

Understanding and Engaging Stakeholders

**Understanding the importance of Stakeholder Engagement
in successful commencement and completion of project**

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Introduction

52 North Health is the UK-based medical technological company, which directly focuses on revolutionising urgent care, mainly in oncology. The company uses AI and portable diagnostics for improving patient safety and triage efficiency, with their notable Neutrocheck® device for the chemotherapy patients (52North, 2025). The company is also popular for its ARC™ technology for nuclear incident response, which aims to deliver faster and more accessible healthcare. The group of four postgraduates at the University of Cambridge founded this company in 2018, which came with the solutions in 2019 (52North, 2024a).



Figure 1: The official logo of 52 North Health

(Source: 52North, 2025)

The company is the dedicated innovator in the healthcare sector, which won “MedTech Company of the Year 2023.” This is famous for its portable diagnostics for urgent care and others. The main products of this business include Neutrocheck® (handheld device), Aster™ (platform for rapid cell measurement), the AI-driven digital platform ACRON for managing acute oncology care through collaborating with pharma for the at-home monitoring in the clinical tasks (52North, 2024b). Besides, the company launched ARC™ (Assay for Radiation Exposure), which is a portable, power-free device for rapid and remote detection of radiation exposure. The company has a small team with limited count of employees, which indicates 25 employees in the current period. The company has achieved around \$6 million as the landmark in the UK and US hospitals hospital venture capital deal (52North, 2025). The company wants to launch its new product, which is a new wearable health device that tracks heart rate, oxygen levels and sleep patterns.

Analysis

Appraisal of the company

SWOT analysis

Strengths



Figure 2: Aster™ platform of 52 North Health

(Source: 52North, 2024b)

The company developed the Aster™ platform, which is a unique microfluidic system for rapid and dual analysis from a single sample and enables at-home testing. Therefore, the company addresses urgent unmet requirements in oncology that manage the neutropenic sepsis, which is a deadly chemotherapy side effect with the neutron-check device. Besides, the company has co-created products with patients and clinicians, which ensure real-world effectiveness and adoption. Therefore, the business has the support from the bodies, such as SBRO Healthcare, major hospital CVs, and NHS England. This has won the recognition of “MedTech Company of the Year 2023” (52North, 2025). 52 North Health aims to deliver low-cost and portable solutions, which benefit all socio-economic groups that enhance global healthcare access.

Weaknesses

52 North Health integrates the digital tools onto existing services, which often leads to fragmented hospital IT systems, which is the major hurdle for healthy tech companies in the UK. Though the company has innovative devices, it demonstrates real-world clinical effectiveness and clear economic benefits, such as cost savings and improved outcomes. On the other hand, hospitals and clinics can be slow to adopt the new technologies due to budget issues, staff training needs, and resistance to change. The lack of routine data logging, such as waiting times, symptoms can hinder the service improvement. The high cost of regulation, compliance, and clinical trials add pressure to the company and slow its innovation.

Opportunities

As the UK government focuses on innovation (IDAP) and NHS England's drive for prevention and productivity, it can create opportunities for 52 North Health to streamline urgent care, mainly for cancer patients (Gov.uk, 2023). The company can expand the business through developing AI-powered platforms for triage and data collection, which can support the digital transformation agenda of the business. Therefore, the company can launch new product segments by targeting a wide range of people in the UK. Launch of wearable technology can empower patient self-management with data from devices for providers. The solution focusing on proactive health and managing long-term conditions are highly attractive in the UK healthcare sector as the development opportunities. The solutions that improve preoperative and post-operative management for enhancing the patient outcomes, can attract investment for 52 North Health for better development of the business.

Threats

The intense competition in the UK healthcare sector can hinder the progress of 52 North Health, though they try to innovate some new processes to improve the healthcare services. The potential delays in NHS adoption can be overseen due to the lack of supportive pathways and challenges in scaling across diverse healthcare systems. The pressure from the broader UK health system affects the innovation uptake, alongside defence sector risks, such as evolving NATO tech requirements (SBRI Healthcare, 2022). Therefore, the changes in the UK healthcare policy and defence priorities can affect support for their technologies. Cybersecurity is another potential threat for the health-tech companies as a digital health company, 52 North Health has the threat of data security.

