



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BA (Hons) Leadership and Management

(Stakeholders Engagement)

Student Name: Andriy Kovtun

Student Number: 2410666

Course Name: Understanding and Engaging stakeholders LCLM5001

Lecturer Name: Dr. Kazeem Oseni

Session: October 2025 Term

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1. Introduction

Fitbit UK is part of Fitbit Inc., a well-known global company that produces wearable digital health devices. Fitbit started in 2007 and today has millions of users around the world. The company focuses on creating devices that help people monitor their physical activity, heart health, sleep patterns, and general wellbeing (Fitbit, 2023). Fitbit UK operates mainly from London, where its marketing, customer support, and regional management teams are based. The company also works closely with technology partners and health organisations across the UK.

The organisation is planning an expansion to support a new product launch: a wearable health device that tracks heart rate, blood oxygen levels, and sleep quality. The expansion includes creating new staff breakout spaces, updated laboratory testing areas, and a modern training room for staff working on the new device. These new facilities aim to improve employee collaboration, product testing efficiency, and staff training quality.

The new device is expected to launch in six months, which means the project team must work quickly and effectively. The project can only be successful with proper stakeholder engagement, as many groups inside and outside the company are involved. Stakeholders include engineers, designers, marketing teams, suppliers, healthcare partners, and customers. Effective stakeholder engagement helps ensure clear communication, reduces conflict, and improves decision-making (Ashcroft, 2017). This report explores how stakeholder engagement supports the successful start and completion of the new product project at Fitbit UK.

2. Situational analysis: SWOT and SMART objectives

A situational analysis helps Fitbit UK understand its internal position and the external factors that can influence the success of the new wearable health device project. A SWOT analysis is useful because it identifies the organisation's strengths, weaknesses, opportunities, and threats (Kotler and Armstrong, 2018). This information helps the project team plan better and understand what factors may support or limit progress.

SWOT Analysis

Strengths

One of Fitbit's major strengths is its strong brand reputation in the wearable technology market. Fitbit is recognised globally for reliable health-tracking devices and an easy-to-use mobile application (Fitbit, 2023). The company also has experienced engineering and

product development teams who understand health monitoring technology. Another strength is Fitbit UK's access to Google's technical resources, since Fitbit was acquired by Google, which enhances software integration and data analytics capabilities (Google, 2022).

Weaknesses

A key weakness is strong competition from companies like Apple, Samsung, and Garmin. These competitors have larger budgets and strong customer loyalty. Fitbit also depends on external suppliers for some device components, which can create production risks if materials are delayed. Another weakness is that frequent updates from competitors may make it difficult for Fitbit to stand out with new features.

Opportunities

Fitbit has a strong opportunity to expand because more people in the UK are interested in digital health monitoring and preventative care (NHS Digital, 2022). The new device can support users managing heart health, sleep issues, and general wellbeing. There is also an opportunity for Fitbit to work more closely with hospitals, clinics, and health insurance providers. Partnerships can help integrate wearable data into professional healthcare services.

Threats

External threats include strict data protection laws in the UK, such as GDPR, which requires careful handling of personal health information. There is also a risk of rising production costs and potential delays in the global supply chain. Another threat is rapid technological change; if competitors release more advanced devices quickly, Fitbit may lose market share.

SMART Objectives for the Project

SMART objectives help guide the project clearly. SMART stands for Specific, Measurable, Achievable, Realistic, and Time-bound (Doran, 1981). The following objectives support the successful launch of Fitbit's new health device.

Specific	Develop and test a wearable device that measures heart rate, oxygen levels, and sleep patterns.
Measurable	Complete all product testing and quality checks with a minimum 95% success rate before launch.
Achievable	Use existing engineering teams, supplier relationships, and Fitbit's testing labs to meet performance standards.
Realistic	Design features based on available technology and user needs rather than adding complex functions that may delay production.
Time-bound	Finish all design, testing, marketing, and staff training within six months to meet the scheduled launch date.

