlines to respect curfew hours	EN
6	Valuable social good: Harmony with neighbors	SO-R
7	Focus of aviation marketing: Exploitation of niche markets	EC
8	New slogan “fast, beautiful, modern” easily communicable	CI
9	Over-proportional demand for long-haul flights	SO-M
10	Low cost carrier Air Berlin most relevant driver to growth	EC
11	Processes from check-in to gates: “Fast, beautiful, modern”	CI
12	Negotiations with airlines: Fair and transparent	SO-E
13	Safety and security trainings qualify staff for challenging jobs	SO-E
14	No fees: Transports of seriously ill children from Afghanistan	SO-P
15	“Fast, beautiful, modern”: Redoubling retail and f & b areas	EC
16	Self-presentation as locally anchored international brand	EC
17	The architectural ensemble epitomizes “fast, beautiful, modern”	CI
18	Challenge to staff: Construction under operation	SO-E
19	RED guidelines and decision parameters secure future expansion	SO-R
20	GH view of “fast, beautiful, modern”: All services from one hand	EC
21	Peak hour patterns require flexibility and good communication	SO-E
22	Differentiated service standards respond to customer demand	EC
23	“Fast, beautiful, modern” defines CSR-focused EP	EN
24	Prevention of wake-turbulence damage (RPP)	EN
25	ISO 14.001 and EMSA certifications	EN
26	Noise reduction: 33% since 1997	EN
27	AIC-membership: “Efficient Airport 2030”	SO-M

Table G8

Segments of Texts Excerpted from the Annual Report 2009

RN	Units of Coding	SD
1	Attitude toward crisis: Challenge to be innovative	EC
2	Test flight of HFCP aircraft	EN
3	Eco-efficiency contributes to reduction of emissions	EN
4	Improved communication of commitment to climate-neutrality	EN
5	Functionally optimal terminal ensemble	SO-M
6	In spite of crisis: Financial results better than expected	EC
7	Traffic mix tendency: Bigger aircraft–less frequencies	EN
8	Revenues from expanded retail and f & b areas prove: strategy has been right	EC
9	New aviation marketing concept: CI through personalization	CI
10	Successful marketing strategy: Routes Marketing Award	CI
11	Marketing philosophy: Reliability, internationality, and tradition	EC
12	Integrator of transport modes air, sea, and land	SO-R
13	Introduction of a high-tech lightning alarm system	SO-E
14	Lateral thinking inspires/ignites/initiates innovation	EC
15	HAC surfaced innovative ideas/concepts for mastering crises	CI
16	Installation of 66 emergency telephones and defibrillators	SO-E
17	Short turn-around standards challenge staff and require optimal communication	SO-E
18	Decentralized responsibility: On-the-job-safety pivotal	SO-E
19	Promoting the introduction of HFCP-vehicles	EN
20	HFCP-tug test phase: Global requests for information	EN
21	Airport Family contest: Ideas for “Service wins”	SO-E
22	Corporate philosophy: Teamwork secures customer retention	EC

Table G9

Segments of Texts Excerpted from ham.airport.magazine 1/2009

RN	Unit of Coding	SD
1	The real 'Grosse Freiheit' (= Street in Hamburg's red light district)	SO-L
2	Similarities of Hamburg and Toronto	SO-L
3	Love brought young professional back to Hamburg	SO-F
4	A sailor for seven days	SO-F
5	Hamburg in full bloom	SO-L
6	Poker fever at HSV (= local soccer club)	SO-L
7	Habor City: 157 hectare of the future	CI
8	The new Hamburg Airport: Attractive architectural ensemble	CI
9	Mission de-icing: New staff concept	SO-E
10	CEO Hunold: From carrying bags to running an airline	SO-R
11	Airport News: ISO 14.001 and EMSA Certifications	EN
12	La dolce vita in Naples	SO-L
13	Prague: Literary Easter stroll	SO-L
14	Innsbruck: The call of the mountains	SO-L
15	Helsinki: The daughter of the Baltic	SO-L
16	Dubai: Shopping in the desert	SO-L
17	Riga: White nights on the Baltic	SO-L

Table G10

Segments of Texts Excerpted from ham.airport.magazine 2/2009

RN	Unit of Coding	SD
1	Hamburg meets Budapest	SO-L
2	Hungarian medicine made in Hamburg	OI
3	To Thailand with children	SO-L
4	Holiday endeavor: Rescuing endangered elephants	SO-R
5	Hamburg: Criminal Scene Inquiry	SO-L
6	The Hamburg questionnaire answered by Person X	OI
7	Soccer: The most beautiful pastime in the world	SO-L
8	The new Hamburg Trade Fair Facilities	SO-R
9	A Sunday at Hamburg Airport	SO-L
10	“Bees work as bio-filters” (Beekeeper quotation)	EN
11	Airport News: New Red Cross high-loader	SO-R
12	Rio de Janeiro: Brazil’s Capital of Happiness	SO-L
13	Vienna: St. Stephens Cathedral and ‘Sachertorte’	SO-L
14	Istanbul: The bridge to the Orient	SO-L
15	Toulouse: The pink city	SO-L
16	Sham El-Sheikh: Just dive	SO-L
17	Oslo: Nordic heritage	SO-L

Table G11

Segments of Texts Excerpted from hamburg airport magazine 1/2010

RN	Unit of Coding	SD
1	Hamburg meets Salzburg	SO-L
2	Music and marzipan connects Hamburg and Salzburg	SO-L
3	Theater director Flimm: Feeling at home in Hamburg and Salzburg	SO-F
4	Bula Fiji: "Time is our friend."	SO-L
5	Hamburg–Gateway to the world: Art, delicacies, and curiosities	SO-L
6	The ELBE 17 dock: King size beauty salon	OI
7	'HSV': Soccer star on the catwalk	SO-L
8	Perfect for Flaneurs: Five walks in Hamburg	SO-L
9	Video bus tour: Lights–camera–action!	SO-L
10	Radisson Blu Hotel: Just 100m to take-off	SO-L
11	Lost & found: Abandoned nine-week-old puppy	OI
12	Welcome to the Emirates lounge	SO-L
13	Dubai: City of the superlatives	SO-L
14	London: In tune with the zeitgeist	SO-L
15	Stockholm: Definitely royal	SO-L
16	Cyprus: The isle of Aphrodite	SO-L
17	Cologne: Its carnival battle cry is "Koelle alaaf!"	SO-L

Table G12

Segments of Texts Excerpted from hamburg airport magazine 2/2010

RN	Unit of Coding	SD
1	Hamburg meets New York—contrasts and similarities	SO-L
2	Two artists love for both cities Hamburg and New York	SO-F
3	The fascination of Western Greenland	SO-L
4	Hamburg's green oasis	SO-L
5	Elbe Philharmonic Hall—A growing landmark	CI
6	Musical 'Sister Act'—a visitor magnet	SO-L
7	Soccer Club 'HSV': Too many coaches in too short a time	SO-L
8	Bizarre insider tips, curious products, and Hamburg specials	SO-L
9	The adventure of emigration	HI
10	2011: celebrating the airport's 100 th birthday	CI
11	A shining shoe is a second business card	SO-F
12	Vural Oeger: 41 years of Hamburg—Turkey tourism	SO-F
13	Paris: The city of love	SO-L
14	Istanbul: City of the four elements	SO-L
15	Olbia: The footprint of God	SO-L
16	Marsa Alam: A diver's paradise	SO-L
17	Manchester: Bricks, music, and soccer	SO-L

Table G13

Segments of Texts Excerpted from follow me 1/2009

RN	Unit of Coding	SD
1	Employees security checks: No-tolerance of exceptions policy	SO-E
2	CEOs message to employees: Resilience and cost awareness	SO-E
3	'Stumbling blocks': In reminiscence of Jewish NS-victims	SO-S
4	Opening ceremony ahead: Stylish Airport Hotel	CI
5	Successful acoustic bird control	EN
6	Cruiser flights around the globe	SO-L
7	Acquisition of new destinations	SO-M
8	New Red Cross high loader	SO-R
9	News: e.g., growth in the tourism industry; Kabul airlift; new lounge	EC
10	Mystery shopping award winner	EC
11	Installation of self-check-ins in the Plaza	TI
12	250 experts and executives attend HAC	CI
13	Airport Plaza: Seductive buying atmosphere	EC
14	In the final phase: New corporate uniforms and work clothes	SO-E
15	Officers on duty: Increase in staff headcount	SO-E
16	Safety initiative: Installation of new lightning alarm system	SO-E
17	HAMfun project group promotes sports and leisure activities	SO-L
18	Encouragement of employees' donating blood	SO-P
19	Invitation to participating in non-smoking seminars	SO-E
20	Terminal Tango: Students give COURAGE an artistic face	SO-P
21	Encouragement to engage in honorary work	SO-P
22	UAS lectures on the theme 'The Fascination of Flying'	TI
23	40 th anniversary of the 'Jumbo' (Boeing 747)	HI
24	Exhibition: Featuring aviation pioneer Hugo Junkers	SO-S
25	Neighborhood Ambassador on tour	SO-R

Table G14

Segments of Texts Excerpted from follow me 2/2009

RN	Unit of Coding	SD
1	Maiden flight of the HFCP aircraft 'Antares'	EN
2	Airport Hotel: Finishing work on the building site	CI
3	Awarded by the CC: Excellence in environmental awareness	EN
4	CEOs explain effects of the economic crisis to employees	SO-E
5	CEO Eggenschwiler elected to the executive board of ACI-Europe	CI
6	A farewell to the Airbus A 300-600 at LHT	HI
7	2,000,000 th passenger on the City-Airport train	SO-M
8	Response to the crisis: Acquisition of new destinations	EC
9	Winning of the Routes Marketing Award	EC
10	Globally unique equipment tested in fire drill	TI
11	News: e.g., Foundation of the Center for Applied Aviation Research	TI
12	ARC focus: Individuals with Restricted Mobility	SO-R
13	Donation to a children and youths charity organization	SO-P
14	High ranking local politicians visit the airport	CI
15	Reopening of a customer service point	CI
16	Preferential rates for employees with rent-a-car company	SO-E
17	One-page feature of the food & beverage courts	EC
18	Output of Aviation Security: 20,000 identity papers and licenses p.a.	SO-E
19	Hobby Group 'Photography' exhibits: Employees at work	SO-F
20	Soccer tournament and other sporting activities	SO-E
21	HAM cyclists participate in 300 km race in Sweden	SO-F
22	Social project: Employees refurbish playground equipment in the neighborhood	SO-P
23	HAM volunteers help organize social event in the neighborhood	SO-P
24	Neighborhood Ambassador represents HAM at weekend events	SO-R
25	50 th anniversary of Eurocar at Hamburg Airport	HI

Table G15

Segments of Texts Excerpted from follow me 3/2009

RN	Unit of Coding	SD
1	Customer service is team sport	SO-E
2	Airport Hotel: Opening ceremony attracts VIPs	CI
3	'Hamburg Way' supports education of underprivileged children	SO-R
4	HAM cooperates with academic institutions	CI
5	Opening of additional 1,800 parking lots	EC
6	Neighborhood Ambassador has a busy agenda	SO-R
7	Installation approach light posts made of carbon fiber	TI
8	Food center Marché International awarded	EC
9	Acquisition of new destinations	SO-M
10	Performance optimization of Ground Power Units	EN
11	Continental Airlines joins Star Alliance	SO-M
12	Air Berlin increases number of self-check-ins	SO-M
13	HAM Marketing Cooperative presents "Magic Worlds"	SO-L
14	Opening of Dunhill Lounge	EC
15	'17 Hippies' performance in Terminal 1	SO-L
16	Complaint boxes: Airport Office open to criticism by passengers	CI
17	Installation of a new Climate Reference Station	EN
18	Opening of a gambling center in Terminal 1	SO-L
19	16 apprentices start careers with Hamburg Airport	SO-R
20	CEOs inform employees about airport issues	SO-E
21	Great resonance: Bicycling to work	EN
22	Encouragement to donate blood	SO-P
23	10 th anniversary: Sniff dogs detect explosives	HI
24	Employees' children enjoy vacation camp	SO-E
25	2,451 participate in 10-miles 'around-the-airport-race'	SO-L
26	Bus Tour Company offers: Backstage views of the airport	SO-L
27	'Beatlesmania': Permanent exhibition opens doors	SO-L
28	Airbus A 380 landing at HAM	TI

Table G16

Segments of Texts Excerpted from follow me 4/2009

RN	Unit of Coding	SD
1	Fresh-food market opens doors	EC
2	HAM seizes the crisis as opportunity	EC
3	Airport Hotel design generates atmosphere of wellness	CI
4	HAC tackles with new aviation and tourism trends	CI
5	Boeing 737-800 named after charity organization	SO-P
6	Employees give Christmas presents to young cancer patients	SO-P
7	KLM celebrates 90 th anniversary at HAM	HI
8	New destinations: From Hamburg to ski resorts	SO-M
9	New banking outlet opens doors	EC
10	Air Berlin now serves HAM-FRA destination	SO-M
11	Exhibition informs about health risks to restless managers	SO-L
12	Kielius Bus Tours celebrate 30 th anniversary	HI
13	AFS awarded for excellent safety management	CI
14	Telephone information staff: First point of contact for customers	SO-E
15	Frequently requested: HAM's energy management consulting	EN
16	Airport Chapel presents an alternative Christmas Story	SO-P
17	Anything to declare: Featuring custom services	SO-F
18	Work council chairperson: "Employees' trust makes me proud."	SO-E
19	Low cost carriers benefit from the crisis	EC
20	Refurbished: Fitness center for employees reopens	SO-E
21	'Airport Bikers' invite underprivileged children to enjoy a day at the airport	SO-P
22	Motto of the 2009 employees party: 'A Venetian Night'	SO-E
23	Two features: 40-year careers with Hamburg Airport	SO-F
24	'Profi-Card' guarantees preferential rates with public transportation	SO-E
25	20,000 attended 'Magic Worlds'	SO-L
26	Heavy duty foam tender/vehicle visits neighborhood charity event	SO-P
27	HAM's twitter address: http://www.twitter.com/HamburgAirport	CI
28	The Neighborhood Ambassador team visits Christmas Markets	SO-R
29	120m ² 'Busy Bee' poster propagates FHH environmental awareness	EN

Table G17

Segments of Texts Excerpted from follow me 1/2010

RN	Unit of Coding	SD
1	Installation of defibrillators in the terminals	SO-E
2	2011: Airport will celebrate its 100 th anniversary	HI
3	HAM21–expansion program: Mission accomplished	SO-M
4	STARS: Ground Handling subsidiary turns 10	HI
5	New HAM-Website link: “My Hamburg Airport”	CI
6	Acquisition of new destinations e.g., Rimini, Vilnius	SO-M
7	Edeka Marketplace: Shopping has become more attractive	EC
8	HAM donates for Haiti	SO-P
9	“Hamburg Airport Friends” turns 10	HI
10	Fast. Beautiful. Modern. – Green: Sustainability Commitment	EN
11	A-SMGCS: Optimization of aircraft movements	TI
12	Corporate education: Program for 2010	SO-E
13	CEOs meet workforce: economic recovery in sight	SO-E
14	Mystery Shopper Program: Shops awarded	EC
15	Airport Family Contest: Awarded ideas	SO-E
16	Check your vaccination pass: corporate doctor offers shots	SO-E
17	Sports & Leisure turns 50	SO-E
18	20 th anniversary of L’TUR at HAM	SO-F
19	Tourism fairs: Marketing people on tour	SO-F
20	Record winter for STARS: 5,000 deicing events:	SO-F
21	Stabilization of air traffic	EC
22	Returned to HAM: Aviation Weather Forecast	TI
23	Ecumenists: Lutheran and Roman Catholic cooperation at HAM	SO-R

Table G18

Segments of Texts Excerpted from follow me 2/2010

RN	Unit of Coding	SD
1	A-SMGCS: Ground radar went into operation	TI
2	Neighborhood ambassador: Close contact with people:	SO-R
3	Workforce parking space transformed into such for passengers	SO-R
4	Neighborhood ambassador on tour	SO-R
5	New security checks	TI
6	Emergency drill: 54 people, simulating injuries, need rescue and treatment	TI
7	Terminal Tango: Real Estate Fair	OI
8	Continental Airlines: 5 th anniversary at HAM	HI
9	Exhibition in the Airport Chapel: Photos of Portugal	SO-R
10	Hamburg Air: serving Sylt, Helgoland, and Juist destinations	SO-M
11	For €99 to Basel	SO-M
12	CEOs meeting with politicians	SO-R
13	New CEO for AHS	OI
14	Airbus, Bishop, and Dasell win Crystal Cabin Award	EC
15	Health and family: HAM makes attractive offers to workforce	SO-E
16	Great success: Girls' Day at HAM	SO-E
17	HAM wins European Routes Marketing Award	CI
18	Anonymized cell phone based tracking of passenger flows	SO-M
19	Ash cloud curbs traffic volume tremendously	EC
20	Person with Asperger Syndrom gets internship at HAM	SO-R
21	Safety first: featuring HAM's safety engineers	SO-F
22	HAM cyclists in Berlin	SO-F
23	Automobile mechanic's 32 years with HAM	SO-F
24	Elected: New works council	SO-E
25	Antonov AN 225 takes cargo for China	SO-M
26	"Ringeltaube": First class products at low prices	OI
27	Bio-Detectives analyze air pollution	EN
28	LH and Boeing celebrate 50-year cooperation	HI
29	Two Chancellor Jets delivered to the military	TI

