



**College of Humanities, Language Studies, Journalism and
Communications**

School of Journalism & Communications

**Stakeholder Engagement and Communication Management Assessment: A
Case Study of Addis Ababa Bole International Airport (AABIA)**

**A Thesis Submitted to School of Journalism and Communications in Partial Fulfilment of
the Requirement of Degree of Master of Art in Public Relations and Strategic
Communication.**

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This is to certify that Asrat Begahaw Kirro's thesis titled "Stakeholders Engagement and Communication Management: The Case study of Addis Ababa Bole International Airport" fulfills the requirements for the Degree of Master of Arts in Public Relation and Strategic Communication. It complies with the regulations of the University and meets the accepted standards for originality and quality.

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DECLARATION

I, Asrat Begashaw Kirro, hereby declare that the thesis titled ‘Stakeholder Engagement and Communication Management Assessment: A Case Study of Addis Ababa Bole International Airport ’ is my own work. I would also like to confirm that all the sources and materials cited in this thesis are properly identified and acknowledged. This study has not been submitted to any university or higher learning institution partially or in full form in previous times. The thesis is submitted to Addis Ababa University in partial fulfilment of the requirement for Master of Arts Degree in Public Relations and Strategic Communication.

ACRONYMS

AABIA- Addis Ababa Bole International Airport

ACI -Air Council International

ECAA- Ethiopian Civil Aviation Authority

IATA – International Air Transport Association

ICAO –International Civil Aviation Organization

NISS –National Intelligence and Security Service

SARPs- Standards and Recommended Practices

SEP – Stakeholder Engagement Plan

SMCAA- Princess Julian International airport

SMCAA - Saint Maarten Civil Aviation Authority

SLA - Service Level Agreement

VIP - Very Important Person

Table of Contents

Acknowledgments	II
DECLARATION.....	III
ACRONYMS	IV
List of Figures.....	VII
List of Tables	VII
CHAPTER ONE	1
1.1. Introduction	1
1.2. Background of the study.....	2
1.3. Statement of the problem	13
1.4. General objective of the study.....	13
1.5. Specific objectives.....	13
1.6. Basic research questions	14
1.7. Significance of the study	14
1.8. Limitations of the study.....	15
1.9. Delimitation of the study.....	15
CHAPTER TWO: REVIEW OF THE RELATED LITERATURE	16
2.1. Definition of Stakeholders	24
2.2. Major Theories of the Stakeholders	25
2.7. Stakeholder Analysis.....	34
2.8. Stakeholder Relationship Management	36
2.9. Airport Stakeholder Management.....	37
2.10. Communication Defined	37
2.11. List of Stakeholders at Airports	43
CHAPTER THREE: RESEARCH METHODOLOGY	45
3.1. Introduction	45
3.2. Research Paradigm	45
3.3. Research Method.....	47
3.4. Research Design.....	48
3.5. Study Site	49
3.6. Population of the Study	49
3.7. Participant Selection Method.....	49
3.8. Data Collection Instruments	50

3.9. In-Depth Interview	50
3.10. Focus Group Discussion	51
3.11. Document Analysis	51
3.12. Research Ethics	52
3.13. Data Analysis Method	52
CHAPTER FOUR: DATA PRESENTATION AND FINDINGS DISCUSSION.....	53
4.1 Introduction	53
4.2 The Type of stakeholders and their communication with the Airport Management	54
4.3 The Role of Communication for the Success of AABIA.	59
4.4 Communication Channels and Platform	60
4.5 Exploring the Benefits and Obstacles of Communication Channels.....	62
4.6 Discussion.....	64
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS	68
5.1. Conclusions	68
5.2. Recommendations	69
5.3. Further studies.....	70
REFERENCES.....	73
List of Stakeholders at AABIA	78
Appendices.....	79
Appendix I: Interview questions for Director of Addis Ababa Bole International Airport	79
Appendix II: Interview questions for the Manager and his team	79
Appendix III: Stakeholder Engagement and Communication Management Strategy for AABIA.....	79
Appendix IV: Key Performance Indicators (KPIs) for Measuring the Success of Stakeholder Engagement Strategies at AABIA	82

List of Figures

Figure 1: Irish Airport Stakeholders Relationship	5
Figure 2: Airport Standards	12
Figure 3: Stakeholder Mapping Matrix.....	17

List of Tables

Table 1: List of Stakeholders at Airports	44
Table 2: Focus Group Discussion Participants	54

Abstract

This thesis aimed at assessing stakeholder's engagement and communication management at Addis Ababa Bole International Airport (AABIA). The study used qualitative research method to find out Addis Ababa Bole International Airport stakeholders engagement and communication management. The researcher used, interview, focus group discussion and document analysis to gather qualitative data needed for the study. The researcher-analyzed contents from the stakeholder's correspondences letters and proceedings from meetings filed at their offices. Additionally, he conducted interviews with two management staff and a focus group discussion involving staff from the Customer Care and Terminal Operations office at AABIA. Based on the findings of the analyzed data, the researcher concluded that the AABIA plays important role in stakeholder's relationship and communication management. Moreover, Communication plays significant role in supporting operational activities and service delivery efforts of the airline. The findings also showed that a lack of common communication procedures and standards for managing the daily activities of the AABIA. Absence of various communication channels are identified as a challenge to enhanced engagement. Manpower shortage and lack of recurrent communication training have also been identified as additional challenges. The researcher recommended that AABIA should nurture the active participation of stakeholder and communication to maximize its process efficiency. The researcher also suggest that the AABIA should enhance service delivery through world-class communication Channels s. Addressing the gaps in relation to staff turnover of stakeholders and absence of communication training are also recommended as corrective measures.

Key words: Stakeholders, Relationship, Engagement, Communication, Communication Channels

CHAPTER ONE

1.1. Introduction

Interaction between stakeholders has commonly been acknowledged as a communication phenomenon. Organizations are compelled to adapt to the dynamic and intricate arrangements of stakeholders. Organizations that succeed know how far their main supporters are ready to support, sponsor or guard their interests. Stakeholder theory has always regarded communication as very important. In this research, stakeholder relations were examined from the perspective of the communication discipline, revealing a gap that required further investigation.; that is when it comes to engaging with stakeholders in relation to managing the business. When environmental changes take place, managers can use stakeholder engagement as a tool for dealing with arising problems. It provides a model for understanding the relationships between an organization and its various publics as proposed by stakeholder theory. The study mainly focuses on the interplay between these two ideas in relation to stakeholders communication.

Addis Ababa Bole International Airport (AABIA), part of the Ethiopian Airports portfolio, serves as a significant hub for Ethiopian Airlines and other airlines. It holds the distinction of being one of Africa's largest airports and serves as the primary international gateway for the nation. With its facilities designed to enhance efficiency in departures and arrivals, AABIA manages all international flights. As one of the busiest airports on the continent, it boasts a capacity to cater to over 22 million passengers annually.

AABIA interacts with different stakeholders including, but not limited to, passengers, employees, Airport Customs, Immigration and Citizenship Services, National Intelligence Security Services, Baggage Porters, Taxi Associations, Aviation Police, and Airport Parking management offices and concessioners or tenants. Stakeholders contribute and play a pivotal role in the success of AABIA operations. Therefore, this research, further conduct and assess stakeholder's engagement and communication management at AABIA. (Ethiopian Airlines, 2016)

1.2. Background of the study

The concept of stakeholder theory has provided insight into the significance of stakeholders and how their engagement or management contributes to the success of organizational endeavors as relationships with stakeholders can create organizational value. Freeman, (1984), credited with developing the foundational definition of stakeholders as “any group or individual who can affect or affected by the achievement of the organization’s objectives”.

It is just as essential to know the activities that need to be done in order to establish the best connection between the organization, its activities and what it needs from stakeholders for those activities to succeed. Organizations should cultivate strong relations and keep in touch with all interested parties at all times so that they get all necessary information, are involved in decision making processes, have their voices heard if possible and acted upon where necessary. Therefore, “Effective communication can help in managing the perceptions and expectations of stakeholders.” (Bourne, 2016).

The International Civil Aviation Organization ICAO is a United Nations specialized agency that is responsible for the making of standards and policies relating to the aviation sector. ICAO provides guidance for airports in all areas of safety, security, efficiency, and environmental protection. Annex 9 to the Convention on International Civil Aviation is a booklet by the International Civil Aviation Organization ICAO. Annex 9 is on "Facilitation," and it lays standards and recommended practices for the efficient and secure facilitation of international air transport.

The principal objective of Annex 9 is to ensure the harmonization of procedures and practices related to the facilitation of international air travel. It covers areas of facilitation, such as passenger and baggage processing, aviation security, immigration and customs procedures, health regulations, and use of advanced technologies that enhance facilitation processes. Annex 9 also highlights that the facilitation of air travel, exchange of information, and the security and safety of passengers and cargo is the highest priority for states' cooperation. (Niu. 2006)

The Ethiopian Civil Aviation Authority ECAA is responsible for overseeing several airports, and among them is Addis Ababa Bole International Airport. ECAA is the regulatory body for civil aviation in Ethiopia. It falls under the jurisdiction of the Ministry of Transport and Logistics, and its headquarters are in Addis Ababa, Ethiopia. The ECAA oversees and regulates all aspects of civil aviation in Ethiopia, including air traffic control, airport management, airline operations, aircraft maintenance, and safety standards. Its main mission is to ensure that the aviation industry

of Ethiopia is working under the highest levels of safety and efficiency, at par with international regulations and standards. Overall, the ECAA plays a very critical role in ensuring safe and efficient air travel in Ethiopia.(Ethiopian Civil Aviation Authority, 2002.)

Airport Council International, commonly referred to as ACI, is a representative body of airports from around the world in the pursuit of excellence in the aviation industry. It collaborates with governments, regional members, experts, and international organizations in the formulation of policies, programs, and best practices aimed at developing airport standards throughout the world.

ACI world has a mission to contribute to safety, security, and suitability of the global aviation industry by advancing the collective interests of Airports and the communities they serve and by promoting excellence in airport management and operations. According to ACI, it is important to engage stakeholders who have a vested interest in the airport due to their power to influence the outcomes. Airport stakeholders can be internal and external, and may include airlines, employees, tenants, passengers, government authorities, local communities, suppliers, media, and unions.

Airports, by their nature, are complex facilities that involve a wide range of stakeholders who often have different objectives. ACI, serving as an advisor for airports and their airline clients, also encourages and extends the responsibility to be actively involved in community outreach programs. From chairing outreach meetings to providing responses to stakeholder comments, the overarching objective is to maintain schedule, budget, and scope through a proactive and responsive communication program.

ACI provides a framework for stakeholder engagement, which helps support airport companies in formulating and implementing strategies for sustainable airport development. The framework emphasizes the need for airport companies to engage with stakeholders to balance conflicting demands between economic development and environmental degradation. This engagement is crucial as it ensures that all parties' interests are considered, leading to more informed and effective decision-making processes.

The framework outlines several key practices for effective stakeholder engagement:

1. **Regular Communication:** Establishing regular channels of communication with stakeholders ensures that everyone remains informed about ongoing projects and developments. This includes newsletters, meetings, and digital platforms that facilitate two-way communication.

2. **Transparency** : Maintaining transparency in operations and decision-making processes builds trust among stakeholders. This involves openly sharing information about project timelines, budgets, and potential impacts.

3. **Inclusivity**: Engaging a diverse range of stakeholders, including those who might be indirectly affected, ensures a comprehensive understanding of the broader impacts of airport operations and developments.

4. **Feedback Mechanisms**: Implementing structured feedback mechanisms allows stakeholders to voice their concerns and suggestions. This can include surveys, public forums, and stakeholder advisory panels.

5. **Conflict Resolution**: Developing strategies for conflict resolution helps manage and mitigate disputes that may arise between stakeholders with differing interests and priorities.

6. **Sustainability Initiatives**: Promoting and implementing sustainability initiatives within airport operations demonstrates a commitment to balancing economic growth with environmental stewardship. This can include efforts to reduce carbon emissions, improve waste management, and enhance energy efficiency.

By adhering to these practices, airport companies can foster a collaborative environment where stakeholder engagement leads to more sustainable and socially responsible development. This proactive approach not only enhances the operational efficiency and reputation of airports but also contributes to the overall well-being of the communities they serve.

Effective stakeholder engagement is critical to the success and sustainability of airport operations. By adopting ACI's framework and prioritizing transparent, inclusive, and proactive communication, airports can navigate the complexities of stakeholder relationships and achieve a balanced approach to growth and development.

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Figure 1: Irish Airport Stakeholders Relationship

Balancing Diverse Interests: The Multifaceted Role of Irish Airports in Stakeholder Engagement

Figure 1, illustrates the extensive network of stakeholders involved with Irish airports, highlighting the multifaceted tasks airports undertake to address varied and sometimes conflicting interests. Airports must navigate the priorities of numerous groups, including:

Airport Owners, Investors, and Operators: Focused on profitability, efficiency, and long-term sustainability.

Airlines: Require operational efficiency, competitive fees, and reliable services.

Passengers: Demand safety, convenience, and positive travel experiences.

Government and Regulatory Authorities: Enforce compliance with regulations, revenue collection, and ensure national security.

Local Communities: Concerned with noise, environmental impacts, and economic benefits.

Local Businesses and Research Institutions: Seek collaboration opportunities and economic growth.

State Development Authorities: Look for regional development and infrastructure enhancement.

Business Representative Organizations: Advocate for favorable business conditions and support services.

Tourism Businesses and Destination Organizations: Depend on airports for attracting visitors and promoting tourism.

Political Representatives: Balance public interests and policy-making.

Municipal Government: Focus on local economic impact and urban planning.

Air Navigation Service Providers: Ensure air traffic safety and efficiency.

Media: Inform the public and scrutinize airport operations.

Local Aviation and Aerospace Companies: Rely on airports for operational support and growth.

Airport Retailers, Ground Handling, and Facilities Management: Depend on passenger traffic and operational efficiency.

Airport Suppliers (Products and Services): Provide essential goods and services for airport operations. Employees working at Airport: Require fair working conditions, safety, and job security. This intricate web of relationships demonstrates the airport's role in balancing diverse expectations and mitigating conflicts to maintain smooth operations and support regional and national development.

The stakeholder theory perspective on organizing and managing firms represents a significant shift in management paradigms. It emphasizes the importance of considering the interests of all groups and individuals who can affect or be affected by an organization's purpose. This approach has gained prominence in management scholarship and practice. Effective stakeholder relationship management involves dialogue and engagement to enhance the firm's decisions and strategies. This engagement is essential for realizing the goals of sustainable development, especially in balancing the conflicting interests of stakeholders. The notion of stakeholder legitimacy is clarified by the definition that a stakeholder represents a "group that the firm needs in order to exist, specifically customers, suppliers, employees, financiers, and communities" (Dunham et al., 2006).

Stakeholder engagement and communication management are crucial for sustainable airport development. Accordingly, managing stakeholder engagement involves communicating and working with stakeholders to meet their needs and expectations. The importance of stakeholder engagement is identifying and empathizing with all stakeholders and representing them in dialogues. Overall, stakeholder engagement and communication management are essential for sustainable airport development and should involve identifying and empathizing with all stakeholders, representing them in dialogues, and building their capacity to participate effectively in decision-making. (Underwood, M. 2010)

The success of the airport is tied to the right communication and the right stakeholders at the right time throughout the operation. Stakeholder mapping provides flexibility to clearly define the community of stakeholders, determining appropriate levels of engagement, and identification of information and communication needed to influence the perception, expectations, and actions of each stakeholder, creating relationships around and within the airport.

Formed in 1961, Addis Ababa Bole International Airport, an airport founded with a mission to avail services of air travelers to Ethiopia and other destinations globally. It is the biggest airport of Ethiopian Airlines, the major airport in Africa, and the main international entry point to the country. The first phase of modern airport terminal was first inaugurated on January 21, 2003. The second phase of terminal expansion work was also completed and inaugurated on January 28, 2019. This terminal handles all the international flights with all its facilities that are designed to speed up the departure and arrival process. Addis Ababa Bole International Airport is one of the busiest airports in Africa with the capacity of providing services for more than 22 million international and 2 million domestic passengers per year.

The Airport terminal has arrival and departure halls for international and domestic passengers, a VIP salon with new and dedicated building, an airport security office, and several offices and desks for different airlines and airways. There are immigration offices, an airport customs office and counter, self-check in kiosks for passengers, baggage drop-off counters, banks, duty-free shops, and other types of shops like jewelry, cultural clothes, and souvenirs. There is a pharmacy, emergency clinic, hotel booths, telecom services, a tourist information center, international brand bars and restaurants, airport information desks. Terminal II of the Addis Ababa Bole International

Airport is dedicated to rendering service for international flights, while Terminal I serve all domestic flights. (Ethiopian Airlines , 2016)

Effective stakeholder communication aim to understand and address stakeholders' needs, expectations, concerns, and interests to ensure organizational success and maintain positive relationships. This study involved identifying relevant stakeholders associated with AAIBA by considering their needs and concerns. Moreover, this study discusses the practice of engagement and communication in developing a proactive communication plan.

This study focuses on the AABIA and specifically examines the communication and engaging activities related to both the landside and airside of the terminal, which primarily affect the experiences of incoming and outgoing passengers. The major stakeholders involved in these areas of the terminal are responsible for passenger services, ensuring the safety and security of passengers and staff, facilitating smooth passenger transfers, managing the movement of incoming and outgoing passenger documentation, including passport control and immigration services, handling baggage services to ensure seamless check-in processes and generally ensuring safe aviation services.

