

Student name: Holly Burr

Student number: 2410667

Course Name: Understanding and Engaging  
stakeholders

LCLM5001

Lecturers name: Kazeem Oseni

Session: February 2025 Term

# **Understanding and engaging stakeholders**

## **Stakeholder engagement plan**

**Owen Mumford**

**Module Code: LCLM5001**

**Lecturers Name: Kazeem Oseni**

# Table of contents

## **1. Introduction to Owen Mumford**

## **2. Objectives of the project**

## **3. Identifying key stakeholders**

3a. Identification of the stakeholders

3b. Benefits and challenges

3c. Stakeholder analysis tools

## **4. Roles of the manager in engaging stakeholders**

4a. Communication plan

4b. Level of engagement

4c. RACI Matrix

## **5. importance of stakeholder engagement**

5a. justification of the statement

5b. Impact of sustainable stakeholder engagement on organisation performance

## **6. Recommendation**

6a. Conclusion

6b. References

# Introduction

Stakeholder engagement is increasingly recognised as a critical component of strategic management, especially within complex and regulated industries. Stakeholders are defined as individual groups who can influence or are influenced by an organisation's activities, objectives or policies (Freeman, 1984). Effective understanding and engagement of these stakeholders not only supports but also contributes to ethical practise, regulatory compliance, innovation and sustainable growth.

Owen Mumford Ltd is a UK based medical-device manufacturer specialising in the design and production of drug-delivery systems and sampling devices. The company has a global presence and operates in multiple regions while collaborating with pharmaceutical, biotech, and diagnostic companies. (Owen Mumford, 2025) the nature of Owen Mumford's operations places a diverse range of stakeholders at the heart of its business model: employees, customers, suppliers, regulatory bodies, health care professionals and patients.

These stakeholder groups each exert influence over and are influenced by the organisation's decisions, performance and strategic direction.

In recent years, Owen Mumford has emphasised its stakeholder-orientated governance approach including becoming a certified as a B corp and committing to science-based targets for reaching net 0 by 2045- thereby signalling its recognition of a broader set of responsibilities beyond financial performance. (B Lab,2021; Owen Mumford 2025) This report will explore the company's key stakeholder groups, assess how Owen Mumford engages with them in practise, and examine how these engagements shape both the firms ethical and operational outcomes. By doing so, it will demonstrate how stakeholder relationships contribute to Owen Mumford's sustainable growth and corporate responsibility in the medical- device industry.

# Objectives of the project

The primary aim of this project is to critically examine the processes by which Owen Mumford Ltd identifies, analyses and engages its stakeholders, with a view to evaluating the effectiveness of its stakeholder management practices. The project also seeks to provide practical recommendations for enhancing stakeholder engagement to support organisational sustainability and innovation.

## SMART and SWOT analysis of Owen Mumford's stakeholders

### SWOT analysis of stakeholder relationships

#### Strengths:

Owen Mumford's greatest stakeholder strength lies in its strong relationships with healthcare professionals, patients and corporate partners.

The company has established trust through innovative, high-quality medical devices such as auto-injectors and blood sampling systems (Owen Mumford, 2025). Its certification as a B corporation also enhances transparency and ethical accountability to internal and external stakeholders. This accreditation signals that the company considers social and environmental performance alongside profit, reinforcing stakeholder confidence.

- **Reputation in medical devices**

Owen Mumford is well established in the health care sector with decades of experience in designing and manufacturing injection devices, auto-injectors, and blood collection systems

- **Stakeholder-focused innovation**

The company actively collaborates with patients, healthcare professionals and pharmaceutical partners during product development, enhancing usability and safety.

- **B-Corp certification**

Demonstrates commitment to corporate responsibility, and stakeholder governance (B Corporation, 2025).

#### Weaknesses:

However, Owen Mumford faces internal challenges related to communication and employee engagement. Reviews have identified morale and management concerns at its manufacturing sites (Glassdoor, 2024). Limited stakeholder feedback mechanisms may also reduce the effectiveness of collaboration across departments and global markets. Additionally, complex regulatory compliance processes can strain resources and delay responses to stakeholder needs.

- **Limited transparency of engagement outcomes**

While stakeholder engagement mechanisms exist, public reporting on how feedback influences decisions are limited.