Key internal and external stakeholders involved in the project

Internal stakeholders

Research & development (R&D)	This department of 52 North Health develops the sensor technology and algorithms for data analysis, such as HR, SpO2, sleep, hardware design, connectivity and the battery life.
Product management	This department defines the features user experience (UX), and overall product strategy.
Marketing & Sales	This creates awareness, drives adoption, and sells the device in the market.
Operations or Manufacturing	This department can manage the supply chain, production, and quality control of the overall product launch project.
Data science and AI team	This is another significant internal stakeholder of this project as they refine algorithms for insights and predict growth trends for enduring data security.

Analysis

The launch of new wearable health devices include R&D and engineering people, for sensors and hardware, software or app development department including data processing and UX designing. On the other hand, profit management is included for managing vision and features of the wearable products; marketing and sales teams will manage the lich strategy, marketing strategies, and promotional processes, while the quality assurance department will manage testing, and reliability of the products. Regulatory affairs can handle compliance, along with operations and supply chain and leadership (Ashcroft, 2017)). The FDA, CE and other sheath standards are required to be managed in the device planning, which can be maintained by regulatory affairs. The data science and analytics help in interpreting user data for insights and improving algorithms and future profit iterations.

External stakeholders

Customers	User seeking health insights, fitness tracking, and personalised data
Healthcare providers	Using data for remote monitoring, better patient management, and proactive care
Health insurance companies	Offering incentives and using data for risk assessment and claims processing
Regulatory bodies	Approving devices for medical claims and ensuring safety and efficacy
Investors	Providing funds and capital for the expected returns

Analysis

The customers are included in this project, as their preferences and demands are required to be met through the new products. The healthcare providers are included in the project to use the data for remote monitoring, better patient management, and proactive care. Besides, the gathered data from the health insurance companies can help 52 North Health for claim processing. The regulatory bodies can approve the devices for medical claims by ensuring safety and efficacy of the launched wearable devices (Christopher, Payne, and Ballantyne, 2013). Furthermore, the investors are included, as they will provide the required capital for the new profit launch.

The roles and responsibilities of the key stakeholders, along with the benefits and challenges, they bring

Internal stakeholders

Stakeholders	Roles	Responsibilities	Benefits	Challenges
Research & development (R&D)	Innovating sensor technology, developing robust algorithm for data analysis, designing comfortable and durable hardware, creating user-friendly software, addressing data security, and enduring energy efficiency	Rigorous testing against medical standards against medical standards, assessing comfort and ease of use, improving better life in real work scenarios, ensuring data privacy (GDPR) and device-safety standards (Riso <i>et al.</i> , 2024)	Empowerment of users to improve fitness, generating vast datasets for population health trends	Gaining medical certifications, sensitive health data breaches

Product management	Setting vision, strategy, and execution, deep diving into target users and competitor offerings, setting product strategy and vision, specificity sensor needs, such as PPG for HR, SpO2 and accelerometer for sleep, data processing, app UI/UX	Goofing cross functional leadership, such as goofing sensor tech, enduring intuitive app, comfort ability and stylish hardware, coordinating marketing sales and support	Innovations in the product designs, cost reduction	Balancing small size and comfort with power demands
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Marketing & Sales	Market research and strategy, branding and messaging, Content creation, deciding channel strategy, sales funnel management, conversion and closing	Leveraging digital marketing, partnerships, managing PR & Media, enduring robust supply chain for inventory and timely delivery, managing promotions, optimising purchase path, post-sale support, onboarding, gathering feedback, and fostering loyalty in the community	Data-driven personalisation, gamification and community (Ogbechie and Oguntimehin Jr, 2024)	Market saturation and differentiation, regulatory hurdles
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Operations or Manufacturing	Supply chain and procurement for specialised sensors, batteries, PCBs, microcontrollers, developing efficient assembly lines, test procedures, and calibration methods, ensuring that the design supports efficient and cost-effective production	Overseeing daily production, troubleshooting issues, and managing workforce, managing finished goods inventory, coordinating with sales and marketing for efficient distribution to retailers and direct-to-consumer channels, managing warranty claims	Continuous data collection for early detection of issues, personalised care and better chronic disease management	Navigating stringent medical device approvals and ensuring precise sensor reading
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Data science and AI team	Designing and building scalable data pipelines for sensor data, managing data storage, implementing data security and privacy measures, developing, training and deploying ML models. Optimising models for edge	Analysing raw sensor data to identify patterns for heart rate zones, developing algorithms for personalised insights, creating predictive models for potential health issues	Delivering actionable feedback, automation of tasks	Navigating complex healthcare regulations
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External stakeholders