Established in 1946, Ethiopian Airlines Group (Ethiopian) is the Ethiopia's flag carrier. During the past seventy-Eight years, Ethiopian has become one of Africa's leading carriers, unrivaled in the African continent for efficiency and operational success, turning profits for almost all the years of its existence. Operating at the forefront of technology, the airline has also become one of Ethiopia's major industries and a veritable institution in Africa. Ethiopian currently serves 135 international destinations including 63 in Africa. The airline operates 145 ultra-modern and youngest aircraft to serve its destinations. The Ethiopian Airlines Group has nine strategic business units: Ethiopian Aviation University, Ethiopian Cargo and logistics services, Maintenance Repair and Overhaul, Ethiopian Express Services (Domestic), Ethiopian International Passenger Services, Ground Services, Inflight Catering, Ethiopian Skylight Hotel, and Ethiopian Airports. This research specifically concentrates on Ethiopian Airports, with a particular emphasis on Addis Ababa Bole International Airport (AABIA). Among the 22 airports in Ethiopia, AABIA stands out as one of the largest international airport.(Ethiopian,2016)

According to Schaar and Sherry (2010), airports are defined as “significant economic importance to regional businesses and to the quality of life of residents by providing access to safe, secure,

rapid, affordable air transportation services”. Airport stakeholders are any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Mitchell et al.1997; p. 856). As stated by Carney & Mew (2003), airports provide access to air transportation services to regional residents and businesses. Airports operate as utilities providing infrastructure to service providers and their supply chain under “revenue-neutral” financial regulations. Airports constitute an organization that either supplies or administers facilities like servicing, maintenance, and engineering of aircraft; airline operations (including aircrew, cabin attendants, ground crew, terminal, and office staff; business necessary for the economic stability of airport (concessions, leasing companies, etc.); aviation support facilities (air traffic control, meteorology, etc.); and Government functions- agricultural inspections, customs, immigration and health (Ashford, et al.,1984)

Due to this, the industry has grown and expansions for the airports have risen drastically. However, these changes have affected different stakeholders in the public and private sectors (Lavia, L. et al., 2020). This improves the relationship between the airport, the airlines, the corporate investors, the state, and the involved parties. The communication management of the AABIA, which involves various stakeholders who can influence or be impacted by its success, plays a fundamental role in the analysis.

This study is especially interested in assessing the stakeholder communication management, tools, and channels in terms of the theory, developed by different scholars in the field. This is because the basics of these theories are gathered from primary sources such as airport stakeholders who are also employees of the airport, airport management and from people who are directly or indirectly affect or affected by AAIBA. This has increased the credibility and validity of this theory. Not only theories, but also communication practices are analyzed and interpretation of the usage of communication tools in AAIAB are assessed.

Stakeholder’s communication Channels selection, implementation, and interaction are critical. Scanning of the environment according to Communication’s theory is vital for effective conveying the desired message to the desired public. Any organization should scan the environment, identify its key stakeholders, and develop communication plan. Therefore, the analysis and interpretation of the selection and usage of communication tools at AABIA is also assessed in terms of its strategic stakeholders.

The rationale for choosing the title “Stakeholder engagement and communication management assessment at Addis Ababa Bole International Airport” assumes an ideal model for local organizations to benchmark stakeholder identification, analysis, and management. This research is based on airport stakeholders, it also help other local and other African regional airports to use the assessment findings to their advantage. Moreover, the research provides additional knowledge in the academia. In fact, the research tries to assess the use of communication in different theories of stakeholders to achieve organizational goals. The research selects few and major stakeholders in the airport environment. The research is conducted with the objective of assessing the practice of stakeholder engagement and communication management in AABIA.

Figure 2, this diagram provides an overview of the various airside and landside services associated with airport operations, illustrating the flow of passengers, baggage, and aircraft through different stages of arrival and departure.

Landside Services

Landside services refer to the areas and activities that occur before passengers pass through security and customs, including:

1. Arrival at Airport

- Check-In: Passengers check in for their flights, receive boarding passes, and drop off their baggage.
- Security: Passengers go through security screenings to ensure safety.
- Passport Control: Passengers undergo passport checks if traveling internationally.
- Waiting at Gate: Passengers wait in the gate area until boarding begins.

2. Baggage Handling:

- Baggage Drop-Off: Passengers drop off their checked baggage at designated counters.
- Baggage Control: Baggage is screened and sorted.
- Sorting and Chute: Baggage is sorted and transported via chutes to the appropriate areas for loading onto aircraft.

3. **Post-Arrival:**

- **Baggage Claim:** Passengers retrieve their checked baggage.
- **Customs:** Passengers pass through customs checks if arriving internationally.
- **Exit from Airport:** Passengers leave the airport after completing all necessary checks.

Airside Services

Airside services refer to the processes and areas beyond security and customs, including:

1. **Arrival Processes:**

- **Deboarding:** Passengers disembark from the aircraft.
- **Unloading:** Baggage is unloaded from the aircraft.

2. **Gate Area:**

- **Transfer Passengers:** Passengers connecting to other flights.
- **Arriving Passengers:** Passengers arriving at their final destination.
- **Departing Passengers:** Passengers boarding flights for departure.

3. **Baggage Handling:**

- **Baggage Vehicles:** Vehicles used to transport baggage between aircraft and terminals.
- **Transfer Baggage:** Baggage transferred between connecting flights.
- **Local Baggage:** Baggage for passengers arriving at their final destination.

4. **Departure Processes:**

- **Boarding:** Passengers board the aircraft.
- **Loading:** Baggage is loaded onto the aircraft.

Combined Services

Turnaround Services: These include both deboarding and unloading of arriving flights, and boarding and loading for departing flights, ensuring efficient aircraft turnaround.

Flow of Passengers and Baggage

The diagram illustrates the continuous flow of passengers and baggage from arrival at the airport, through various checks and controls, to boarding the aircraft (for departing passengers), and from the aircraft through customs and baggage claim to exiting the airport (for arriving passengers).

The diagram, figure 2, encapsulates the complex yet organized process of managing passengers, baggage, and aircraft at an airport. It highlights the critical roles of landside and airside services in ensuring smooth operations and efficient handling of flights and passengers.

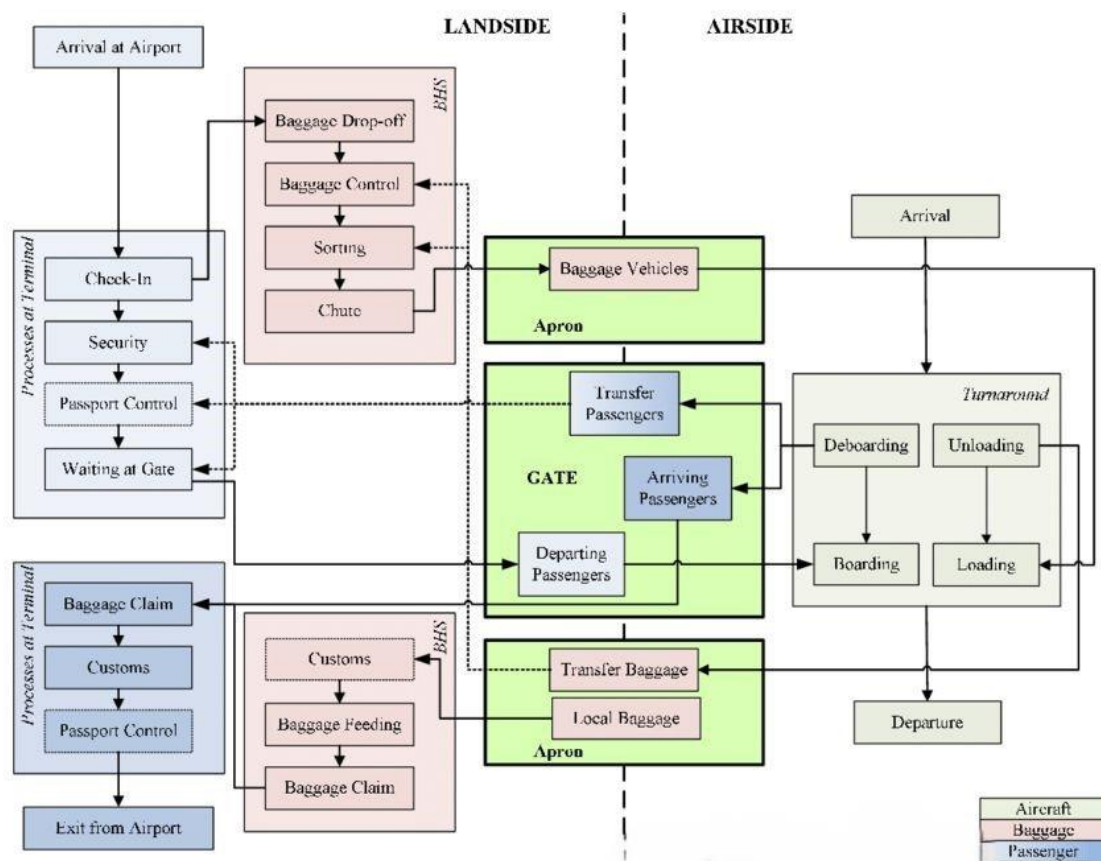


Figure 2: Airport Standards

1.3. Statement of the problem

In an observation of a society that is willing to voice its opinion or show discontent with actions of an organization, Elizaveta (2016) expressed when a situation close to this is achieved, a new issue arises – conflicting interests of stakeholders. He added, the best decision is the one when the sum of negative consequences for stakeholders is minimized. In order to achieve that, all relevant stakeholders need to join the debate. In addition, the debate needs to keep in mind the stakeholders who can potentially be affected, but cannot join the debate. In this study, the case of Schiphol Airport was considered how the organization manages the engagement with stakeholders when the interest is conflicting. Similarly with in the AABIA, increasing number of stakeholders and the complexity of their interests pose a significant challenge for effective communication management.. In his Analysis of Airport Stakeholders, Schaar (2010) indicated that the airport is a complex, collaborative service environment, and that some stakeholders have objectives for the airport whose fulfillment is not fully under the control of airport management.

As the airport serves a diverse range of stakeholders, including airlines, passengers, government agencies, concessioners /tenants, baggage porters, suppliers, and various service providers, understanding and addressing their communication needs becomes crucial. Although there are existing communication technologies and platforms, and the effective use of information is crucial for accomplishing the airport's goals, the degree of stakeholder engagement in communication necessitates continuous management and enhancement. Lack of engagement hinders the smooth flow of information, coordination of activities, and ultimately the attainment of organizational goals. The problem this study aims to address is the adequacy of engagement and communication management practices and the availability of comprehensive understanding regarding the barriers and facilitators to effective stakeholder communication within the AABIA.

1.4. General objective of the study

The general objective of this research is to evaluate the implementation of stakeholder's engagement and communication management within AABIA.

1.5. Specific objectives

The specific objectives of the research are as follows:

- To identify primary and secondary stakeholders and assess stakeholder engagement communication practice implemented at AABIA. Investigate the level of stakeholder engagement in the communication process. This involves understanding the factors that

influence stakeholders' willingness to participate in communication initiatives, such as their perceived relevance, accessibility, and the value they derive from engaging in communication activities.

- This study aims to investigate the use and effectiveness of communication channels, and technologies at AABIA. It seeks to determine whether these platforms adequately meet the communication needs of stakeholders and identify any gaps or limitations.
- To identify the gaps observed in stakeholder communication management at AABIA, identify the barriers that impede effective stakeholder communication, using theories and practices in terms of the available literature.
- To evaluate the appropriateness of stakeholder communication engagement practices in terms of communication models and theories.
- To assess the presence and effectiveness of a communication strategy within the AABIA. This involves examining whether there is a formalized approach to stakeholder communication, including clear objectives, target audiences, key messages, and evaluation mechanisms.

1.6. Basic research questions

Later in the research, the study answers the following basic research questions:

- Who are the primary and secondary stakeholders in the case of AABIA and how strong is the communication with the focal organization?
- To what extent is management of communication with stakeholders important for the success of AABIA.
- Which communication channels and platforms are commonly used in AABIA?
- What are the strengths and observed gaps of the AABIA in its practice of using communication channels and platforms?

1.7. Significance of the study

This research holds multiple significances. First, it serves as an indication of AABIA's tradition in stakeholder communication management, contrasting it with the existing literature.

It also gives the researcher the exposure and practical experience to conduct research in a scientific manner. This means that as a student of Public Relations and Strategic Communication, the researcher obtains the chance to practically assess the theoretical aspect of stakeholder engagement and communication management. In addition to the personal development of the researcher, the study also provides an excellent opportunity to assess how AABIA is implementing the stakeholder's communication management and to come up with relevant solutions and recommendations. In addition, the study is believed to be a springboard to motivate other researchers to explore more on the issue so that they would come up with constructive comments and suggestions in the effective use of the available stakeholder management communication platforms and tools.

1.8. Limitations of the study.

The study may be subjected to some limitations that would affect the findings of the study. Some sampling errors are bound to occur as sampling does not reflect the general population or appropriate population that is concerned. When conducting the study, a researcher would be limited to accessibility to the appropriate type of participants. Citing and referencing studies based on African and other international airports findings and recommendations relevant to this study may show a little or not much prior research relevant to specific to the topic. After the analysis of the research, findings there may be a limited ability to measure collected data and variables, due to missing important questions in the survey.

1.9. Delimitation of the study

Collecting data from multiple organizations would enhance the validity and reliability of the research results. However, this study focuses solely on AABIA for two primary reasons. First, the AABIA serves as a representative of well-established organizations within African airports and both government and private entities in Ethiopia. It symbolizes success and exhibits effective stakeholder participation and communication management, making it a suitable representation for other organizations in Ethiopia. Consequently, the findings and conclusions of this study can be extrapolated to other organizations operating within Ethiopia. Therefore, the findings and conclusions of the study can also be concluded for organizations functioning in Ethiopia.

CHAPTER TWO: REVIEW OF THE RELATED LITERATURE

The paper discusses the practice of using stakeholders' engagement and communication management tools in terms of the theories and models of stakeholder management and communication. From lectures and reading, theories dictate action, and they have values of prediction. Therefore, the practice at the AABIA is seen against some basic theories and models.

Stakeholder theory positions stakeholders at the heart of strategic thinking and positions relationships with stakeholders at a point of analysis (Freeman, 1984). However, stakeholder theory of the firm requires far more than just understanding or anticipating the impact of stakeholders; it also demands deciding how a firm must respond to those impacts. As explained by Sokolova, (2016) the process of a firm recognizing and addressing these impacts is called stakeholder engagement.

While individual stakeholder relationships may be necessary in classifying various types of stakeholders, it cannot be applied in describing the kind of behaviors a firm adopts. Porter (1994) has presented a reason for this as "because each firm has a different set of stakeholders, leading to a different combination of influence. Organizations always develop the best decisions when they consult and work with stakeholders prior to making final decisions rather than just trying to convince them of organizational goals after the decisions are made."

With reference to the role of communication within the context of stakeholder discipline, Friedman and Miles, (2006) argued that the purpose of communication is very important in realizing stakeholder satisfaction. This idea is synonymous with that of Strong, Ringer, and Taylor (2001) who considered that the quality of stakeholder satisfaction is more or less dependent on communication factors, including timeliness of communication, honesty, and completeness of the information. Likewise, Zoller (1999) suggested dialog as a form of two-way communication with stakeholders. Moreover, the involvement of communication science in stakeholder theory is also attempted by Paul, (2014). He argued that stakeholder theory could take advantage of thought in communication science as the basis of most of the studies on relationships.

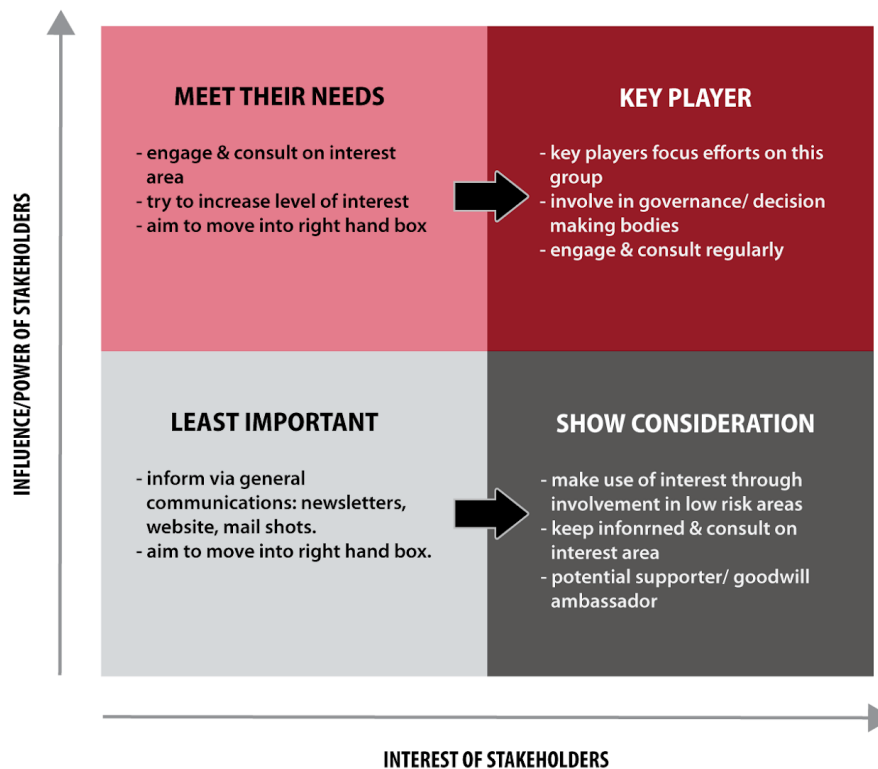


Figure 3: Stakeholder Mapping Matrix

The diagram, Figure 3, is a Stakeholder Mapping Matrix, by Edraw Max , which is a tool used to categorize stakeholders based on their level of influence or power and their level of interest in a particular project or organization. The matrix helps in determining the type of engagement and communication strategy that should be employed for each group of stakeholders.