Table G19

Segments of Texts Excerpted from follow me 3/2010

RN	Unit of Coding	SD
1	Test application of body scanners at HAM	TI
2	Highlight 2011: HAM celebrates its 100 th birthday	CI
3	News from the terminals: New attractive outlets	EC
4	Dentist center opened at HAM	OI
5	Expansion of the security check area	TI
6	Paint, play, laugh: Children's corner in the food & beverage area	EC
7	Passenger convenience: Parking reservation system	SO-M
8	Acquisition of new destinations: e.g., Manchester and Reykjavik	SO-M
9	Hamburg–Föehr in 45 minutes	SO-M
10	Anniversaries: KLM–90 years, Air France–60 years at HAM	HI
11	300 million passengers facilitated at HAM since 1920	HI
12	Apprenticeships at HAM: Learning is fun	SO-E
13	Change in perspectives: HAM executives in social institutions	SO-P
14	Airport Carbon Accreditation for HAM	EN
15	Economic upswing helps aviation recover	EC
16	Welcoming 13 new apprentices	SO-E
17	HAM employee's resolute reaction to emergency case	SO-E
18	Technician's 30 years with HAM	SO-F
19	Corporate sports: Female tennis crew ranking 4 th in Hamburg	SO-E
20	Photo exhibition: Close views on trees	OI
21	HAM donation to ARCHE	SO-P
22	Airport Tigers: Employees' kids involved in vacation programs	SO-E
23	"Let there be light": HAM takes part in the "Night of the Churches"	SO-R
24	HAM launches corporate facebook.com profile	CI
25	The Neighborhood Ambassador on tour	SO-R
26	Another anniversary: 50 years of jet aviation at HAM	HI
27	27 th International Airport Race at HAM: 2,400 participated	SO-L

Table G20

Segments of Texts Excerpted from follow me 4/2010

RN	Unit of Coding	SD
1	HAM celebrates 100 th birthday—all join in	CI
2	CEOs and works council address workforce: celebrate with us!	SO-E
3	Dental services opened at HAM	OI
4	Once more: Defibrillator saved passenger's life at HAM	SO-E
5	Family action day: 'Magic World' attracted 15,000	SO-L
6	HAM is part of the "European Ecological Capital" campaign	EN
7	Hotel Radisson Blu celebrates its first birthday	HI
8	Young Musicians perform in Terminal Tango	SO-P
9	Bressler Menue wins Continental's First Award	CI
10	Acquisition of new airlines and destinations	SO-M
11	Highly frequented Energy Conference at HAM	EN
12	B747-400 named 'Hamburg' executed 13,100 flights	HI
13	Security checkpoint 'South' revamped	TI
14	Central service for employees and families	SO-E
15	New mobility concept: 'Profi-Card' for employees	SO-E
16	Succession in Human Resource Management	SO-F
17	HAM is part of the European Company Sport Games	SO-E
18	HAM apprentices excel in CC competitions	SO-F
19	HAM employees participated in 'Cycling to work' and 'Cyclastics'	SO-F
20	Featuring a canteen service person	SO-F
21	Firefighter from Dar Es Salam visits HAM's fire department	OI
22	New location for an aviation pioneer's monument	SO-S
23	Neighborhood ambassador's appearance at the fair 'Wanderlust'	SO-R
24	Christmas Market for workforce members	SO-E
25	Federal Service Medal for HAM's EPO	SO-F

Table G21

Segments of Texts Excerpted from Hamburg Flughafen 1/2009

RN	Unit of Coding	SD
1	Maiden ride of the City–Airport Train	SO-M
2	Finalizing the expansion program: Opening the Plaza	EC
3	Fourth consecutive time: ISO 14.001 and EMSA certifications	EN
4	Runway rehabilitation: Apology for temporary noise exposure	EN
5	Two 1,000 horse power heavy-duty foam tenders went into operation	TI
6	‘Child safety’ seminar: a must for parents	SO-E
7	HAM donates spare newspaper copies to nearby detention center	SO-P
8	HAM cosponsors holocaust survivors’ flight to Israel	SO-P
9	EPO awarded for outstanding environmental engagement	EN
10	Transavia connects HAM with ski resorts near Innsbruck	SO-M
11	LH-Technical Base: Increased demand requires expansion	EC
12	Flybe awarded as ‘Green Airline’	EN
13	Jet Stream helps save fuel	EN
14	Where Brazil reveals roots of African culture	SO-L
15	In less than two hours to the most beautiful Italian cities	SO-M
16	Insider tip: Explore New York beyond Manhattan	SO-L
17	Low Cost Carrier Aer Lingus: James Joyce and Guinness	SO-L
18	City–Airport Train: Fast and convenient	SO-M
19	Plaza: 350 new jobs and seducing buying atmosphere	SO-E
20	Print on demand: 700 newspapers from all over the world	CI
21	Politicians convinced: The metropolitan region benefits from HAM	SO-R
22	Plaza opened doors to the public: 40,000 visitors	SO-L
23	Healing power: Salt grotto cures asthma and skin diseases	SO-L
24	New bicycle shop opened near the airport	SO-F
25	Rehabilitation of the organ in a nearby chapel	SO-P
26	Featuring neighboring suburb	SO-F
27	‘Lost & Found’: Bride-groom found in an airport lavatory	OI
28	Chinese guest student learns much about airport processes	SO-R
29	Featuring Federal Police officer	SO-F
30	Presenting shops and food-court outlets	EC
31	‘Miniature Wonderland’ presenting model aircraft	SO-L
31	New Internet portal: Mothers offer children’s wear	SO-F
32	Featuring ‘Room-Beauty’ service small enterprise	SO-F

Table G22

Segments of Texts Excerpted from Hamburg Flughafen 2/2009

RN	Unit of Coding	SD
1	HAC Conclusion: Aviation industries need flexible structures	SO-M
2	HAM: Gateway to the North	SO-M
3	Less night flights – shrinking loud noise contours	EN
4	70 students give COURAGE an artistic face	SO-P
5	Flexibility, cost management, emission-dependent landing fees	EN
6	HAM helps move a kindergarten to another location	SO-P
7	Amphibian plane resumes 45-minute round-trips	SO-L
8	Installation of a new lightning alarm system at the airport	SO-E
9	Exhibition in honor of aviation pioneer Hugo Junkers	SO-S
10	High-loader lifts disabled people on board the aircraft	SO-E
11	Invitation of underprivileged children to the airport model show	SO-P
12	Award for parking-lot P2 services	CI
13	'Stumbling Stones' in remembrance of holocaust victims	SO-S
14	Tech-Center: Research of HFCP aircraft	EN
15	'Albert Berlin': 737-800 starts for €34,000 luxury cruising trip	SO-L
16	Airport spotters: Specialized in photographing airport and else	SO-L
17	Local company produces A 380 maintenance spare parts	EC
18	Continental introduces new board entertainment system	TI
19	Condor launches service to Sham El Sheikh	SO-M
20	Emirates extends sponsoring contract with soccer club	SO-L
21	Insider tip: From Brussels to India by Jet Airways	SO-M
22	Flight captain explains the aircraft trimming mechanism	SO-R
23	Finnair offers the shortest flights to Asia	SO-M
24	Helsinki: A paradise for enthusiasts of modern artistic design	SO-L
25	Malév serves the destination HAM-BUD twice a day	SO-M
26	Students' project honors anti-NS hero	SO-S
27	Cyclist designs racing and mountain bikes	SO-F
28	Featuring the metropolitan region: Bergstedt, a place to live	SO-F
29	Firing warning shots as a means of bird control	EN
30	Dream job: Service manager at the airport	SO-F
31	Personal feature: Working as jauntier for Moewenpick	SO-F
32	Red Cross offers seminars to long-time unemployed women	SO-R
33	'Port Diary': A pretty gift for various occasions	OI
34	'Climbing garden' offers entertainment and joy	SO-L

Table G23

Segments of Texts Excerpted from Hamburg Flughafen 3/2009

RN	Unit of Coding	SD
1	HAM awarded for excellence in noise abatement and EP	EN
2	Six bee-colonies' honey production proves: excellent air quality at HAM	EN
3	Holiday season: 1,500 additional parking lots	SO-M
4	Airport Hotel in 2-min distance to the Terminals	CI
5	Industrial association urges: New airport capacities are a prerequisite	SO-M
6	Employees spend working time at retirement home	SO-P
7	HAM wins Aviation Marketing Award	EC
8	Airport TV: 200 th telecast on HAM highlights	CI
9	'Patrouille Suisse' demonstrates top notch flying skills	SO-L
10	Mystery shoppers control service quality	EC
11	HAM firefighters rehabilitate playground equipment in the neighborhood	SO-P
12	HAM food courts lauded by restaurant guide	EC
13	LHT wins Crystal Cabin Award	EC
14	AlsterAero produces integrated aircraft entertainment systems	EC
15	German Wings expects excellent growth rates	EC
16	Sylt is the oldest flight destination served from HAM	SO-M
17	LHT varnishes 'Dornier Merkur' replica	HI
18	Flight captain explains how to navigate on the ground	SO-R
19	Hamburg's partner-city Shanghai hosts World Fair 2010	SO-L
20	Information: Health care pays for holiday induced vaccination	SO-E
21	Tunesia: 3-hour flight to cultural diversity and recreation	SO-M
22	Nanjing: Place of pilgrimage in East China	SO-L
23	Competition winners travel to Budapest	SO-L
24	Air Berlin offers 273 weekly flights to 30 destinations	SO-M
25	Students campaign against 'binge drinking'	SO-R
26	Farmers Golfing: A variant of a popular sport	SO-L
27	Hamburg software engineer present haut-couture in New York	SO-F
28	Learning trail: Bronze plates guide through simulated solar system	SO-L
29	Huge TV and movie collection harbors 40,000 items	OI
30	Featuring a neighboring suburb	SO-F
31	Airport model celebrates 50 th anniversary	HI
32	'Fleetkickers' keep Hamburg's canal system clean	HI
33	HAM sports unit opens Beach-Volleyball pitch	SO-E
34	Featuring officer of the Federal Custom Services	SO-F
35	Extra page: News from shopping malls and food courts	EC
36	Local desert specialty in Lisbon: Pastéis, the tasty tart	SO-L
37	30:1-magnified models of insects attract visitors	SO-L
38	Trip to Hamburg's smallest lighthouse	SO-L

Table G24

Segments of Texts Excerpted from Hamburg Flughafen 1/2010

RN	Unit of Coding	SD
1	Our contained city: Food & Beverage, Hairdresser, Office Space	EC
2	Radisson Blu: Only a few steps to the gates	CI
3	Fewer night flights	EN
4	TV anchor person: "I first met my wife on a flight HAM-FRA"	SO-F
5	Dornier Museum: More than 100 years of aviation	HI
6	Airport supermarket: Like anyone anywhere else	EC
7	HAM launched twitter.com link	CI
8	Lost & Found auction serves a good purpose	SO-P
9	HAM will celebrate its 100 th birthday in 2011	CI
10	Do you remember the 'Candy Bombers'?	HI
11	Anthology on the B-747	HI
12	Opening of the Emirates Lounge	CI
13	Hourly tact of the bus shuttle HAM-Kiel	SO-M
14	Featuring a female helicopter pilot	SO-F
15	First LH A380 arrived at HAM	TI
16	LHT capacity utilization is good	EC
17	Engineering company hires employees	EC
18	Air Berlin on equal footing with LH	EC
19	Continental joined Star Alliance	SO-M
20	Leisure carriers are serving four new destinations	SO-M
21	Hundertwasser-building in Vienna gets 'green'	EN
22	Egypt: Combining culture and leisure	SO-L
23	Exchange rate attracts shoppers to London	EC
24	Exploring Egypt on a 210 km Nile cruising	SO-L
25	TAP: The specialists in South America traveling	SO-M
26	Lisbon: Old narrow streets and modern architecture	SO-L
27	Judge caricatures his peers	SO-F
28	Presenting privately-owned Amber Room	SO-F
29	Writer documents local history	SO-F
30	Culture House 'Ella' combines comedy and social work	SO-F
31	Saving Baroque Park	SO-F
31	Featuring a suburb	SO-F
32	Paramedics at HAM: Reanimation and First Aid	SO-E
33	Three service ladies infected by the 'aviation virus'	SO-F
34	Featuring a service person at the bulky items station	SO-F
35	News from HAM shopping malls	EC
36	Licorice store offers many delicious specialties	SO-F
37	Sells airline trolleys as house bar equipment	SO-F
38	"Magic Northern Lights": Magician club meets twice a month	SO-F

Table G25

Segments of Texts Excerpted from Hamburg Flughafen 2/2010

RN	Unit of Coding	SD
1	HAM invests millions in EP	EN
2	Delivery of the 6,000 th Airbus	EC
3	HAM21: Expansion program accomplished	TI
4	City–Airport train powered by green electricity	EN
5	Interviewing professor on the globalization of medicine	SO-L
6	Check-in: Be there 2 hr. before take-off	TI
7	Installation of 66 emergency telephones and defibrillators	SO-E
8	Legendary Hansa Jet back to its ‘place of birth’	HI
9	Aviation experts forecast: Growth is back	EC
10	20 th anniversary of L’Tur at HAM	SO-F
11	Soccer stars impressed: 8 th A380 delivered to Emirates	SO-L
12	Forgotten hero: H. Koehl crossed the Atlantic in east-west direction	SO-S
13	easyjet serves the destinations HAM-Luton and HAM-Gatwick	SO-M
14	Air Baltic exploits niche markets	SO-M
15	LH serves some destinations with larger Canadair types	SO-M
16	Air Berlin expands its holiday destinations	SO-M
17	How HAM will celebrate its 100 th birthday	CI
18	HAM anniversary homepage: Stones and Dalai Lama	SO-F
19	Neighbor: HAM has influenced our business and family lives	SO-F
20	Fifty years ago: B707 was the first jet to land at HAM	HI
21	Partner city Shanghai is preparing for the Expo 2010	SO-L
22	To Bangkok and Hollywood: Only one change-over	SO-M
23	Dubrovnik: The pearl of the Adriatic Sea	SO-M
24	Shanghai Slogan: “Better City–Better Life”	SO-L
25	air transat resumes summer service to Toronto	SO-M
26	Heinrich S.: Rocking with the Beatles in the early 60s	SO-F
27	Youth group: Chess stimulates logical and spatial thinking	SO-F
28	Goods produced by inmates offered via Internet	SO-R
29	250 year old manor house presents rich cultural program	SO-L
30	Featuring a suburb	SO-F
31	Featuring a unique window cleaner	SO-F
32	Baggage tracking is a global challenge	SO-F
33	Featuring Emirates’ station manager	SO-F
34	Presenting the diversity of shopping opportunities in HAM’s malls	EC
35	Civil association erects maypole	SO-F
36	Featuring person who teaches laypersons ventriloquism	SO-F
37	Presenting a shop ‘for the sweet tooth’	SO-F

Table G26

Segments of Texts Excerpted from Hamburg Flughafen 3/2010

RN	Unit of Coding	SD
1	HAM-induced: 1,000 new jobs in 2009	EC
2	Crystal Cabin Award: Three first prizes to Hamburg firms	EC
3	In reminiscence of the old days: Sheep grazed on the airport	HI
4	Supermarket's success factors: Quality, service, prices	EC
5	From LH technician to owner of Vartan Product Support	SO-F
6	2 Government jets delivered to the military	TI
7	New ground radar helps save fuel	EN
8	CEO on economic crisis: We are regaining steam	EC
9	Hamburg Airport Friends organize souvenir change market	SO-L
10	Children in the cockpit: Copilot for a day	SO-P
11	A child's day at the airport	SO-P
12	Business person's 120 th flight across the Atlantic with Continental	SO-F
13	"Norderstedt" serves the Milano destinations	SO-M
14	Air Hamburg's two pillars: Tourism and business flights	EC
15	Antonow AN-225 transports welding machine to China	SO-M
16	March 30, 1970: First B747 landing at HAM	HI
17	Former AT-controller aligns terrace with flight path	SO-F
18	1962 reminiscence: transport of trotting horse as a challenge to air cargo	HI
19	Rio de Janeiro: The beauty of the Copacabana	SO-L
20	Bodrum: The pearl among Turkey's beach resorts	SO-L
21	Featuring collector of 50,000 menu cards	SO-F
22	Japan's Nara Park harbors the world's biggest wooden temple	SO-L
23	Condor serves 4 new destinations from HAM	SO-M
24	26. Western and Muzzle-Loader Meeting	SO-L
25	Kindergarten opened close to airport and LH-technical base	SO-E
26	Featuring actor who formerly was the voice of Samson in 'Sesame Street'	SO-F
27	Featuring designer of aluminum aircraft models	SO-F
28	Featuring a suburb	SO-F
29	HAM employs 50 apprentices	SO-E
30	Two clerics listen to the needs of the people at HAM	SO-R
31	Featuring the station manager of KLM/Air France	SO-F
32	News from the shopping malls	EC
33	Pippi Longstocking presented on a Museum Ship	SO-L
34	Vacation pass guarantees children admittance at reduced prices	SO-P
35	Oortkatner Lake: A windsurfing paradise	SO-F

Table G27

Segments of Texts Excerpted from Hamburg Flughafen 4/2010

RN	Unit of Coding	SD
1	HAM partnering with "Green Capital"	EN
2	Mayor of suburb demands just flight path policy	EN
3	In 2011, HAM will celebrate its 100 th birthday	CI
4	Do not let fly kites near the airport!	TI
5	Radisson Blu: Chief de cuisine excelled	SO-F
6	Parking space reservation via Internet	SO-M
7	HAM launched its facebook.com link	CI
8	Speaking with greeters	CI
9	Spairliners produces maintenance spare parts for A380	EC
10	HAM auctions off not or no more buyable soccer club souvenirs	OI
11	Old Tucson: Where John Wayne and Ronald Reagan fought	SO-L
12	Celebrating KLM's 90 th anniversary at HAM	HI
13	Economic upswing induces increase in frequencies	SO-M
14	LH is convinced: We will grow and keep #1 position at HAM	SO-M
15	In the early days: Flight boys rendered services to passengers	HI
16	Since 1920, HAM has facilitated 300 million passengers	HI
17	In the early days: Flag stewards signaled "Cleared for take-off"	HI
18	Featuring person who lived with his family in a corporate flat in Hangar B	SO-F
19	Mauritius: Dream beaches and exotic flora	SO-L
20	Dublin: Ireland's biggest village	SO-L
21	Researchers: Tomato juice develops its taste on board the aircraft	OI
22	easyjet success story: from zero to 150 aircraft within 15 years	EC
23	Cell phones convey medical data to doctors	SO-L
24	'Child's paradise' offers everything children want the most	SO-F
25	90 th anniversary of unique Fritz-Schumacher residential area	HI
26	Hotel near the airport turns 25	HI
27	Featuring person specialized in bio cosmetics	SO-F
28	Featuring a beautiful district with 3 parks	SO-F
29	Restaurant chief: Each day means new challenges	SO-F
30	HAM dentist center open on weekends and holidays	SO-L
31	Featuring service person: Accuracy is trump at GroundSTARS	SO-F
32	News from the shopping malls	EC
33	Tram terminal transformed into an attractive leisure event location	SO-L
34	Featuring 12-year old who paints medieval scenarios	SO-F
35	Slotcar Racing Center: 1:24 scale model cars on the racing track	SO-L