Stakeholders	Roles	Responsibilities	Benefits	Challenges
Healthcare providers	Offering real-world scenarios, needs, pain points for guiding feature development, prototype testing, data validation, participating in trials to prove effectiveness of the device, identifying use cases	Educating patients about the device, recognising limitations to ensure proper usage and data quality, analysing continuous data for trends, collaborating to ensure data flows (Mamabolo and Marnewick, 2022)	24/7 data on vitals, understanding lifestyle of target customers	Sensor limitations, motion artefacts, huge upfront costs
Health insurance companies	Collaborating with device manufacturers for seamless data, communicating data usage	Employing AI/ML for predictive analysis with early issue detection, helping in offering tailored health nudges	Accurate risk assessment and pricing	Protecting sensitive and continuous health data

Regulatory bodies	Standard setting and classification with Regulatory bodies, achieving pre-market oversight	Ensuring compliance with privacy laws, monitoring adverse events and device failures after launch, conducting quality audits (Wirba, 2024)	Standardisation and interoperability	Jurisdictional complexity
Investors	Financial stewardship, providing capital for R&D, manufacturing, marketing and operations, monitoring budgets, controlling costs, helping refining the unique value proposition and target audience	Monitoring key performance indicators, planning for liquidity events, vetting manufacturers ensuring quality control and optimising costs (Ellis, Gibbs, and Rein, 1991)	Early mover advantages with strong user demand	High cost and ROI