1. Key Player (High Influence/Power, High Interest)

- Stakeholders in this quadrant are crucial to the success of the project or organization. They have significant power to influence outcomes and a high level of interest in the activities.

-Strategy

- Focus efforts on this group.
- Engage and consult regularly.
- Involve in governance and decision-making bodies.

2. Meet Their Needs (High Influence/Power, Low Interest)

- These stakeholders have high influence but low interest in the project or organization. Their support can be critical, but they are not currently engaged.

- Strategy

- Engage and consult on areas of interest.
- Try to increase their level of interest.
- Aim to move them into the "Key Player" quadrant.

3. Show Consideration (Low Influence/Power, High Interest)

- Description: Stakeholders in this quadrant are interested in the project or organization but have low power to influence its direction or outcomes.

- Strategy:

- Keep them informed and consult on areas of interest.
- Make use of their interest through involvement in low-risk areas.
- Consider them as potential supporters or goodwill ambassadors.

4. Least Important (Low Influence/Power, Low Interest)

- Description: These stakeholders have low power and low interest in the project or organization. They are the least critical to engage.

- Strategy

- Inform them via general communication such as newsletters, website updates, and mail shots.
- Aim to move them into a higher interest or power quadrant if possible.

Overall Strategy

The arrows in the diagram suggest movement strategies to potentially reclassify stakeholders into more engaged and influential quadrants. For instance, efforts can be made to increase the interest of stakeholders in the "Least Important" and "Meet Their Needs" quadrants, aiming to move them into the "Show Consideration" or "Key Player" quadrants, respectively. This involves tailoring communication and engagement strategies to suit the characteristics and needs of each group, ultimately ensuring better stakeholder management and project success.

The ongoing challenge and classification concept of stakeholder engagement competence is presented in communication design, requiring professionals and organizations to create new forms of engagement with stakeholders. This involves addressing existing shortcomings in understanding stakeholder engagement competence and valuing communication for stakeholder engagement. Moreover, Stakeholder engagement has grown into a widely used construct in business and society research and related streams of literature. As stakeholder theorists have focused on understanding the interaction and relationships between organizations and their stakeholders, stakeholder engagement research is a natural continuum for stakeholder theory. The most significant and widespread topic in stakeholder literature is theoretically the development concerning stakeholder identification and salience. To support the development of the stakeholder theory, Freeman (1995) introduced a very important concept called "the principle of who and what really counts." The purpose of this principle was to assist the managers in determining which stakeholders they should pay attention to. Hence, the stakeholder researchers focused on issues of classification and relevance.

As a further development of Freeman's principle, Mitchell et al. (1997) added to the theoretical base of the stakeholder approach by introducing a typology of stakeholder identification and salience. They explained that Freeman's principle raised two main questions: who are the stakeholders of the organization, and on whom or what should managers focus their efforts? It is from the answers to these questions that they developed a classification of stakeholders based on three basic attributes: power to influence the organization, legitimacy of the stakeholder's relationship with the organization, and urgency of the stakeholder's claim on the firm. From this, they concluded that stakeholder salience is positively related to the cumulative number of attributes perceived by managers. Thus, the level of stakeholder salience—high, low, or moderate—would be determined by the number of attributes perceived to be present.

Hence, based on this framework, Mitchell et al. developed a typology by categorizing eight distinct stakeholder types into three broader types, depending on whether one, two, or three of these attributes were present:

1. Latent stakeholders:

They are characterized by one single salient attribute. Dormant stakeholders have power and lack legitimacy or urgency. Discretionary stakeholders have legitimacy and lack power or urgency. Demanding stakeholders have urgency and lack power or legitimacy.

2. Expectant stakeholders:

They manifest two salient attributes. Powerful and legitimate dominant stakeholders do not have urgency. Legitimate and urgent dependent stakeholders do not have power. Powerful and legitimate stakeholders who have urgency do not have legitimacy. Dangerous stakeholders have both power and urgency but lack legitimacy.

3. Definitive Stakeholders:

They have all three of the salient attributes: powerful, legitimate, and urgent. By contrast, non-stakeholders have no salient attributes.

Additional binary distinctions have been added with later research, including primary/secondary, influence/claimant, normative/derivative, compatible/incompatible, necessary/contingent, internal/external. In general, stakeholder identification has become a foundational and dominant aspect of stakeholder thought. Wherever possible, any move made to manage stakeholder relationships (and, consequently, stakeholder communication) involves a decision over the stakeholders and the nature of the relationship that exists with the focal organization.

Stakeholder engagement is the process through which an organization interacts with people or groups that are affected by or affected by the organization. The realization of the fact that an organization should interact with the stakeholders has been realized and the organizations work towards substituting one-way communication with meaningful dialogue. The process promotes mutual understanding and is a promising practical tool toward improving interaction with internal and external stakeholders. Stakeholder engagement processes may enhance sustainability by creating opportunities for better environmental, social, and financial performance.

As organizations implement and develop formal stakeholder engagement processes, it becomes imperative to measure and evaluate the effectiveness of these efforts. This evaluation serves the

purpose of establishing a link between engagement practices and improved organizational outcomes. By assessing the efficacy of stakeholder engagement, organizations can get insights into the value and impact of their engagement initiatives. (Peter, J.P 2010).

According to Harrison and St John (1996), it is not only because stakeholder engagement by firms help in improving control over environmental uncertainty but also because it helps in developing organizational flexibility. They rather suggest collaboration and engagement activities because they help firms develop alliances with stakeholders and work towards common purposes. On the other hand, traditional stakeholder management methods such as buffering only aim at satisfying stakeholder needs and not establish strong partnerships. To have successful collaboration, it is necessary that social capital must be high.

In addition, it is the sharing of efforts between stakeholders in the identification and solution of "wicked" issues, or a phenomenon in which stakeholders combine their efforts to come up with creative solutions and deal with the intricate nature of such problems.

Stakeholder involvement is an idea that embodies the active participation of stakeholders in diverse organizational activities, including decision-making. As such, its general aim is to integrate the views, knowledge, and insights of the stakeholders to build value from the organization. With stakeholders' active participation in decision-making, organizations tap from wide experience and opinions that contribute to the actualization of better and more effective decisions that consider the needs and expectations of the stakeholders. This encourages cooperation, transparency, and accountability and, ultimately, leads to better organizational performance and stakeholder satisfaction. Stakeholder involvement involves the practices actively implemented by an organization involve stakeholders in a positive manner from within its activities. According to Phillips (1997), stakeholder participation implies a mutually beneficial relationship that recognizes people or groups as stakeholders and warrants them more consideration than that which is owed to anyone. Ideally, stakeholder involvement would be the concept of "mutually beneficial and just cooperation." In this view, it would present stakeholder involvement as a moral partnership between equals. This, however, is unlikely to be the case in practice, as the status of an organization and its stakeholders is unlikely to be equal, and the terms of cooperation are usually set by the more powerful party. Therefore, the concept of stakeholder involvement requires further research.

As indicated by the broad array of organizational stakeholders, activities in which different stakeholder categories may become involved can be found in the widest variety of organizational activity, including public relations, customer service, supplier relations, management accounting, and human resource management. It can be viewed as a means of gaining consent, effecting control, promoting cooperation, ensuring accountability, promoting employee involvement and participation, building trust, providing trust, or encouraging discourse to enhance fairness and corporate governance. Although the use of the concept of stakeholder and stakeholder engagement is widespread, the nature of stakeholder relations as a field is relatively under-theorized. Most accounts of the varieties of activity on the part of the organization or stakeholders are focused on the characteristics of the organization or stakeholders themselves rather than on the characteristics of the relationship between organizations and stakeholders.. Ideas regarding stakeholder engagement can be drawn from various theoretical traditions, including business ethics, social accounting, and human resource management.

This study focus on the classification of Stakeholders on the two broad classes of stakeholders: primary and secondary. A primary stakeholder is a person or group on which the organization's existence and survival depend. This class includes employees, shareholders, customers, regulators, and other powerful agents in whose interest and area of control the organization is operating. The secondary stakeholders are those who are not critical to the existence of the organization but whose interests are still considered in the determination of activities. Secondary stakeholders include individuals or groups representing advocacy groups, non-governmental agencies, and lending institutions. Stakeholders may also be defined by the type of organization to which they belong: internal or external to the organization. Both internal and external stakeholders can affect and be affected by the organization and its actions. Identification, classification, and prioritization of stakeholders may bring into focus special attention and detailed information toward those with the greatest stake and influence, while integrating them effectively into the course of change initiatives(Shirey 2012)

Organizations need to understand the expectations and needs of different stakeholder groups if successful communication is to be facilitated. This would facilitate communicating specific messages to different people and groups while keeping track of the results of the communication plan. Lastly, it is known that stakeholder power and influence may shift over time. It is therefore, essential to periodically reassess the stakeholder analysis so that strategic adjustments can be made to the communication strategy, leading to a higher possibility of success for the change initiative.

"Stakeholder communication entails the interaction processes of managing stakeholder relationships, and is thus at the center of a firm's survival, growth, competitive advantage, legal compliance, and ethical responsibilities." (Matthew, 2017.)

There are two distinct categories of stakeholders: primary and secondary. A primary stakeholder refers to an individual or group that plays a vital role in the survival and well-being of an organization. This includes employees, shareholders, customers, regulators, and others who hold significant power and influence over the organization's operations. On the other hand, secondary stakeholders are individuals or groups who do not hold essential roles in the organization's survival but still have a vested interest in its activities. Examples of secondary stakeholders include advocacy groups, non-governmental agencies, and lending institutions. Furthermore, stakeholders can also be classified based on their organizational affiliation, either internal or external to the organization. Both internal and external stakeholders can impact and be affected by the organization and its actions. By identifying, classifying, and prioritizing stakeholders, particular attention and detailed information can be directed towards those with the greatest stake and influence, integrating them effectively into the progression of change initiatives. (Shirey, 2012)

To ensure successful communication, organizations must comprehend the expectations and needs of different stakeholder groups. They can then deliver targeted messages to various individuals and groups while simultaneously monitoring the outcomes of the communication plan. It is important to note that stakeholder power and influence may evolve over time. Therefore, periodically reevaluating the stakeholder analysis enables strategic modifications to the communication approach, thereby enhancing the likelihood of success for the change initiative.

“Stakeholder communication entails the interaction processes of managing stakeholder relationships, and is thus at the center of a firm’s survival, growth, competitive advantage, legal compliance, and ethical responsibilities.” (Matthew, 2017).

Communication plays a fundamental role in stakeholder management. Relationships are the core of communication science (Zaharna, 2016). Instrumental theory of stakeholders explores the extent to which management should consider the diverse interests of stakeholders to achieve the company’s objectives. Consequently, strategic management in this context, can be viewed as the management of communication between the company and its stakeholders. Sometimes, this field of study is also known as company engagement or stakeholder communication (Bourne, 2015). According to Friedman and Miles (2006), communication plays a crucial role within the field of stakeholder discipline as it is instrumental in achieving stakeholder satisfaction.

Stakeholder democracy embodies the notion that stakeholders actively engage in the processes of organizing, decision-making, and governance within corporations (Matten & Crane, 2005, p. 6). It emphasizes the importance of inclusivity and broad participation, giving stakeholders a voice and influence in shaping the direction and policies of the organization. Stakeholder democracy recognizes that decisions and actions taken by corporations have far-reaching impacts beyond just shareholders and seeks to ensure that the interests and perspectives of all stakeholders are considered and respected. By promoting a more democratic approach to corporate governance, organizations can foster trust, legitimacy, and sustainable outcomes that align with the diverse interests of their stakeholders.

Stakeholder engagement plays a crucial role in identifying material issues within the context of an airport. Companies actively seek input from stakeholders to understand their concerns and priorities. However, there are various factors that operate behind the scenes, such as the extent to which each stakeholder's input (including passengers, employees, airlines, government, NGOs, and local communities) is considered, how their inputs are prioritized, and whether they inform strategic decision-making.

2.1. Definition of Stakeholders

The general agreement on that who can be identified as stakeholder, include but are not limited to employees, customers, and other institutions directly or indirectly related to the organization. From various definitions of stakeholders, (Freeman, 1984) has given the academic definition as “any group or individual who can affect or is affected by the achievement of the organization’s objectives”. Workable extensions of stakeholders are also added as “Persons; neighbourhoods; institutions; groups; organisations; society; and the environment” (Mitchell et al., 1997).

This definition is a good fit to this study. First, it emphasizes the impact on stakeholders to the organization and/or stakeholders are also impacted by the organizations. They are also identified as persons and institutions that have their own objectives. The second point emphasized in this definition is the relationship or management that brings about mutual benefit and understanding for the organization and its stakeholders. In addition, the definition underlines the importance of recognizing stakeholders’ management in solving organizational problems through inherited relationships.

2.2. Major Theories of the Stakeholders

The term Stakeholder first used in the 1960's by Stanford Research International (SRI) in an internal memorandum to challenge the idea that management only needs to be responsive to stockholders or shareholders. SRI argued that managers needed to understand the concerns of shareholders, employees, customers, suppliers, lenders and society, in order to develop objectives that stakeholders would support. This support was necessary for long-term success. Therefore, management should actively explore its relationships with all stakeholders in order to develop business strategies. In the growing interest of scholars to identify the ethical implications and responsibilities of business and management, (Freeman, 1984) wrote to fully articulate stakeholder perspective and reminded the importance of multiple stakeholders to achieve organizational objectives.

Following Freeman's first publication, (Donaldson and Preston, 1995) provided a more integrated descriptive stakeholder theory. In their literature, they emphasized the intrinsic value of the stakeholder relationship to an organization. The emphasis is on what organizations actually do during the course of their operations.

It is further coined (Freeman, 1995) by an important phrase as the principle of who and what really counts by indicating the importance prioritizing the stakeholders. Following this line (Michell, 1997) strengthened the theory with the typology of stakeholder identification and salience. He introduced a classification of stakeholders based on the attributes of power, legitimacy and urgency. Therefore, stakeholder identification has become a fundamental aspect of stakeholder thinking, which appears in every action to manage stakeholder relationships. Thus stakeholder communication evolves as a decision about who they are and the nature of their relationship with the organization.

Subsequent stakeholder researches has focused on conceptual foundations and assumptions of stakeholder relationships, especially given the increasing complexity and interdependency of modern organizational environments and communication technologies. Common stakeholder identities such as "Customers", "Suppliers" or "Regulators" are now complicated by realizing that many stakeholders play multiple roles in relation to an organization.

Communication scholars have embraced the stakeholder concept based on the key insight that many aspects of stakeholder management are fundamentally communicative. (Lewis, 2007) focused on stakeholder communication during planned organizational change initiatives and the

nature of messages received by each stakeholder group. Concerned about relevant groups' participation in the communication process that affects their well-being and have proper opportunities to voice their interests.

Building and maintaining robust relationships and maintaining an appropriate level of communication with stakeholders ensure that they receive the information they require, are consulted, and their needs and requirements are heard and, where possible, acted upon. "Effective communication can help in managing the perceptions and expectations of stakeholders (Bourne, 2015)".

2.3. Stakeholders Engagement

Stakeholder engagement refers to the interaction between an organization and the individuals or groups who are affected by or have an influence on the organization. Recognizing the importance of engaging with stakeholders, organizations aim to replace one-sided communication with meaningful dialogue. This approach enhances shared understanding and holds promise as a practical tool to improve interactions with both internal and external stakeholders. Effective stakeholder engagement processes have the potential to promote sustainability by identifying opportunities for improved environmental, social, and financial performance.

As organizations implement and develop formal stakeholder engagement processes, it becomes necessary to measure and evaluate the effectiveness of these efforts. This evaluation serves the purpose of establishing a link between engagement practices and improved organizational outcomes. By assessing the efficacy of stakeholder engagement, organizations can gain insights into the value and impact of their engagement initiatives. (Peter, 2010).

The pragmatic aspect of stakeholder engagement activities is intricately linked to the quality of those activities. This quality is demonstrated through the establishment and enhancement of dialogue and collaboration, which can be achieved through various means such as activation, the ability to interact effectively, and the willingness to maintain ongoing relationships (Girard & Sobczak, 2012). These elements contribute to the practicality and effectiveness of stakeholder engagement efforts. By actively fostering dialogue and collaboration, organizations can cultivate meaningful relationships with stakeholders, enabling the exchange of ideas, mutual understanding, and the co-creation of value. This pragmatic approach enhances the outcomes of stakeholder engagement and promotes sustainable and mutually beneficial relationships between organizations and their stakeholders.

The stakeholder engagement competence concept is presented as the challenge in the past, present, and future of communication design to professionals and organizations to create new forms of engagement with stakeholders. It is the assumption that would address the shortcomings and understanding of stakeholder engagement competence as well as the appreciation of communication with stakeholder engagement as Aakhus et al. (2015). The stakeholder engagement framework is a strategic tool that describes an organization's engagement and management approach to its stakeholders. It contains principles, strategies, and evaluation tools for better interaction of an organization with its stakeholders and the realization of its commitments. Various kinds of organizations, such as government, are used to enhance the communication and management of stakeholders. Effective stakeholder engagement requires various kinds of skills and competencies, such as strong communication, empathy, negotiation, problem-solving, strategic thinking, analytical skills, interpersonal skills, strategic skills, ethical skills, and learning skills (LinkedIn 2023).