- **Dependence on a few key pharmaceutical partners**

Heavy reliance on partnerships may expose the company to commercial risks if relationships change

- **Geographical concentration of operations**

Majority of manufacturing is UK-based, potentially affecting global supply chain resilience.

#### **Opportunities:**

Expansion of stakeholder engagement strategies utilising digital platforms for patient and clinician engagement can improve feedback collection and participation.

- **Global market growth**

Rising demand for self-administered devices and auto-injectors offers opportunities to strengthen relationships with internal stakeholders.

- **Sustainability initiatives**

Environmental and social governance programs can enhance reputation among regulators, communities and customers.

- **Partnerships with academic and research institutions**

Co-development programmes can boost innovation and stakeholder collaboration.

#### **Threats:**

External threats include intense competition within the medical device industry and changing global regulations. Supply-chain disruptions or non-compliance by suppliers could affect profitability and stakeholder returns, particularly for shareholders and employees (Pharma Digital, 2023).

- **Regulatory changes**

Tightening of health care regulations could impact product development timelines and stakeholder expectations.

- **Competitive market pressures**

Competitors innovating faster or offering lower-cost alternatives may affect market share and stakeholders' confidence.

- **Supply chain vulnerabilities**

Disruptions in suppliers or logistics could affect product delivery and stakeholder trust.

- **Public scrutiny and patient safety risks**

Any adverse events or negative feedback can damage reputation and stakeholder relationships.

## **SMART Objectives for Stakeholder Engagement**

### **1. Employee engagement**

By September 2027, Owen Mumford aims to achieve a 15% reduction in staff turnover and a 20% improvement in engagement survey results through leadership training, career progression pathways and improved internal communication. This addresses internal weaknesses and enhances staff commitment.

### **2. Supplier Sustainability**

By June 2028, ensure 100% of Tier-1 suppliers complete sustainability audits aligned with the company's net-zero roadmap. This strengthens collaboration with suppliers while mitigating environmental risks.

### **3. Customer Satisfaction**

By March 2027, increase overall customer satisfaction ratings by 10% through product innovation and quality improvement programmes. This builds on Owen Mumford's existing strength in reliability and safety.

### **4. Community Engagement:**

By December 2026, invest 5% of annual profits into local community initiatives and STEM educational partnerships to strengthen corporate reputation and stakeholder good will.

#### **5. Regulatory Compliance:**

By 2029, maintain 100% regulatory compliance across all operational regions through continuous staff training and digital compliance monitoring.

This protects stakeholder trust and ensures business continuity.

## **Identifying Key Stakeholders**

### **Internal**

- **Senior management and Executive leadership**

The executive leadership team, including the chief executive officer and senior directors, are primary internal stakeholders responsible for setting strategic direction and ensuring compliance with corporate governance standards. They influence all major decisions related to product development, stakeholder engagement, and sustainability commitments. Their leadership directly affects organisational culture, ethical standards, and communicational practices across departments.

#### **Benefits**

1. Strategic influence and decision-making power.
2. Professional recognition and leadership impact.
3. Access to organisation resources and networks.
4. Alignment with ethical and sustainable values.

#### **Negatives**

1. High accountability and pressure.
2. Complex stakeholder expectations.
3. Risk of regulatory and reputational damage
4. Workload and decision fatigue

- **Research and development department**

Owen Mumfords R&D team is central to innovation and product design. This group engages with external stakeholders such as healthcare professionals and patients to ensure that medical devices are safe, user-friendly, and meet clinical needs. The R&D department bridges internal operations and external expectations, making it a crucial point of stakeholder collaboration.

**Benefits**

1. Opportunities for innovation and creativity.
2. Collaboration with key external stakeholders.
3. Contribution to patient well-being and public health.
4. Access to organisational support and recourses.

**Negatives**

1. High pressure and accountability.
2. Time and cost restraints.
3. Regulatory and technical risks.
4. Limited direct recognition from end-users.

- **Quality assurance and regulatory affairs teams**

These teams ensure that all products meet strict industry regulations, such as ISO 13485 standards and good manufacturing practice requirements. Their role is vital in maintaining stakeholder trust with regulators, pharmaceutical partners, and customers. They are responsible for internal compliance processes and serve as intermediaries between the company and regulatory bodies.