Engaging the stakeholders in the project

Stakeholder matrix

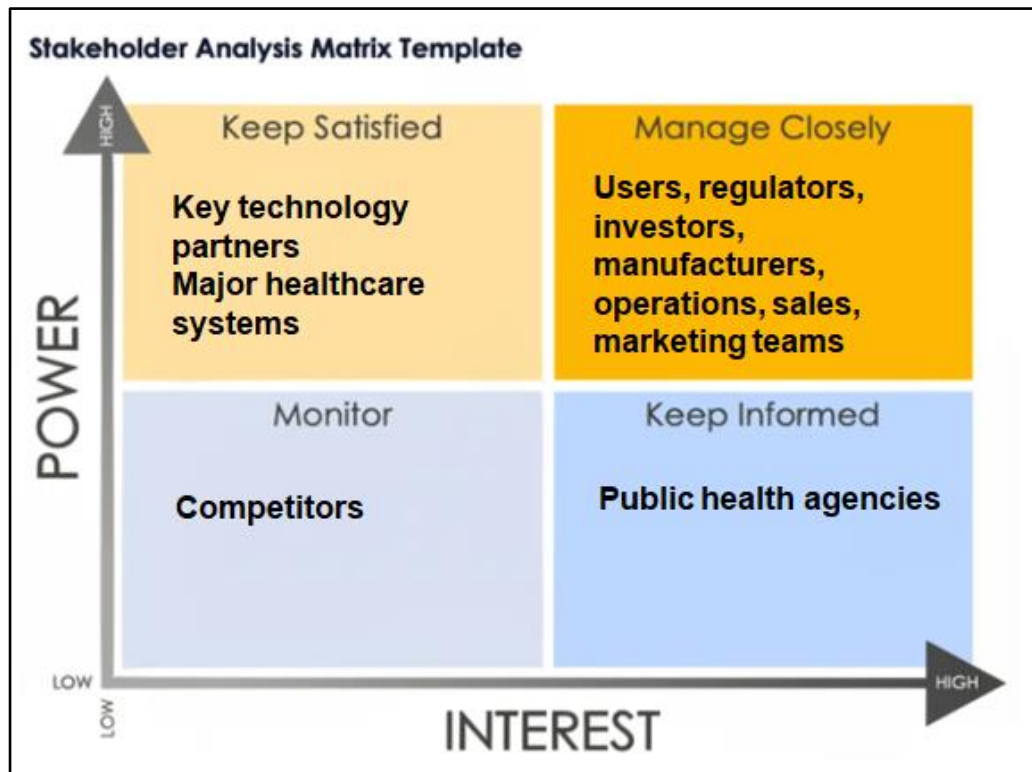


Figure 3: Stakeholder matrix

High power, high interest

The users and regulators have the high interest and power, as they directly use the device, need accuracy, privacy, and ease of use, along with approving safety and efficacy for the crucial market entry. Investors have high power with interest for the fund development, by focusing on ROI and market share (Böhlich, 2021). They need to be managed closely in the project. The manufacturers build the profit through managing R&D, production, and supply chain, which make their power high with interest. Therefore, different departments of the business, including operations, marketing, and others have the high power and interest.

High power, low interest

The key technology partners for chipmakers, cloud providers, and others are necessary for function and clear contracts. On the other hand, the major healthcare systems and hospitals have the potential for large-scale adoption, which need integration and proven results (Gerassimidou *et al.*, 2025). These stakeholders need to be kept satisfied in this product launch.

Low power, low interest

The competitors help in monitoring the market trends, besides the healthcare organisations, which make power and interest low in this business launch. They do not have any direct function or interest in this project.

Low power, high interest

Public health agencies are interested in population health data, along with requiring data quality and representation.

Engagement plan***Pre-launch phase (Discovery & Development)***

The co-creation and validation are the key strategies in this stage, where user focus groups for UX design will be indicted. Therefore, the HCP advisory boards, pilot studies for data accuracy help in the project; while HIPAA-comitant backed development with regulatory roadmap, planning can be conducted. Regular updates, beta testing, and data shrink will help in device validation.

Launch phase (Introduction and adoption)

Education and demonstration are the key strategies in this phase for the engagement of stakeholders. In this phase, the HCO training on data interpretation and user-friendly onboarding, along with public relations can highlight the benefits (Bijttebier *et al.*, 2025). Therefore, the clear data privacy policies and integration demos can help in educating the users. Webinars, case studies, and social media campaigns are the main tools for these engagement strategies.

Post-launch phase (Sustain and scale)

The continuous improvement and community bruising strategy are the focus on this stage. The ongoing feedback loops thorough app and surveys will be taken. Therefore, performance monitoring through adoption and satisfaction, along with developing community forums through users can help in getting the feedback from the users and employees. The iterative updates, success stories, and data-driven reports with proactive support will be the main process of engaging the stakeholders in the project.

Stakeholder communication plan

Stakeholder	Meeting			Reports			
	Weekly Meeting	Monthly Meeting	Stage Gate meeting	Weekly Project Status	Month Highlight Report	Monthly Newsletter	Exception Reports
Internal to project	✓	✓		✓	✓	✓	
Internal to organisation	✓	✓	✓	✓	✓	✓	
External to project			✓				✓
External to organisation		✓	✓			✓	✓

RACI Matrix

	<u>Keep Satisfied</u>	<u>Manage Closely</u>	<u>Monitor</u>	<u>Keep Informed</u>
Users, Regulatory bodies, major healthcare systems, investors	R	C	I	A
Suppliers and partners	R	C	I	A
Government and competitors	C	R	I	A
Employees	R	I	A	A