Summary

The SWOT analysis shows that Fitbit has strong internal capabilities but faces competition and technological risks. Using SMART objectives ensures the project team stays focused and completes the work within the six-month deadline. This helps support good project planning and improves the chances of delivering a successful health device to the UK market.

3. Stakeholder Identification and Analysis

Successful project delivery depends on identifying all key stakeholders and understanding their influence, interests, and contributions. Stakeholders are individuals, groups, or organisations who may affect, or be affected by, the project (Freeman, 1984). Fitbit UK's new wearable health device project involves many internal and external stakeholders, each playing an important role in design, production, testing, and launch.

3.1 Internal Stakeholders

1. Product Development Team

This team includes engineers, software developers, and designers. They are responsible for creating the technical functions of the device, testing prototypes, and ensuring device accuracy. Their work is essential because poor design or technical errors can delay the project.

2. Marketing Department

The marketing team develops the advertising strategy, social media campaigns, and promotional materials. They also conduct market research to understand customer needs. Their role is important for building awareness and attracting early buyers.

3. Sales Department

The sales team communicates with retail partners and online distributors. They help predict demand and plan stock levels. They also gather customer feedback for improvement.

4. Quality Assurance (QA) Team

QA checks product safety, device accuracy, and battery performance. The team ensures the device meets UK health and technology regulations.

5. Senior Management

Senior leaders approve budgets, allocate resources, and make strategic decisions. They also monitor project risks and provide guidance to the project manager.

6. Customer Service Team

This team prepares to support new customers after the launch. They need training on the new device and may collect early user feedback.

3.2 External Stakeholders

1. Component Suppliers

Suppliers provide sensors, batteries, straps, and packaging materials. Their reliability directly affects production timelines.

2. Retail Partners

Retailers such as Amazon UK, Argos, and electronic stores will sell the device. They influence product visibility and customer access.

3. Healthcare Partners

Fitbit often collaborates with hospitals, clinics, and research groups. They may support device testing or future health integrations.

4. Regulatory Bodies

Organisations such as the UK Medicines and Healthcare products Regulatory Agency (MHRA) ensure compliance with safety standards and data protection laws.

5. Customers (End Users)

Customers are the final users of the device. Their expectations influence design features, price, and marketing strategy.

3.3 Roles, Responsibilities, Benefits, and Challenges

Understanding stakeholder contributions helps the project manager plan effective engagement.

Product Development Team

Role: Create and test the device.

Benefits: High technical expertise improves quality (Ellis, Gibbs and Rein, 1991).

Challenges: Time pressure and risk of design errors.

Marketing Team

Role: Create launch strategy.

Benefits: Helps build strong customer demand.

Challenges: Misunderstanding of product features may lead to poor communication.

Senior Management

Role: Approve resources and monitor progress.

Benefits: Strategic support enables fast decision-making.

Challenges: If they lack technical knowledge, approvals may be slow.

Suppliers

Role: Provide essential parts.

Benefits: Support production efficiency and quality.

Challenges: Supply delays or rising costs.

Customers

Role: Drive product demand.

Benefits: Feedback improves design.

Challenges: High expectations may be hard to satisfy.

Stakeholder theory shows that strong relationships create better value for the organisation (Christopher, Payne and Ballantyne, 2013). Poor stakeholder engagement can lead to conflict, delays, or low product quality.

3.4 RACI Matrix (Responsibility Assignment)

RACI stands for Responsible, Accountable, Consulted, and Informed. It shows which stakeholders are involved in each task (Hubbard, 2020).

Project Activity	Product Development	QA Team	Marketing	Sales	Senior Management	Suppliers
Device Design	R	C	I	I	A	C
Prototype Testing	R	A	I	I	I	C
Marketing Strategy	I	I	R/A	C	I	I
Production Planning	C	C	I	R	A	R
Final Approval	I	C	I	I	A	I

R = Responsible; A = Accountable; C = Consulted; I = Informed

This matrix helps reduce confusion and supports teamwork.