**Benefits**

1. Central role in product safety and compliance.
2. Influence on organisational reputation and risk management.
3. Professional development and industry expertise.
4. Collaboration across departments and external agencies.

**Negatives**

1. High accountability and pressure.
2. Constantly changing regulatory landscape.
3. Potential conflict with other departments.
4. Limited visibility and recognition

- **Operations and manufacturing staff**

The manufacturing and operations team are key stakeholders in maintaining product quality, efficiency and safety. They ensure that product aligns with both regulatory requirements and ethical supply chain practices. Their work directly impacts the company's ability to meet commitments made to external stakeholders, such as healthcare providers and patients.

**Benefits**

1. Direct contribution to organisational success.
2. Opportunities for process innovation and improvement.
3. Job stability and skills development.
4. Alignment with ethical and sustainable practices.

**Negatives**

1. High pressure to meet production targets.
2. Repetitive work and limited creative freedom.
3. Safety and compliance burden
4. Vulnerability to external factors

- **Employees and workforce**

Employees across all work levels of the organisation contribute to Owen Mumford's culture and operational success. Their engagement and satisfaction influence productivity, innovation, and retention rates. As a certified B Corporation, Owen Mumford empathises employee well-being, inclusivity, and opportunities for professional development, internal communication, training, and participation in corporate initiatives are key engagement mechanisms for this stakeholder group.

**Benefits**

1. Job security and ethical employment practices.
2. Training, development, and career progression.
3. Employee engagement and inclusive culture.
4. Contribution and societal impact.

**Negatives**

1. Workload and performance pressures.
2. Limited influence on strategic decisions.
3. Adaption to change and innovation.
4. Global competition and economic factors.

- **Internal Governance and Corporate Responsibility Teams**

These teams oversee the company's environmental, social, and governance strategies. They ensure alignment with the company's sustainable goals,

stakeholder values, and B Corp principles. Their activities demonstrate accountability to both internal and external stakeholders and help integrate ethical considerations into business practices.

### **Benefits**

1. Influence on ethical and strategic decision making.
2. Positive organisational and social impact.
3. Enhanced reputation and credibility.
4. Opportunities for professional growth and cross-department collaboration.

### **Negatives**

1. High accountability and scrutiny.
2. Balancing competing interests.
3. Limited authority over business outcomes.
4. Recourse and implementation challenges.

## **External**

- **Patients and End-Users**

Patients represent one of the most significant stakeholder groups for Owen Mumford. As the end-users of its medical devices- such as auto-injectors, insulin pens, and blood-collection systems- their needs directly shape product design and innovation. Patient feedback influences usability, comfort, and treatment adherence, which are central to product success and reputation. Engaging with patients through trials, surveys, and usability testing enables the company to align innovation with real-world health needs.

### **Benefits**

1. Access to innovate and user-centred medical devices.
2. Improved health outcomes and quality of life.
3. Ethical and sustainable manufacturing.
4. Support and education.

### **Negatives**

1. Limited direct influence on product design and design-making.
2. Cost and accessibility barriers
3. Dependence on healthcare systems and professionals
4. Product risk and safety concerns

- **Healthcare professionals**

Doctors, nurses, and clinical specialists are critical stakeholders as they use, prescribe, or recommend Owen Mumford's products. Their expertise informs

clinical functionality, ease of use, and safety standards. Continuous engagement with healthcare professionals through product training, feedback forums, and collaborative research helps enhance the reliability and effectiveness of devices.

#### **Benefits**

1. Access to innovative and safe medical technologies.
2. Collaborative product development opportunities.
3. Training, support and education.
4. Shared ethical and sustainability values.

#### **Negatives**

1. Limited influence over strategic decisions.
2. Increased responsibility and accountability.
3. Dependence on manufacturer transparency.
4. Commercial pressure and conflicts of interest.

- **Pharmaceutical and Biotechnology Partners**

Owen Mumford collaborates extensively with pharmaceutical and biotech companies to co-develop drug delivery systems and injection technologies. These partnerships are vital for commercial success and innovation mutual trust and clear communication with these partners ensure alignment in regulatory compliance, manufacturing standards, and time to market objectives.