The process of undertaking the project manager to engage the key stakeholders and evaluating methods for managing conflicts

4C's model (communication, coordination, cooperation, and collaboration)

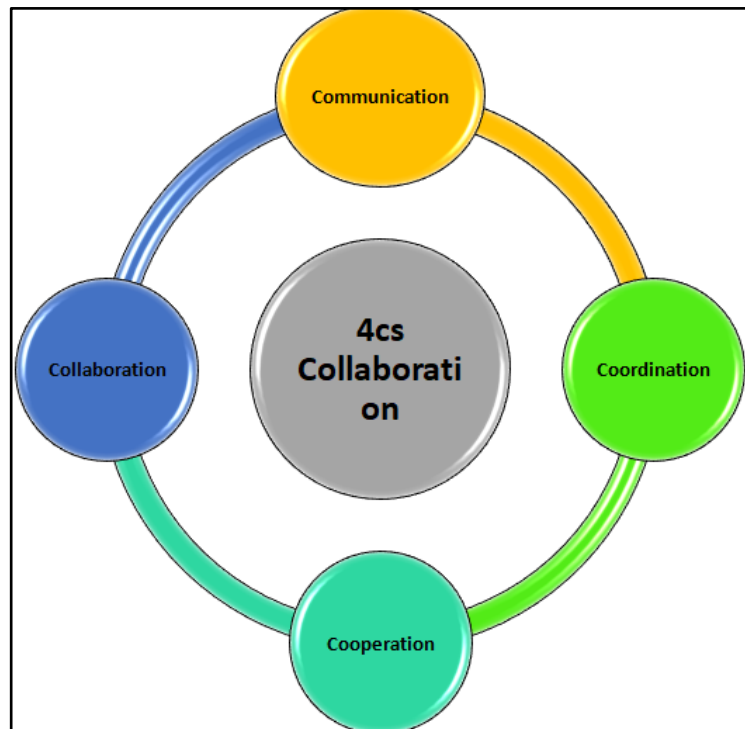


Figure 4: 4C's model

Communication

Defining the clear project vision with benefits of the new wearable device, such as tracking heart rate, oxygen levels, and sleep patterns, data flows, and regulatory aspects will be the main action in the communication plan. The communication plan is also helpful for sharing the progress of the product launch, sharing market trends data, and information the R&D department about the necessary details can be conducted through this plan (Amran *et al.*, 2023). In this case, dashboard, newsletters, town halls, and demos can be used. The communication plan will help in explaining the way the data will be collected, secured, and presented for sharing prototypes.

Coordination

Aligning development, marketing, sales, and supporting teams along with defining roles and responsibilities based on the stakeholder matrix will be helpful for this coordination plan. The project milestones will be measured for understanding the project success and the contribution of the stakeholders. The internal teams, including technology, marketing, and sales will be mainly focused in this stage. On the other hand, partners, such as distributors and integrators are prioritised in the coordination planning. The device testing will be coordinated with app integration, data platform readiness and supply chain logistics to ensure a smooth and transparent supply chain management for the business. This stage is mainly helpful for organising resources and activities in the business.

Cooperation

This stage of 4Cs is for shared tasks and feedback for analysing project success and measuring its success. Different stakeholders are involved in this stage for specific tasks, such as seeking input in features, tailoring marketing messages, and piloting programs. The early adopters, such as Beta tester, KLOs (Key Opinion Leaders), and healthcare providers will be engaged (Supena, Darmuki, and Hariyadi, 2021). For the launch of the product, different stakeholders run pilot studies with clinics for gathering feedback in device comfort and accuracy. This is also helpful for app usability for refining the product.

Collaboration

This stage includes joint problem-solving and shared ownership through the involvement of the stakeholders. Co-creation of solutions and building shared goals, such as enhancing patient outcomes. Empowering the stakeholders as partners in the project is also prioritised through this action. The users, developers, and healthcare agencies will be focused in this stage. The care pathways using device data can help in creating educational materials and establishing community forums for ongoing engagement in the business.