2.4. Stakeholders Engagement in Airports

Effective stakeholder engagement in airports involves several key elements. Firstly, it is important to identify and analyze all stakeholders who have an interest or influence on the airport. (Long, J. 2017). This includes internal and external stakeholders such as airlines, employees, tenants, passengers, government authorities, local communities, suppliers, media, and unions. Secondly, a well-designed and implemented stakeholder engagement plan should be developed, which clearly defines the scope and objectives of the airport. The plan should also establish the purpose and scope of stakeholder engagement, as well as the level and frequency of engagement required for different stages. Thirdly, stakeholder engagement should be based on concepts of empowerment, trust, and learning. This involves building trust and openly communicating regularly with stakeholders early in the process. Fourthly, stakeholder engagement should be inclusive and involve a public involvement plan that documents the goals and outcomes of the engagement efforts. This helps participants re-converge toward consensus as they make trade-offs, develop a shared framework, and balance vision. Finally, stakeholder engagement performance should be measured and improved using various indicators such as satisfaction surveys, feedback forms, complaints, compliments, media coverage, social media mentions, awards, and recognition. Overall, effective stakeholder engagement in airports involves identifying and analyzing stakeholders, developing a stakeholder engagement plan, building trust and communicating

regularly, being inclusive, and measuring and improving stakeholder engagement performance. (Underwood, M. 2010)

Stakeholder communication is a critical aspect of airport management and development. Effective communication with stakeholders involves identifying who the stakeholders are, their interests, needs, and expectations. It is also essential to develop a stakeholder engagement plan that outlines the goals and outcomes of the engagement efforts. Communication should be regular, proactive, and provide relevant, accurate, and timely information about the airport project or expansion. It is also important to involve stakeholders early in the process to build trust and prevent conflicts. Additionally, producing user-friendly documents that explain technical information in plain language can help stakeholders understand the project better. Finally, evaluating stakeholder communication and assessing its impact and outcomes can help identify strengths and weaknesses and improve future communication efforts. Overall, effective stakeholder communication involves identifying stakeholders, developing a stakeholder engagement plan, regular and proactive communication, early involvement of stakeholders, producing user-friendly documents, and evaluating communication efforts (Underwood, M. 2010)

2.5. Stakeholders' communication Challenges and possible solutions:

Implementing stakeholder communication strategies can be challenging. The key challenges in implementing effective stakeholder communication strategies include

Stakeholders often have different or conflicting interests, goals, and priorities when it comes to a project or organization. Aligning these diverse priorities and expectations can be a significant challenge for project managers and leaders.

Engaging stakeholders with varied backgrounds, expertise, locations, and communication preferences can make it difficult to maintain clear and consistent communication channels. Adapting the communication approach to suit different stakeholder needs is crucial.

Stakeholders may resist sharing information, work against the project's success, or have conflicts due to their competing interests. Resolving these conflicts through negotiation, mediation, and a collaborative approach is essential. Ensuring a unified understanding of project goals and managing the expectations of stakeholders with diverse technical knowledge and interests can be intricate. Clear, transparent, and continuous communication is key. Designing and implementing a system to assess how well the project is meeting stakeholders' needs and expectations, and using

that feedback to improve the project, is an important but challenging aspect of stakeholder communication

For instance, restricted budgets can limit the activities that the organization could carry out with the stakeholders.. It would, therefore, be required to choose who to engage with and which of the activities to focus on, thereby risking exclusion of some groups and missing some valuable insights. The organization may also be constrained by time due to the project deadline or other commitments, which may lead to a rushed engagement process, less opportunity to engage in real dialogue, and failure to understand the depth of the perspectives of the stakeholders. These limitations may render the organization unable to effectively engage with all the relevant stakeholders. Managing stakeholder expectations becomes more difficult because of resource constraints. Clear communication and expectations are required while managing stakeholder confidence and buy-in. Resource-constrained organizations are more prone to risks. Due to resource constraints, errors, omissions, and less flexibility in handling project challenges can affect the stakeholder engagement initiatives in general. Manpower constraints can have their effects on team performance and team morale. Overburdening team members due to resource or skill gaps can lead to burnout and a consequential decrease in productivity. This indirectly affects the quality and effectiveness of stakeholder engagement.

An example would be inability to access information or communication properly due to a lack of communication means, such as virtual meeting platforms or tools for managing projects, or lack of centralized repositories for shared documents. This would, by extension, lead to miscommunication, delays, and lack of transparency.

Stakeholders will perhaps have various preferences to receiving and sharing information like in-person meetings, e-mail, or telephone calls. Not accommodating the differences may lead to some stakeholders disengaging or excluding.

The diversity of stakeholders might create communication barriers where there is a difference in language and culture. There are some communication barriers likely to arise when stakeholders come from different backgrounds. Translation services or interpreters may be provided, and practices in environmental inclusion are essential. This can include another party who has little or no access to or understanding of the required technology for good communication. For example, they may feel frustrated and disengaged due to the lack of video conferencing and project management software. Alternative communication channels and training can therefore help. It

brings out the phenomenon of unclear communication, insufficient information sharing, or a lack of transparency, which will destroy the trust and can cause a breakdown in stakeholder relationships. Clear communication protocols, regular updates, and open feedback channels are helpful tools for managing this challenge. When stakeholders are resistant to sharing information, there are more than just minor issues to success in the project. Identify and understand the interests, apprehensions, and motivations of the stakeholders. Communicate in ways that are meaningful to the stakeholders and their needs effectively. This is going to build trust and good relationship with the stakeholders.

Involve the stakeholders in the change process. Listen to their feedback, and, where possible, consider their ideas. Pay them enough respect and courtesy to get their valuable contribution in a less difficult way. Make sure that there is clear and coherent communication with the stakeholders. Clearly explain the reason for the project, its benefits and its risks. Ensure that relevant and timely information is passed on to the stakeholders using simple language and a variety of communication media. This is important so that the stakeholders have adequate and sufficient information. Give the stakeholders training, coaching, resources, and support. Appreciate their efforts, achievements, and improvements. This will motivate and empower the stakeholders. This will give them confidence and satisfaction.

The multitude of interests, goals, and priorities often making stakeholders to be in conflict with one another, thus inhibiting progress. The competing priorities and conflicting agendas create when multiple stakeholders are involved in the decision-making process. Take into account each of the concerns of the stakeholders and make sure their value is correct and their point of view is taken into consideration. Find areas of commonality and overlapping interests: Focus on common goals or shared values that could be the foundation of cooperation. Set goals and objectives in a clear and well-defined manner: Make sure stakeholders share a vision of the overall project as well as its purpose, so it is easier to move past the confluences of interests. Negotiate and resolve conflicts in a constructive and cooperative way: Follow negotiation, mediation, facilitation, or arbitration strategies to resolve conflicts and find mutually beneficial solutions. Seek and incorporate regular feedback from the stakeholders, and take good care to address issues or concerns at the earliest convenience to maintain trust and engagement.

Stakeholders have to balance the demands of various groups through effective communication, negotiation, and a focus on the interests of various groups. Stakeholder mapping: Identify,

understand, and evaluate the interest levels of different stakeholder groups. This may include understanding who are affected, the interests associated with them, and how much power they possess. Prioritization of stakeholder interest: In any stakeholder group, it might not be possible to fulfill all their needs at the same time. Thus, negotiation is necessary to arrive at a reasonable balance. This helps in understanding changes in the needs and expectations of the stakeholders and helps in building mutual trust by discussing the decision-making process.

Where some stakeholders' needs cannot be fully satisfied, explain the reasons behind the decisions. This would help to achieve goodwill. Constant change and innovation are the key to meeting changing needs and expectations of the stakeholders as time moves ahead. The aim is to find a strategic balance that would satisfy the stakeholders to a reasonable degree while also fulfilling company goals. Stakeholder management is the key to business success. These are the following steps for handling changes or issues that may arise and communicating them in a timely manner from the searches made:

Transparent and open communication of change initiative: This means the awareness of change initiative has to be created and shared among all stakeholders. Explain the reason for the change, expected outcome, and how it is going to affect them. Communication should be meted on each group of stakeholders. Resistance to change has to be managed actively; this is done by dealing with employee concerns and by providing them with training and resources. Celebrate the small wins. Monitoring of progress of the change management in the implementation process should be done and data and feedback collected regularly. Any issues or roadblocks have to be identified and addressed in a timely manner. Reinforce the new behaviors, provide support, and make changes when feedback suggests so. (Lucidchart, 2010). Understand what stakeholders require and need and how they are perceiving the situation. This can be realized through surveys, interviews, and active listening. It is a form of respect and credibility. It will build trust since it demonstrates honesty and accountability. Listen to stakeholders' concerns and feedback in order to instill confidence and show them that their opinions matter. Show ability to adapt and change, pivot, and consider new alternatives, especially in uncertain times. Empower stakeholders by making them part and parcel of decision-making, problem-solving, and acknowledging their contributions. This cultivates collaboration and a sense of ownership. Communicate changes, issues, and opportunities clearly and regularly, even in different formats depending on the audience. This will reduce confusion and anxiety while transparency and accountability are being demonstrated. Building

trust entails fulfillment of commitments and promises made to stakeholders. This cultivates credibility and reliability. In the event of mistakes, the error is acknowledged, there is open communication, and issues are worked to be rectified. It shows accountability and commitment to improvement. Through the application of these strategies, businesses can build trust and credibility with the help of stakeholders towards better relationships and outcomes. To overcome these challenges, it is important to establish clear and consistent communication channels, methods, and frequency to keep stakeholders informed, engaged, and satisfied. Communication should be tailored to suit the different stakeholder groups, considering cultural, linguistic, and ethical aspects of communication. Additionally, setting realistic and achievable expectations and monitoring and measuring stakeholder satisfaction and feedback can help adjust communication efforts. Finally, using effective stakeholder analysis, planning, and execution strategies, the stakeholder communication plan, or the stakeholder influence map can help overcome these challenges. Overall, implementing stakeholder communication strategies requires careful planning, effective execution, and continuous evaluation and improvement to overcome common challenges. (OCM Solution, 2023).

Resource constraints can significantly affect stakeholder communication strategies. When resources are limited, managing stakeholder expectations becomes more challenging, and clear communication and setting realistic expectations become vital to maintaining stakeholder engagement. Competing priorities between stakeholders and breakdowns in communication can also be exacerbated by resource constraints, making it more difficult to effectively engage and communicate with stakeholders. Stakeholder identification is a crucial process in organization management and business strategy that involves identifying and analyzing individuals, groups, or organizations that may be affected by or have an impact on a project or business.

Stakeholder identification is the process of identifying individuals, groups, or organizations that have an interest or are affected by a particular project, initiative, or organization. Stakeholders can include customers, employees, shareholders, government agencies, local communities, and more. The purpose of stakeholder identification is to understand the various perspectives, interests, and concerns of different stakeholders to effectively manage relationships and address their needs. (Freeman, 2010).

2.6. Stakeholder Mapping and Identification

Stakeholder mapping refers to the process of identifying and mapping stakeholders and how they are affected or affected by a project or an organization, or, in other words, mapping that would offer insights and understanding in regard to the interests, influence, and interactions of stakeholders. The process of stakeholder mapping assists in developing appropriate strategies to engage and manage stakeholders throughout a project or for a business and the main steps in process are:

The first step will be to identify all potential stakeholders associated with the project or organization. The stakeholders may include internal as well as external groups such as employees, customers, suppliers, government agencies, and community groups.

Secondly for each of the identified stakeholders, assess the level of interest the stakeholder shows and the extent of influence they hold over the project or organization. This gives a sense of priority and grouping of stakeholders according to their interest and influence.

Thirdly develop a visual representation of the stakeholder landscape, usually in the form of a matrix or diagram, which clearly states the relationships between stakeholders. These relationships may be based on interest, influence, support, or potential impact on the project.

At last for each group of stakeholders, develop a strategy to effectively engage them. This strategy may involve communication plans, participation in the decision-making process, handling concerns, and building positive relationships.

Stakeholder mapping is an integral part of project management and strategic planning since it helps organizations manage relationships, avoid conflicts, and foster collaboration with stakeholders. It offers a clear view of the stakeholder landscape, thereby providing decision-makers with a framework for making informed decisions, allowing them to align with the interests of all concerned.

Stakeholder mapping is a visual tool and process that identifies, analyzes, and categorizes stakeholders in terms of their influence and interest in a project, organization, or initiative and helps understand the relations, perspectives, and potential impact a stakeholder might have on the success of the endeavor.

2.7. Stakeholder Analysis

Stakeholder analysis is the most useful tool in organizational management, which is a strategic planning process and a stakeholder engagement process. It is part of the lifecycle of a project: planning, implementation, and evaluation. Stakeholder analysis is a tool that identifies and evaluates the importance and influence of individuals and groups who carry out a change initiative. This is important to note since subjectivity is an element that can get in the way of being efficient. Therefore, stakeholder analysis has to be handled delicately, using a system of four steps: identifying, classifying, prioritizing, and integrating. Re-evaluation of stakeholder analysis should be done periodically for strategic communication, considering that stakeholder power and influence change over time. It has to be noted that organizations operate in such a way that most stakeholder demands have to be met. However, it is not always possible, and therefore, stakeholder management calls for a delicate balance. (Maria R.Shirey, 2012) .

Understanding Stakeholder Classification: Primary and Secondary Stakeholders

In stakeholder management, it is essential to categorize stakeholders to better understand and address their needs and influences. Stakeholders are broadly classified into two categories: primary and secondary. This classification is crucial in my research for several reasons.

Primary Stakeholders

Primary stakeholders are individuals or groups that are essential to the organization's survival and success. This category includes:

- Employees: They are the backbone of the organization's operations and directly contribute to its productivity and culture.
- Shareholders: They invest capital and are interested in the financial health and profitability of the organization.
- Customers: Their satisfaction and loyalty are vital for the organization's revenue and reputation.
- Regulators: They ensure that the organization complies with legal and regulatory requirements.
- Other Powerful Agents: These could be key suppliers, partners, or influencers who have a significant impact on the organization's operations.

The organization's existence and survival heavily depend on these stakeholders, making it imperative to engage and satisfy them through regular consultations, involvement in decision-making, and addressing their needs and concerns.

Secondary Stakeholders

Secondary stakeholders are those who, while not critical to the organization's immediate survival, still hold a significant interest in its activities. This group includes:

- Advocacy Groups: They may represent specific issues or causes that the organization impacts.
- Non-Governmental Agencies (NGOs): These organizations may influence public opinion and advocate for ethical and sustainable practices.
- Lending Institutions: They provide financial support and have an interest in the organization's financial stability and performance. Although these stakeholders do not have direct control over the organization, their perspectives and interests must be considered to maintain a positive public image and ensure long-term sustainability.

Organizational Affiliation: Internal and External Stakeholders

Stakeholders can also be classified based on their relationship with the organization:

- Internal Stakeholders: These are individuals or groups within the organization, such as employees and shareholders. They are directly involved in the organization's activities.
- External Stakeholders: These include customers, regulators, suppliers, and the broader community. They impact and are impacted by the organization from outside its operational boundaries.

Importance of Stakeholder Classification

Identifying, classifying, and prioritizing stakeholders enable organizations to focus their efforts on those with the greatest stake and influence. This approach allows for a more structured and effective integration of stakeholders into change initiatives and strategic planning.

Shirey (2012) emphasizes that understanding the expectations and needs of different stakeholder groups is critical for effective communication. Organizations can then tailor specific messages to various stakeholders and monitor the results of their communication strategies. Given that stakeholder power and influence can shift over time, it is essential to periodically reassess

stakeholder analysis to make strategic adjustments, thereby increasing the likelihood of successful change initiatives.

The Role of Communication in Stakeholder Management

Stakeholder communication is the process of managing relationships through interaction, which is central to an organization's survival, growth, competitive advantage, legal compliance, and ethical responsibilities (Matthew, 2017). Effective communication ensures that stakeholders are informed, engaged, and satisfied with the organization's actions and decisions. Zaharna (2016) highlights that relationships are at the core of communication science. The instrumental theory of stakeholders suggests that management should consider diverse stakeholder interests to achieve organizational objectives. Thus, strategic management involves managing communication between the organization and its stakeholders, often referred to as company engagement or stakeholder communication (Bourne, 2015). Friedman and Miles (2006) assert that communication is crucial in achieving stakeholder satisfaction. Stakeholder democracy, as discussed by Matten and Crane (2005), involves stakeholders in organizing, decision-making, and governance processes within corporations. This democratic approach ensures inclusivity and broad participation, fostering trust, legitimacy, and sustainable outcomes that align with the diverse interests of stakeholders.

Application in the Context of an Airport

In the airport context, stakeholder engagement is vital for identifying material issues. Airports seek input from various stakeholders, including passengers, employees, airlines, government, NGOs, and local communities, to understand their concerns and priorities. The extent to which each stakeholder's input is considered, prioritized, and used to inform strategic decision-making is critical for ensuring effective and inclusive management. Classifying stakeholders into primary and secondary categories helps organizations prioritize their efforts and ensure that both critical and influential stakeholders are adequately engaged. Effective communication and periodic reassessment of stakeholder analysis are essential for maintaining positive stakeholder relationships and achieving successful organizational outcomes.