Table G28

Segments of Texts Excerpted from Press Releases 2009

RN	Unit of Coding	SD
1	The new airport: Fast, beautiful, modern,	CI
2	Improved convenience, accessibility, and food & beverage areas	CI
3	Plaza: Completion of the architectural ensemble	CI
4	Airport–City train: 25 minutes to the center of the city	SO-M
5	Finalization of HAM21: 12,000 parking places	SO-M
6	PGS: Traffic smoothening and information effects	TI
7	Airport Hotel: Less than 100 meter to the terminal	CI
8	Huge investment: €356 million expansion program finalized	EC
9	Innsbruck: New destination to ski resorts	SO-M
10	New banking outlet at the airport	CI
11	Naming of a B 737-800 after a charity TV show	SO-P
12	HAM donates €8,200 to charity foundation	SO-P
13	‘Wonder Worlds’ attracts 20,000 visitors	SO-L
14	Emirates opens its largest German lounge	CI
15	Fresh-food shop opens at the airport	EC
16	Mayor Ole von Beust unveils mega-poster ‘Busy Bee’	EN
17	Air Berlin serves more than 80 destinations from HAM	SO-M
18	HAM launched twitter.com link	CI
19	Postal office new opening hours 9:00 a.m. – 9:00 p.m.	OI
20	Airbus-Kiel bus service celebrates 30 th anniversary	HI
21	Runway rehabilitation: Apology for temporary noise exposure	EN
22	3,000 daily customers in the Marché International food-court	EC
23	Award for HAM’s exemplary EP strategy and NAP	EN
24	HAM joins a corporate responsibility initiative	SO-R
25	Maiden flight of a HFCP aircraft	EN
26	Business travelers increasingly often use low cost carriers	SO-M
27	HAM invests €40 million in refurbishment	EC
28	HAM cares for job security	SO-E
29	‘SMS and fly’ service actualizes flight data	CI
30	CEO Eggenschwiler was elected member of the ACI-Europe BOD	CI
31	HAM wins Routes Marketing Award	EC
32	‘Patrouille Suisse’ demonstrates exorbitant flight skills	CI
33	TV channel on Tour: Neighborhood Ambassador informs	SO-R
34	HAC identifies aviation opportunities	SO-M
35	HAM supports students’ project: Give COURAGE an artistic face	SO-P
36	Exhibition honors aviation pioneer Hugo Junkers	SO-S
37	Considerable decrease of night flights	EN
38	Environmental initiative carries through sustainability workshop	EN
38	New ambulance vehicle went into operation at the airport	SO-R
39	Bees control the quality of the air at the airport	EN

Table G29

Segments of Texts Excerpted from the Environmental Statement 2008

RN	Unit of Coding	SD
1	HAM excludes economic success at the cost of the environment	EN
2	HAM engages in EP projects beyond the boundaries of the airport	EN
3	HAM takes the concerns of the neighborhood seriously	EN
4	HAM staff do their work in an environmentally committed manner	EN
5	EM is a top priorities on HAM CEO's agendas	EN
6	HAM pursues a systemic environmental strategy	EN
7	Defining counteractive measures to execute in case of emergency	EN
8	PNP: Installation of noise-proof windows and ventilators	EN
9	ANP: 30% of the landing fees made noise dependent	EN
10	Strict restrictions on night flights protect neighbors from noise	EN
11	Considerable surcharges imposed on late night landings and starts	EN
12	FRP minimizes number of noise-affected neighbors	EN
13	13 fixed NMS provide exact data on residents' noise exposure	EN
14	HAM minimizes share of pollutants emitted by airport vehicles	EN
15	27 NGP vehicles reduce air pollution emitted by tarmac vehicles	EN
16	GPUs deliver electricity to parked aircraft	EN
17	BTTPS provides terminals with electricity and heat	EN
18	NPH reduces noise emitted during engine checks on the LTB	EN
19	HAM employs environment-friendly runway de-icing granulates	EN
20	HAM applies biodegradable aircraft de-icing substances	EN
21	Tanker farms for kerosene, avgas, and diesel are double-walled	EN
22	HAM pursues a 'green' building strategy	EN
23	Oil separators protect the groundwater basins from pollution	EN
24	Use of HAM's central waste collection station is mandatory	EN
25	Low nutrient grasslands protect against bird strikes	EN
26	Off-airport compensation of OFZ clearance induced tree cutting	EN
27	EPP 2008-2011: Less energy consumption and noise reduction	EN

Table G30

Aggregation of Segments of Texts from Corporate Principles

Category: Economic Sustainability

Enabler and integrator of mobility (G1, S1)
 Important engine of economic growth (G1, S2)
 Commitment to customer care (G1, S3)
 Provider of secure jobs (G1, S8)
 (Economic) responsibility for the region (G1, S10)

Hamburg Airport 's economic strength enables mobility, is a prerequisite for global connectivity, and benefits the creation of secure jobs.

Table G31

Aggregation of Segments of Texts from Corporate Principles

Category: Environmental Sustainability

Committed to environmental protection (G1, S11)
 Avoidance of damage to nature (G2, S1)
 Parsimony, as to energy and resource consumption (G2, S2)
 Providing the public at large with data (G2, S5)
 Overall responsibility for the environment (G2, S7)

Hamburg Airport preserves nature, consumes resources parsimoniously, protects the diversity of species, and avoids pollution.

Table G32

Aggregation of Segments of Texts from Corporate Principles

Category: Social Sustainability

Cultivation of good neighborhood relationships (G1, S5)
 Engagements in neighborhood projects (G1, S6)
 (The hermeneutical interpretation of G1, S6 justifies the conclusion on philanthropic engagements)

Hamburg Airport strives for cultivating harmonious relationships with its neighbors and engages in social and philanthropic projects.

Table G33

Aggregation of Segments of Texts from Annual Reports 2005-2009

Category: Economic Sustainability

Flexibility, efficiency, customer orientation (G4, S1)
 Acquisition of new airlines and destinations (G4, S2)
 New schemes of fees stimulate sound growth (G4, S3)
 Investment of €35 million in noise protection (G4, S4)
 Customer-tailored responsibilities (G4, S5)
 New attractive destinations (G4, S 9)
 Strong passenger growth (G4, S10)
 Demand for low cost flights increased by 20% (G4, S 13)
 Competitive prices in the non-aviation business (G4, S 17)
 Location for high end brands (G4, S 21)
 Contribution to economic growth in the region (G5, S4)
 O & D frequencies induced market growth (G5, S7)
 Incentives for new destinations or for growth (G5, S8)
 Low cost flights secures market-conform growth (G5, S9)
 Benefits from demand for touristic products (G5, S10)
 High increases in passengers, revenues, and profit (G5, S12)
 Long-haul flights enlarged the catchment area (G5, S13)
 Airports are economic enterprises (G5, S26)
 Facilitation of more than 12 million passengers (G6, S1)
 High passenger volume, revenues, and profit (G6, S9)
 Sound mix of traditional and low cost carriers (G6, S18)
 Plaza investment of €88 million (G6, S15)
 Investment in passenger convenience and safety (G6, S11)
 Modest growth due to the global economic crisis (G7, S1)
 Over-proportional demand for long-haul flights (G7, S9)
 Air Berlin most relevant driver to growth (G7, S10)
 Redoubling retail and f & b areas (G7, S15)
 All services from one hand (G7, S20)
 Respond to customer demand (G7, S22)
 Crisis: Challenge to be innovative (G8, S1)
 Expansion of retail and f & b areas (G8, S8)
 Lateral thinking inspires innovation (G8, S14)

Hamburg Airport commits to enabling mobility and global connectivity to business and leisure travelers, sound economic growth, and contributing to public welfare.

Table G34

Aggregation of Segments of Texts from Annual Reports 2005-2009

Category: Environmental Sustainability

Investment of €5 million in noise protection (G4, S4)	
Higher increase in passengers than in movements (G4, S12)	
Wide-body aircraft minimizes noise exposure (G5, S3)	
Environmentally friendly master planning (G5, S11)	
Passenger growth higher than that of movements (G5, S14)	Hamburg Airport commits to noise abatement, reduction of pollution, and prudent use of natural resources.
Introduction of noise-dependent landing fees (G6, S4)	
HFCP vehicles and hydrogen filling station (G6, S5)	
Noise reduction and process optimization (G6, S13)	
CO ₂ emissions reduced by 11.6 tons (G6, S20)	
New noise level legislation (G6, S21)	
Strict compliance to curfew rules and flight paths (G7, S5)	
Implementation of ISO 14,001 and EMSA (G7, S25)	

Table G35

Aggregation of Segments of Texts from Annual Reports 2005-2009

Category: Social Sustainability

Self-representation as HAM Airport Family (G4, S6)	
Consensus: employer, associations, and unions (G4, S8)	
Involving partners into the expansion process (G4, S23)	
Experiencing the stay at HAM as event/adventure (G5, S22)	
150,000 citizens socialized at ADH (G6, S6, S7)	Hamburg Airport commits to socialize with its neighbors and the public at large, caring for its employees, and philanthropic engagements.
Offering sports, education, family consulting (G6, S23)	
Offering kindergarten, and vacation camps (G6, S24)	
Philanthropic payments to sport clubs (G6, S25)	
Philanthropic payments to neighborhood events (G6, S26)	
Safety and security trainings qualify staff (G7, S13)	
Introduction of a high-tech lightning alarm system (G8, 13)	
66 emergency telephones and defibrillators (G8, S16)	
On-the-job-safety pivotal (G8, S18)	

Table G36

Aggregation of Segments of Texts from Corporate Magazines 2009-2011

 Category: Economic Sustainability

<p>CEO: Resilience and cost awareness (G13, S2) Acquisition of new destinations (G13, S7) 250 experts and executives attend HAC (G13, S12) Airport Plaza: Inspiring buying atmosphere (G13, S13) CEOs on economic crisis (G14, S4) 2,000,000th passenger on the City–Airport train (G14, S7) Acquisition of new destinations (G14, S8) Airport Hotel: Opening ceremony attracts VIPs (G15, S2) Acquisition of new destinations G15, S9) CEOs inform employees about airport issues (G15, S20) HAM seizes the crisis as opportunity (G16, S2) New destinations: From Hamburg to ski resorts (G16, S8) Acquisition of new destinations e.g., Rimini (G17, S6) Stabilization of air traffic (G17, S21) Hamburg Air: Sylt, Helgoland, Juist destinations (G18, S10) HAM wins European Routes Marketing Award (G18, S17) Island Ash cloud curbs traffic figures (G18, S19) Acquisition of new destinations: e.g., Manchester (G19, S8) News from the terminals: New attractive outlets (G19, S3) Economic upswing helps aviation (G19, S15) Acquisition of new airlines and destinations (G20, S10) Finalizing the expansion program (G21, S2) LHT: Increased demand requires expansion G21, S11) The metropolitan region benefits from HAM (G21, S21) Local company produces A 380 spare parts (G22, S17) German Wings expects excellent growth rates (G23, S15) LHT capacity utilization is good (G24, S16) Engineering company Assystem hires employees (G24, S17) Delivery of the 6,000th Airbus (G25, S2) Aviation experts forecast: Growth is back (G25, S9) HAM as job motor: 1,000 new jobs in 2009 (G26, S1) HAM CEO: We are regaining steam economically (G26, S9) Economic upswing: increase in frequencies (G27, S13) LH convinced: We will grow and keep #1 (G27, S14)</p>	<p>Hamburg Airport commits to investing in expansion programs in order to meet the demands for mobility and global connectivity, taking the role of a job creator, and contributing to public welfare.</p>
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Table G37

Aggregation of Segments of Texts from Corporate Magazines 2009-2011

 Category: Environmental Sustainability

ISO 14.001 and EMSA Certifications (G9, S11)

“Bees work as bio-filters” (Beekeeper quotation) (G10, S10)

Hamburg’s “green oasis” (G12, S4)

4th ISO 14.001 and EMSA certifications (G21, S3)

Apology for temporary noise exposure (G21, S4)

Less night flights – reduced noise contours (G22, S3)

Warning shots: Optimal means of bird control (G22, S29)

Award for excellence in noise abatement and EP (G23, S1)

Honey proves it: Bee-colonies control air quality (G23, S2)

Environmental protection: HAM invests millions (G25, S1)

New ground radar helps save fuel (G26, S7)

HAM partnering with “Green Capital” (G27, S1)

Mayor of suburb claims just flight path policy (G27, S2)

Hamburg Airport commits to preserving nature, noise abatement, avoidance of pollution, and parsimonious resource consumption.

Table G38

Aggregation of Segments of Texts from Corporate Magazines 2009-2011

 Category: Social Sustainability

Mission de-icing: New staff concept (G9, S9)
 From carrying bags to running an airline (G9, S10)
 Rescuing endangered elephants (G10, S4)
 New Red Cross high-loader (G10, S11)
 'Child safety' seminar a must for parents (G21, S6)
 Cosponsoring holocaust survivors' flight to Israel (G21, S8)
 70 students give COURAGE an artistic face (G22, S4)
 Helping a kindergarten move to another location (G22, S6)
 Students' project honors anti-NS hero (G22, S26)
 Students campaign against 'binge drinking' (G23, S25)
 Paramedics at HAM: Reanimation and First Aid (G24, S32)
 66 emergency telephones and defibrillators (G25, S7)
 Inmates offering goods through the Internet (G25, S28)
 Children in the cockpit: Copilot for a day (G26, S10)
 HAM employs 50 apprentices (G26, S29)
 In 2011, HAM will celebrate its 100th birthday (G27, S3)
 Activities of the Neighborhood Ambassador (G13, S25; G14, S24, G15, S6; G16, S28; G18, S2, S4; G19, S25; G20, S23)
 HAM cares for its employees (G13, S15, S16, S17; G14, S16; G15, S19; G16, S20, S22, S23, S24; G20, S2, S5, S15, S18, S19, S20)

Hamburg Airport commits to supporting neighborhood projects, giving donations to charity organizations, encouraging its executives to do the same, and featuring organizations and individuals who set respective examples.

Table G39

*Aggregation of Segments of Texts from Website Press Releases 2009***Category: Economic Sustainability**

€356 million expansion program finalized (G28, S8) Investing €40 million (G28, S30)	Hamburg Airport commits to investing in meeting the demand for mobility and global connectivity.
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Table G40

*Aggregation of Segments of Texts from Website Press Releases 2009***Category: Environmental Sustainability**

Mayor unveils mega-poster 'Busy Bee' (G28, S16) Award for exemplary EP strategy and NAP (G28, S23) Maiden flight of a HFPC aircraft (G28, S25) Considerable decrease of night flights (G28, S36) Indication to sustainability workshop (G28, S37) Bees-test of the purity of the air at the airport (G28, S39)	Hamburg Airport commits to noise abatement, care for nature, reduction of pollution, and promotion of other organizations' respective initiatives.
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Table G41

*Aggregation of Segments of Texts from Website Press Releases 2009***Category: Social Sustainability**

Donation of €8,200 to charity foundation (G28, S12) Joining a corporate responsibility initiative (G28, S24) Cares for job security (G28, S27) Neighborhood Ambassador informs (G28, S32) Project gives COURAGE an artistic face (G28, S34)	Hamburg Airport commits to philanthropic engagement, cultivating good neighborhood relationships, promotion of other organizations' respective initiatives, and caring for its employees.
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Table G42

Aggregation of Segments of Texts from the Environmental Statement 2008

Balancing economy and ecology (G29, S1)	
Engagement in off-airport projects (G29, S2)	
EMSA and ISO 14.001 have top priority (G29, S5)	
Reduction of noise exposure (G29, S8, S9, S10, S11, S12)	
Transparency (G29, S13)	
Minimization of pollution (G29, S14, S15, S16, S17)	
Minimization of risks of hazards (G29, S7, S21, S23)	
	Hamburg Airport commits to transparency, minimizing noise exposure, sparing consumption of natural resources, reduction of pollution, and restoration of nature.