Methods for managing conflicts

The stakeholder conflicts in the project of 52 North Health for launching the new wearable device include structured communication, collaborative road mapping, formal conflict resolution, risk-benefit analysis, and user-centric design.

Data privacy and security

The users can worry about data misuse, where developers want data for improvement. The dynamic consent, strong encryption, user control tools, and transparency policies can help in managing the conflicts with a focus on security-focused design and clear data use.

Clinical utility and evidence

The healthcare providers need proven benefits, while developers push innovation. In this case, a major conflict can arise. The evidence-based design, clever clinical validation, provider training with data interpretation supports can help to mitigate the conflicts (Rahim, 2023). Therefore, the focus on fit-for-purposes can help in managing these conflicts.

Usability and equity

The diverse users have different needs, while technology can exclude groups. The user-friendly interfaces, inclusive design, accessibility features, education, and testing across demographics can subsidise programs. These strategies can help in managing the arising conflicts between these stakeholders.

Ethical concerns

A potential for discrimination or emotional distress can be monitored in the product launch. The fair algorithms, risk assessment for distress, and fairness or equity focus, with the post-market monitoring can help in managing the conflicts.

Evaluation of the methods

Stakeholder analysis

The stakeholder analysis can help in identifying interests, power and potential conflicts between the stakeholders. In this way, 52 North Health can identify the potential issues and project hurdles.

Content analysis

The systematic analysis of feedback through interviews and surveys can help 52 North Health to analyse the demands and preferences of the users (Zelenko *et al.*, 2023). In this way, the common themes can be found, such as security or accuracy issues.

Risk-benefit assessment

52 North Health can quantify and compare potential harms, including privacy breach. At the same time, it can help in reflecting on the benefits for each stakeholder group.

Evaluation framework

52 North Health can use structured criteria based on functionality, use, and infrastructure for comparing with solutions, and managing expectations. This way can help the company to satisfy every stakeholder in the business.

Usability testing

52 North Health needs to involve diverse users to uncover real-world friction points before launching the products.

Implementation steps

Early and continuous engagement

52 North Health can involve all stakeholders, such as users, clinicians, developers, and policymakers or regulatory bodies from the starting of the project. They should be involved in every decision-making process.

Shared governance

The company can establish clear decision-making processes for data, features, and ethics, which can help in managing the conflict based on the rules and regulations.

Transparency and education

52 North Health needs to communicate device functions clearly with data handling, which can help in managing the conflicts between the stakeholders.

Adaptive design

52 North Health builds flexibility for personalisation for the users. Therefore, the company can address issues as they arise through post-market surveillance.

Impact of stakeholders' engagement on the business performance and recommendations for the future

Effect of stakeholder's engagement

Product development and quality

The engagement of both external and internal stakeholders are crucial for the success of the 52 North Health project, concerning launch of new wearable health service. It would be crucial for the project manager to communicate effectively with the respective stakeholders in the early stage of the development cycle, as this would have a direct impact on relevance and quality of the final project. Regulatory standards and real user requirements related to devices that will be going to be launched can be successfully ensured. For instance, Inputs of the stakeholders such as Research & development (R&D), Product management team can be taken into consideration to improve the clinical utility and validity of the wearable device (Yip *et al.* 2024). Likewise, feedback from end users can be gathered to enhance features, user-friendliness, and comfort of the devices. The concerned regulatory bodies can be consulted to streamline the process of approval to prevent potential rework and expensive delays in product launch.

Market acceptance and brand image

Positive engagement with project stakeholders is essential for establishing brand awareness and consumer trust, which would be a driving force for achieving a more robust launch. This would also provide a significant opportunity for 52 North health to penetrate the potential markets in a better manner. Stakeholders such as the marketing and sales team will play a crucial role in increasing market acceptance for the new health technology device, for which targeted marketing campaigns can be organised using different media strategies to generate positive marketing communication (Fong *et al.* 2024). This would be crucial for capturing initial market attention to establish brand image within the targeted segmented audiences for the project launch. In addition, stakeholders such as Healthcare providers and Health insurance companies can become the brand ambassador in the project, which can be instrumental in promoting devices within the communities of patients and service users.