2.8. Stakeholder Relationship Management

Goyder (1999) introduces a novel and significant perspective on this matter. He asserts that a business's survival in a turbulent world relies on its ability to comprehend the needs of its relationship partners and understand what they deem valuable. Rowley (1997) echoes a similar

sentiment in his research, focusing on the intricate network of stakeholder relationships. He emphasizes that stakeholder relations are dynamic, constantly evolving entities. Stakeholders' attitudes and actions may undergo changes at various stages. The dynamic nature of stakeholder relationships is also acknowledged in other studies (Bouthillier, 2009). All these works emphasize the necessity for organizations to address stakeholder expectations by actively engaging with them. The concept of "paying attention to key stakeholder relationships" has been a prominent theme in numerous strategic management research endeavors, starting with Freeman (1999). Aaltonen et al. (2008) contend that the central concern in organization stakeholder management lies in effectively managing the relationships between the project team and its stakeholders.

To effectively manage stakeholders and provide them with value, it is crucial to adeptly handle stakeholder relationships. This entails striking a delicate balance between the divergent needs and expectations of different stakeholders involved in and affected by the organization or a project (Bourne, 2016).

2.9. Airport Stakeholder Management

Effective airport stakeholder management is crucial for the successful operation and development of an airport, as it involves engaging and coordinating with diverse entities that have a vested interest in the airport's activities. Stakeholders in the aviation industry include government authorities, airlines, airport tenants, regulatory bodies, local communities, and passengers. By fostering positive relationships with these stakeholders, airports can enhance communication, address concerns, and collaborate on mutually beneficial initiatives. This collaborative approach is essential for navigating regulatory compliance, managing environmental impacts, optimizing airport infrastructure, and ensuring a seamless passenger experience. Additionally, engaging with local communities helps build trust and support for airport projects, while cooperation with airlines and government authorities is vital for strategic planning and operational efficiency. Ultimately, effective airport stakeholder management contributes to the sustainable growth and overall success of an airport within the broader aviation ecosystem. (Shirley , 2012)

2.10. Communication Defined

Relations among organizations are termed stakeholder relations, which the success of these organizations determines through communication. (Bleeke & Ernst, 1993). From the scholarly perspective, communication from the organizational point of view is necessary for planning,

organizing, leading, and controlling. In addition to this ongoing meaning, organizations coordinate their actions through communication in order to achieve goals.

Raymond Williams differs a little when he identifies communication and communication technologies. He separates communication and communications. Communication is the passing across of ideas, information, and attitudes between people. On the other hand, communications are the institutions and forms by which these ideas, information, and attitudes are transmitted and received. Communication is an action that happens within human society. In contrast, communications are not actions in themselves but rather the structures, systems, institutions, and forms that permit communication. (Williams, 1976).

A dialectical relation between communication and communications exists. Humans develop social relations as a result of communication and use the means of communication made available by communications in communication. Communications become meaningful only in the active use and employment by people in communication. Communications serve as the enablers and drivers of communication. New communications are a social process. It involves many actors, including scientists, engineers, practitioners, and it is organized through communication processes that are based on research and development (Williams, 1976).

Organizational communication activities are deeply intertwined with the fabric of human life on Earth, serving as an essential component of social order and the functioning of human society. Communication permeates every facet of our daily existence; from the moment we wake up to the time we retire for the night. While a significant portion of our communication occurs through nonverbal. Sendjaja, (2009) defines organizational communication as a process by which messages move or pass (through channels) from source to receiver with the aim of changing behavior, changes in knowledge, attitudes and excessive or more behavior. At least four main elements found in the communication model are source, message, channel and receiver. Schramm (1995) states organizational communication as a process of sharing. Schramm decided that communication came from the Latin word (language) which means common or shared. (Suprpto, 2006: 2-3).

Communication as a strategic tool is mentioned by (Lewis, 2007) “communication is calculated endeavor that firms engage in to accomplish organizational goals and strength firm communication as a calculated endeavor that firms engage in to accomplish organizational goals and strengthen firm performance”. Forms and practices of stakeholder relationships, usually conceived as

negotiation or dialog. Therefore, in stakeholders' communication management studies, evaluation of the practice of communication as a strategic management decision-making tool.

Communication is essential for the development of stakeholder discipline in relation to achieving stakeholder satisfaction. The quality of stakeholder satisfaction is very dependent on many factors of communication, such as the timeliness, honesty, and completeness of information. Therefore, communication in the form of dialog, which involves a two-way exchange of ideas and viewpoints, is also highly recommended. Communication management is a systematic process to plan, monitor, and control all communication channels within an organization. It involves several aspects, such as the formulation of corporate communication policies, making up internal and external communication guidelines, and information flow, which extends online. In the context of airports, management communication is a proactive effort to anticipate and satisfy all the expectations and requirements of all the stakeholders involved in the stakeholder system.

"Communication competence" (Clutterbuck, 2001), is a crucial factor in determining the success of an organizational activity. This competence is developed through various factors, such as an understanding of the stakeholder community and effective relationship development between the organization team and the stakeholders, along with effective information sharing that will ensure the right information is available at the right time for people to do their jobs, share opinions, discuss ideas, and learn from one another. Communication has been found to be one of the key success factors, and effectively controlling the time and cost is essential. Poor communication can be the cause of failure and increased costs. The competencies of managers in decoding and encoding communication have been identified as being significant in achieving the success and satisfaction of team member.

The essence of effective communication management lies in delivering multiple types of communication that maximize the achievement of the intended objectives. In the airport context, effective communication entails the exchange of information, the act of transmitting information, verbal or written messages, techniques for expressing ideas effectively, and a process through which meanings are shared among individuals using a common system of symbols.

In the realm of stakeholder relationship management, effective communication management involves facilitating the exchange of information to ensure that projects or activities receive the necessary information to optimally manage stakeholder expectations and progress. It also entails

providing each stakeholder, particularly the most important ones, with the information they require to believe that their expectations are understood and fulfilled (Bourne, 2016).

This study adopts the framework proposed to comprehend the concept of effective communication management. The framework has five crucial steps for managing stakeholder relationships through effective communication, which serve as a reference point in this study. These steps include the following: (1) identifying all stakeholders, (2) prioritizing stakeholder needs, (3) visualizing and determining the appropriate stakeholder management strategy, (4) engaging stakeholders, and (5) monitoring stakeholder communication throughout all stages. The first three steps provide the necessary information to develop effective communication strategies, while step 4 enables the identification of stakeholders who require additional information beyond regular reports mandated by the organization. Step 5 allows for assessment of the success of the implemented communication strategy. If the gap between the current and target attitudes closes, effective communication is achieved, ensuring appropriate stakeholder engagement. Conversely, if the gap widens or remains unchanged, it serves as a trigger to recognize that the communication strategy is ineffective and prompts the team to explore alternative approaches.

Thus, it is clear from literature that to manage stakeholder engagements effectively, right strategies should be formed and implemented to have a positive influence on stakeholders and also to minimize their negative influence. Every stakeholder's positive or negative influence depends on situation and the issues at hand. But the support of the positive stakeholder can be sustained and the support of the negative stakeholder can be obtained through better communication. In fact, in this case, communication is a key tool available to manage relationships. (Rajhans, 2018).

In authorized public disclosure document, the government of Saint Maarten, Caribbean Sea, disclosed a report for Princess Julian International airport (PJIAE) Stakeholders Engagement plan on July 2019. On its report, the Stakeholder Engagement Plan (SEP) and information disclosure play a crucial role in keeping all key users and stakeholders of the airport well-informed about the progress in the repairs that will ultimately lead to full operational capacity. The PJIAE recognizes the importance of engaging with various stakeholders and has already established a Stakeholder Engagement Process.

A government agency has always discussed with different institutions that are responsible for governing the airport terminal. The present approach has also seen negotiations between

representatives of airlines, ground transport operators, and passengers who use temporary terminals among others including vendors who run businesses at closed terminals. Airport staff, airline offices, the Customs Department, Immigration and Border Protection Service (IBPS), various shops within the airport as well as taxi and bus operators are among other stakeholders.

The SEP is based on this foundation process and it will continue until the completion of all works under this project. It shall be integrated in an Environmental & Social Management Plan (ESMP) to ensure its inclusiveness. There is a detailed account of different stakeholders involved in the Project which outlines how PJIAE currently interacts with them. Various strategies are employed by PJIAE in order to effectively engage its stakeholders during their participation towards realization of shared goals or objectives. This involves but not limited to monthly newsletters sharing information about reconstruction activities conducted by the authority through these awareness creation platforms were open for feedback from concerned parties hence contributing towards success achieved so far.

By actively involving stakeholders and keeping them informed, PJIAE demonstrates a commitment to transparency, collaboration, and inclusivity. This approach ensures that all relevant parties are aware of the progress being made in the repairs and have the opportunity to contribute their insights and concerns. Effective stakeholder engagement fosters a sense of ownership and accountability among stakeholders, ultimately leading to a more successful and sustainable airport project. Stakeholder Engagement Plan and information disclosure are vital components of the airport repair project. PJIAE's dedication to engaging with its stakeholders through various communication channels demonstrates its commitment to transparency and inclusivity. By actively involving all key users and stakeholders, PJIAE is able to gather valuable feedback and ensure that the reconstruction activities align with the needs and expectations of the community it serves.

To ensure the successful implementation of an effective stakeholder engagement plan, PJIAE has identified both internal and external target groups for the SEP, as well as the necessary communication tools required to effectively engage with these groups. The following lists the various target groups of Internal Target Group such as employees of PJIAE, airlines, handlers, charters, retail concessionaires, Food & Beverage concessionaires, Catering Services, Sol Group, cargo operators/handlers, customs, Alpha Team - Police, immigration, wheelchair services, VIP

services, Airport Taxi Association, St. Maarten Civil Aviation Authority (SMCAA), commuters, and operators. PJIAE has also consulted with travel operators, the taxi union, and the worker's union.

From External Target Group the stakeholders include the island population of St. Maarten/St. Martin/, passengers, the government of St. Maarten, airline headquarters affiliates, the Collectivité of St. Martin, St. Maarten Tourist Bureau, Tourism Office of French St. Martin, tourism-based stakeholders, hub partners, the International Air Transport Association (IATA), Simpson Bay and Beacon Hill Communities, the Island's Airport Safety Committee (IASC), the International Civil Aviation Organization (ICAO), the St. Maarten Civil Aviation Authority (SMCAA), and the Air Service Development Committee (an internal and external joint group).

The Princess Juliana International Airport (PJIAE) has been in the habit of holding monthly discussion forums with their stakeholders, most notably airline offices, travel operators, taxi union and workers' union. These forums are meant to update them on the progress of reconstruction as well as seek their views on proposed activities. By recognizing and involving all these different groups of people who have something at stake in its affairs PJIAE ensures that information is disseminated widely and cooperation sought from everyone concerned. Information sharing through regular consultations ensures that interested parties stay informed while giving them opportunities for providing input which they consider relevant. This kind of inclusivity fosters a feeling of ownership among participants, it also improves transparency levels besides building strong ties between various organizations affiliated with PJIAE thereby ensuring success during this rebuilding phase that requires solid support from all quarters involved.

Stakeholder engagement is a dynamic and ongoing process through which PJIAE identifies, communicates with, and facilitates a two-way dialogue with individuals who are impacted by its decisions and activities. This includes not only those directly affected but also others who have a vested interest in the implementation and outcomes of these decisions and the overall project. By engaging stakeholders in this manner, PJIAE aims to foster open communication, gather valuable insights, and ensure that the concerns and perspectives of all relevant parties are taken into consideration. This iterative approach to stakeholder engagement allows for continuous feedback and collaboration, ultimately leading to more informed and effective decision-making processes and project outcomes through e-newsletters, press releases, radio and TV advertisements, print /

online media ads, public service announcements, publications, website management, (live flight updates, content), media campaigns, internal notices and social media.

The tools utilized to disseminate the pertinent information on behalf of the PJIA is equally as significant as the issued statement. Over a period, the media was the key tool utilized to reach the stakeholders and the public. Other channels that to be used to distribute content are travel booking web pages, websites, link exchanges, hub partner presentations/materials, e-newsletters, stakeholder's newsletters and blogs, social media (Twitter, Instagram and Facebook), co-branding at conferences, press family trips, mobile group chats, ever bridge system, tours, press release, internal notices/memo, public services announcements (PSA), print media ads. Facilitation meetings with concessions, airlines, handlers, cargo and immigration. Customs, alpha team - police, VIP, taxis and car rentals, they prepare inform-sessions, flyers announcements, media kits (post events), publications like magazine features, articles, ads and highlights, workshops, video and radio ads. The SEP are communicated to the stakeholders and forwarded through the avenues of social media posting, print media, press conferences, tourism stakeholder's meeting, annual reports, launch events, presentations, publications, press releases, website, internal notices, video recordings, all staff emails, ads, newsletters, facilitation meetings, info-sessions, orientation, WhatsApp messaging (internal group chats, etc.), radio, television, and blogs. The managers and directors of PJIA are responsible for executing the SEP. They lead facilitation meetings with external stakeholders and attend international conferences and workshops to provide updates on projects, safety, and technology implementations.

The Corporate Communication Specialist at PJIAE maintains regular communication with stakeholders through monthly e-newsletters, internal notices, and participation in facilitation meetings. Press releases about the project are posted on the news webpage, which also features the Grievance Redress Mechanism and related documents. The communication department plays a crucial role in implementing the Stakeholder Engagement Plan by ensuring consistent project updates from the airport authorities. The Corporate Communication Specialist is responsible for keeping local and international media, key stakeholders, and the public informed about the latest PJIA updates. Various avenues are utilized to provide stakeholders with accessible and comprehensive information.

2.11. List of Stakeholders at Airports

Analysis of airport Stakeholders, David Schaar, 2010

Table 1: List of Stakeholders at Airports

No -	Stakeholders
1	Passengers
2	Air Carriers
3	General Aviation users
4	Airport Organization
5	Investors and Bond holders
6	Concessionaries
7	Service Providers
8	Employees
9	Federal government
10	Local Government
11	Communities affected by airport operations
12	NGOs, such as environment
13	Business, commerce, tourism , arts, sports, and education organizations
14	Parking operators and ground transportation providers
15	Airport Suppliers

CHAPTER THREE: RESEARCH METHODOLOGY

In this chapter, the researcher outlines what this study seeks to achieve, and the theories and concepts that underpin the research. This chapter focuses on the research design and methods that in this study. This discussion sheds light on the research design that are applied in this study and evaluate the effectiveness of the design in meeting the research objectives. Furthermore, this chapter explores the philosophical perspective that underlies the choice of the research design. It provides an explanation of the sources of data, the population of the study, the participants to be utilized, and the criteria that are applied for participant selection. In addition, the ethical considerations that the researcher upholds throughout the study are discussed in this chapter.

3.1. Introduction

The major objective of this study is to assess the role of stakeholder engagement in the communication management of AABIA. The specific objectives includes explaining the AABIA and its engagement communication between the stakeholders and the airport public in day -to -day operational endeavors. Additionally, the study aims to identify stakeholder's perception regarding the engagement between the stakeholders themselves and the organization and shed light on the challenges they face in their collaborative efforts to communicate.

Considering the stated objectives, the researcher believes that a qualitative research approach are necessary for the study. This approach involves gathering and synthesizing the required data in the form of descriptions, analysis, and interpretations to draw conclusions. According to (Daymon and Holloway 2011), qualitative research methods are highly valuable for gaining a deep understanding of communication and culture. The qualitative research approach will allow researchers to understand the perspectives of research participants and comprehend matters related to the communication between an organization and its publics.

3.2. Research Paradigm

The choice of research design and methodologies of this study will depend on the worldview or philosophies of the researcher, and how he/she believes the subject should be studied. It are important to give a brief overview of the worldviews and philosophies in relation to research.

According to Daymon and Holloway (2011), there are three facets related to a research paradigm, ontology, epistemology, and methodology. Ontology, which is the study of being, is concerned

with issues such as existence and reality. It seeks answers to questions such as "What are existence, and what will exist?"

The other aspect related to the research paradigm are epistemology, which refers to the study of knowledge. Epistemology is concerned with questions like "What are knowledge?", "How will the world be known?" and "How will knowledge be attained?" (Daymon and Holloway, 2011, p. 100). The researcher's ontological position will influence his epistemological views and the methodology that should be employed in this research. The researcher's views will lead him to employ qualitative, quantitative, or mixed research methods in his study.

According to Creswell (2014), there are some different worldviews that will determine the research approach a researcher employs in his study. A few of these worldviews are briefly discussed as follows:

1. Positivism, alternatively referred to as post-positivism, ascribes objectivity to reality and says it can be realized by research. The positivist considers that reality is independent of the opinions of persons. Under this paradigm, the task of research is to unmask universal laws and find out the reality existing in the world as such. Daymon and Holloway, (2011, p. 100), posit that a quantitative research design is most appropriate in the studies grounded on the positivist worldview.

2. Interpretivism, which also goes by the name anti-positivism, states that meanings are diverse and are made within human interaction. According to the interpretivists, meanings are subjective and dependent on the individual because there is no independent existence of meanings separated from the individual (Creswell, 2014, p. 8). Therefore, interpretivists believe that there are multiple realities that are socially produced. They will also consider reality as a thing that is changeable by people's interactions. This worldview leads to a qualitative research approach, which is best suited to handle the inherent complexities of multiple realities by using free and open-ended questions. (Creswell, 2014, p. 8). This study adheres to the interpretive worldview.