Appendix H: Matrixes of Coded Interviews

Table H1

Matrix for the Collection of Segments of Text from the Interview with R

RN	Unit of Coding	SD
1	PL perceives HAM as environmentally responsible as long as affordable	EN
2	PL sees HAM as an economically sound enterprise	EC
3	PL identifies HAM as an employer that cares for its employees	SO
4	PL expects HAM to treat nature responsibly	EN
5	PL expects HAM to abate noise as far as this is affordable and possible	EN
6	PL expects HAM to pay its employees well	SO
7	PL expects managers to act as a fiduciary of a partly state-owned company	EC
8	In general, PL has no excessive expectations beyond what HAM already does	EC, EN, SO
9	CM appreciates HAM as a profitable company and corporate tax payer	EC
10	CM looks upon noise from perspectives that differ according to their functions	EN
11	EPA is more critical than other ministries	EN
12	CM accepts that GH liberalization implied dumping of salaries and wages	SO
13	CM respects that HAM offers relatively good working conditions	SO
14	CM perspective could be whether publicly owned companies should be part of it	SO
15	CM does not object philanthropy because of their economical relatedness	SO
16	CM might subsume this under counteracting official policy	SO
17	CM would see that this serves marketing, corporate communication, motivation	SO
18	NB perceive HAM as a necessary evil	EN
19	NB sees HAM rather as commercial enterprise than as publicly needed facility	EN
20	NB expect HAM to take their interests seriously	EN
21	NB expect HAM to do everything affordable and possible to abate noise	EN
22	EV presumably perceive HAM like NB do; however, from a professional view	EN
23	EV do not behave aggressively, due to the professionalism of our EPO	EN
24	New media and social networks will increase frequency and intensity of protests	EN
25	Politics would succumb to pressure from intensified protests against noise	EN
26	Awards, collaboration with environmentalists, and sustainability report	EN
27	Internal discourses about the subject "Sustainability"	EN
28	Extension to economic and social sustainability would help	EN
29	External communication of high profitability double edged sword	EC
30	Skillful messages on profitability could create acceptability	EC
31	HAM needs to accept the challenge to professionalize this sort of communication	EC
32	3 core messages: profitability; environmental awareness, care for workforce	EC/EN/SO
33	Partly privatization has not played a role with respect to sustainability awareness	EC/EN
34	HAM needs to professionalize engagements in social media (e.g., facebook.com)	EC/EN/SO
35	Publication of excellent results might arouse desires with airlines	EC
36	Mouth-to-mouth propaganda helps convey positive messages	EC/EN/SO
37	Stakeholders should multiply positive messages through their preferred media	EC/EN/SO
38	Media representatives presumably perceive press releases as propagandistic	EC/EN/SO

Table H2

Matrix for the Collection of Segments of Text from the Interview with M

RN	Unit of Coding	SD
1	PL perceives the airport as modern, in comparison with other airports	EC
2	PL appreciates the short distances from check-in to embarking	EC
3	Only a small minority complains about deficiencies	EC
4	In comparison, few noise-affected neighbors have sued the airport	EN
5	Even the land use planning act elicited not more than 14 law suits (~230 persons)	EN
6	Other airports were confronted with 10,000 law suits or more	EN
7	One reason for the acceptance of noise could be the location near the city	EN
8	Reliable flight connections, calculability regarding demand for mobility	EC/SO
9	Low price carriers' offers have attracted many to fly to Barcelona etc.	SO
10	CM expects reliable provision of publicly needed services	EC/SO
11	CM also appreciates reasonable profit margins	EN
12	NB perceive the airport differently, respective of their level of tolerance	EN
13	Not perceivable how many swallow their anger or annoyance	EN
14	Maybe that many have accepted the noise as an inevitable, resp., necessary evil	EN
15	Tolerance to noise depends on the attitude a person has in this respect	EN
16	Many presumably think that living in a city implies noise affectedness	EN
17	NB expect consideration and thoughtfulness regarding their needs and desires	EN
18	NB want that the airport sustain the current curfew hours	EN
19	NB appreciate if the airport act anticipatively, not in reaction to legislation	EN
20	Exception are accepted as long as mutual consideration prevails	EN
21	EV manifest a type of perception that is limited to their tasks or engagements	EN
22	They do not reflect the things the airport is doing; however, still see deficiencies	EN
23	Presumably, our way of cultivating neighborhood relationships gives us credit	EN
24	Politicians stress the issue 'Noise' very likely only for election campaign reasons	EN
25	Often, politicians are not involved deeply enough as to know any details	EN
26	Politicians rather identify with airport issues such as snow and ice services	EN
27	Positive reports on the airport in the media contribute to improving its reputation	EN
28	Messages, such as neighborhood engagements and donations belong to it	SO
29	I do not connect the goal with a variety of specific single measures	EN/SO
30	Media and social networks play a crucial role in spreading positive messages	EN/SO
31	Mainly, the airport succeeds in making others publish positive messages	EN/SO
32	We ought to inform about low levels of pollution and diversity of fauna & flora	EN
33	We should inform about natural gas powered buses	EN
34	We could inform about parsimonious consumption of natural resources	EN
35	We differentiate fees according to categories of noise levels of aircraft	EN
36	Airport-minded stakeholders should tune in to HAM's line of communication	EN
37	HAM could deliver background information on well-prepared DIN A4 sheets	EN

Table H3

Matrix for the Collection of Segments of Text from the Interview with D

RN	Unit of Coding	SD
1	PL perceive HAM as important economic motor for the metropolitan region	EC
2	PL perceive HAM as job creator and good employer	SO-R
3	PL perceive HAM as point of departure, arrival, and intermodal hub	SO-M
4	PL perceive HAM as partner within the chain of aviation-affine services	EC
5	PL perceive HAM as source of air pollution and noise	EN
6	PL acknowledge: HAM cares for the people, City-Airport train, and cab control	SO-R
7	PL expect connectivity to a broad spectrum of destinations	SO-M
8	PL expect frictionless parking procedures—space, money, and information	SO-M
9	PL expect convenient accessibility—road and rail	SO-M
10	PL expect fair partnership with neighboring districts	SO-R
11	CM perceive HAM as a company that writes deep black figures	EC
12	Among CM, HAM has many excellent engaged personalities that spread opinions	CI
13	CM see HAM as excellent in comparison with other major airports and its past	SO-R
14	CM positively assesses HAM engagements for social projects	SO-R
15	CM honors that HAM cares for the needs and opinions of its neighbors	SO-R
16	CM expect support of social projects, HH goals, and environmental protection	SO-R
17	NB perceive HAM as responsible enabler of mobility and connectivity	SO-M
18	NB see that HAM has done a lot for noise abatement and reduction of pollution	EN
19	NB accept violations of curfew regulation as long as they occur exceptionally	EN
20	Perceived negativity has not motivated NB to launch a campaign against HAM	EN
21	NB acknowledge that up to one third of landing fees is noise dependent	EN
22	NB expect extended restriction of curfew hours to 22-7 that HAM cannot fulfill	EN
23	NB expectation (22) due to changed sleeping habits and working times	EN
24	NB expectation (22) also due to increased sensitivity to noise by 7-8 dbA	EN
25	EV perceive HAM as company that protects environment practically	EN
26	EV honor HAM environmental activities from the professional perspective	EN
27	EV appreciate that HAM engages in new types of environmental protection	EN
28	EV sees that HAM over Europe-wide networking in environmental issues pays off	EN
29	EMAS and ISO 14.101 help establish trust in HAM environmental awareness	EN
30	EV expect engagement, integrity, information, and certificates	EN
31	Politics would not act to further protests; a new law became effective in 2009	EN
32	3 measures: neighborhood, frictionless ops, and networking with stakeholders	CI
33	Very important: HAM needs to use satisfied employees as ambassadors	CI
34	Direct contacts with neighbors is crucial	CI
35	Arguments: economic soundness, 51% = “Our HH”, fully integrated in public life	CI
36	Additional: EC/EN/SO Sustainability report, internally and externally	CI
37	Stakeholders should spread HAM engagements through their networks	CI
38	CM spreads that HAM has reached a top notch level in sustainability	CI
39	Journalists treat HAM understandingly	CI
40	Very rarely, journalists’ frustration vis-à-vis complex issues ensues negativity	CI

Table H4

Matrix for the Collection of Segments of Text from the Interview with H

RN	Unit of Coding	SD
1	PL usually perceive HAM as partner; in peak times as diminishing quality of life	EN
2	PL expect HAM to care for transparency, communicate details as early as possible	CI
3	PL expect HAM to engage in neighborhood projects financially and socially	SO-R
4	CM perceive HAM as partner, particularly, for the purposes of communication	CI
5	CM expect transparency, communication of details as early as possible	CI
6	NB in old residential areas perceive HAM as neighborhood partner	EN
7	NB in suburbs feel noise as cause for the deterioration of their quality of life	EN
8	NB in suburbs have different opinions about flight paths	EN
9	NB expect HAM to care for a just usage of flight paths	EN
10	Some EV perceive HAM as aggressive regarding its communication strategy	CI
11	Years ago, HAM could not present itself at events in suburbs	CI
12	Persistent engagement in neighborhood projects induced change in mindset	CI
13	EV are losing members	CI
14	NA and NPO have intersecting areas of social and environmental relevance	CI
15	NA and NPO proceed along concerted strategies	CI
16	EV expect HAM to organize just flight paths usage	EN
17	NB in different areas of flight paths sectors have different interests	EN
18	Constant violations of curfew hours would be reason enough for politicians to act	EN
19	3 core measures: 1. Direct contacts; 2. Involving employees; 3. Partnering	CI
20	PL appreciates the social engagements particularly in tough times	SO-R
21	3 core arguments: 1. Economic factor; 2. Job creator; 3. Strong partner EN/SO	SO-R
22	HAM should present itself more often in neighbors' daily life spheres	SO-R
23	CM should more often commit to and identify with HAM	CI
24	CM could delineate what would happen to the region if the airport vanished	SO-R
25	CM should not use HAM as subject of election campaigns	CI
26	Display orders with newspapers secure us favorable coverage of HAM themes	CI
27	Without preceding display order, newspapers do not cover HAM sponsored events	CI
28	More CEO appearances at off-airport events would help improve reputation	CI
29	Direct contacts of CEOs with people on site increase acceptance	CI

Table H5

Matrix for the Collection of Segments of Text from the Interview with B

RN	Unit of Coding	SD
1	Generally, PL positively resonates to HAM; 100 year anniversary events help	CI
2	External media analysis has reached all-time high	CI
3	80% of print media coverage is neutral; “traffic growth” gets high evaluation	CI
4	Thumb Rule: Two positive articles compensate for one negative article	CI
5	Broad spectrum of destinations, direct connections, good service and ambience	EC
6	PL expects HAM to do everything to diminish the negative impacts of noise	EN
7	PL expects HAM to keep, for instance, tankers off residential areas	EN
8	PL expectation sometimes imply that HAM take seriously “irrational” claims	SO-R
9	HAM needs to care for each individual’s needs and demands	SO-R
10	PL considers HAM responsible for the frictionless exertion of its functions	SO-R
11	CM perceive HAM as an important regional job creator	EC
12	CM perceives HAM as publicly needed facility that enables mobility	SO-M
13	CM expects HAM to reconcile economic goals with ecological ones (politically)	SO-R
14	CM expects HAM to be a traffic hub that is consensus-oriented	SO-R
15	HAM has established close contacts with politicians and civil servants	CI
16	The majority of NB accept HAM as a necessity that is not changeable	SO-R
17	Just one anti HAM initiative exists; the number of members is shrinking	EN
18	Impression: 95% of NB accept HAM as corporate neighbor	SO-R
19	Many NB say: Noise has decreased; we acknowledge the efforts HAM makes	EN
20	A relatively small group demands the extension of curfew hours	EN
21	Appreciated by NB: Small aircraft avoid overflying residential areas	EN
22	NB urgently expect timely and full information; NA does an excellent job	CI
23	EV rarely utter discontent or reproach publicly	EN
24	EV acknowledge HAM efforts to keep environmental nuisance or damage low	EN
25	Common projects with, for instance, BUND improve HAM reputation	EN
26	HAM anticipates EV expectations in order to minimize EV reaction potential	EN
27	Near HAM, noise is the issue; distant from HAM, CO ₂ gets important	EN
28	Anticipative: HAM employs natural gas powered buses	EN
29	Other examples are: thermo-labyrinth, solar energy, and ground power units	EN
30	Principally, politicians react to citizens’ expectations in environmental respects	EN
31	Politicians are expected to consider and communicate implications correctly	EN
32	Short-term reactions are unlikely, for the law has recently been changed	EN
33	Most effective: 1. Live Marketing; 2. PR; 3. The rest is equally important	EN
34	Best arguments: 1. Noise reduction; 2. Job creation; 3. EPP	EN
35	Social media’s importance is growing rapidly	CI
36	HAM website has 500,000 visitors monthly; each visitor going to 3.1 pages	CI
37	HAM is a brand: It benefits most from third parties’ positive narratives	CI
38	HAM cultivates excellent communicative contacts with civil servants	CI
39	HAM informs civil servants anticipatively timely and exhaustively	CI
40	HAM rarely arranges informal meetings due to lacking themes of high relevance	CI
41	People ascribed to HAM things for which others are responsible, e.g. Security	CI

Table H6

Matrix for the Collection of Segments of Text from the Interview with Q

RN	Unit of Coding	SD
1	PL perceive HAM as rather positive, modern, communicative, ecology-minded	CI/EN
2	PI perceive HAM as an identity-establishing facility: "This is our Airport."	CI
3	Specific issues are seen differently: air cargo has attracted media attention	EC/CI
4	PL partly see special issues critically, e.g., aircraft noise	CI/EN
5	HAM has a good reputation inn the eyes of PL	CI
6	PL expect global connectivity, e.g., more direct intercontinental connections	SO-M
7	PL expect improved landside accessibility, e.g., expansion of fast train net	SO-M
8	PL expect that improvements of connectivity do not induce more nuisance	EN
9	Q: Achievable by means of fee schemes, less noisy aircraft, price cap	EN
10	Q: Higher increase in passengers than in movements is a respective indicator	EN
11	In essence, CM- and PL-perceptions are identical: positive, modern, etc.	CI
12	CC stresses special economically substantiated issues articulated by the industry	EC
13	Communication between CC and HAM is at an appropriate level	CI
14	CC expects the same kind of improvements as PL do	SO-M
15	CC expects HAM to invest in air cargo for its relevance as economical driver	EC/SO-M
16	CC expects that HAM promotes development-free zones around the airport	EN/EC/SO
17	CC expects joint initiatives of exerting influence on development plans	EN/EC/SO
18	NB perception has become increasingly differentiated	EN
19	Highly noise-affected NB perceive HAM as an acute nuisance	EN
20	Other NB perceive HAM as latent nuisance that is remaining at a constant level	EN
21	Many NB expect HAM to increase its efforts of diminishing noise-affectedness	EN
22	Among increased efforts ought to be expansions of noise abatement measures	EN
23	NB expect HAM not to reintroduce night flights or reduce curfew hours	EN
24	NB expect that airlines employ less noisy aircraft types	EN
25	EV perceive airport and port as "troublemakers"	EN
26	EV question necessity of some sorts of air traffic because of implied emissions	EN
27	Scope of divergence of positions lessens likelihood of consensus	EN
28	EV expect radical change in traffic structure, as to curfew hours etc.	EN
29	EV expectations exceed status quo by far, as to noise abatement and compensation	EN
30	EV expect reduction of frequencies, noise levels, and air pollution	EN
31	Airport TV creates acceptance, HAM goes outside", Green Capital, EPO	CI
32	HAM creates jobs, secures the region's economic competitiveness	EC/SO-R
33	HAM should take initiative in optimizing integrated intermodal transportation	SO-M
34	Coping with criticism requires "bearding the lioness in her den"	CI
35	Expectation is justified that real estate values do not diminish	EC
36	HAM ought to convey truthfully: "We care that things do not turn worse."	CI

Table H7

Matrix for the Collection of Segments of Text from the Interview with A

RN	Unit of Coding	SD
1	PL is divided into citizens, media, and others, whereby latter report on HAM	CI/SO
2	HAM professionally communicates with PL-constituencies	CI
3	Meanwhile, HAM anticipatively communicates, e.g., runway closures	CI
4	Thus, EPA and HAM communication appears as being coordinated	CI
5	EPA website contributes to informing HH citizens anticipatively	CI
6	EPA proud of excelling in comparison with respective authorities other where	CI
7	EPA and HAM collaborate in building acceptance among HH-citizens	CI
8	EPA is working on EU-wide required noise contour registers	EN
9	Majority of PL (PL-A) has a positive stance towards HAM	EC/EN/SO
10	PL-A perceive HAM as big employer and integral part of HH	EC/SO
11	NB feel considerably disturbed by HAM	EN
12	NB expect strict compliance with curfew hours 11 p.m. – 6 a.m.	EN
13	NB desire extension of curfews to late evening and early morning hours	EN
14	NB expect HAM/EPA to prevent increase in movements	EN
15	EPA and HAM collaborate in order to avoid traffic between midnight and 6 a.m.	EN
16	Feedback from citizens proves their acknowledgment that night traffic decreased	EN
17	Noise protection groups have become calmer, since I've been visiting them	EN
18	My message is that HAM and EPA do everything to diminish negative impacts	EN
19	Perceptions of PL and CM are congruent, their conclusions, however, differ	CI
20	Politicians expect PL to tolerate exceptions from curfew rule if in their interests	EC/EN/SO
21	CM and PL perceive HAM as important publicly needed condition sine qua non	EC
22	CM expect PL, including NB – except themselves - not to complain	EN
23	CM expects HAM to avoid that its behavior causes public irritation	SO
24	CM expects that parties involved achieve compromises	EN
25	CM expect EPA to agree to house building programs in the airport neighborhood	EC/SO/EN
26	NB perception: EPA receives about 1,300 aircraft-noise induced complaints	EN
27	Minority of complaining NB expect EPA to close down HAM	EN
28	Most NB expect that EPA takes their complaints seriously and do what it can do	EN
29	EPA can trace the reason for complaint to its source, based on HAM- data	EN
30	EPA considers it important to listen to complaining NB, showing empathy	EN
31	Heavily frustrated NB are hard to persuade that HAM is important for the region	CI
32	The vast majority of PL has a positive stance towards HAM	CI
33	Neither NABU nor BUND has ever focused on noise as an environmental issue	EN
34	IHAM concept of transparency, public events, and open-minded EPO attitude	CI
35	Relationship of trust between EPA and EPO improves HAM acceptance	CI
36	Good task sharing between HAM and EPA in responding to complaints	CI
37	Together, EPA and HAM inform about environmentally relevant improvements	CI
38	Publications of what has been achieved gives HAM a positive profile	CI
39	Well-informed NB are less inclined to react aggressively	CI
40	Professional communication ought to coincide with realization of measures	SO-R/CI
41	HAM carries through political meetings at which CEOs explain developments	CI
42	HAM should improve internal communication, e.g., construction-induced impacts	CI