#### **Benefits**

1. Access to advanced drug delivery technologies.
2. Collaborative innovation and shared R&D resources.
3. Enhanced brand reputation and market reach.
4. Regulatory and quality compliance support

#### **Negatives**

1. Dependence on collaborative success.
2. Intellectual property (IP) and confidentiality risks.
3. Commercial and strategic misalignment.
4. Reputational interdependence.

- **Regulatory Authorities and Standards Bodies**

As a medical device manufacturer, Owen Mumford must comply with global regulations such as ISO 13485 and the European medical device regulation (MDR). Regulatory authorities such as the medicines and healthcare products regulatory agency (MHRA) in the UK are key external stakeholders overseeing

safety, quality, and environmental impact. Maintaining transparent communication and compliance builds credibility and stakeholder trust.

#### **Benefits**

1. Assurance of compliance and safety standards.
2. Collaborative improvement of industry standards.
3. Enhanced public trust and transparency.
4. Access to technical and marketing insights

#### **Negatives**

1. Complexity of oversight and resource demands.
2. Potential conflicts between innovation and regulation.
3. Risk of perceived regulatory capture.
4. Limited enforcement capacity and accountability pressures.

- **Suppliers and Manufacturing Partners**

Suppliers provide essential materials, components, and logistics support. Their reliability and adherence to ethical standards directly affect product quality and delivery timelines. Owen Mumford's supplier engagement involves audits, quality checks, and sustainability assessments to ensure responsible sourcing and supply chain transparency.

#### **Benefits**

1. Stable long-term business relationships
2. Collaboration on innovation and quality improvement.
3. Access to global markets and research.
4. Alignment with ethical and sustainability standards.

#### **Negatives**

1. Dependency on company performance.
2. High compliance and quality demands.
3. Pressure on costs and delivery timelines.
4. Limited influence over strategic decisions.

- **Distributors, customers, and Healthcare Institutions**

Distributors and institutional buyers such as hospitals and healthcare organisations are crucial for reaching end-users. These stakeholders influence product availability, pricing, and overall brand perception. Maintaining strong partnerships ensure consistent supply, compliance with procurement standards, and effective customer support.

#### **Benefits**

1. Access to high-quality, reliable medical devices.
2. Support training, and technical assistance.
3. Collaborative relationships and feedback opportunities.
4. Competitive advantage and market differentiation.

#### **Negatives**

1. Dependence on manufacturers performance.
2. Cost and procurement challenges.
3. Training and adaption requirements.
4. Limited influence on strategic decisions

- **Local communities and environmental stakeholders**

Owen Mumford operates manufacturing facilities in the UK and Malaysia where it engages local communities through employment, education, and environmental initiatives. As a certified B corporation, the company is accountable to community and environmental stakeholders, working to minimise ecological impact and support sustainable development.

#### **Benefits**

1. Economic and employment opportunities.
2. Corporate social responsibility initiatives.
3. Environmental sustainability and ethical practices.
4. Public health and safety benefits.

#### **Negatives**

1. Environmental impact of operations.
2. Dependence on corporate decisions.
3. Limited influence on corporate strategy.
4. Potential conflicts of interest.

- **Industry Associations and Research Organisations**

The company collaborates with industry groups, universities, and research bodies to promote innovation and share best practices. Such partnerships contribute to the exchange of technical knowledge, sustainability standards, and advancements on healthcare technologies.

#### **Benefits**

1. Access to industry and knowledge
2. Opportunities for collaborative research and innovation.
3. Networking and professional dev development.
4. Influence on standards and policy development.

## Negatives

1. Resource and time commitment.
2. Potential conflicts of interest.
3. Limited direct control over outcomes.
4. Dependence on external research timelines.