3. Pragmatism are a hybrid form of the worldview that assimilate both positivist and interpretivist philosophies. According to Daymon and Holloway (2011), pragmatism is more of a practical worldview primarily concerned with the meeting of the research objective through the mix of a flexible approach best suited to the needs of specific studies. It is concerned with the making of

sense out of the research problem and the application of a mixed methodology comprising of both qualitative and quantitative research approaches that are st solve the research problem.

3.3. Research Method

Researcher employ various research methods to gather and analyze data. Research methods refer to the processes and tools used to systematically collect data, analyze it, and derive meaning from it, as defined by (Daymon and Holloway, 2011). The choice of research methods also involve the selection and use of data collection tools such as questionnaires, interviews, observation, and document analysis, depending on the nature of the study and the required data (Creswell, 2007).

Researcher selected this research methods based on whether the study follows a deductive or inductive process to draw conclusions. In addition, the choice of research methods consider the nature or form of the data, ranging from statistical data to qualitative data such as texts, audio, images, and footage. The type of data determines whether qualitative, quantitative, or mixed methods should be used in the research (Creswell, 2007).

Qualitative research methods employed to gather qualitative data through document analysis, observation, structured interviews, focus group discussions, and other approaches. These methods are better suited to understand deeply and comprehensively complex matters with open-ended questions (Daymon and Holloway, 2011). Consequently, the study follow a qualitative research approach.

As previously explained, this study focuses on how stakeholder and communication management is used to support daily operations of AABIA. Accordingly, the researcher collect and analyze the diverse qualitative data required for the study. Data collection instruments, such as document review and focus group discussions, are implemented. Additionally, in-depth interviews conducted with employees working in various departments, including the airport employees and management staff, and identified stakeholders. Airport stakeholders are identified as , passengers, airlines , general aviation users , Airport organizations, investors and bond-holders , concessionaries (tenants), service providers , employees, Federal Government, local government, Communities affected by airport operations, airport suppliers , Non-Government Organizations (NGOs), Business, commerce, tourism, arts, sports, and education organizations, Parking operators and ground transportation providers (Schaar, 2014).

3.4. Research Design

Research design, according to Zikmund, as cited in M. Pandey and P. Pandey, (2015), is a whole plan specifying the methods and procedures of gathering and analyzing the necessary information. For this reason, research design is very important in guiding the process of research because it specifies the procedures to follow. It helps the researcher to consider the study and choose appropriate techniques and procedures for data gathering.

The choice of research design arises out of the essence of the research and the problem that it is meant to address. According to Creswell, (2007) research design includes the underlying philosophy and strategies used within a specific research, including specific techniques. A good research design reduces bias and adds reliability. A good research design are one that in some degree or another covers all facets concerning the research problem (M. Pandey and P. Pandey, 2015, p. 20).

Research designs are generally divided into three types: qualitative, quantitative, and mixed methods. According to, qualitative approaches enable researchers to explore deep subjective experiences of the research subjects. Thus, one can get more detailed in-depth research using open-ended questions, in which the respondent can respond with deep qualitative data. Qualitative research uses different types of data, including texts, images, and videos, and methods for analyzing qualitative data are used.

On the other hand, the non-numerical data is utilized in qualitative research, which strives for objective and accurate measurements. It adopts the deductive approach, which generalizes the inference to the whole study population. Among the quantitative research designs, the examples are surveys and experiments. Researchers must accept mixed design approaches, as some studies need them to integrate both the qualitative and quantitative approaches in a pragmatic manner. In those studies, all available tools are used to gather the required data to meet the study's objectives. Creswell , (2007), is of the view.

This research study takes the qualitative approach because it is most appropriately designed to investigate the case of AABIA and its use of stakeholders' communication management for its operation and purposes. The researcher considers the qualitative research design to be appropriate for addressing the research problem by in-depth investigation through data gathered from documents and from participants in in-depth interviews and focus group discussions. The study follows the inductive approach, which means that the findings will only be generalized to the case

of the airline's use of stakeholder engagement and communication management for its operation but will not be generalized to other organizations.

3.5. Study Site

The primary focus of the study revolve around the stakeholder engagement and communication management of AABIA, which is located next to the airline's headquarters. The aim is to evaluate the company-wide implementation of stakeholder communication management to support operational marketing efforts and attain organizational objectives. AABIA, the hub for Ethiopian airlines and other airlines , examined, considering its uninterrupted daily operations service for nearly seven decades. The Strategic business unit of Ethiopian Airlines, AABIA, is responsible for overseeing the operational activities of stakeholders. The department's office is situated within the airline's main headquarters near Addis Ababa Bole International Airport.

3.6. Population of the Study

In this study, the population for this research consist of staff members working in the AABIA customer care and terminal operation department. This population included approximately 25 employees, including team leaders and managers.

3.7. Participant Selection Method

In this study, the researcher employed a purposive or judgmental approach to select managers who possess superior information and more extensive experience compared with the employees working in the customer care and terminal operation departments.

According to Daymon and Holloway (2011), the purposive approach allows the researcher to exercise their judgment in selecting participants aligned with the study's purpose. This method, commonly used in qualitative studies, enables the researchers to gather in-depth and comprehensive data. The operation runs 24 hours, with staff assigned to two major shift hours. The first team, consisting of management and employees, works from 06:00 am to 18:00 pm. The second team covers the period from 18:00 pm to 06:00 am the next morning. For the research interview and focus group discussion opted to schedule them during the daytime. The Director and day shift manager has planned an interview to take place, and a group of five team leaders participate in the focus group discussion. For the study, the researcher purposefully select team leaders and managers from the Customer Care and Terminal Operations Office as they are directly involved in operations and they are considered to be owner of the airport operational processes..

For the research interview and focus group discussion, the researcher opted to schedule them during the daytime. This selection ensure the involvement of employees with a deeper understanding of the subject matter.

Regarding other employees in these departments, the researcher selected available staff members from the Customer Care and Terminal Operations Office to participate in a separate focus group discussion. Due to potential limitations in staff availability for continues operational activities, the researcher plans to include two employees, three team leaders, and a manager in agreed timing.

3.8. Data Collection Instruments

In this study, a combination of qualitative data collection methods are used to gather the necessary data. These methods include conducting in-depth interviews, organizing focus group discussions. The researcher is interested in reviewing the correspondence between the focal organization and the stakeholders, either in the form of letters filed in their office or direct communication with the stakeholders themselves.

By employing multiple qualitative data collection tools, the researcher aims to triangulate the data, which enhances the validity and credibility of the findings. Triangulation helps mitigate the limitations of individual data collection instruments and minimizes potential bias. The following sections provide a detailed discussion of each data collection instrument employed in this study.

3.9. In-Depth Interview

In the qualitative study, based on research by Leavy (2017), interviews are used as one of the data collection means to achieve in-depth information through conversations with the participants of the research. Open-ended questions during interviews make it an effective tool as it allows the informants to give rich qualitative data. Interviewer's skills and experience are a very important role to elicit the relevant data from the participants.

The interviews reveal many aspects of the informants, like perceptions, motives, emotions, and pertinent background information (P. Pandey and M. Pandey, 2015). It provides an appropriate interpretation of the data given by the informants. Here, the study is done with interviews so that it gives more insights into how the stakeholders' engagement and the communication management is used to help in the daily operation of the AABIA. In particular, interviews are conducted with the director and members of the management staff under the directorate, answering all questions. The questions include the collaborative efforts by the Customer Care and Terminal operations

departments, the management contribution to company efforts, the perception of the participants about the activities done by each stakeholder in operational efficiencies, and the problems encountered by the stakeholders and other units in their joint efforts.

3.10. Focus Group Discussion

Focus group discussions serve as a valuable data collection tool in this qualitative study, allowing the researcher to obtain diverse perspectives from the participants. In the role of a facilitator, the researcher encourages participants to share their viewpoints and contribute to the discussion (Gray, 2004).

By conducting focus group discussions, the researcher gather detailed data enriched with anecdotes and illustrations provided by the participants based on their experiences. The researcher guide and moderate the discussions by posing key open-ended questions, prompting participants to provide comprehensive inputs (Leavy, 2017).

For this study, the researcher organize one focus group discussions with non-management staff of Customer Care and Terminal Operations, from management staff, the three-team leaders, and the manager. This discussion yield crucial data that, when triangulated with information collected through other data collection methods, enable the researcher to effectively address all four research questions. The focus group discussion involving the employees include five staff members, while the discussion pertaining on team leaders and the manager involve four employees.

3.11. Document Analysis

The proposed qualitative study would employ the analysis of documents as a cardinal tool for data collection. It is a method whereby a researcher examines various correspondence letters with the stakeholders. According to Daymon and Holloway (2011), analyzing documents gives a complete insight into the case under investigation, compared to the other methods of data collection. It would help the researcher monitor and mark the operational challenges precisely and also gain value from the analysis and interpretation.

This is possible through the document analysis for the first two research questions, namely examining the integration of the staff and the management and the contribution of department to stakeholders' engagement and communication management efforts. A range of documents' content found in the baggage porters' office, such as a Service Level Agreement, SLA, between airport management and their office, analyzed by the researcher. Subsequently, the engagement and

communication papers are picked and analyzed, for instance, minutes and letters of official correspondences between the focal organizations and other stakeholders to understand the research questions better.

3.12. Research Ethics

Varying measures are taken by the researcher to ensure that the research is conducted ethically in keeping with the standard norms and principles. The researcher formally submitted a letter to Addis Ababa University to request cooperation from Ethiopian Airlines Group to provide the necessary data for the research and got the permit.

Moreover, to gain the consent of the respondents for interviews and focus group discussions, the researcher obtained their informed consent. The researcher explained the process in use and let the respondents know what is expected of the informants and participants in the research clearly. The researcher ensured that the identity of the participants are kept confidential and the information they provide are used strictly for the purpose of the research. The participants are informed of the process of data analysis and interpretation so that all ethical requirements are met.

To improve the accuracy of this and reduce the chance of misinterpretations, each respondent provided with the transcription of his/her responses. In this manner, they verified that their statements have been transcribed and will not undergo incorrect interpretations.

3.13. Data Analysis Method

This study applies the qualitative data analysis using an approach for the description and explanation of themes in line with the questions asked, and therefore, in this qualitative study, themes may be considered to be units of analysis (Leavy, 2017). The data therefore be gathered through document analysis, interviews, and the researcher analyzes focus group discussions focusing on key themes associated with the research questions. The themes include integrated efforts of the AABIA management and the different stakeholders' engagement, the perception of staff with regard to such collaborative efforts, and the challenges faced in the joint activities of the AABIA and the stakeholders surrounding it. In this study, a qualitative data analysis approach are utilized, focusing on describing and explaining themes that are aligned with the research questions.

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CHAPTER FOUR: DATA PRESENTATION AND FINDINGS DISCUSSION

4.1 Introduction

As highlighted in previous chapters, this research aims at assessing stakeholder engagement and communication management at Addis Ababa Bole International Airport. The researcher has formulated research questions with the aim of understanding how the practice of stakeholder engagement and communication management helps achieve the organization's objectives. To answer these research questions, a qualitative research design has been adopted.

Interviews, focus group discussions, and document analysis are used by the researcher to collect relevant data for the study. One-on-one interviews are conducted with individuals who can provide knowledge of stakeholder engagement and communication management at the airport. Focus group discussions facilitate group interactions among airport staff and management on gaining insights into their perceptions and experiences. Document analysis refers to the examination of relevant letters and other internal memos, for example, correspondence letters, for supplementary information.

The researcher after gathering the data has further conducted thematic analysis, which involves pattern identification, themes, and key findings of the data. It helps in organizing and interpreting collected information in meaningful ways. The results of the study are presented based on thematic analysis.

Focus Group Discussion					
Participants	Age	Sex	Education	Position	Service Year
Director	51	M	MSc in Engineering	Director AABIA	20
Manager Customer care and Terminal Operation	48	M	MBA in Business Administration	Manager Customer Care and Terminal Operations	22
Participant 1	35	M	MA in Foreign language	Team Leader Customer Care and Terminal Operations	10
Participant 2	36	M	BA in Management	Team Leader Customer Care and Terminal Operations	12
Participant 3	56	F	BA in Foreign language	Team Leader Customer Care and Terminal Operation	37
Participant 4	37	F	Diploma in Accounting	Senior Customer Care officer	7

Table 2: Focus Group Discussion Participants

4.2 The Type of stakeholders and their communication with the Airport Management

The first research question this study aims to address is “Who are the primary and secondary stakeholders in the case of AABIA and how strong is the communication with the focal organization? The researcher employed interviews, focus group discussions and document analysis to address the question.

The individuals being interviewed for this study include the Director of AABIA, Manager of Customer Care and Terminal Operations, as well as Team Leaders and other employees in customer care and Terminal Operations.

As per the Director of AABIA, who oversees all activities and monitors organizational objectives of the airport, indicates that the Airport has several stakeholders and out of these groups because of their frequent interaction and full involvement, they are considered as key stakeholders, whereas others are not active like others and not fully involved in passenger's experience. NISS, Immigrations, Customs and Ground Handling play significant roles in passenger handling processes.

Accordingly, the director has shared his insight on the activities of the airport stakeholder's to differentiate their roles as primary and secondary stakeholders, if at all there are such designations. Moreover, these stakeholders are active participants of monthly facilitations meeting whereas others are considered as passive. (See Appendix I for the interview questions addressed by the Director). As someone in charge of the Director at AABIA, he believes that overall activities are not designated to specific stakeholder. Though their participations is minimal the role secondary stakeholders is important to complete every process. Airport management works and coordinate with all stakeholders to complete a given process. Airport management works jointly with key stakeholders more frequently.

According to the Director, calls all stakeholders to deliver efficient services and advocate for better customer services.

Manager of Addis Ababa Bole International Airport, who holds responsibility for overseeing and monitoring all Airport Operational activities, he provided his perspective on the efforts and responsibilities of AABIA in defining airport operations processes and coordinating with stakeholders. (See Appendix II for the interview questions addressed by the Manger). AABIA is responsible for providing airport infrastructure and facilities related to operations. Overall, the management of AABIA takes ownership of the entire process whereas stakeholders function. The primary stakeholders who are active in our daily operations are the National Intelligence and Security Services (NISS), the Addis Ababa Airport Customs Branch office, Immigration and Citizen Services, Ground Handling, and Baggage Porters. On the other hand, entities such as Parking management and other service providers are categorized as secondary stakeholders. He

further explained.” This categorization is based on the level of involvement in our daily activities related to passenger movement. The primary stakeholders primarily influence the majority of our processes and passenger experience, while the involvement of secondary stakeholders is limited. These secondary stakeholders serve as our interfaces in carrying out our activities. He adds, “The terminal management own terminal operational processes but activities from entrance, check-in, departure, arrival, transit, and to the boarding area needs dynamic involvement of all primary stakeholders.” The Manager emphasizes that the Customer Care and Terminal Operations office plays a pivotal role in facilitating the participation of stakeholders in airport operations. In these operational activities, the primary stakeholders include NISS, Customs, Immigration, Baggage Porters, and Ground Handling. These stakeholders are actively involved on a daily basis, engaging in continuous interactions. On the other hand, supermarkets, banks, restaurants, cafes, and Duty-free shops provide services and are categorized as secondary stakeholders. ‘’ As per the manager's statement, the primary stakeholders actively participate in each process, and there is regular communication with them to understand their requirements and receive feedback. However, the manager acknowledges that the involvement of secondary stakeholders in our processes is not as effective, but they do interface with our processes in terms of passengers' experience.

Regarding the segmentation of stakeholders within the customer care and terminal operations office, the team leaders expressed similar views when asked to provide their input. Team Leader P2 emphasized that they categorize stakeholders based on their significant impact on ensuring a seamless flow of passenger movement. Those stakeholders who have a major impact are considered primary stakeholders, while those who do not have such an impact are classified as secondary stakeholders.

‘‘The communication with primary stakeholders is frequent and requires immediate attention and action, unlike the communication with secondary stakeholders. The impact of primary stakeholders is felt throughout the entire process chain, and swift action is taken accordingly.’’

As mentioned in the preceding chapter, the researcher conducted separate focus group discussions for staff working in the Customer Care and Terminal Operations.

Four employees together with their manager from Customer Care and Terminal Operations have participated in the focus group discussion. In regards to the participants of the group, there is a consensus regarding the impact of primary stakeholders compared to secondary stakeholders. At every point of contact and within the value chains, continuous communication takes place between

the staff of Customer Care and Terminal Operations and the primary stakeholders. (Please refer to Appendix III for the discussion points addressed by the group).

The participants of the discussion acknowledge the significant contribution of communication in efficiently carrying out daily activities. The coordinators representing the primary stakeholders are responsible for facilitating this communication. Participant 1 emphasizes the existence of a strong working relationship between Customer Care and Primary Stakeholders, as they collaboratively engage in daily operational activities.

Participant 2 (Jan 16/2024) reiterates this sentiment, stating, "We have a strong relationship. We work together in numerous areas, but our objectives may differ. While our focus is on process efficiency, their priority lies in security, safety, and accuracy, including revenue maximization within the process." Participants 3 and 4 (Jan 16/2024) express similar viewpoints, highlighting that although there is understanding and balance, the two entities are at times entirely unrelated. For instance, the parking management team works to maximize space utilization for maximum profit, while the airport management prioritizes speed and safety. However, the airport processes for passenger handling are designed to minimize overlap and ensure clear delineation of missions and responsibilities. The airport processes for passenger handling are carefully structured to avoid unnecessary overlap and to assign specific missions and responsibilities to different entities involved in the process. This approach aims to promote efficiency and clarity in managing passenger flow and related tasks at the airport.