Table H8

Matrix for the Collection of Segments of Text from the Interview with W

RN	Unit of Coding	SD
1	PL appreciates location near the city, increase in flights, accessibility, fast train	SO-M
2	PL perceive HAM as positive, identify with its function as a gateway to the world	SO-M
3	PL perceive HAM as an airport of short distances from check-in to gates	SO-M
4	In essence, perceptions and expectations of PL are congruent	CI
5	PL criticize only occurrences, such as e.g., vacation induced parking bottle necks	SO-M
6	CM regards HAM as prevalently uncritical and do not see it as problematic	CI
7	CM do not realistically consider the option of relocating the airport	EC
8	In essence, perceptions and expectations of CM are congruent	CI
9	CM are proud of HAM in the role as a gateway to the world	CI
10	CM appreciates HAM as enabler of globalization	CI
11	CM esteem that HAM has enlarged its capacities in fulfilling its functions	SO-M
12	NB perceive that HAM deprives them of their idylls	EN
13	Decades ago, people discovered northern suburbs as convenient, as to mobility	SO-M
14	Today, NB regard HAM as “disastrous”	EN
15	NB in northern suburbs are over proportionally affected by noise	EN
16	NB complain about noise-related disturbance of outdoor leisure activities	EN
17	NB perceive HAM announcement to expand as harbingers of increase in noise	EN
18	NB regard the current distribution of landings to runway 33/15 as unfair/unjust	EN
19	NB perceive HAM through the eyes of the anti-noise organizations	EN
20	On beautiful days, NB perceive HAM as a nuisance	EN
21	Rationally, the HAM dilemma of reconciling economy-ecology is not resolvable	EC/EN
22	NB expect drastic penalization of landings after 11 p.m. and of fuel discarding	EN
23	NB know that relief at suburbs implies increased affectedness other where	EN
24	NB expect that HAM disclose its figures of noise contours/occurrences	EN
25	NB expect HAM to say, “we are sorry for the nuisance you are enduring”	CI
26	NB expect HAM to show that they honor/acknowledge endurance of nuisance	CI
27	NB would appreciate more generous noise protection programs	EN
28	Principally, there is no way of reconciling divergent interests of NB and HAM	EN
29	The degree of alertness to noise influences the level of affection	EN
30	My impression is that the noise levels have decreased during the last few years	EN
31	I know that a lot of irrationality is in the minds and psyches of the noise-affected	EN
32	I do not recall any noise-focused campaign initiated by NABU or BUND	EN
33	Serious violations of the environment would have elicited EV reactions	EN
34	Invitations to participating in guided visits are a good means to build acceptance	CI
35	Corporate magazines should be more self-critical	CI
36	HAM presents itself as integral part of HH	CI
37	NDR broadcasts from HAM locations, prevalently, on economic issues	CI
38	HAM should publicize examples that present it as environmentally minded	SO-R/CI
39	Difficult to cite arguments in favor of HAM, for economy is the key driver	EC/CI
40	HAM could sponsor well-aimed grass-root district and youth projects	SO-R/CI
41	HAM should articulate acknowledgment of NB sacrificing and invite them	CI
42	HAM should inform about its position clearly, elucidating the dilemmas	CI

Table H9

Matrix for the Collection of Segments of Text from the Interview with L

RN	Unit of Coding	SD
1	The users perceive HAM as a well functioning provider of aviation services	SO-M
2	NB perceive HAM as a bothersome neighboring facility	EN
3	PL perceives HAM as a successful commercial enterprise	EC
4	PL perceive HAM as the media depict it: economically successful vs. noisy	EC/EN
5	Opinion L: Media very strongly influence PL perceptions (self-reinforcing circle)	CI
6	PL have diverse expectation: business, leisure travelers, neighbors	SO-M/EN
7	The various publics perceive HAM differently, from their specific perspectives	EC/EN/SO
8	CM perceives HAM as well functioning publicly needed facility	SO-M
9	CM perceive HAM as economically successful	EC
10	CM expect HAM to enable mobility, contribute to public welfare, and create jobs	SO-M/SO-R
11	Many NB perceive HAM as bothersome, though cooperative partner	EN
12	Other NB perceive proximity to HAM as conflict-laden	EN
13	HAM has successful strategies for building partnerships with NB	EN
14	Majority of NB accept HAM as partner that takes complaints seriously	EN
15	Many NB expect that HAM keeps its engagement for its neighborhoods high	EN
16	Other NB expect HAM/ME to change flight path usage in favor of their area	EN
17	Dilemma of just flight paths usage not solvable because of divergent NB interests	EN
18	Some NB do not accept density of population as criterion for flight path justice	EN
19	EV perceive that HAM cares for those who are noise-affected	EN
20	The authentic carefulness of the EPO has positive influence on EV perceptions	EN
21	Sharpening the focus on central themes could improve effectiveness	CI
22	EV expect more engagement in CO ₂ reduction; not in HAM responsibility	EN
23	A CO ₂ tax was discussed; however, identified as a European or global issue	EN
24	CI measures: 1. Bees' narrative; 2. HAM meets politics; 3. Green Capital	EN
25	Arguments: 1. Economic success; 2. HAM activities,; 3. Destinations/frequencies	EC/EN/SO
26	There is no lack of communicative engagement	CI

Table H10

Matrix for the Collection of Segments of Text from the Interview with N

RN	Unit of Coding	SD
1	PL –not noise-affected: appreciate good accessibility	SO-M
2	PL-noise-affected: 200,000 perceive HAM critically => ‘moving the airport’	EN
3	PL-noise-affected: inferior quality of life and decrease of real estate values	SO/EC
4	PL-not noise-affected: no specific expectations; they are satisfied	SO-M
5	PL-noise-affected are clueless for lack of remedies against aircraft noise	EN
6	Noise-proof windows do not protect from exposure to noise outside buildings	EN
7	Quoting chief editor: “Why criticizing HAM, considering its good accessibility.”	SO-M
8	Quoting former mayor: “Population can’t be expected to accept HAM.”	EN
9	NB perceive HAM as nuisance	EN
10	Certain improvement: Strict curfew rule 23.00-06.00; need for ‘noise breaks’	EN
11	NB expect a more generous practice of installing sound-proof windows	EN
12	NB perceive €40million not as sufficient	EN
13	NB expect more transparent and objective noise-related HAM comments	CI/EN
14	NB complain about one-sidedness of HAM publications	CI/EN
15	EV expect emission tax, fuel tax, noise- and emission dependable fees, (next line)	EN
16	Curfew hours 23.00-07.00, lessening early/late frequencies, improved (next line)	EN
17	Legislation, stricter noise and emission limits, and involvement of the affected	EN
18	EV expect just flight paths usage; 50% flights over this area is not acceptable	EN
19	Population density must not be the only criterion; individual affectedness, too	EN
20	HAM communication does not at all fulfill any of our expectations	CI
21	HAM falsely sells bees as bio-detectives, whereas they function as emission filters	EN
22	N criticizes HAM communication strategy as manipulative	CI
23	NB expect HAM to comment on noise in a more balanced manner	CI
24	A shift is necessary: From equivalent permanent noise level to noise structure	EN
25	HA, main influencer of public opinion, does not address the noise issue	EN
26	N assumes that HAM influences HA coverage of airport-related themes	CI
27	N perceives HA as strongly HAM-minded; regional editions are more critical	CI
28	N: Media do not comment on additional CO emission evoked by flight path rules	CI
29	HAM should describe the nuisance it causes objectively in its publications	CI
30	Arguments for not moving in spite of extreme noise: beneficial social life	EN
31	HAM should unfold a perspective for their neighbors, e.g., future technologies	EN
32	Money must not play a role vis-à-vis unacceptable exposure of people to noise	EN

Table H11

Matrix for the Collection of Segments of Text from the Interview with C

RN	Unit of Coding	SD
1	PL perceive HAM differently, respective of whether noise-affected (A) or not (B)	EN
2	PL (B) perceive HAM as appreciated facility that enables mobility	SO-M
3	PL (B) perceive HAM as contributor to economic wealth and job creator	EC/SO-R
4	PL (A) oscillate between positive criticism and HAM should be moved	EN
5	PL expect that needs and demands are satisfied, e.g., diminishing nuisance	SO-M/EN
6	PL (A) expect an expansion of noise protection programs, openness, transparence	EN
7	PL (B) expect good services, modernity, safety and security, good accessibility	SO-M
8	CM groups perceive HAM differently, dependent on functions and roles	EC/EN/SO
9	Politicians/civil servants perceive HAM as enable of mobility	SO-M
10	Politicians/civil servants expect HAM to internalize political commitments	SO-R
11	Political decision for new location would cause problems to HAM	EN
12	CC expects decision-making in favor of the economic interests of its members	EC
13	HAM is torn between one-sided CC interests and rather balanced political views	EC/EN/SO
14	NB perceive HAM differently, respective of whether noise-affected (A) or not (B)	SO-M/EN
15	Some NB (A) have ambivalent stances, either as residents or as frequent travelers	SO-M/EN
16	Some NB (A) fully reject HAM, other NB (A) accept HAM as job creator	EN/EC
17	Some NB (A) expect airport to be moved to another location	EN
18	Majority NB (A) expect HAM optimize remedies against noise-affectedness	EN
19	C: A new airport's 24/7 operation would create heavier noise affectedness	EN
20	EV have concerns beyond noise: air pollution and climate protection	EN
21	EV focus on noise-induced health risks due to nightly flights etc.	EN
22	EV expect investments in efficient innovation and exclusion of avoidable traffic	EN
23	HAM communicates openly, is reliable and trustworthy, keeps promises,	CI
24	HAM involves affected individuals and listens to their needs	CI
25	HAM communicates better than an airport farer away from HH would do	CI
26	Combination of HAM, LHT and technological clusters is of economic value	EC
27	HAM as job creator and its good accessibility including fast train	EC/EN/SO
28	C: Airport far from HH would induce more negative environmental impacts	EN
29	C: HAM satisfies communicative needs very well	CI
30	C: Problematic issue: delayed flights and induced flight path deviations	CI
31	C: Many scheduled flights are predestined for delays; this should be abolished	EN
32	C: 'weather-induced' runway selection seems to be manipulative in many cases	CI
33	HAM should exhaustively use web-based communicative channels	CI

Table H12

Condensation of Participants Statements on Perceptions of the Public at Large

Category: Perceptions of Public at Large	Commonalities–Differences–Contradiction
<p>HAM is an economically sound, ecologically minded company that invests in reasonable noise protection programs, and treats its employees fairly. Perceptions and expectations are congruent. They expect HAM to act as fiduciary of a partly state-owned enterprise (R).</p>	<p>[In essence, the statements of airport-internal and airport-external participants did not differ. It was remarkable that three of the external participants pinpointed the airport’s identity establishing role. Striking in this context, a noise-affected neighbor used the phrase, “This is our airport.” In so far, the various statements stood in a complementary relationship rather than in a contradictory or relativizing one.]</p>
<p>HAM is a city-near modern airport that enables mobility, including low price flights to European cities. Comparatively few individuals sued HAM in the context with its expansion program (M).</p>	
<p>HAM is a motor for economic value creation, an intermodal hub, a regionally important job creator, and a fair employer. HAM is a source of pollution and noise that, however, cares for minimizing the negative impacts on its neighbors and engages in social projects (D).</p>	<p>Aggregation of participants’ statements on perceptions of the public at large:</p>
<p>HAM is a fair partner that, nevertheless, affects the quality of life in peak hours of air traffic (H).</p>	
<p>HAM offers a broad spectrum of destinations, good services, and a pleasant ambience (B).</p>	<p>HAM is an economically sound major airport that enables mobility for all and is easily accessible. It is responsible for pollution and noise. However, it preserves nature and its resources where it is affordable and reasonable, and invests in noise abatement programs. Furthermore, it creates jobs and treats its employees fairly. It engages in social projects. Many citizens say, “This is our airport”, herewith indicating to its identity-establishing momentum.</p>
<p>HAM is a well reputed modern, communicative, ecology-minded, and identity-establishing airport, many say, “This is our airport” (Q).</p>	
<p>Most protagonists of the public at large underscore its properties as well-functioning enabler of mobility and successful commercial enterprise (L).</p>	
<p>Protagonists of the public at large that are not noise-affected appreciate the good accessibility of HAM (N).</p>	
<p>HAM is a facility that enables mobility, contributes to economic wealth, and creates jobs. (C).</p>	
<p>HAM is a city-near airport that satisfies the region’s demand for mobility, is well accessible, and distances from check-ins to gates are short. Many identify with its function as a gateway to the world (W).</p>	
<p>HAM is an integral part of Hamburg and an important employer (A).</p>	

Table H13

Condensation of Participants Statements on Expectations of the Public at Large

Category: Expectations of Public at Large	Commonalities–Differences–Contradiction
<p>Generally, perceptions and expectations of public at large are congruent. Particularly, they expect HAM to act as the fiduciary of a state-owned enterprise, to treat nature responsibly, and to pay its employees well (R).</p>	<p>[In essence, the statements of airport-internal and airport-external participants did not differ. Those who addressed the issue of a perception-expectation gap said that none existed. A somehow negligible minority expects HH to close down HAM or move it to another location)</p>
<p>Public at large expect HAM to enable provision of reliable convenient worldwide connections and low price flights to attractive European destinations (M).</p>	
<p>Public at Large expect a broad spectrum of destinations, frictionless operation and convenient accessibility, as well as fair partnerships with neighboring districts (D).</p>	
<p>Public at large expect transparency, anticipative communication, as well as social and financial engagements in neighborhood projects (H).</p>	<p>Aggregation of participants' statements on expectations of the public at large:</p>
<p>Public at large expect frictionless mastering airport functions, avoidance of preventable negative impacts, and care for residents' needs individually even if they might appear "irrational" (B).</p>	<p>HAM ought to enable mobility, offer inexpensive connections to European cities, frictionless operations, good services, convenience, and easy accessibility. Furthermore, it needs to act as a fiduciary of a partly state-owned publicly needed facility. Moreover, it has to invest in noise abatement programs, establish fair partnerships with neighboring districts, reduce pollutions, and engage in neighborhood projects. Eventually, it must treat its employees fairly.</p>
<p>Public at large expect optimal global connectivity, improvements of landside accessibility, and that increases in destinations and frequencies do not mean higher levels of nuisance (Q).</p>	
<p>Public at large have different expectations, according to their professional of private roles and functions (L).</p>	
<p>Public at large–not affected by noise–have no specific expectations; they are satisfied. Affected individuals' expectations range from "move the airport" over cluelessness to frustration (N).</p>	
<p>Public at large–not noise affected–expect HAM good services, modernity, safety and security, and good accessibility. Affected members expect extension of noise protection programs, openness, transparency, and reduction of nuisance (C).</p>	
<p>In essence, perceptions and expectations of public at large are congruent. They criticize from case to case, for instance, suboptimal parking situations (W).</p>	

Table H14

Aggregation of Participants Statements on Perception of the Community

Category: Perceptions of Community	Commonalities–Differences–Contradiction
<p>HAM is a profitable company, an important taxpayer, and a fair employer. They accept that HAM engages in philanthropic and neighborhood projects (R).</p> <p>HAM is a provider of publicly needed services and a company that generates reasonable profit margins (M).</p> <p>HAM is a company that writes “deep black figures”, an airport that excels, a company that engages in social projects, and cares for the needs and respects the opinions of their neighbors (D).</p> <p>HAM is a partner, particularly, where it comes to communication with its constituencies (H).</p> <p>HAM is a publicly needed facility that enables mobility, creates jobs, and has good ties to authorities and politicians (B).</p> <p>In essence, perceptions of protagonists of the community are congruent with those of the public at large (Q).</p> <p>HAM is economically successful (L).</p> <p>(Allegedly) quoting Dr. Henning Voscherau, a former mayor of Hamburg: “Population cannot be expected to accept HAM at its current location” (N).</p> <p>HAM is an enabler of mobility, a provider of publicly need services torn between demands from politics and industry (C).</p> <p>HAM is a gateway to the world to be proud of and an enabler of globalization that ought to remain at its current location where it should accomplish its expansion plans (W).</p> <p>HAM is an important publicly needed facility that is without alternative (A).</p>	<p>[In essence, the statements of airport-internal and airport-external participants did not differ much. However, they had distinct focuses. Striking in this context, the noise-affected neighbor emphasized the role as a gateway to the world.]</p> <p>Aggregation of participants’ statements on perceptions of the community:</p> <p>HAM is a profitable company that enables mobility, provides good services, engages in social projects, and cares for its neighbors’ needs. Furthermore, it is an important taxpayer, a job generator, and a fair employer. Moreover, it maintains good relationships with authorities and politicians. In addition, it is a gateway to the world to be proud of.</p>

Table H15

Aggregation of Participants Statements on Expectations of the Community

Category: Expectations of Community	Commonalities–Differences–Contradiction
HAM ought to engage in social and philanthropic projects if this supports the achievement of corporate objectives (R).	[In essence, the statements of airport-internal and airport-external participants did not differ much. However, they had distinct focuses.]
HAM must provide publicly needed services and generate reasonable profit margins (M).	
HAM needs to align its goals with those of HH, to support social projects, and to protect the environment (D).	Aggregation of participants' statements on expectations of the community:
HAM has to secure transparency and communicate details that could affect citizens adversely (H).	
HAM ought to maintain close contacts with authorities, execute its functions as a traffic hub, strive for consensus, and reconcile economic and ecological goals (B).	HAM ought to enable mobility, secure long-term airport operations in Hamburg, and coordinate its goals with those of the community. Furthermore, it needs to reconcile economic with ecological goals, be transparent, and communicate details about what affects citizens adversely. Finally, it should generate profit, must protect the environment, and should engage in social projects.
In essence, expectations are congruent with those of the public at large. In particular, the chamber of commerce expects HAM to promote development-free zones around the airport (Q).	
HAM needs to enable mobility, contribute to public welfare, and create jobs (L).	
HAM must internalize political commitments into its corporate strategies (C).	
In essence, perceptions and expectations of protagonists of the community are congruent (W).	
HAM has to strive for compromises on publicly relevant issues and avoid public irritation (A).	

Table H16

Aggregation of Participants Statements on Perceptions of Neighbors and NPG

Category: Perceptions of Neighbors	Commonalities–Differences–Contradiction
HAM is ‘a necessary evil’; its managers prioritize economic interests over its function as a publicly needed facility (R).	[The statements of airport-internal and airport-external participants differed considerably in certain respects. In other respects, they are congruent or similar.]
HAM is ‘a necessary evil’ that implies noise-exposure citizens in HH. Noise-related perceptions depend on respective levels of tolerance (M).	
HAM is a responsible enabler of mobility; it has done a lot to reduce noise exposure and pollution, e.g., by means of noise-dependent landing fees (D).	HAM is a necessary evil that implies noise exposure that deteriorates the quality of lives. HAM has done a lot to reduce noise exposure and air pollution. Its efforts have induced stricter compliance with curfew rules. It takes complaints seriously.
Citizens of Hamburg perceive HAM as a good partner; those in suburbs perceive that noise is deteriorating the quality of their lives (H).	
HAM is an inevitable evil; however, also a good corporate neighbor whose efforts have decreased noise exposure (B).	HAM prioritizes economic interests over its neighbors’ legitimate desire for enjoying outdoor leisure activities. Neighbors have ambivalent stances towards HAM. They fear increases in noise. The proximity to residential areas evokes conflict potential.
Highly noise-affected neighbors perceive HAM as an acute nuisance; those less affected by noise perceive it as latent nuisance that remains at a constant level (Q).	
Many neighbors perceive HAM as a bothersome; however, cooperative partner that takes complaints seriously, whereby the proximity to residential areas creates conflict potential (L).	HAM is a nuisance. However, it has cared for stricter compliance with curfew rules (N).
HAM is a nuisance. However, it has cared for stricter compliance with curfew rules (N).	
Neighbors often have ambivalent stances, on the one hand, in their roles as residents, on the other, as frequent travelers (C).	HAM is a disaster, a facility that deprives neighbors of their idylls, that makes enjoyment of outdoor leisure activities impossible. Announcements of expansion work as harbingers of more noise (W).
HAM is a disaster, a facility that deprives neighbors of their idylls, that makes enjoyment of outdoor leisure activities impossible. Announcements of expansion work as harbingers of more noise (W).	
1,300 complaints evidence that many neighbors perceive HAM as a facility that deteriorates the quality of their lives (A).	