Risk mitigation and financial performance

With the help of proactive management with different stakeholders involved in the project, the project manager can secure financial stability for the successful launch, while minimising risks such as increased operational costs due to miscommunication or potential delays. The concerned regulatory bodies, which is one the crucial external stakeholders of the project, can be contacted for consultation and compliance to avoid legal issues prior to product launch and should be regularly communicated on the project (Eyieyien *et al.* 2024). In addition, strong relationships with healthcare service providers and insurance companies can be developed for product distribution, along with operations or manufacturing teams to mitigate the delays in project launch in the market.

Recommendations

Execute a multi-directional communication plan

In order to ensure an effective project launch with long-term performance, it will be important to improve the approach for stakeholder engagement. For this, a multi-directional communication plan can be prepared which would enable an open communication across all levels of the projects. Under this plan, various communication channels such as social media, digital communication tools, meetings, updates can be done to break silos. Besides, it would also enable the project manager to facilitate transparency in communication of project progress, collect input from stakeholders, while establishing interactive dialogue mechanisms for better engagement with both external and internal stakeholders. This plan can be used to inform respective stakeholders about new development of project features and benefits, consultation can be promoted on regular intervals, to collect concerns and views. Besides, collaboration between stakeholders, especially different teams in the project can be encouraged to support the project and develop new market strategies.

Clear data governance framework

It will be extremely essential for the future project endeavours that there is a clear framework defined for managing data governance within the project. Under this framework, privacy protocols, intellectual property and patents rights, data ownerships and sharing practices must be developed in consultation and collaboration with all involved stakeholders of the project. A culture of accountability can be established by defying roles and responsibilities of all stakeholders to prevent confusion and conflicts. In addition, data accuracy as well as integrity can be maintained when there is a pre-defined path for collaboration and decision-making, which will further support future project improvements.

Leverage technology for project engagement

Particularly, geographically dispersed stakeholders such as investors, insurance companies, service providers, secure digital communication platforms for information and feedback exchange is necessary. This can be achieved by leveraging advanced technological application for project communication to enhance engagement, whereas, data security protocols can be utilised to safeguard sensitive information and maintain confidentiality within the project to avoid privacy issues in the future.

Consistent evaluation and refinement

It will be recommended that the project manager undertake a consistent process of evaluation and refinements to enhance the effectiveness in terms of stakeholder engagement strategies. Feedback and suggestion can be collected in this respect, to cultivate improvements in the methods and techniques for project development and stakeholder management.

Conclusion

According to the study, it can be concluded that stakeholder engagement is crucial for project success, as it builds trust, aligns goals, mitigates risks, and improves decisions through involving those affected by and interested in the project from the beginning. The product management is responsible for defining the features target market, and roadmap of the device by bridging technical specs with user needs and business goals. Therefore, the teams from operations and supply chain management will manage manufacturing, component sourcing, and logistics for device production and distribution through diverse channels, including online and offline. The key external stakeholders included in the project of 52 North Health, are customers, healthcare providers, health insurance companies, regulatory bodies, and investors.

Stakeholders' engagement can be said to be crucial for the successful project launch of wearable devices by 52 North Health, as it would help secure essential resources and funding from sponsors and investors. This is crucial for sustenance of financial stability and material requirements of the project to address its goals, progress, and benefits. Likewise, decision-making and resource allocation can be optimised efficiently through effective communication among project stakeholders. Since diverse groups of stakeholders are involved, 4C's model has been considered for effective engagement to facilitate communication, collaboration, coordination, and cooperation. It has been found that there would be significant impacts of stakeholder engagement in terms of business performance such as improving product development and quality, increasing market acceptance and brand image, and achieving risk mitigation and financial performance. From the above analysis and discussion, appropriate recommendations for the future have been considered, including a multi-directional communication plan, data governance framework, technology for project engagement and consistent evaluation and refinement.

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