The participants of the focus group, consisting of four employees from the customer care and terminal operations office, reiterated their perspectives on the significance of timely communication within the operations team to improve service delivery. (Please refer to Appendix III for the discussion points addressed by the group). They emphasized the importance of effective communication channels, such as real-time updates on passenger information, flight statuses, and operational changes, to ensure smooth coordination and enhance the overall passenger experience. By prioritizing timely communication, the airport aims to optimize its operations and meet the evolving needs of passengers efficiently.

The manager highlighted that the responsibilities of the primary stakeholders stem from the authority vested in them by the government, particularly in matters of security and economic

importance. Ground handling is an integral part of the services provided by Ethiopian Airlines and operates as one of its business units. The provision of baggage porter services is based on the passenger's willingness to pay for the service. It is an optional service that passengers can choose to avail themselves of, depending on their preferences and needs. By offering these services, Ethiopian Airlines aims to enhance the overall passenger experience and provide additional convenience to those who opt for the assistance of baggage porters.

The manager added that his office collaborate with all type of stakeholders on smooth operations and service deliveries with a Service Level Agreements signed between his office and respective stakeholders who are identified as primary stakeholders. His office liaise through their respective supervisors per the organizational procedures.

He explained, "At times, we come across service inefficiencies, and in such cases, we promptly address the issues by investigating and exchanging information to find appropriate remedies. Our approach is to foster open communication and quick problem solving. We have a convenient setup where we can easily contact each other by phone or simply walk into each other's offices, as they are located within the same terminal. This proximity allows us to seek immediate solutions and resolve any operational challenges efficiently. By facilitating direct communication and collaboration, we aim to minimize delays and ensure smooth operations within the terminal." (Jan 16/2024)

The participants of the group unanimously agree that there are communication skills gaps among stakeholders, particularly regarding the sense of urgency and timely completion of assigned tasks. They recognize that stakeholders have different objectives, which can lead to misalignment in prioritizing and executing tasks promptly. The consensus among the group highlights the need for improved communication and coordination among stakeholders to bridge these gaps. By addressing these challenges, stakeholders can enhance their understanding of each other's objectives and work together more effectively to achieve timely task completions. (See Appendix I for discussion points the group deliberated on).

The discussion participants agree on the significant contribution engagement and management of communication in stakeholders for the success of AABIA.

4.3 The Role of Communication for the Success of AABIA.

Participant 1(Jan 16/2024) says engagement in communication create strong working relationship between our office and stakeholders in jointly improve operational excellence to achieve organizational objectives. Participant 2 (Jan/16/2024) reiterates, “We have weakest links in communication and relationship. As we are working 24hrs , the engagement has to be uninterrupted and improved for better relationship” Participants 3 and 4 (Jan/16/2024) stated similar points highlighting that the communication breakdown, which is sometimes would be considered as misunderstanding, hinders efficient customer service and it is difficult to attain organizational objectives without the full cooperation of the stakeholders. Participant 2 (Jan 16/2024) stated that the two entities feed each other with the daily flight information and expected irregularities they need for their daily assignment, while Participant 3 (Jan 16/2024) pointed out that it is hard to talk about daily operation without considering the participation of the other. Participant 3 (Jan 16/2024) added, “We both need each other for sharing inputs to handle flights on time. We source critical information and other important feedbacks for posting on our internal WhatsApp group pages to contain adverse situations. On the other hand, the Customer care and Terminal Operations office gets flight details from Ground handling to include in daily briefings ...”

The researcher also analyzed shared contents on WhatsApp group both the staff’s mobile telephones as well as stakeholders to examine how the integrated efforts of the two entities are manifested their communication messaging.

Printed flight information is one of the communication tools used by the ground handling Department of Ethiopian Airlines to disseminate messages to stakeholders. The number of the both outgoing and incoming passengers figures are also shared through the WhatsApp group pages for work force assignments. This shared critical information will help for work force assignment and resource allocation.

Participant 1(Jan/16/2024) emphasizes that engagement in communication fosters a strong working relationship between our office and stakeholders, allowing us to jointly improve operational excellence and achieve organizational objectives. Participant 2 (Jan 16/2024) reiterates that there are weaknesses in communication and relationship, stating, "We work around the clock, but I feel there could be room for improvement in our engagement to establish a better relationship." Participants 3 and 4 (Jan/16/2024) echo similar sentiments, highlighting those communication breakdowns, sometimes resulting in misunderstandings, impede efficient

customer service. They emphasize that without the full cooperation of stakeholders, it is challenging to attain organizational objectives.

Participant 2 (Jan 16/2024) mentions that the two entities mutually benefit from sharing daily flight information and expected irregularities, which are essential for their respective work. Participant 3 (Jan/16/2024) notes that it is difficult to discuss daily operations without considering the other entity, stating, "We rely on each other to share inputs for handling flights on time. We gather critical information and important feedback to post on our internal WhatsApp group pages to address adverse situations. Simultaneously, the Customer Care and Terminal Operations office receives flight details from Ground handling and other airline operators to include in daily briefings."

The researcher also analyzed the shared contents on the WhatsApp group, both on the staff's mobile telephones and stakeholders' devices, to examine how the integrated efforts of the two entities are manifested in their communication messaging.

One of the communication tools used by the Ground Handling Department of Ethiopian Airlines is printed flight information, which is disseminated to stakeholders. The department provides printed flight movement details and the expected number of incoming passengers on a daily basis, as required. Flight information is emailed to Customer Care and Terminal Operations and printed for distribution to stakeholders for their reference. The number of outgoing and incoming passengers is also shared through the WhatsApp group pages for work force assignments. This critical information is instrumental in work force allocation and resource management.

4.4 Communication Channels and Platform

The third research question this study aims to address is "Which communication channels and platforms are commonly used in AABIA? The researcher discussed the responses of interviewees and focus group discussion participants. In his response, the Director mentioned that except telephone calls, chats and exchange of letters, the rest of the channels are not in use. A monthly facilitation meeting with key stakeholders and the rest will help us to convoy our messages. The manager stated that the channels of communication used at AABIA are face-to-face conversations, telephone calls, chats, and messaging. Limited channels are used, and we use monthly facilitations

meeting for performance review with all stakeholders. In these facilitation meetings both primary and secondary stakeholders are invited. Formal written letters are used only for permit and contract's purpose. Customer Care and Terminal operations department manager added the readily available channels of communication are telephones. Emails are not in use and not practiced, as they are not formally accepted channels among stakeholders yet. The Team Leader in the customer Care and Terminal operation office also shared a similar insight. He said that telephone call is the best alternative channel. Written documents are not used unless for formalities. He says this trend existed for several years. He stressed and concerned, as his subordinates are not carrying telephone apparatuses, as it needs additional authorization.

Likewise, Participant 4 (Jan/16/2024) of a junior employee mentioned that the absence of personal telephone creates difficulty to communicate in case of urgent operational issues. However, recently an alternative walky-talky radio apparatus became operational. For the operational purpose and to communicate each other the radio helped us a lot'

One of the participants (participant 1 Jan/16/2024) from the focus group stated that having several types of communication Channels s offers various advantages like that of improved accessibility and enhanced flexibility by creating real-time communication and enabling quick decision making and collaboration. Another participant (participant 2 Jan/16/2024) from the focus group also stated alternative efficient information dissemination: Depending on the nature and urgency of the information, different communication channels can be utilized to ensure efficient and timely dissemination. Urgent matters can be addressed through phone calls or instant messaging, while detailed information can be shared through email or document sharing platforms.

Commenting on the importance of communication Channels s, the manger added in his part, that it increases engagement and participation and at the end helps to overcome barriers. Different channels allow tailored communication in the most effective and engaging manner.

The researcher observed AABIA preferred to be a silent airport as there is no public announcement except screens and boarding announcement in the last hours of flights.

4.5 Exploring the Benefits and Obstacles of Communication Channels

The last research question of this study is, “What are the strengths and observed gaps of the AABIA in its practice of using communication channels and platforms?”. Like the above research questions, the researcher analyzed the responses of interviews and focus group discussion participants to address the question.

The director (Jan/25/2024) highlighted the significant challenge posed by a shortage of work force during critical times and in key areas that directly affect the passenger experience. This shortage has been observed from the stakeholders' side, leading to difficulties in providing efficient services. Additionally, there have been delays in responses during the back-and-forth communication between the stakeholders and the organization, further contributing to inefficiencies."

The Manager of Customer Care and Terminal Operations (Jan/25/2024), responsible for overseeing activities both at the land side and airside of the terminal, highlighted the major strengths associated with utilizing communication channels for continuous improvement efforts. He emphasized the significance of adapting to various communication channels based on the evolving needs and advancements in technology. For instance, the use of WhatsApp group chat was previously unimaginable, but recent engagement meetings led to a unanimous decision to leverage available means of communication. Consequently, operational activities and time-sensitive decisions are now being executed promptly. Moreover, with an increasing number of participants, the dissemination of information to multiple stakeholders has become more efficient. The Manager reiterated that things are gradually progressing in a positive direction over time.

However, the Manager also emphasized the absence of additional communication channels, which hinders full engagement and the establishment of more advanced communication platforms. This limitation highlights the need for further improvement in communication infrastructure to facilitate enhanced engagement and communication among stakeholders.

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Moreover, other focus group discussion participants have mentioned challenges that are limiting the practice of stakeholder's engagement and communication. For instance, the team leaders (Jan/16/2024) mentioned the presence of biasedness on some instances. Lack of information exchange between stakeholders exists and creates misunderstanding. One of the team leaders participant 2

(Jan/16/2024) stressed that Customer Care and Terminal Operations office staff lacks consistency in getting information from stakeholders. He also mentioned that Ad-hoc operation-based activities tend to get more attention than regular daily operations.

Despite the joint efforts of all stakeholders participant 3 (Jan/16/2024), a team leader in the office, says there is lack of regular daily briefing sessions and formal consultations among all stakeholders.

The Team Leader also stated that the absence of common platforms has posed a challenge when it comes to engagement and communication of stakeholder through communication.

Some participants of the focus group discussions have also suggested that similar challenges. Participant 4 (Jan/16/2024) from the first focus group, which involves customer care and terminal operations staff, alluded to the lack of common working procedures, which embody the notion of engagement intended in process efficiency the airline.

Participant 4 (Jan/16/2024) pointed out that the absence of such platforms undermines the quality and impact of the joint efforts of the ground handling and terminal operations offices. He stressed that the adoption of common platforms and additional means of communication helps elevate the quality and impact of stakeholder's contribution for operational excellence endeavors.

This view is also shared by Participant 2 (Jan/16/2024) from the focus group from the Terminal operations. She pointed out that the activities of the primary stakeholders should be streamlined better with common standards such as service level agreements, to increase the quality services provided to passengers and to show the impact of engagement in communication management.

Likewise, Participant 1 (Jan/16/2024) from team's focus group highlighted the production of various publications for enhanced of communication. Participant 1 firmly believes that printed and distributed publications support Customer care and Terminal operations office efforts to the efficient process handling and could address related challenges.

The other challenge mentioned by the interviewees and focus group discussion participants has to do with the lack of staff in the stakeholder at critical times, who are assigned to handle passengers at departure immigrations.

According to Participant 2 (Jan/16/2024), from the focus group, the relatively higher turnover in the different stakeholder's is depriving the work force it needs to support the airline's efforts as expected. Participant 2 (Jan/16/2024) added that recruiting new staff on time to replace those who quit is critical to boost terminal activities.

Participant 2 (Jan/16/2024), a Team Leader in customer care and terminal operations office believes that the nightshift working hours and strict working procedures are partly to blame for the relatively higher turnover in the stakeholders. In addition to the challenges mentioned earlier, the limited staff capacity and skill gaps have emerged as significant obstacles that are affecting the overall quality of collaborative efforts between the airport management and stakeholders. The Manager on his emphasizes that the stakeholders are not allocating sufficient resources for upskilling and capacity building of their staff. Furthermore, he highlights the lack of necessary communication training for employees actively involved in enhancing the customer experience, preventing them from fine-tuning their skills and making a more valuable contribution to the airline's customer service initiatives.

During a discussion, Participant 3 (Jan/16/2024), the Team Leader in the office, voiced concerns about the absence of regular training programs that would enable staff members to develop their skills and deliver improved customer services. He also noted a gap in exploring global best practices within the field of airport handling and benchmarking against those practices to enhance performance.

From the discussions held, it is evident that various communication challenges are affecting the collaborative operational efforts of the customer care team and stakeholders.

4.6 Discussion

As discussed thoroughly throughout this chapter, this research aimed at examining the practice of stakeholder's engagement and communication to support the customer services and airport handling efforts of Ethiopian Airlines Group at AABIA. The researcher has gathered and analyzed the required data in line with the research questions, which focus on four thematic areas: The Type of stakeholders and their communication with the Airport Management, the role of communication for the success of AABIA, the type of Communication Channels and Platforms, Exploring the Benefits and Obstacles of Communication Channels.

The data collected from interviews and focus group discussions unequivocally highlight the crucial role of communication in facilitating stakeholder engagement and contributing to the efficient utilization of customer services, specifically within Ethiopian Airlines and, more specifically, within AABIA. The contents of these discussions shed light on how both stakeholders and the Airport management employ communication to support Ethiopian Airlines and its services for its passengers.

The interviewees and participants in the focus group discussions emphasized that day-to-day operational challenges are actively addressed and resolved through ongoing engagement, primarily facilitated by regular communication and monthly meetings.

These discussions revealed that communication serves as a vital platform for stakeholders and the Airport management to collaboratively tackle operational hurdles and develop effective solutions. Through constant communication channels, such as daily interaction and formal monthly meetings, stakeholders are able to share their concerns, experiences, and suggestions, leading to meaningful dialogue and problem solving. This consistent and open communication enables the identification of operational challenges and the implementation of timely solutions, ultimately enhancing the overall efficiency and effectiveness of customer services provided by Ethiopian Airlines.

The relevant management staff interviewed, including the director of AABIA, highlighted that the telephones, walky-talkies, and formal meetings are key channels for communication in stakeholders' participation and engagement.

To illustrate the supportive engagement provided by AABIA, the researcher also analyzed samples of correspondence letters. These letters were written by the Baggage Porters Association office, which is an association established by individuals, to propose improvements in the quality of uniforms to meet the Airport's standards. These shows written communication are also used to discuss service improvement initiatives.

To verify documents, an analysis was conducted on sample proceedings from AABIA facilitation meetings. The analysis aimed to determine the number of participants and agenda items discussed during three selected meeting dates. The number of participants is similar but the discussions primarily centered around the performance evaluation of the previous month and briefings on expected future operations.

The terminal manager affirmed the existence of multiple correspondence letters that serve as valuable communication platforms for AABIA. These letters play a crucial role in fostering a shared understanding of the airport's services and ensuring that communication is documented and retained for an extended period. The analysis of documents further revealed that the Airport management actively supports the stakeholders in their operational endeavors by issuing support letters to facilitate the acquisition of airport passes from NISS. This contribution of the terminal

office is also confirmed in the interview with the manager of the customer care and terminal operations.

The interviewees and focus group discussion participants also stated that the AABIA and the stakeholders have close working relations because of the importance safety and security of passengers. The participants highlighted that the primary stakeholders fully participate in these activities whereas the secondary groups of stakeholders support these activities as an interface of the airline initiatives. They stated that AABIA also engages in communication with its daily activities with stakeholders. This indicated the collaboration and teamwork of the two entities in providing efficient services for passengers.

The interviewees and participants in the focus group discussions emphasized the close working relationship between AABIA and the stakeholders, driven by the shared commitment to passenger safety and security. The participants highlighted the active involvement of primary stakeholders in these activities, while secondary stakeholder groups provided support as intermediaries for airline initiatives. Moreover, they noted that AABIA maintains regular communication with stakeholders in its day-to-day operations, further reflecting the collaborative and teamwork-oriented approach between the two entities to deliver efficient services for passengers.

The above discussion addresses the first three focus areas of the research questions which are related to the type of stakeholders, the role of communication for the success of AABIA , the type of Communication Channels and Platforms, and further relationship and communication between stakeholders in general and the collaboration between the AABIA management and its stakeholders in particular . The other focus area of the research questions is related to the strengths and observed gaps of the AABIA in its practice of using communication channels and platforms.

As explained by the interviewees and discussion participants, although the AABIA and Stakeholders are collaborating with each other, their cooperation is sometimes hampered by the type of communication Channels s used and lack of skills in communication. Participants pinpointed the lack of diversification of communication channels and limited options to communicate each other. Lack of communication standards and procedures, which govern the joint operational activities of the stakeholders also contribute to slow and inefficient service. Some participants believe that adopting common procedures and standards is important to maximize the quality and impact of the communication platforms for two entities.

The discussions have showed that high turnover in stakeholders staff is particularly putting pressures on the existing employees and causing service deficiency when it comes to handling daily operations of the AABIA . The number of staff allocated from primary stakeholders is insufficient considering the 24-hour operations and the increasing number of participating airlines, as well as the demand for round-the-clock activities. As a result, this shortage of personnel is leading to inefficiencies in delivering quality services.

The participants also identified challenges related to the weak cohesion among stakeholders associated with AABIA and gaps in the implementation of airport communication protocols. One interviewee emphasized that despite the regular monthly facilitation meetings aimed at enhancing reporting and communication initiatives among all stakeholders, the agreed-upon decisions for improvement have not been implemented. By fully implementing enhanced communication platforms, the issue raised by some participants regarding the lack of regular consultations among stakeholders, starting from the stakeholder identification phase to engagement, could be resolved.