Table H17

Aggregation of Participants Statements on Expectations of Neighbors and NPG

Category: Expectations of Neighbors	Commonalities–Differences–Contradiction
HAM ought to take their interests seriously and to do everything possible and affordable to minimize their exposure to noise (R).	
HAM needs to care about their needs and desires, to keep curfew rules as they are, and act according to the precautionary principle (M).	
HAM must extend curfew hours that consider changed sleeping habits and increased sensitivity to noise (D).	[In essence, the statements of airport-internal and airport-external participants did not differ.]
Neighbors in suburbs expect HAM to care for an implementation of fair and proportionate usage of flight paths (H).	Aggregation of participants' statements on perceptions of neighbors:
HAM ought to inform thoroughly; some neighbors require an extension of curfew hours (B).	HAM needs to minimize noise exposure, care for strict compliance with curfew rules, care for a just usage of flight paths, and increase investment in noise abatement programs and interpret the latter generously. It should acknowledge neighbors' endurance of noise exposure.
HAM must increase its efforts to decrease noise exposure, to ban loud aircraft, to keep curfew rules as they are, and prevent further decrease of real estate values (Q).	
HAM must keep its engagements in neighborhood projects high, care for a just usage of flight paths, whereby density of population should not be the only criterion (L).	
HAM ought to increase investment in noise abatement programs, introduce noise structure schemes, fuel tax, and emission tax, as well as care for just usage of flight paths (N).	
HAM needs to optimize remedies against noise exposure; a minority of neighbors expects HAM to be moved to another location (C).	
HAM should drastically penalize starts and landings during curfew hours, disclose noise contours and violations, and extend noise abatement programs. HAM should acknowledge neighbors' endurance of nuisance (W).	
HAM must care for strict compliance with curfew hours, extension of curfew hours, and to prevent increase in movements (A).	

Table H18

Aggregation of Participants Statements on Perceptions of Environmentalists

Category: Perceptions of Environmentalists	Commonalities–Differences–Contradiction
<p>Environmentalists [presumably] perceive HAM as neighbors do; however, from a professional perspective (R).</p> <p>Environmentalists perceive HAM according to their specific tasks and engagements. Though not particularly coping with airport matters, they see deficiencies (M).</p> <p>HAM is a company that practices environmental protection in a responsible manner (D).</p> <p>HAM is a company that applies aggressive communication strategies (H).</p> <p>HAM is a company that keeps environmental damage at a low level. It acts anticipatively. It collaborates with environmentalists in common projects (B).</p> <p>HAM is a “troublemaker”. Certain types of traffic should be banned (Q).</p> <p>HAM is a company that cares for the needs and problems of its noise-affected neighbors (L).</p> <p>HAM is a potential cause for night flight-induced cardiac health risks and, apart from noise, contributes to climate change and air pollution (C).</p> <p>Environmentalists do not focus on the issue of noise exposure of residents who are living in the neighborhood of HAM (A).</p>	<p>[In essence, the statements of airport-internal and airport-external participants did not differ. Statements from environmentalists were not obtainable.]</p> <p>Aggregation of participants’ statements on perceptions of environmentalists:</p> <p>HAM is responsible for pollution and noise. On the one hand, in collaboration with environmentalists, it strives for minimizing environmental damage. Furthermore, it cares for the needs of its neighbors. On the other hand, could reduce cardiac health risks by banning certain types of traffic.</p>

Table H19

Aggregation of Participants Statements on Expectations of Environmentalists

Category: Expectations of Environmentalists	Commonalities–Differences–Contradiction
<p>Thanks to the professionalism of the company's professional environmental management, environmentalists do not aggressively attack HAM (R).</p> <p>Environmentalists do not attack HAM aggressively, because HAM has been cultivating good neighborhood relationships (M).</p> <p>HAM ought to show engagement, integrity, provide information, and be EMSA and ISO certified (D).</p> <p>HAM needs to care for just usage of flight paths (H).</p> <p>HAM has to care for radical changes in traffic structures and to reduce movements, noise levels, and air pollution drastically (Q).</p> <p>HAM has to increase efforts of reducing carbon oxide emission (L).</p> <p>HAM must care for just usage of flight paths (N).</p> <p>HAM ought to invest in efficient innovation and banning of evitable air traffic (C).</p>	<p>[In essence, the statements of airport-internal and airport-external participants did not differ.]</p> <p>Aggregation of participants' statements on expectations of environmentalists:</p> <p>HAM ought to be EMSA and ISO certified, reduce air pollution, ban evitable flights, care for a just usage of flight paths, and measure noise according to criteria that consider the psychic aspects of noise exposure.</p>

Table H20

Patterns of Perception of Hamburg Airport

Aggregated Perceptions	Patterns of Perception
<p>Public at Large: HAM is an economically sound major airport that enables mobility for all and is easily accessible. It is responsible for pollution and noise. However, it preserves nature and its resources where it is affordable and reasonable, and invests in noise abatement programs. Furthermore, it creates jobs and treats its employees fairly. Many citizens say, “This is our airport”, herewith indicating to its identity-establishing momentum.</p>	<p>HAM is economically successful, enables mobility, contributes to the wealth of the region, and creates many jobs. It engages in philanthropic, social, and neighborhood projects. HAM is doing what it can to preserve nature, to abate noise, and to minimize air pollution. Nevertheless, neighbors fear increase in nuisance. The proximity to residential areas implies conflict potential. The public at large perceives HAM as an identity-establishing landmark. Many of them say, “This is our airport.”</p>
<p>Community: HAM is a profitable company that enables mobility, provides good services, engages in social projects, and cares for its neighbors’ needs. Furthermore, it is an important taxpayer, a job generator, and a fair employer. Moreover, it maintains good relationships with authorities and politicians.</p>	
<p>Neighbors: HAM is a necessary evil that implies noise exposure that deteriorates the quality of lives. HAM has done a lot to reduce noise exposure and air pollution. Its efforts have induced stricter compliance with curfew rules. It takes complaints seriously. However, it prioritizes economic interests over neighbors’ legitimate desire for undisturbed enjoyment of outdoor leisure activities. Neighbors have ambivalent stances towards HAM, respective of whether they look upon it as noise-affected individuals or as travelers. They fear increases in noise. The proximity to residential areas implies irresolvable conflict potential.</p>	

Table H21

Patterns of Hamburg Airport-associated Expectations

Aggregated Expectations	Patterns of Expectations
<p>Public at Large: HAM ought to enable mobility, offer inexpensive connections to European cities, frictionless operations, good services, convenience, and easy accessibility. Furthermore, it needs to act as a fiduciary of a partly state-owned publicly needed facility. Moreover, it has to invest in noise abatement programs, establish fair partnerships with neighboring districts, reduce pollutions, and engage in neighborhood projects. Eventually, it must treat its employees fairly.</p> <p>Community: HAM ought to enable mobility, secure long-term airport operations in Hamburg, and coordinate its goals with those of the community. Furthermore, it needs to reconcile economic with ecological goals, be transparent, and communicate details about what affects citizens adversely. Finally, it should generate profit, must protect the environment, and should engage in social projects.</p> <p>Neighbors: HAM needs to minimize noise exposure, care for strict compliance with curfew rules, care for a just usage of flight paths, and increase investment in noise abatement programs and interpret the latter generously. It should acknowledge neighbors' endurance of noise exposure as a communitarian sacrifice.</p> <p>Environmentalists: HAM ought to be EMSA and ISO certified, reduce air pollution, ban evitable flights, care for a just usage of flight paths, and measure noise according to criteria that consider the psychic aspects of noise exposure.</p>	<p>The majority of members of the public at large expect HAM to expand its role as enabler of mobility, secure long-term frictionless operations as inner city airport, and remain an important tax payer and job creator. In coordination with the political will of Hamburg and Schleswig-Holstein, it has to reconcile economic with ecological goals. Furthermore, it ought to engage in philanthropic, neighborhood, and social projects. Moreover, it needs to preserve nature, invest in noise abatement programs, and reduce air pollution. Neighbors and environmentalists claim fair usage of flight paths and application of noise measurement criteria that consider psychological impacts.</p>

Table H22

Aggregation of Participants Statements on Most Effective Communicative Measures

Category: Most Effective Communicative Measures	Commonalities–Differences–Contradiction
EMSA and ISO awards, collaborations with environmentalists, sustainability reports, and cautious reference to the company’s financial success are good themes for corporate communication (R).	[The statements of airport-internal and airport-external participants partly differ considerably.]
Positive media coverage of neighborhood engagements, donations, low levels of pollution, and care for bio-diversity improve reputation (M).	Aggregation of participants’ statements on most effective communicative measures:
Reports on neighborhood engagements and frictionless operations, direct contacts with neighbors, and employees’ taking the roles of ambassadors are effective measures (D).	Effective are Airport TV, trustworthy publications about EMSA and ISO awards, financial success, engagements in social projects, donations, reduction of noise and pollution levels, care for bio-diversity, and memberships in NGOs. Issuing sustainability reports could be another good measure. Finally, publications including references to third parties’ story telling ought to reveal that HAM keeps its promises. Direct contacts of CEOs with people on site increase acceptance.
Contacts with noise-affected neighbors, involvement of employees as ambassadors, and collaborating with social organizations. Direct contacts of CEOs with people on site increase acceptance (H).	A dissenting opinion:
The most effective measures are “live marketing”, cultivation of excellent relationships with airport publics, including permanent ties to civil servants (B).	HAM does not communicate in a trustworthy manner.
Airport TV, HAM meets its neighbors, memberships in organizations as, e.g., Green Capital, and the activities of the EPO are effective measures (Q).	
Story telling, HAM meets politicians, and memberships in organizations as, e.g., Green Capital (L) are effective measures.	
HAM does not fulfill any criterion of professional communication acceptable by noise-exposed individuals (N).	
Crucial elements are openness, reliability, trustworthiness, and the impression that HAM keeps its promises (C).	
Invitations to guided tours, self-presentation as an integral part of HH, broadcasting from HAM locations, and publishing examples that prove environmental mindedness (W).	
Synchronized publications of HAM and EPA about environmentally relevant improvements (A).	

Table H23

Aggregation of Participants Statements on Additional Communicative Measures

Category: Additional Measures of Communication	Commonalities–Differences–Contradiction
Sustainability ought to become a company-wide central theme. Initiation of mouth-to-mouth propaganda could be helpful. Stepping up social network appearance should be a core objective (R).	[Statements of airport-internal and airport-external participants bifurcate into two threads of recommendations.]
HAM ought to make third parties tell positive stories about its achievements (D).	Aggregation of participants' statements on additional communicative measures:
HAM should use employees of high job satisfaction as ambassadors (D).	HAM-affiliated stakeholder protagonists:
HAM should more often present itself at neighborhood events, whereby its CEOs should play a relevant part (H).	HAM ought to step up its appearance in social networks, encourage third parties to laude HAM, extend its visits to neighborhood events, and educate and use its employees as ambassadors.
HAM will professionalize its usage of social nets, whereby positive narratives initiated by third parties would be rather effective. Currently, the HAM website has 500,00 visitors monthly (B).	HAM-opposed stakeholder protagonists:
HAM ought to act according to the communication strategy “coping with criticism requires bearding the lioness in her den” (Q).	HAM needs to communicate in a self-critical manner, acknowledge that neighbors provide extraordinary social sacrifices by enduring high noise levels, and accept that “coping with criticism requires bearding the lioness in her den.”
HAM should communicate more self-critical than they currently do (N).	
HAM should exhaustively use web-based communicative channels (C).	
HAM should articulate acknowledgment of neighbors' sacrifices (W).	

Table H24

Aggregation of Participants Statements on Best Arguments in Favor of Hamburg Airport

Category: Best Arguments	Commonalities–Differences–Contradiction
<p>Best arguments are profitability, environmental awareness, and care for its workforce (R).</p> <p>Good arguments are parsimonious consumption of natural resources, fees differentiated according to the loudness of aircraft types, and the switch to renewable energy (M).</p> <p>HH is majority shareholder, it is economically successful, it is fully integrated into public life, and the future launch of a sustainability report (D).</p> <p>HAM is an important contributor to economic value creation, creates jobs, and is a strong partner in social and environmental projects (H).</p> <p>Achieved noise reduction, creation of jobs, and environmental protection programs, respectively, projects (B).</p> <p>HAM creates jobs, secures the regions economic wealth, and cares that things do not worsen (Q).</p> <p>Economic success, broad spectrum of destinations and frequent flights, and the reconciliation of economic with ecological goals (L).</p> <p>HAM ought to describe the nuisance it causes and unfold a perspective for their neighbors, whereby money must not play a role (N).</p> <p>Best arguments are the role as job creator and its good landside accessibility (C).</p>	<p>[Statements only differed in that airport-external participants, in contrast to airport-internal ones, mentioned issues that they considered unsolved.]</p> <p>Aggregation of participants' statements on best arguments in favor of HAM:</p> <p>Best arguments in favor of HAM are its economic soundness, contribution to public wealth, function as enabler of mobility, good landside accessibility, environmental awareness, role as job creator, and its role as strong partner in social and environmental projects.</p> <p>Request from a protagonists of a registered noise protection group:</p> <p>HAM ought to unfold a perspective for their neighbors.</p>

Table H25

Aggregation of Participants Statements on Stakeholder Reputational Contributions

Category: Stakeholder Contributions to Improving Reputation	Commonalities–Differences–Contradiction
Stakeholders should spread positive messages through their preferred communicative channels (R).	Aggregation of participants' statements on potential stakeholder contributions:
Airport-minded stakeholders could join in with HAM communication (M).	HAM-minded stakeholders should show how and why they identify with Hamburg's airport, hereby using their specific channels of communication.
Stakeholder should spread engagements for HAM in their communicative networks (D).	
Stakeholder should often identify with HAM and delineate what would happen if HAM vanished (H).	

Table H26

Aggregation of Participants Statements on Other Issues

Category: Remarks on Other Issues	Commonalities–Differences–Contradiction
<p>Professionalism of EPO reduces conflict potential. Information about of profitability is a double-sided sword. Privatization has not influenced environmental awareness. Media representatives perceive press releases as propagandistic (R).</p>	
<p>HAM could deliver information in one-page format. HAM had to cope with fewer lawsuits than other German airports (M).</p>	
<p>The Europe-wide networking on environmental issues has paid off. In rare cases, journalists' frustration about complexity evokes negative newspaper coverage (D).</p>	
<p>Persistent engagements in social projects have induced changes of mindsets. Politicians should not make HAM subject of electoral campaigns. In some cases, newspapers are 'reluctant' to report on HAM activities (H).</p>	<p>Aggregation of participants' statements on other issues:</p>
<p>People often ascribe things to HAM for which others are responsible as, e.g., security issues. Only one registered association against aircraft noise still exists and the number of members is steadily decreasing (B).</p>	<p>The authenticity of EPO strongly contributes to minimizing conflict potential. Persistency in social engagements is crucial. The number of members of the only still existing noise protection group is steadily decreasing. HAM is listening to its noise-exposed neighbors.</p>
<p>The inevitable divergence of interests lessens the likelihood of consensus (Q).</p>	
<p>Media very strongly influence audiences' opinions about HAM. The authenticity of EPO positively influences the perception of HAM. HAM communicative strategies are successful (L).</p>	
<p>HAM influences newspaper coverage. HAM should describe airport-induced nuisance objectively and stop manipulative statements (e.g., bees as bio-detectives). Newspapers are airport-biased (N).</p>	
<p>HAM listens to noise-affected neighbors. Runway selection often seems to be arbitrary, respective communication manipulative (C).</p>	
<p>HAM should inform on the dilemmas that are typical for city near airports (W).</p>	

Appendix J: Collected Data for Statistical Analyses

Table J1

Data Collected for a Pretest for Determining the Appropriate Sample Size

05.01.2005	.	4,00
05.01.2006	.	3,00
05.01.2007	.	3,00
05.01.2008	.	3,00
05.01.2011	.	4,00
05.01.2012	.	3,00
05.01.2012	.	3,00
05.01.2013	.	4,00
05.01.2017	.	2,00
05.01.2025	.	4,00
05.01.2025	.	4,00
05.01.2027	.	4,00
05.01.2027	.	4,00
05.02.2003	.	3,00
05.02.2003	.	4,00
05.02.2003	.	4,00
05.02.2003	.	5,00
05.02.2003	.	5,00
05.02.2008	.	3,00
05.02.2009	.	3,00
05.02.2009	.	4,00
05.02.2012	.	2,00
05.02.2021	.	3,00
05.02.2021	.	3,00
05.02.2023	.	3,00
05.02.2024	.	3,00
05.02.2025	.	4,00
05.03.2001	.	3,00