## Stakeholder analysis tools

### Stakeholder map

| Power/high interest | High interest          | Low interest   |
|---------------------|------------------------|----------------|
|                     |                        |                |
| High power          | Senior management      | investors      |
|                     | Regulatory authorities |                |
|                     |                        |                |
|                     |                        |                |
|                     |                        |                |
| Low power           | patients               | General public |
|                     | employees              |                |

## Stakeholder mapping for index

### High

- **Keep satisfied**
  1. Patients and end users
  2. Regulatory authorities
  3. Health care professionals
- **Manage closely**
  1. Board of directors
  2. Management
  3. Pharmaceutical and biotechnology partners

### Low

- **Monitor**
  1. Employees and workforce
  2. Industry associations and research organisations
- **Keep informed**
  1. Patients
  2. Local communities

### 3. General public and media

## Roles of the manager in engaging stakeholders

Managers play a crucial role in ensuring effective stakeholder engagement by acting as the link between the organisation and its internal and external stakeholders. At Owen Mumford Ltd, a global and medical device manufacturer, managerial roles in stakeholder engagement are central to maintaining ethical business practises, fostering collaboration, and ensuring compliance with healthcare regulations. Through strategic communication, negotiation, and decision-making, managers help align stakeholder expectations with organisational objectives.

### Communication plan

| stakeholder group                        | Communication objectives                                       | Key messages                                                 | Communication channels                                 | frequency | Responsible manager/d department |
|------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------|-----------|----------------------------------|
| Employees and workforce                  | Foster engagement, wellbeing, and alignment with company goals | Company updates, innovation projects, CSR goals              | Intranet, newsletters, town hall meetings, HR emails   | monthly   | HR and operations managers       |
| Senior management & executive leadership | Ensure strategic alignment with company goals                  | Financial performance, project updates, stakeholder feedback | Executive reports, board meetings, strategic reviews   | quarterly | CEO, department heads            |
| R&D teams                                | Encourage innovation and cross-functional collaboration        | Product development, user feedback, new technologies         | Internal meetings, shared databases, project platforms | weekly    | R&D director                     |
| Quality assurance regulatory affairs     | Maintain compliance & product quality                          | Regulatory changes, audits, risk management updates          | Compliance reports, regulatory workshops, dashboards   | monthly   | QA manager                       |
| Health care professionals                | Build trust, ensure safe use of products                       | Product information, training, safety data                   | Webinars, training sessions, conference                | quarterly | Medical affairs & marketing      |

|                                                     |                                             |                                                       |                                                           |               |                                      |
|-----------------------------------------------------|---------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------|---------------|--------------------------------------|
|                                                     |                                             |                                                       | s, email updates                                          |               |                                      |
| Patients and end-users                              | Gather feedback & ensure usability          | Product benefits, safety, sustainability              | Surveys support forums, digital guides, focus groups      | biannually    | Customer care & product design teams |
| Pharmaceutical & biotech partners                   | Strengthen collaboration & co-development   | Partnership updates, research outcomes                | Joint meetings, shared reports, virtual conferences       | quarterly     | Business development manager         |
| Suppliers & manufacturing partners                  | Ensure consistent supply chain and quality  | Production targets, sustainability goals              | Supplier meetings, procurement portal, compliance reports | monthly       | Procurement & operations managers    |
| Regulatory authorities & standards bodies           | Maintain compliance & transparent reporting | Product approvals, audit findings, corrective actions | Regulatory submissions, formal reports, inspections       | As required   | Regulatory affairs team              |
| Distributors, customers and healthcare institutions | Improve satisfaction and reliability        | Product performance, supply updates                   | CRM systems, business reviews, newsletters                | quarterly     | Sales and account managers           |
| Local communities & environmental groups            | Demonstrate corporate social responsibility | Environmental impact, community engagement            | CSR reports, events, press releases                       | annually      | CSR & sustainability manager         |
| Industry associations and research organisations    | Support knowledge sharing and collaboration | Innovation, R&D collaboration, standards updates      | Joint research meetings, conferences, industry reports    | Semi-annually | R&D and corporate affairs            |

**Table of stakeholder engagement levels**

| <b>Stakeholder group</b>                  | <b>Engagement level</b> | <b>explanation</b>                                                        |
|-------------------------------------------|-------------------------|---------------------------------------------------------------------------|
| Regulatory authorities & standards bodies | inform                  | Receive updates and compliance reports but limited participation          |
| Local communities & environmental groups  | inform                  | Informed through CSR reports and sustainability updates                   |
| Healthcare professionals                  | consult                 | Provide feedback on product performance and training                      |
| Patients and end users                    | consult/involve         | Give usability feedback and participate in trials                         |
| Suppliers & manufacturing partners        | involve                 | Engaged in continuous collaboration on product quality and sustainability |
| Quality assurance & regulatory affairs    | involve                 | Internal participation in audits risk management decisions                |
| Research and development teams            | collaborate             | Co-develop new products and innovations with partners                     |
| Employees and workforce                   | empower                 | Participate in sustainability and innovation committees                   |
| Senior management & executive leadership  | empower                 | Lead and co-create organisational strategy                                |