3.5 Stakeholder Map (Mendelow's Matrix)

Mendelow's Matrix places stakeholders based on power and interest.

High Power – High Interest (Manage Closely)

- Senior Management

- Product Development Team
- QA Team

These groups strongly influence the project and require close engagement.

High Power – Low Interest (Keep Satisfied)

- Regulatory Bodies
- Major Retailers

They have high power but may not be involved daily.

Low Power – High Interest (Keep Informed)

- Customers
- Customer Service Team

They need regular updates but have low decision power.

Low Power – Low Interest (Monitor)

- Minor suppliers
- General public

They require minimal communication unless issues arise.

Mendelow's Matrix helps the project manager prioritise engagement levels.

3.6 Communication Plan

A structured communication plan ensures all stakeholders receive the right information at the right time (Ashcroft, 2017).

Stakeholder Group	Communication Type	Frequency	Method	Purpose
Senior Management	Progress Reports	Weekly	Email & Meetings	Decision-making
Product Development	Technical Updates	Daily	Slack / Teams	Coordinate tasks
QA Team	Test Results	Twice a week	Shared System	Improve device accuracy

Marketing & Sales	Launch Updates	Weekly	Meetings	Align marketing strategy
Suppliers	Order Updates	Monthly	Email	Ensure timely supply
Customers	Product Information	Before launch	Website & Social media	Build demand

Good communication reduces misunderstandings and keeps the project on track.

4. Stakeholder Engagement Process and 4C's Model

Effective stakeholder engagement is essential for the successful development and launch of Fitbit UK's new wearable health device. Engagement helps stakeholders understand the project goals, reduces conflict, and improves cooperation. Stakeholder engagement is a continuous process that includes identifying needs, communicating clearly, listening to feedback, and building strong working relationships (Ashcroft, 2017). As project manager, it is my responsibility to guide this process and ensure all key groups remain aligned with project objectives.

4.1 The Stakeholder Engagement Process

The engagement process can be divided into several stages:

1. Identifying Stakeholder Needs and Expectations

The first step is understanding what each stakeholder wants from the project. For example, the product development team wants clear technical requirements, while suppliers expect accurate timelines and purchase forecasts. Identifying needs early helps avoid misunderstandings later.

2. Analysing Levels of Power and Interest

Using Mendelow's Matrix allows the project manager to prioritise engagement. High power and high interest groups, such as senior management and the engineering team, need close attention. Low power stakeholders may only require updates.

3. Creating an Engagement Plan

The engagement plan outlines how often each group will be communicated with, what information they need, and their level of involvement. This ensures structured and consistent engagement.

4. Implementing Communication Activities

Regular meetings, email updates, reports, and shared digital tools keep everyone informed. Clear and simple communication reduces confusion and supports teamwork (Ellis, Gibbs and Rein, 1991).

5. Monitoring and Updating Engagement Activities

As the project progresses, stakeholder needs may change. The project manager must review the engagement plan and adjust communication frequency or style when needed.

4.2 Engagement Plan (Levels of Engagement)

Levels of engagement describe how closely stakeholders should be involved in the project.

Fitbit UK can use five engagement levels:

Inform	Low involvement, mainly one-way communication. Stakeholders: general customers, junior suppliers.
Consult	Ask for feedback and ideas. Stakeholders: marketing team, customer service, retail partners
Involve	Two-way communication with frequent input. Stakeholders: QA team, some suppliers, sales team.
Collaborate	Work together directly to solve issues or design elements. Stakeholders: product development team, UX designers, regulatory advisers.
Empower	Give decision-making authority. Stakeholders: senior management (budget, approvals). This model helps ensure the right engagement level is used for each group, improving project support and reducing conflict.

4.3 The 4Cs Model for Managing Stakeholders

The 4Cs model includes Communication, Coordination, Cooperation, and Collaboration. It supports effective teamwork and conflict reduction.