Participants in the focus group discussions identified the lack of recurrent profession-based communication training as another challenge. They emphasized the significance of regular communication training to address skill gaps among stakeholders and ensure the implementation of excellent digital communication platforms that align with the esteemed reputation of Ethiopian Airlines. According to the participants, continuous relationship-building and engagement opportunities enable stakeholders to benchmark and adopt global best practices, thereby maximizing the impact of AABIA's strategic objectives to become the hub of Africa.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

Based on this study, the researcher set out to find out the practice of stakeholder's relationship and communication management to support the efforts of daily operations of AABIA. The researcher used qualitative methods to gather and analyze the required data to determine the stakeholders' relations and communication management at AABIA in providing customer services and process efficiency.

I have thematically analyzed the data collected from different sources in line with the focus areas of the research questions laid out in the first chapter.

The analyzed data and the findings point to the following conclusions.

AABIA plays a critical role in managing stakeholder relationships and communication to support world-class service delivery. Currently, they utilize face-to-face, telephone and monthly meetings to engage stakeholders, however there is opportunity to diversify channels to better meet evolving needs. Implementing modern digital platforms and establishing common procedures can foster more effective engagement across the airport community. By enhancing communication practices, AABIA can ensure all parties are well-informed and able to optimally contribute to operations.

Recognizing the importance of ongoing training, AABIA should prioritize developing regular programs to address skill gaps - particularly in areas like communication, customer service and technology. Providing continuous training empowers stakeholders to adopt best practices and support Ethiopian Airline's reputation for excellence. AABIA can also strengthen collaboration by actively implementing agreed decisions, conducting regular follow-ups, and establishing clear reporting channels. Taking these steps enhances trust and streamlines operations across the airport.

Addressing challenges like staffing levels and resource allocation through open collaboration with airlines is also critical. Assessing needs, coordinating adequate staffing, and delivering quality service even during peak times can improve efficiency and the customer experience. Maintaining thorough documentation and records of all communication further fosters transparency while

facilitating long-term reference and a shared understanding of services between AABIA and its stakeholders.

There are two types of primary stakeholders and secondary stakeholders based on their participation in defined AABIA process and to the extent passenger experiences.

Stakeholders Groups at AABIA.

Primary Stakeholders are ground handling, National Intelligence and Security Services (NISS), Immigration and Citizen Services, Customs Commission and Baggage Porters.

Secondary stakeholders are all Concessionaires, all other Government offices, all transportation companies, and all service providers

Based on these conclusions, which contribute to strengthening the relationships and communication between AABIA and its stakeholders, ensuring efficient operations, and delivering high-quality services that align with the reputation of Ethiopian Airlines.

5.2. Recommendations

Based on the conclusions elaborated above, the researcher came up with the following recommendations for AABIA:

Leveraging modern digital platforms allows AABIA to more efficiently engage stakeholders in real-time exchanges. Creating a dedicated online portal gives airlines, handlers, and others seamless access to important updates and materials. Through this portal, stakeholders can also actively participate in discussions forums. AABIA should also build a strong social media presence on channels like Twitter, Facebook, and LinkedIn to share news, announcements, and connect interactively. Whether providing feedback on initiatives or just asking questions, stakeholders want accessible platforms.

Implementing digital surveys and feedback forms allows AABIA to systematically collect valuable input from its community. Distributing these via email and social media gives all parties convenient opportunities to weigh in on topics and help identify areas for improvement. Webinars and virtual meetings also facilitate interactive engagement regardless of location, while recorded content ensures information reaches everyone. Bringing stakeholders together through in-person or virtual forums fosters open collaboration too. These exchange sessions are ideal for problem-solving, planning, and consensus-building.

Regular digital newsletters and updates disseminated via email and online keep all parties well-informed of industry developments and AABIA's activities. Continuous assessment and benchmarking against standards, such as through ACI membership, further drives excellence. With a balanced portfolio of digital communication channels, AABIA can strengthen relationships across its stakeholder network.

It is crucial for AABIA to assess the preferences and communication habits of its stakeholders to determine the most effective channels to diversify its communication efforts. Regularly seeking feedback from stakeholders can also help identify new channels or improve existing ones to meet their communication needs effectively.

5.3. Further studies

The current study offers valuable insights into stakeholder relationship and communication management practices at AABIA. However, future studies have the potential to expand on the existing research by broadening the methodological scope and delving deeper into the framework through which AABIA contributes to stakeholders' relationship and communication management efforts.

These future studies could explore various aspects, such as examining the effectiveness of specific communication strategies employed by AABIA, analyzing the roles and responsibilities of different stakeholders within the communication framework, and investigating the impact of AABIA's contribution on enhancing the overall customer experience and service quality.

Furthermore, future studies could also adopt a comparative approach, benchmarking AABIA's practices against global standards and best practices in the aviation industry. This would enable researchers to identify areas where AABIA can further optimize its stakeholder relationship and communication management practices, aligning them with international standards to provide excellent airline services.

Ultimately, these future studies would be instrumental in providing evidence-based recommendations to AABIA, helping the organization maximize the impact of its contribution in delivering exceptional airline services.

By incorporating global practices and insights, AABIA can continuously improve its stakeholder engagement strategies, enhance communication channels, and strengthen relationships, thereby solidifying its position as a leading airline in the industry.

Future studies could examine the following specific communication strategies employed by AABIA:

1. **Stakeholder Engagement Initiatives:** Research could investigate AABIA's initiatives to engage with various stakeholders, such as airlines, passengers, government agencies, and local communities. This could include analyzing the effectiveness of communication channels used to interact with stakeholders, the frequency and quality of communication, and the level of stakeholder involvement in decision-making processes.
2. **Digital Communication Platforms:** AABIA's could explore utilization of digital communication platforms, such as websites, mobile apps, and social media. This could involve assessing the functionality and user-friendliness of these platforms, analyzing the content shared, and evaluating the responsiveness of AABIA's digital communication channels in addressing stakeholder inquiries, concerns, and feedback.
3. **Crisis Communication Strategies:** Future studies could focus on AABIA's communication strategies during times of crisis or unforeseen events, such as flight disruptions, security incidents, or natural disasters. This could involve examining the effectiveness of AABIA's crisis communication protocols, the timeliness and clarity of information provided to stakeholders and the measures taken to mitigate reputational damage and maintain stakeholder trust.
4. **Internal Communication Practices:** Research could delve into AABIA's internal communication practices, including how information disseminates within the organization and how employees engage and stay informed about important developments. This could involve examining communication channels such as newsletters, intranets, staff meetings, and digital collaboration tools, and assessing their effectiveness in fostering a cohesive and well-informed workforce.

5. **Customer Feedback and Complaint Handling:** Future studies could explore AABIA's strategies for collecting and responding to customer feedback and complaints. This could involve evaluating the accessibility and effectiveness of feedback channels, analyzing the responsiveness and resolution of customer complaints, and assessing how to utilize feedback to improve services and enhance the overall customer experience.
6. **Collaboration with Industry Partners:** Research could investigate AABIA's communication strategies when collaborating with industry partners, such as other airlines, airports, and service providers. This could include analyzing the effectiveness of communication channels used for coordination, the clarity and frequency of information shared, and the level of collaboration and cooperation achieved among stakeholders.

By examining these specific communication strategies, future studies can provide valuable insights into the effectiveness and impact of AABIA's communication efforts. This, in turn, can inform recommendations for optimizing communication practices, enhancing stakeholder engagement, and improving overall service delivery.

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List of Stakeholders at AABIA

Collected on Feb 24 2023

Different Stakeholders at AABIA

1	U-street Parking management	24	Baggage Wrapping services
2	Addis Ababa City Administration police.	25	Photocopy and Tele center
3	Ethiopian Federal Police	26	Warehouse services
4	/National intelligence and Security Services/ NISS/	27	Ground Handling Ethiopian airlines
5	Bole Customs Branch office	28	Cleaning and Gardening Services.
6	Information network and Security Administration/INSA	29	Drug Control Office /Federal Police /
7	Ethiopia Public Health Institute/EPHI	30	Hotel Booth and Services
8	Food and Drug Administration	31	Employees
9	Immigration and citizenship services	32	Passengers
10	Emergency Medical services	33	Private Airlines
11	Banks	34	Other airlines (KQ, QR, EK etc)
12	Ethio and Safari Com	34	Massage and Spa.
13	Tourist Information center (Ministry of Tourism)	35	Ministry of agriculture
14	Ethiopian –Skylight hotel	36	Federal Police Drug Control
15	Taxi Services Associations	37	Ethiopian wildlife development and conservation authority
16	Café and Restaurants	38	Baggage Porters Association
17	Lounge and Bars		
18	Electronic shops		
19	Cultural shops		
20	Leather products shops		
21	Prayer rooms (Muslim and Jewish)		
22	Duty Free shops		
23	Pharmacy		

Appendices

Appendix I: Interview questions for Director of Addis Ababa Bole International Airport

1. Who are the primary and secondary stakeholders in the case of AABIA and how strong is the communication with the focal organization?
2. Which communication channels and platforms are commonly in use in AABIA?
3. What are the strengths and observed gaps of the AABIA in its practice of using communication channels and platforms?

Appendix II: Interview questions for the Manager and his team

1. Who are the primary and secondary stakeholders in the case of AABIA and how strong is the communication with the focal organization?
2. To what extent is management of communication with stakeholders important for the success of AABIA?
3. Which communication channels and platforms are commonly in use in AABIA?
4. What are the strengths and observed gaps of the AABIA in its practice of using communication channels and platforms?

Appendix III: Stakeholder Engagement and Communication Management Strategy for AABIA

1. Introduction

The purpose of this strategy is to outline a comprehensive stakeholder engagement and communication management plan for AABIA (Aviation Authority of Business International Airports). This strategy aims to ensure effective communication, foster strong relationships, and support sustainable development at AABIA.

2. Goals and Objectives

- Enhance Stakeholder Relationships: Build and maintain trust and cooperation among all stakeholders.
- Support Sustainable Development: Balance economic growth with environmental stewardship.

- Improve Decision-Making: Ensure stakeholder input is considered in the decision-making process.
- Maintain Operational Efficiency: Ensure communication channels are clear and effective throughout airport operations.

3. Identifying Stakeholders

To effectively manage engagement, it is essential to identify key stakeholders. These include:

- Internal Stakeholders:
 - AABIA Management and Staff
 - Airline Partners
 - Airport Tenants (e.g., retail, hospitality)
- External Stakeholders:
 - Passengers and the General Public
 - Government and Regulatory Bodies
 - Local Communities
 - Suppliers and Contractors
 - Environmental Groups
 - Media and Press

4. Stakeholder Mapping

Stakeholder mapping involves categorizing stakeholders based on their influence and interest:

- High Influence, High Interest: Airline Partners, Government Bodies, AABIA Management
- High Influence, Low Interest: Suppliers, Contractors
- Low Influence, High Interest: Passengers, Local Communities
- Low Influence, Low Interest: General Public, Media

5. Engagement Levels and Methods

Different stakeholders require different levels of engagement:

1. Inform:

- Objective: Keep stakeholders informed about decisions and updates.
- Methods: Newsletters, Press Releases, Website Updates, Social Media.

2. Consult:

- Objective: Gather feedback and input from stakeholders.
- Methods: Surveys, Public Consultations, Feedback Forms.

3. Involve:

- Objective: Work directly with stakeholders to ensure their concerns are understood and considered.
- Methods: Workshops, Focus Groups, Stakeholder Meetings.

4. Collaborate:

- Objective: Partner with stakeholders in decision-making processes.
- Methods: Joint Committees, Advisory Panels, Collaborative Projects.

5. Empower:

- Objective: Delegate decision-making responsibilities to stakeholders.
- Methods: Stakeholder-led Initiatives, Community Boards.

6. Communication Channels

Effective communication is key to successful stakeholder engagement. AABIA will utilize multiple channels:

- Digital Platforms: Website, Social Media, Email Newsletters.
- Traditional Media: Press Releases, Print Newsletters, Local Newspapers.
- Face-to-Face: Public Meetings, Workshops, Conferences.
- Feedback Mechanisms: Online Surveys, Suggestion Boxes, Hotlines.

7. Implementation Plan

1. Establish a Stakeholder Engagement Team:

- Form a dedicated team responsible for managing stakeholder relationships and communication

2. Develop a Communication Calendar:

- Plan and schedule regular communication, including newsletters, updates, and meetings.

3. Create a Stakeholder Database:

- Maintain a comprehensive list of stakeholders, their contact information, and their engagement preferences.

4. Regular Monitoring and Evaluation:

- Implement a system for tracking engagement activities and feedback.

- Regularly assess the effectiveness of engagement strategies and adjust as needed.

5. Training and Capacity Building:

- Provide training for AABIA staff on effective stakeholder engagement and communication practices.

8. Monitoring and Evaluation

To ensure the strategy's success, AABIA will implement a robust monitoring and evaluation framework:

- Key Performance Indicators (KPIs):
 - Number of stakeholder engagements (meetings, consultations, etc.)
 - Stakeholder satisfaction levels (measured through surveys)
 - Feedback response rates and resolution times
 - Progress on sustainability initiatives
- Evaluation Methods:
 - Regular reviews of engagement activities
 - Stakeholder feedback analysis
 - Annual stakeholder engagement reports

9. Conclusion

AABIA's stakeholder engagement and communication management strategy is designed to foster strong relationships, support sustainable development, and ensure effective decision-making. By actively engaging with stakeholders and maintaining clear communication channels, AABIA aims to enhance its operational efficiency and community relations, ultimately contributing to the airport's long-term success and sustainability.

Appendix IV: Key Performance Indicators (KPIs) for Measuring the Success of Stakeholder Engagement Strategies at AABIA

Introduction

To ensure the effectiveness of the stakeholder engagement strategies implemented by AABIA, it is essential to define and monitor Key Performance Indicators (KPIs). These KPIs will provide measurable insights into how well the strategies are working and highlight areas for improvement. Below are the KPIs categorized by the main objectives outlined in the stakeholder engagement strategy.

KPIs for Building Trust

1. Transparency:

- Number of communication updates: Track the frequency of updates shared with stakeholders (e.g., newsletters, reports, meetings).
- Stakeholder feedback on transparency: Measure feedback through surveys and feedback forms.

2. Accuracy:

- Error rate in communication: Monitor the number of corrections issued for previously shared information.
- Stakeholder satisfaction with information accuracy: Assess satisfaction levels through periodic surveys.

KPIs for Fulfilling Commitments

1. Regulatory and Environmental Compliance:

- Compliance rate: Measure the percentage of regulatory and environmental commitments met on time.
- Audit results: Track results from internal and external audits.

2. Tracking Systems:

- Implementation rate: Monitor the adoption and usage of systems to track commitments.
- Progress reports: Regularly review progress reports to ensure commitments are being fulfilled.

KPIs for Understanding Stakeholder Dependencies

1. Dependency Analysis:

- Number of dependency assessments conducted: Track the frequency and comprehensiveness of these assessments.

- Stakeholder feedback on support: Gather feedback on the effectiveness of the support provided.

2. Capacity Building:

- Training sessions conducted: Monitor the number and quality of training sessions offered to stakeholders.
- Stakeholder competency improvement: Measure improvements in stakeholder competencies post-training.

KPIs for Enhancing Cooperation

1. Collaborative Projects:

- Number of joint projects initiated: Track the number and success rate of collaborative projects.
- Stakeholder participation rate: Measure the level of stakeholder involvement in these projects.

2. Communication Channels:

- Usage rate of communication platforms: Monitor the utilization of established communication channels.
- Feedback on communication effectiveness: Assess through stakeholder surveys.

KPIs for Strengthening Participation

1. Decision-Making Involvement:

- Stakeholder involvement in meetings: Track attendance and participation in decision-making meetings.
- Number of decisions influenced by stakeholders: Measure the impact of stakeholder input on decisions.

2. Feedback Mechanisms:

- Feedback response rate: Monitor the number of feedback submissions and the response rate.

- Satisfaction with feedback process: Gather insights through stakeholder surveys.

KPIs for Customer-Focused Management

1. Stakeholder Relationship Management Team:

- Team effectiveness: Measure through performance reviews and stakeholder feedback.
- Response time to stakeholder issues: Track the average response time to stakeholder queries and issues.

2. Evaluation Systems:

- - Frequency of evaluations: Monitor how often stakeholder engagement strategies are evaluated.
- - Implementation of recommendations: Track the number of recommendations from evaluations that are implemented.

KPIs for Developing Engagement Plans and Standards

1. Engagement Plans:

- Number of plans developed and implemented: Track the creation and deployment of engagement plans.
- Stakeholder awareness and adherence: Measure stakeholder awareness and adherence to these plans.

2. Communication of Standards:

- Clarity and dissemination of standards: Assess through stakeholder surveys and feedback.
- Compliance with standards: Monitor adherence to the communicated standards.

KPIs for Continuous Improvement

1. Performance Monitoring:

- Number of performance reviews conducted: Track the frequency and thoroughness of performance reviews.
- Improvement in performance metrics: Measure improvements in key performance metrics over time.

2. Customer Satisfaction:

- Customer satisfaction survey results: Regularly assess satisfaction levels through surveys.
- Repeat complaints: Monitor the number of repeat complaints to identify persistent issues.

3. Service Excellence Initiatives:

- Number of initiatives launched: Track the number and success rate of service improvement initiatives.
- Impact on service standards: Measure the impact of these initiatives on overall service standards.

By diligently tracking these KPIs, AABIA can ensure its stakeholder engagement strategies are effective and continuously improving, ultimately leading to stronger stakeholder relationships and enhanced operational success.