Table J2

Randomly Selected Ordinal Numbers of Mondays to Fridays 2005-2009

	Mondays	Tuesdays	Wednesdays	Thursdays	Fridays
2005/1	3,8,13,14,15,20	3,13,14,20,23,25	1,6,7,12,19,22	6,9,16,21,25,26	1,14,20,21,24,25
2005/2	2,4,5,8,16,24	1,8,11,15,21,24	3,4,17,18,24,25	2,4,5,6,18,25	9,10,11,13,20,25
2006/1	1,3,9,10,17,24	1,4,8,14,20,24	2,10,14,18,21,22	5,10,12,16,20,21	1,5,6,9,12,23
2006/2	8,11,14,18,24,26	9,10,18,19,22,26	3,11,13,20,22,24	1,9,13,20,23,25	6,15,19,21,22,26
2007/1	3,4,6,8,12,13	4,10,13,14,20,23	3,13,14,20,23,25	1,6,7,12,19,22	9,14,16,21,25,26
2007/2	1,14,21,24,25,26	2,4,5,8,20,24	1,8,15,16,21,24	4,11,17,18,24,25	2,3,4,5,18,25
2008/1	6,9,11,13,20,25	1,3,9,10,17,24	1,4,8,14,20,24	2,10,14,18,21,22	5,10,12,16,20,21
2008/2	1,5,6,9,12,23	8,11,14,18,24,26	9,10,18,19,22,26	3,11,13,20,22,24	1,9,13,20,23,25
2009/1	6,13,15,21,22,26	3,4,6,8,12,15	4,10,13,14,20,21	3,13,14,20,23,25	1,6,7,12,19,22
2009/2	6,9,16,21,25,26	1,14,21,24,25,26	2,5,8,20,24,27	1,4,8,15,16,24	4,8,11,18,21,25

Table J3

Coded Data Collected from Hamburg Airport's Newspaper Archive

RN	date	newspa	promce	favora	stakeh	sustai
1	05.01.2005	1	3,00	4,00	6	1
2	05.01.2007	1	2,00	3,00	6	1
3	05.01.2007	4	1,00	3,00	6	1
4	05.01.2017	2	2,00	2,00	3	1
5	05.02.2009	1	3,00	4,00	6	1
6	05.02.2009	5	2,00	4,00	6	1
7	05.02.2009	6	2,00	2,00	6	0
8	05.02.2009	6	2,00	4,00	6	0
9	05.02.2010	6	2,00	4,00	6	1
10	05.02.2016	5	2,00	2,00	6	1
11	05.02.2016	1	3,00	3,00	6	1
12	05.02.2016	5	2,00	4,00	6	1
13	05.02.2016	1	1,00	3,00	6	1
14	05.02.2021	4	1,00	4,00	6	1
15	05.02.2021	2	1,00	4,00	3	1
16	05.03.2029	5	3,00	5,00	6	1
17	05.04.2004	2	3,00	5,00	6	1
18	05.04.2008	5	2,00	2,00	6	0
19	05.04.2021	2	3,00	4,00	6	1
20	05.04.2021	6	1,00	4,00	6	1
21	05.04.2027	6	2,00	4,00	6	1
22	05.05.2017	4	3,00	5,00	6	1
23	05.05.2017	6	3,00	4,00	6	1
24	05.05.2018	1	3,00	5,00	6	1
25	05.05.2020	2	2,00	4,00	6	1
26	05.05.2020	4	2,00	4,00	6	1
27	05.05.2020	5	3,00	5,00	6	1
28	05.05.2020	2	3,00	4,00	6	1
29	05.05.2026	2	2,00	4,00	6	1
30	05.05.2026	6	2,00	4,00	6	1
31	05.05.2026	1	1,00	3,00	6	1
32	05.05.2026	5	3,00	5,00	6	1
33	05.05.2026	2	2,00	4,00	6	1
34	05.05.2026	1	1,00	3,00	6	1
35	05.05.2026	1	3,00	2,00	6	1
36	05.05.2026	6	3,00	3,00	6	1
37	05.05.2026	6	3,00	4,00	6	1
38	05.06.2007	6	2,00	4,00	6	1
39	05.06.2007	6	3,00	4,00	6	0
40	05.06.2023	2	2,00	2,00	6	1
41	05.06.2023	6	2,00	4,00	6	1

42	05.06.2024	2	1,00	4,00	6	1
43	05.06.2024	5	1,00	4,00	6	0
44	05.07.2005	2	2,00	4,00	6	1
45	05.07.2005	4	3,00	2,00	6	1
46	05.07.2005	1	1,00	2,00	6	1
47	05.07.2005	6	3,00	3,00	6	1
48	05.07.2011	1	1,00	3,00	6	1
49	05.07.2011	4	3,00	2,00	6	1
50	05.07.2014	4	3,00	2,00	6	1
51	05.07.2020	4	3,00	2,00	6	1
52	05.07.2025	2	1,00	2,00	6	1
53	05.07.2025	4	3,00	2,00	6	1
54	05.07.2027	4	3,00	3,00	6	1
55	05.08.2004	6	3,00	4,00	6	1
56	05.08.2011	5	3,00	2,00	6	1
57	05.08.2011	4	3,00	4,00	6	1
58	05.08.2011	6	1,00	3,00	6	1
59	05.08.2023	2	3,00	4,00	6	1
60	05.08.2026	2	3,00	3,00	6	1
61	05.09.2009	4	1,00	3,00	6	1
62	05.09.2009	6	3,00	2,00	6	0
63	05.09.2013	6	3,00	1,00	1	0
64	05.09.2013	6	1,00	3,00	6	1
65	05.09.2023	4	3,00	3,00	6	1
66	05.09.2023	1	3,00	3,00	6	1
67	05.09.2023	5	3,00	3,00	6	1
68	05.09.2027	5	3,00	2,00	6	1
69	05.10.2017	1	1,00	3,00	6	1
70	05.10.2026	5	1,00	3,00	6	1
71	05.10.2026	4	1,00	3,00	6	1
72	05.10.2026	2	1,00	4,00	6	1
73	05.10.2026	2	3,00	4,00	6	1
74	05.11.2003	6	1,00	3,00	6	1
75	05.11.2008	2	2,00	3,00	6	1
76	05.11.2008	5	1,00	3,00	6	1
77	05.11.2008	1	1,00	3,00	6	1
78	05.12.2012	4	2,00	4,00	6	1
79	05.12.2014	2	2,00	2,00	6	1
80	05.12.2014	2	1,00	3,00	6	1
81	05.12.2021	2	2,00	3,00	6	1
82	05.12.2021	5	2,00	2,00	6	1
83	05.12.2022	2	3,00	3,00	6	1
84	05.12.2022	2	3,00	2,00	6	1
85	06.01.2006	3	1,00	3,00	6	1
86	06.01.2006	5	1,00	3,00	6	1
87	06.01.2006	4	1,00	3,00	6	1

88	06.01.2006	2	2,00	4,00	6	1
89	06.01.2006	1	1,00	3,00	6	1
90	06.01.2011	1	3,00	2,00	6	1
91	06.01.2011	5	1,00	2,00	6	1
92	06.01.2011	5	1,00	2,00	6	1
93	06.01.2016	2	3,00	3,00	6	1
94	06.01.2024	1	3,00	2,00	6	1
95	06.02.2002	2	2,00	4,00	6	1
96	06.02.2002	4	3,00	4,00	6	1
97	06.02.2002	2	3,00	4,00	6	1
98	06.02.2002	1	2,00	4,00	6	1
99	06.02.2002	6	3,00	3,00	6	1
100	06.02.2010	4	3,00	2,00	6	1
101	06.02.2021	6	3,00	3,00	6	1
102	06.02.2027	1	3,00	4,00	6	1
103	06.02.2027	4	1,00	3,00	6	1
104	06.03.2006	4	3,00	4,00	6	1
105	06.03.2006	2	3,00	4,00	6	1
106	06.03.2006	5	3,00	4,00	6	1
107	06.03.2006	1	3,00	4,00	6	1
108	06.03.2008	2	2,00	3,00	6	1
109	06.03.2024	6	3,00	4,00	6	1
110	06.03.2024	4	1,00	3,00	6	1
111	06.03.2024	1	2,00	4,00	6	1
112	06.04.2005	4	3,00	2,00	6	1
113	06.04.2020	6	3,00	4,00	6	1
114	06.04.2024	2	3,00	4,00	6	1
115	06.04.2024	5	3,00	4,00	6	1
116	06.05.2016	4	1,00	3,00	6	1
117	06.05.2016	6	3,00	2,00	6	1
118	06.05.2016	6	3,00	4,00	6	1
119	06.05.2018	6	3,00	4,00	6	1
120	06.05.2024	6	3,00	4,00	6	1
121	06.06.2009	4	3,00	4,00	6	1
122	06.06.2012	4	3,00	4,00	6	1
123	06.06.2012	4	3,00	4,00	6	1
124	06.07.2006	4	1,00	4,00	6	1
125	06.07.2006	6	3,00	3,00	6	1
126	06.08.2011	2	3,00	2,00	6	1
127	06.08.2011	1	1,00	2,00	6	1
128	06.08.2011	5	3,00	2,00	6	1
129	06.08.1931	2	1,00	4,00	6	1
130	06.09.2005	4	2,00	4,00	6	1
131	06.09.2028	6	3,00	4,00	6	1
132	06.10.2002	2	1,00	3,00	6	1
133	06.10.1930	2	2,00	2,00	6	1

134	06.10.1930	2	2,00	3,00	6	1
135	06.10.1930	4	3,00	4,00	6	1
136	06.10.1930	5	1,00	3,00	6	1
137	06.10.1930	2	3,00	4,00	6	1
138	06.10.1931	4	1,00	3,00	6	1
139	06.10.1931	1	2,00	3,00	6	1
140	06.10.1931	2	1,00	3,00	6	1
141	06.11.2007	5	3,00	4,00	6	1
142	06.11.2007	4	3,00	4,00	6	1
143	06.11.2016	4	1,00	3,00	6	1
144	06.11.2028	6	3,00	4,00	2	0
145	06.11.2029	3	1,00	3,00	6	1
146	06.11.2029	5	1,00	4,00	6	1
147	06.11.2029	4	1,00	4,00	6	1
148	06.11.2029	2	3,00	5,00	6	1
149	06.11.2029	1	3,00	4,00	6	1
150	06.12.2001	4	3,00	4,00	6	1
151	06.12.2007	1	1,00	3,00	6	1
152	06.12.2007	2	3,00	3,00	6	1
153	06.12.2007	1	3,00	3,00	6	1
154	06.12.2007	6	2,00	3,00	6	1
155	06.12.2007	6	3,00	4,00	2	0
156	06.12.2011	4	1,00	3,00	6	1
157	06.12.2013	5	1,00	3,00	6	1
158	06.12.2029	2	3,00	4,00	6	1
159	06.12.2029	4	2,00	4,00	6	1
160	07.01.2015	1	3,00	5,00	6	1
161	07.01.2017	2	3,00	5,00	6	1
162	07.02.2008	1	3,00	4,00	6	1
163	07.02.2008	2	2,00	4,00	6	1
164	07.02.2008	5	2,00	3,00	6	1
165	07.02.2008	4	3,00	4,00	6	1
166	07.02.2015	4	3,00	4,00	6	1
167	07.02.2015	6	3,00	4,00	6	1
168	07.02.2019	5	2,00	4,00	6	1
169	07.02.2019	2	2,00	3,00	6	1
170	07.02.2019	4	3,00	5,00	6	1
171	07.02.2019	1	1,00	4,00	6	1
172	07.03.2006	1	3,00	3,00	2	0
173	07.03.2022	6	3,00	4,00	6	1
174	07.03.2022	6	3,00	3,00	6	1
175	07.04.2004	2	1,00	3,00	6	1
176	07.04.2004	4	2,00	2,00	6	1
177	07.04.2020	2	2,00	2,00	6	1
178	07.05.2016	4	3,00	3,00	6	1
179	07.05.2019	4	2,00	3,00	6	1

180	07.05.1931	6	3,00	2,00	6	1
181	07.05.1931	6	3,00	4,00	6	1
182	07.06.2006	4	2,00	4,00	6	1
183	07.06.2020	2	1,00	3,00	6	1
184	07.07.2004	2	3,00	2,00	2	0
185	07.07.2004	4	1,00	4,00	2	0
186	07.07.2004	5	1,00	3,00	2	0
187	07.07.2004	1	2,00	4,00	2	0
188	07.07.2010	4	3,00	4,00	6	1
189	07.07.2010	2	2,00	3,00	6	1
190	07.07.2010	5	3,00	4,00	6	1
191	07.07.2013	4	3,00	5,00	6	1
192	07.07.2020	6	3,00	3,00	2	0
193	07.07.2024	6	2,00	2,00	2	0
194	07.08.2003	5	3,00	5,00	6	1
195	07.08.2003	4	3,00	3,00	6	1
196	07.08.2003	1	3,00	4,00	6	1
197	07.08.2003	3	1,00	3,00	6	1
198	07.08.2003	2	3,00	4,00	6	1
199	07.10.2018	2	3,00	4,00	5	0
200	07.10.2018	3	1,00	4,00	5	0
201	07.10.2018	4	3,00	5,00	5	0
202	07.10.2018	5	3,00	4,00	5	0
203	07.11.2013	2	3,00	4,00	6	1
204	07.11.2021	4	3,00	1,00	2	0
205	07.11.2021	5	1,00	3,00	6	1
206	07.11.2029	6	3,00	3,00	6	1
207	07.11.2029	6	2,00	2,00	2	0
208	07.12.2006	6	3,00	3,00	6	1
209	07.12.2006	4	2,00	3,00	6	1
210	07.12.2006	1	1,00	3,00	6	1
211	07.12.2006	5	1,00	3,00	6	1
212	07.12.2006	2	3,00	5,00	6	1
213	07.12.2011	2	2,00	3,00	6	1
214	07.12.2011	1	2,00	3,00	6	1
215	07.12.2011	6	3,00	4,00	6	1
216	07.12.2012	2	1,00	3,00	6	1
217	07.12.2017	1	1,00	3,00	6	1
218	07.12.2024	4	3,00	3,00	6	1
219	08.01.2002	4	1,00	3,00	6	1
220	08.02.2011	2	3,00	3,00	6	1
221	08.02.2020	5	3,00	5,00	6	1
222	08.02.2026	4	1,00	3,00	6	1
223	08.02.2026	6	3,00	5,00	5	0
224	08.03.2003	4	3,00	3,00	6	1
225	08.03.2003	5	3,00	2,00	6	1

226	08.03.2004	1	3,00	2,00	6	1
227	08.03.2004	3	2,00	3,00	6	1
228	08.03.2004	2	3,00	2,00	6	1
229	08.03.2004	5	3,00	2,00	6	1
230	08.03.2004	4	3,00	2,00	6	1
231	08.03.2006	4	3,00	2,00	6	1
232	08.03.2006	5	3,00	2,00	6	1
233	08.03.2006	2	3,00	2,00	6	1
234	08.03.2006	1	3,00	2,00	6	1
235	08.03.2007	4	3,00	4,00	6	1
236	08.04.2002	2	1,00	3,00	6	1
237	08.04.2002	5	3,00	4,00	6	1
238	08.04.2002	2	1,00	4,00	6	1
239	08.04.2003	6	2,00	4,00	6	1
240	08.05.2016	4	3,00	5,00	6	1
241	08.06.2010	6	3,00	4,00	2	0
242	08.06.2023	2	3,00	4,00	6	1
243	08.06.2023	5	1,00	3,00	6	1
244	08.07.2004	4	3,00	1,00	6	1
245	08.07.2017	6	3,00	2,00	6	1
246	08.08.2004	2	3,00	2,00	6	1
247	08.08.2019	2	1,00	3,00	6	1
248	08.08.2027	5	1,00	2,00	6	1
249	08.08.2029	1	2,00	3,00	6	1
250	08.08.2029	2	2,00	3,00	6	1
251	08.09.2009	4	1,00	3,00	6	1
252	08.09.2011	2	3,00	3,00	6	1
253	08.09.2011	1	3,00	3,00	6	1
254	08.09.2025	5	3,00	2,00	6	1
255	08.09.2026	1	3,00	3,00	6	1
256	08.09.1930	6	3,00	4,00	6	1
257	08.11.2005	4	1,00	3,00	6	1
258	08.11.2005	1	2,00	3,00	6	1
259	08.11.2013	4	2,00	4,00	6	1
260	08.11.2013	2	2,00	4,00	6	1
261	08.11.2014	1	2,00	3,00	6	1
262	08.11.2026	3	3,00	4,00	6	1
263	08.11.2026	4	3,00	5,00	6	1
264	08.11.2027	2	3,00	5,00	6	1
265	08.11.2027	5	3,00	5,00	6	1
266	08.12.2005	2	3,00	3,00	6	1
267	08.12.2005	5	2,00	2,00	6	1
268	08.12.2011	4	3,00	3,00	6	1
269	08.12.2011	1	2,00	3,00	6	1
270	08.12.2011	4	2,00	3,00	6	1
271	08.12.2011	2	3,00	3,00	6	1

272	08.12.2011	5	3,00	3,00	6	1
273	08.12.2019	1	2,00	3,00	6	1
274	08.12.2019	2	3,00	4,00	6	1
275	08.12.2019	4	1,00	3,00	6	1
276	08.12.2019	5	1,00	3,00	6	1
277	08.12.2019	4	1,00	3,00	6	1
278	08.12.2019	5	1,00	3,00	6	1
279	09.01.2015	6	3,00	3,00	6	1
280	09.01.2027	2	3,00	2,00	6	1
281	09.01.2027	5	3,00	2,00	6	1
282	09.01.2028	1	1,00	4,00	5	0
283	09.01.2028	2	1,00	4,00	5	0
284	09.01.2028	2	1,00	3,00	6	1
285	09.01.2028	4	3,00	4,00	6	1
286	09.01.2028	1	3,00	4,00	6	1
287	09.01.2028	2	1,00	4,00	5	0
288	09.01.2028	6	3,00	3,00	6	1
289	09.02.2010	2	3,00	2,00	6	1
290	09.02.2010	6	3,00	4,00	6	1
291	09.02.2013	2	1,00	3,00	6	1
292	09.03.2026	2	1,00	3,00	6	1
293	09.04.2001	2	1,00	3,00	6	1
294	09.04.2001	5	1,00	3,00	6	1
295	09.04.2001	4	1,00	3,00	6	1
296	09.04.2002	4	1,00	3,00	6	1
297	09.05.2014	5	1,00	3,00	6	1
298	09.05.2014	2	1,00	3,00	6	1
299	09.05.2014	6	3,00	2,00	2	0
300	09.05.2020	2	1,00	3,00	6	1
301	09.05.2028	6	3,00	4,00	6	1
302	09.05.2028	6	1,00	3,00	6	1
303	09.05.2028	6	3,00	3,00	6	1
304	09.06.2004	6	3,00	3,00	6	1
305	09.07.2007	4	1,00	3,00	6	1
306	09.07.2008	5	3,00	4,00	5	0
307	09.07.2008	4	2,00	4,00	5	0
308	09.07.2008	3	1,00	3,00	5	0
309	09.07.2023	6	3,00	3,00	6	1
310	09.07.2029	4	3,00	2,00	6	1
311	09.07.2029	2	2,00	3,00	6	1
312	09.07.2029	2	3,00	3,00	6	1
313	09.08.2019	5	1,00	3,00	6	1
314	09.08.2019	2	1,00	3,00	6	1
315	09.08.2020	1	2,00	3,00	6	1
316	09.10.2006	4	1,00	3,00	6	1
317	09.10.2024	1	1,00	3,00	6	1

318	09.10.2024	4	1,00	3,00	6	1
319	09.10.1930	2	3,00	4,00	6	1
320	09.11.2011	2	3,00	4,00	6	1
321	09.11.2011	5	2,00	4,00	6	1
322	09.11.2011	1	1,00	3,00	6	1
323	09.11.2011	2	3,00	3,00	6	1
324	09.11.2020	5	1,00	3,00	6	1
325	09.11.2022	2	1,00	3,00	6	1
326	09.12.2010	4	2,00	3,00	6	1
327	09.12.2010	2	3,00	3,00	6	1
328	09.12.2010	3	1,00	4,00	5	0
329	09.12.2018	4	1,00	3,00	6	1

Appendix K: Descriptive Statistics of the Epoch 2005-2009

Table K1

Means of Favorability and Prominence for the 10 Half-Years 2005-2009

Case Summaries^a				
Date			Favorability	Prominence of the Article
06/30/05	1		3.68	2.13
	Total	N	1	1
12/31/05	1		2.82	2.18
	Total	N	1	1
06/30/06	1		3.33	2.30
	Total	N	1	1
12/31/06	1		3.35	1.94
	Total	N	1	1
06/30/07	1		3.58	2.26
	Total	N	1	1
12/31/07	1		3.52	2.21
	Total	N	1	1
06/30/08	1		2.95	2.50
	Total	N	1	1
12/31/08	1		3.12	2.21
	Total	N	1	1
06/30/09	1		3.11	1.56
	Total	N	1	1
12/31/09	1		3.21	1.78
	Total	N	1	1
Total	N		10	10

a. Limited to first 100 cases.