## RACI MATRIX

| Task/Activity                                             | Sustainability/ESG T |
|-----------------------------------------------------------|----------------------|
| Identify and map stakeholders                             | R                    |
| Set stakeholder engagement objectives                     | C                    |
| Develop sustainability & ESG messaging                    | A                    |
| Engage with regulators & compliance bodies                | C                    |
| Engage suppliers on sustainability & quality requirements | C                    |
| Conduct community & ESG public engagement                 | R                    |
| Employee sustainability training & engagement             | C                    |
| Innovation engagement                                     | I                    |
| Produce ESG, annual & B corp reporting                    | R/A                  |
| Monitor stakeholder feedback & KPIs                       | R                    |
| Update/adjust plan based on evaluations                   | A                    |

## Role Key

| Letter               | Meaning                            | Explanation for Owen Mumford |
|----------------------|------------------------------------|------------------------------|
| <b>R-Responsible</b> | Person/team doing the job          | Executes the task            |
| <b>A-accountable</b> | Final decision maker               | Sign-off authority           |
| <b>C-Consulted</b>   | Must be consulted before decisions | Two-way communication        |
| <b>I-informed</b>    | Kept updated after decisions       | One-way communication        |

The RACI matrix shows clearly who does what in Owen Mumford's stakeholder engagement plan. It helps each department know whether they are responsible for completing a task, accountable for approving it, consulted for their expertise, or simply informed. This makes communication clear, avoids confusion, and supports the company's sustainability goals and regulatory obligations.

# Importance of stakeholder engagement

## Justification of the statement

Stakeholder engagement is important to Owen Mumford because the company develops medical devices that directly affect patient health and must meet strict safety and regulatory standards. By working closely with stakeholders such as regulators, healthcare providers, patients, employees and suppliers, the company can ensure its products are safe, effective and meet real medical needs.

Engaging stakeholders also improves product design, as feedback from patients and clinicians helps Owen Mumford create devices that are easier and safer to use. In addition, communication with suppliers supports high-quality materials and helps the company achieve its sustainability goals, including waste reduction and ethical sourcing as part of its B corp commitment.

Stakeholder engagement therefore helps Owen Mumford maintain compliance, drive innovation, protect users, and operate responsibly within the community. It strengthens trust, reduces risks, and supports the company's reputation as a responsible and reliable medical device manufacturer.

## Impact of sustainable stakeholder engagement on organisational performance at Owen Mumford

### Employees

- Engaged through sustainability training, quality and safety programmes, and inclusion in decision making.
- **Impact and performance:**
- Higher productivity and motivation
- Lower error and defect rates in manufacturing
- Stronger innovation culture and employee retention
- Improved product quality and user safety

### Patients and healthcare providers

- Consulted through usability testing, clinical feedback and safety collaborations
- **Impact on performance:**
- Products better match user needs (improved market fit)
- Reduced risks of product recalls or complaints
- Builds brand trust within healthcare markets

- Safer more effective medical devices

## **Suppliers**

- Engaged through ethical sourcing standards, long term partnerships and shared sustainability goals
- **Impact and performance**
- More stable and reliable supply chain
- Reduced environmental footprint and waste
- Cost savings through efficient sourcing
- Supports compliance with B corp certification requirements

## **Regulators**

- Engaged through transparent communication and early involvement in compliance processes
- **Impact on performance:**
- Faster product approvals and reduced regulatory delays
- Lower risk of fines, sanctions, or non-compliance
- Reinforcement organisational reputation in the medical sector
- Supports safer and more secure product development

## **Community and environment**

- Engaged through carbon reduction projects, local employment initiatives and sustainable manufacturing.
- **Impact and performance:**
- Stronger corporate reputation and competitive advantage
- Alignment with ESG and B corp values attracts ethical investors
- Positive social impact strengthens public trust
- Long-term sustainability reduces operational risk

## **Recommendation**

To continue strengthening stakeholder engagement, Owen Mumford should develop a more structured and measurable engagement framework that links stakeholder needs directly to sustainability, quality, and innovation targets. Although the company already collaborates with key stakeholders such as patients, healthcare professionals, suppliers and regulators, formalising this engagement would allow it to capture feedback more consistently and demonstrate clear performance outcomes.