Communication	Communication is central to good project management. Clear, regular messaging ensures everyone understands deadlines, responsibilities, and risks. For Fitbit's project, communication tools such as Microsoft Teams, Slack, and weekly meetings help keep teams aligned. Good communication helps prevent misunderstandings, rumours, and delays (Christopher, Payne and Ballantyne, 2013).
Coordination	Coordination involves organising activities, so all teams work smoothly together. For example, engineering teams must coordinate with suppliers to ensure components arrive in time for prototype testing. The marketing and sales teams must coordinate to align the product launch date with promotional campaigns. As project manager, I create schedules, assign tasks, and use project management software to improve coordination.
Cooperation	Cooperation means stakeholders agree to support each other to achieve the project goal. This includes sharing resources, solving problems together, and respecting roles. For example, when QA discovers a fault in the device, the engineering team must cooperate by making quick adjustments. Strong cooperation improves trust and reduces conflict.
Collaboration	Collaboration is deeper than cooperation. It involves working closely to create solutions. Fitbit's development team may collaborate with healthcare professionals to ensure the device meets health data standards. Collaborative work increases innovation and helps produce a higher-quality product.

The 4Cs model creates a strong foundation for engaging stakeholders effectively.

4.4 Project Manager Responsibilities in Managing and Eliminating Conflict

As project manager, I play a central role in ensuring that conflicts are managed quickly and professionally. Conflict can arise from resource shortages, differences in expectations, unclear roles, or communication problems (Ashcroft, 2017). My responsibilities include:

1. Identifying Early Signs of Conflict

I monitor communication and behaviour within teams to detect disagreements early. If issues are noticed quickly, they can be solved before becoming major problems.

2. Creating a Safe Environment for Discussion

Team members must feel comfortable raising concerns. I encourage open communication and hold meetings where stakeholders can express their views without judgement.

3. Using Mediation Techniques

If two stakeholders disagree, I facilitate a discussion to help them find a compromise. I listen to both sides, identify the root cause, and guide them toward a shared solution.

4. Referring to the RACI Matrix

Conflicts often happen when roles are unclear. By reminding teams of their responsibilities (Responsible, Accountable, Consulted, Informed), I help eliminate confusion and overlap.

5. Keeping Documentation Updated

I record decisions, changes, and actions in the project documents, so everyone has the same information.

6. Escalating Issues When Necessary

If a conflict cannot be solved at the team level, I escalate it to senior management for guidance.

7. Encouraging Collaboration

By organising workshops, joint meetings, and shared problem-solving sessions, I help stakeholders work together more effectively.

Effective conflict management ensures the project stays on track, increases trust, and creates a positive working environment.

4.5 Summary

The stakeholder engagement process ensures all groups understand their roles and contribute effectively to the project. The engagement plan and the 4Cs model support good communication, coordination, cooperation, and collaboration. As project manager, I am responsible for managing conflicts, supporting teamwork, and keeping the project aligned with its objectives. Strong engagement increases the chances of delivering Fitbit's new wearable device on time and to a high standard.

5. Evaluation of the impact of Stakeholder engagement on business performance

Stakeholder engagement plays an important role in the overall business performance of Fitbit UK, especially during the development and launch of the new wearable health device. Engaging stakeholders in a structured and meaningful way brings several benefits, such as improved decision-making, reduced project delays, and stronger relationships inside and outside the organisation. This section evaluates how stakeholder engagement influences Fitbit UK's performance in terms of efficiency, innovation, quality, risk management, and long-term competitiveness.

5.1 Improved Decision-Making

One of the strongest impacts of stakeholder engagement is better decision-making across the project. When stakeholders such as engineers, QA teams, suppliers, and senior managers are actively involved, they share information from different areas of expertise. This helps the project manager identify risks, solve problems early, and make more accurate decisions. According to Ashcroft (2017), effective stakeholder relationships increase transparency and lead to more informed choices.

For example, involving the product development team and QA team together speeds up technical decisions, because they can test prototypes and identify faults in real time. Suppliers can also give early warnings about material shortages or delivery issues. These insights reduce the chance of delays and help the project stay within budget.