Table K2 – Mean Period 2005-2009

Statistics					
		Favorability	Prominence of the Article	Newspaper of Publication	
N	Valid	271	271	271	
	Missing	0	0	0	
Mean		3.2657	2.1218		
Std. Deviation		.85390	.88398		

M

Table K3 – Favorability Period 2005-2009

Favorability					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very negative	2	.7	.7	.7
	negative	47	17.3	17.3	18.1
	neither negative nor positive	118	43.5	43.5	61.6
	positive	85	31.4	31.4	93.0
	very positive	19	7.0	7.0	100.0
Total		271	100.0	100.0	

Table K4 – Prominence Period 2005-2009

Prominence of the Article					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high	91	33.6	33.6	33.6
	medium	56	20.7	20.7	54.2
	low	124	45.8	45.8	100.0
Total		271	100.0	100.0	

Table K5 – Frequency of Publications Period 2005-2009

Newspaper of Publication					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Die Welt	49	18.1	18.1	18.1
	Hamburger Abendblatt	86	31.7	31.7	49.8
	Die Tageszeitung	8	3.0	3.0	52.8
	Bildzeitung	77	28.4	28.4	81.2
	Hamburger Morgenpost	51	18.8	18.8	100.0
Total		271	100.0	100.0	

Table K6 – Mean Period 2005/1

Statistics				
		Favorability	Prominence of the Article	Newspaper of Publication
N	Valid	31	31	31
	Missing	0	0	0
Mean		3.6774	2.1290	
Std. Deviation		.97936	.80589	

Table K7 – Mean Period 2005/2

Statistics				
		Favorability	Prominence of the Article	Newspaper of Publication
N	Valid	34	34	34
	Missing	0	0	0
Mean		2.8235	2.1765	
Std. Deviation		.71650	.90355	

Table K8 – Favorability Period 2005/2

Favorability					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Negative	12	35.3	35.3	35.3
	Neutral	16	47.1	47.1	82.4
	Positive	6	17.6	17.6	100.0
Total		34	100.0	100.0	

Table K9 – Mean Period 2007/2

Statistics				
		Favorability	Prominence of the Article	Newspaper of Publication
N	Valid	29	29	29
	Missing	0	0	0
Mean		3.5172	2.2069	
Std. Deviation		.91107	.90156	

Table K10 – Mean Period 2008/1

Statistics				
		Favorability	Prominence of the Article	Newspaper of Publication
N	Valid	22	22	22
	Missing	0	0	0
Mean		2.9545	2.5000	
Std. Deviation		.99892	.85912	

Table K11 – *Favorability Period 2008/1*

Favorability					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Negative	9	40.9	40.9	40.9
	Neutral	7	31.8	31.8	72.7
	Positive	4	18.2	18.2	90.9
	Very Positive	2	9.1	9.1	100.0
	Total	22	100.0	100.0	

Table K12–*Means: Corporate Responsibility Relatedness 2005-2009*

Report				
Favorability				
Social Responsibility	Mean	N	Std. Deviation	
Yes	3.5263	19	.96427	
No	3.2460	252	.84388	
Total	3.2657	271	.85390	

Table K13–*Means: Attributed to Stakeholder Groups 2005-2009*

Report				
Favorability				
Stakeholder Group	Mean	N	Std. Deviation	
Environment	2.8333	6	1.16905	
Passengers	3.0000	2	1.41421	
Community	4.0000	11	.44721	
Public at Large	3.2460	252	.84388	
Total	3.2657	271	.85390	

Appendix L: Cross-Tabulations of Variables

Table L1– *Cross Tabulations 2005-2009*

Count			Prominence of the Article			Total
Newspaper of Publication			high	medium	low	
Die Welt	Favorability	very negative				
		negative	2	0	5	7
		neither negative nor positive	12	9	6	27
		positive	2	3	8	13
		very positive	0	0	2	2
	Total		16	12	21	49
Hamburger Abendblatt	Favorability	very negative				
		negative	1	5	8	14
		neither negative nor positive	16	9	11	36
		positive	7	8	16	31
	very positive	0	0	5	5	
Total		24	22	40	86	
Die Tageszeitung	Favorability	very negative				
		negative				
		neither negative nor positive	4	1	0	5
		positive	2	0	1	3
	very positive					
Total		6	1	1	8	
Bildzeitung	Favorability	very negative	0	0	2	2
		negative	0	1	10	11
		neither negative nor positive	22	4	7	33
		positive	4	7	14	25
	very positive	0	0	6	6	
Total		26	12	39	77	
Hamburger Morgenpost	Favorability	very negative				
		negative	3	4	8	15
		neither negative nor positive	14	1	2	17
		positive	2	4	7	13
	very positive	0	0	6	6	
Total		19	9	23	51	

Table L2–Cross Tabulations 2005/2

Count			Prominence of the Article			Total
Newspaper of Publication			High	Medium	Low	
Welt	Favorability	Negative	1		0	1
		Neutral	3		1	4
		Positive				
	Total		4		1	5
Hamburger Abendblatt	Favorability	Negative	1	1	1	3
		Neutral	1	2	2	5
		Positive	1	1	2	4
	Total		3	4	5	12
Bildzeitung	Favorability	Negative	0	0	5	5
		Neutral	2	0	2	4
		Positive	0	1	1	2
	Total		2	1	8	11
Hamburger Moregnpost	Favorability	Negative	0	1	2	3
		Neutral	2	0	1	3
		Positive				
	Total		2	1	3	6

Table L3–Cross Tabulations 2008/1

Count			Prominence of the Article			Total
Newspaper of Publication			High	Medium	Low	
Welt	Favorability	Negative			2	2
		Neutral				
		Positive				
		Very Positive				
	Total				2	2
Hamburger Abendblatt	Favorability	Negative	0		2	2
		Neutral	1		1	2
		Positive	1		1	2
		Very Positive				
	Total		2		4	6
Die Tageszeitung	Favorability	Negative				
		Neutral		1		1
		Positive				
		Very Positive				
	Total			1		1
Bildzeitung	Favorability	Negative	0		2	2
		Neutral	2		1	3
		Positive	0		1	1
		Very Positive	0		1	1
	Total		2		5	7
Hamburger Morgenpost	Favorability	Negative	0		3	3
		Neutral	1		0	1
		Positive	0		1	1
		Very Positive	0		1	1
	Total		1		5	6

Table L4—*Means of Favorability Related to Prominence*

Report			
<u>Favorability</u>			
Prominence of the Article	Mean	N	Std. Deviation
high	3,1209	91	,49069
medium	3,2143	56	,73148
low	3,3952	124	1,07309
Total	3,2657	271	,85390

Table L5—*Means of Favorability Related to Newspapers*

Report			
<u>Favorability</u>			
Newspaper of Publication	Mean	N	Std. Deviation
Die Welt	3,2041	49	,73540
Hamburger Abendblatt	3,3140	86	,81546
Die Tageszeitung	3,3750	8	,51755
Bildzeitung	3,2857	77	,90113
Hamburger Morgenpost	3,1961	51	1,00039
Total	3,2657	271	,85390

Appendix M: Samples of Hand Notes

Hand Notes Fabricated during Newspaper Coding

10.1 additional milline for source at
 15.1 CEO explain what they planing
 17.1 low price comes: finally open
 20.1 Distraction from really time
 20.1.1 first with them HAT 2008 / model
 1.2.1 report into WTO hotel
 8.2 Radisson hotel building
 8.2.1 specific new building
 14.2.1 have HAT's shopping elsewhere
 14.2.2 finally stopped
 19.2.1 finally stopped
 20.2.1 that's why HAT grows
 3.3.1 HAT flies to see other stuff
 6.3.1 climate "detractor" right by law
 7.3.1 HAT stop cargo moving to N
 10.3.1 liquid; plane, separate here -
 16.3.1 Light tips
 16.3.2 Paris change
 30.3.1 emergence of digital paper in
 12.4.1 construction in process
 17.4.1 Chicago replaced "Sky Spire"
 18.4.1 HAT #4
 18.4.2 Tech will save money with I
 18.4.3 HAT report from
 19.4.1 Japan Plaza - Roof crystal
 23.4.1 Water, floor is super
 24.4.1 Name, explain to nearly doubled
 27.4.1 HAT is expensive
 29.4.1 Port Rhymer says
 19.5.1 What you should know about
 4.6.1 HAT claim equal and fair
 12.6.1 Emergence, but of the stopper
 15.6.1 Economic push the firm over,
 18.6.1 I wasi strike
 17.6.1 HAT at the area
 19.6.1 John White
 4.7.1 Noise culture =
 11.7.1 How the warning at HAT
 20.7.1 Take-off: Do it right
 18.7.1 E-mail to, website de
 13.7.1 Please, we take off for vacate
 18.7.1 few gaps at the cargo center
 20.7.1 To get there at the front

Hand Notes Fabricated during Interviewing

2. Seminar: Film
 Uhrzeit: 10:50 - 11:42
 15.4.2011
 05. APR. 2011 (1)

1) Breite Öffentlichkeit mit HIV positive cases
 (3 dimensions) abschließend gesamt

2) Breite Öffentlichkeit ersetzt mit mehr
 als vorher: Umweltbewusstheit,
 eigene Leute gut begehrt, keine
 Skandalisierungen verschwinden.
 Breite Öffentlichkeit ersetzt keine gesetzlichen
 Restriktionen bei Folgenden +

3) Vorkurs - Regulierungswelt = hohe Rechte
 Ökologisch differenzieren - Umweltbewusstheit
 + gesetzl. Regelung Restriktionen
 Mitarbeiter sorgen mehr werden
 beauftragt - Unternehmen eigenständig
 bei Aktivitäten - Neuzugänge publizistisch
 orientiert: Öffentliches Unternehmen
 relativ allseitig integriert
 Paradoxon: Die Betätigung: Haben wir, weil
 es streng bringt. Aber öffentliches Unternehmen
 geht die Öffentlichkeit an die andere Seite
 z.B. öffentliche Buchstube -
 Mitarbeiterorientierung, Öffentlichkeitsarbeit

Appendix N: Copyright Permission by Mr. M. Penner

Copyright

Freitag, den 20. November 2009, 17:33:53 Uhr

Von: Michael Penner

<mpenner@foto.ham.airport.de>

Kontakt anzeigen

An: ramgad99@yahoo.com

Hallo Herr Hoffmann,

hier jetzt die gewuenschte Erklaerung:

Copyright Permission

I hereby permit that Mr. Benno Hoffmann uses the photo below of Michael Eggenschwiler, CEO of Hamburg Airport, published in "Bild" (Bildzeitung) p.5, issued 2008, May 16, of which I have the copyright, in the Code Book appended to his dissertation "Airports as Corporate Citizens: Reconciling Divergent Stakeholder Interests."

Signature

Michael Penner

Michael Penner

Fotograf/Fotoarchiv

Flughafen Hamburg GmbH

Flughafenstraße 1-3

D-22335 Hamburg

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Appendix O: Copyright Permission by Photographed CEO

AW: Immer noch: Dissertation.....

Von: "Eggenschwiler, Michael"
<MEggenschwiler@ham.airport.de>

Kontakt anzeigen

An: BD H <ramgad99@yahoo.com>

Guten Tag Herr Hoffmann,

Ich freue mich immer von Ihnen zu hoeren. Oft sind Proposals doch noch mehr Arbeit als man denkt....Ich druecke die Daumen, dass es Ihnen gelingen wird, Ihre zeitlichen und inhaltlichen Ziele zu erreichen. **Dass Sie mich fototechnisch akademisch verewigen wollen, ehrt mich sehr und ich habe natuerlich keine Einwendungen** (*Translation: I feel honored that you will perpetuate my photo for academic purposes; I have, of course, no objections*)
(*Bold typing and translated done by the presenting author*)

Leider werde ich dieses Jahr die Weihnachtsfeier nicht schaffen, weil ich einen Termin in Berlin habe, der in den Abend hineingeht.

Sicher werden wir sonst Gelgenheit zu einem Gedankenaustausch haben.

Beste Gruesse

Michael Eggenschwiler
Vorsitzender der Geschäftsfuehrung
Flughafen Hamburg GmbH
Flughafenstraße 1-3
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Fax: +49 40 50 75-1009
E-Mail: meggenschwiler@ham.airport.de
[Preiswert ab Hamburg](#)
Vorsitzender des Aufsichtsrats:
Dr. Klaus-Juergen Juhnke
Geschäftsführung:
Michael Eggenschwiler (Vorsitzender)
Claus-Dieter Wehr
Amtsgericht Hamburg, HRB 2130

Curriculum Vitae

1. FAMILY NAME: Hoffmann
2. FIRST NAME: Benno Dieter
3. DATE OF BIRTH: 23.02.1942
4. NATIONALITY: German
5. CIVIL STATUS: single
6. EDUCATION:

Institution:	University of Hamburg, Germany
Date: from	1963
to	1968
Degree(s) or Diploma (s) earned:	First Juridical State Examination

Institution:	Hanseatic Higher Regional Court, Germany
Date: from	1970
to	1973
Degree(s) or Diploma (s) earned :	Major Juridical State Examination; being eligible for the office of a judge

Institution:	Amos Tuck School of Business Administration, Hanover, New Hampshire, USA
From – To	August 1996
From 12/2003 to date	Walden University, Minneapolis, USA, PhD- Program Applied Management and Decision Sciences – Graduation expected 09/2010

7. LANGUAGE SKILLS:

Language	Reading	Speaking	Writing
German	excellent	excellent	excellent
English	excellent	excellent	excellent
French	good	good	good

.../

8. MEMBERSHIP IN PROFESSIONAL BODIES:

Institution:	Hamburg Bar Association		
Date:	from	1993 - to date	
Position:	Standard Membership		

Institution:	Airport Council International - Europe (ACI) Brussels, Belgium		
Date:	from	1995 - to February 2007	
Position:	Policy Committee Member		

9. OTHER SKILLS:

Familiar with fundamental EDP-principles and competent for EDP-Strategy.

10. LAST POSITIONS (until retirement February 2007):

Executive Vice President at
Hamburg Airport (Flughafen Hamburg GmbH)
Managing Director of German Airport Consulting GmbH
Managing Director of SecuServe Aviation Security and Services Hamburg GmbH

11. YEARS WITHIN HAMBURG AIRPORT: 28

12. KEY QUALIFICATIONS:

I am a lawyer, licensed to the Hanseatic Higher Regional Court, economist (controlling) and corporate strategist with more than 25 years of professional experience. After successfully passing first and second state examinations to enter the legal profession I started my career as an independent lawyer (barrister & solicitor) in Hamburg.

In 1979 I entered Flughafen Hamburg LLC as deputy director of the legal section the director of which I became in 1986; I was appointed assistant to CEOs in 1988 and director of the staff unit „corporate strategy“ in 1995, a year before the CEOs had put me in charge of the chairpersonship of the EDP-steering committee.

13. SPECIFIC FOREIGN COUNTRIES EXPERIENCE:

Ten months' marketing and advertising project in Nêuchatel, Switzerland

14. PROFESSIONAL EXPERIENCE RECORD:

Date:	from-to	1973-1979 and 1993 - to 2007
Company:		Independent Lawyer Hamburg, Germany
Position:		barrister and solicitor

Date:	from-to	1979-1986
Company:		Flughafen Hamburg GmbH (Airport) Hamburg, Germany
Position:		Deputy Director Legal Department

Date:	from-to	1986-1995
Company:	Flughafen Hamburg GmbH (Airport) Hamburg, Germany	
Position:	Director Legal Department	

Date:	from-to	since 1988 (additionally to above)
Company:	Flughafen Hamburg GmbH (Airport) Hamburg, Germany	
Position:	Assistant to CEO	

Date:	from-to	since 1995 / from 2002 to 2007 as Executive Vice President
Company:	Flughafen Hamburg GmbH (Airport) Hamburg, Germany	
Position:	Executive Vice President – Corporate Planning & Controlling	

15. OTHER ASSIGNMENTS:

Member of Industry Advisory Committee of the Embry-Riddle College of Business, Daytona Beach, Florida; since 2007 also Adjunct, teaching Airport Management online.