A recommended approach is to implement a stakeholder engagement dashboard, which tracks performance indicators (e.g., patient safety feedback scores, supplier sustainability compliance, employee retention levels). This system would not only provide measurable data but also support B corp commitments and regulatory compliance, helping the organisation stay transparent and accountable.

Additionally, Owen Mumford should increase patient and clinician involvement earlier in product design, using co-design workshops and clinical advisory panels. This would enhance device usability, reduce product risks, and strengthen market competitiveness.

Finally, investing in long-term sustainability partnerships with suppliers will ensure ethical sourcing, reduce environmental impact, and safeguard supply chain stability that's crucial for a medical device business.

So overall Owen Mumford should formalise stakeholder engagement through measurable frameworks, early co-design collaboration, and long-term sustainable partnerships to enhance product quality, regulatory compliance, innovation, and corporate reputation.

## Conclusion

Overall, the analysis highlights that stakeholder engagement plays a critical strategic role within Owen Mumford, directly influencing product innovation, regulatory compliance, sustainability performance and corporate reputation. As a global medical device manufacturer, the company operates in a highly regulated environment where collaboration with diverse stakeholders is essential to ensure product safety and meet strict legal and ethical standards. Engaging patients and healthcare professionals allows Owen Mumford to design devices that are safe, effective and tailored to real clinical needs, while employee inclusion supports a culture of continuous improvement, quality assurance and innovation. (Johnson, Redlbacher & Schaltegger, 2018)

Sustainable engagement with suppliers further strengthens the company's commitments by encouraging responsible sourcing, waste minimisation and alignment with its B corp values. These partnerships not only improve supply chain resilience but also contribute to reduced environmental impact and long-term operational stability (Haleem et al., 2022). Similarly, transparent relationships with regulatory bodies help reduce approval delays and minimise compliance risks, reinforcing trust within the medical sector and protecting both patients and the organisation.

Importantly, the company's engagement with local communities and environmental stakeholders enhances its social legitimacy, helping Owen Mumford position itself not only as a manufacturer of medical devices but as a socially responsible organisation contributing to wider societal wellbeing. Stakeholder engagement therefore extends beyond communication; it becomes a source of shared value, accountability and sustainable growth.

In conclusion stakeholder engagement should continue to be prioritised as a strategic investment rather than a legal or ethical obligation. To maximise its benefits, Owen Mumford would gain from formalising its stakeholder engagement framework, measuring sustainability outcomes, and expanding co-design practices with users by doing so, the company can reinforce its competitiveness, safeguard public trust and continue to deliver innovative healthcare solutions that provide value to stakeholders and to society.

## References

B corporatoin (2025) find a B corp\_; owen-mumford ltd availab;e at:

<https://www.bcorporation.net/en-us/find-a-b-corp/company/owen-mumford-ltd>

(accessed 4 November 2025)

B Lab (2021) company profile: *owen mumford ltd* available at:

<https://www.bcorporation.net/en-us/find-a-b-corp/company/owen-mumford-ltd>

(accessed 23 October 2023)

Haleem, F., Farooq, S., Cheng, Y. & Waehrens, B. V. (2022) 'sustainable managemant practices ans stakeholder pressure: a systematic literature review', *sustainability*, 14(4), p.1967. doi: 10.3390/su14041967.

Johnson, M., Redlbacher, F. & Schaltegger, S. (2018) 'stakeholder engagement for corporate sustainability: a comparative analysis of B2C and B2B companies', *Corperate socail responsibility and enviromental management*, 25(4), pp.659-673. Doi: 10.1002/csr.1484.

Market research freeman, R.E. (1994) *strategic mamagement: A, stakeholder approach*. Boston: pitman.

Owen Mumford (2025) about us innovators in healthcare, available at:

<https://www.owenmumford.com/us/about-us> (accessed 23 October 2025)