5.2 Increased Innovation and Creativity

Stakeholder engagement encourages collaboration, which can lead to more innovative solutions. Fitbit's new device includes features such as heart rate tracking, oxygen level measurement, and sleep analysis. These features must be accurate and user-friendly to compete with rivals like Apple and Garmin.

When external stakeholders—such as healthcare professionals or research partners—are involved, they provide specialised knowledge about health monitoring trends and medical accuracy. This makes the device more useful for customers and enhances Fitbit's reputation in the digital health market. Christopher, Payne and Ballantyne (2013) explain that strong stakeholder engagement increases value creation because stakeholders contribute new ideas.

Collaboration also helps improve the design of the mobile application, which supports the device. User feedback from early testers provides practical suggestions for improving usability, layout, or settings. This improves the customer experience and strengthens customer loyalty.

5.3 Higher Product Quality

Another key impact of stakeholder engagement is improved product quality. The QA team, engineers, suppliers, and regulatory bodies all influence the final performance of the device. Regular communication between these groups ensures the device meets UK health and safety standards and performs accurately during testing.

For example, QA teams may discover sensor inaccuracies, battery problems, or connectivity issues. Early detection allows the engineering team to fix problems before mass production begins. Suppliers can provide alternative components if needed. This reduces the risk of customer complaints after launch.

High-quality products strengthen brand reputation and reduce return rates, which improves overall business performance.

5.4 Enhanced Coordination and Faster Project Delivery

Stakeholder engagement also improves coordination across departments. The 4Cs model—Communication, Coordination, Cooperation, and Collaboration—helps stakeholders work efficiently together (Ellis, Gibbs and Rein, 1991). When coordination is strong, the project moves faster because teams understand their responsibilities and communicate clearly.

For example, marketing and sales teams must coordinate with engineers to know when the device will be ready. If they receive unclear or late updates, they may advertise inaccurate information. Regular communication ensures everyone works with the same timeline, reducing errors and preventing last-minute confusion.

Effective coordination also supports staff training. Customer service teams receive early information about how the device works, which prepares them to help customers after launch.

5.5 Better Risk Management

Strong stakeholder engagement reduces risks during the project. Risks can include delays in the supply chain, design faults, regulatory compliance issues, or negative customer

feedback. If stakeholders are engaged early, they can help identify risks before they become serious problems.

For example:

- Suppliers inform Fitbit about potential shortages
- Regulatory bodies highlight compliance issues
- QA teams report testing risks
- Sales teams warn about market competition

By sharing risk information, Fitbit can make better contingency plans and avoid costly mistakes. This improves financial performance and supports a smooth product launch.

5.6 Stronger Relationships and Trust

Stakeholder engagement builds trust inside the organisation and with external partners. Trust encourages cooperation and reduces conflict, which improves productivity. When stakeholders feel respected and included, they are more motivated to support the project (Freeman, 1984).

For instance, suppliers who trust Fitbit are more likely to offer flexible delivery options or quick responses during urgent situations. Internally, employees feel more valued when their ideas and feedback are considered during decision-making.

Better relationships also support long-term partnerships. Strong collaborations with healthcare organisations or retail partners can lead to future business opportunities, such as new product lines or expanded services.

5.7 Positive Impact on Market Competitiveness

Stakeholder engagement can strengthen Fitbit's competitive position in the UK market. Engaged stakeholders help the company respond faster to market trends and customer needs. If Fitbit understands customer preferences early, it can create attractive features that differentiate the device from competitors.

Good engagement with marketing and sales teams ensures the company communicates the device's features clearly and effectively to customers. This increases product visibility both online and in retail stores, improving sales performance.

5.8 Summary of Impact

Overall, stakeholder engagement has a significant positive effect on Fitbit UK's business performance. It improves decision-making, increases innovation, enhances product quality, reduces risks, and strengthens relationships. These benefits help the company complete the project successfully and launch a competitive new device within the planned six-month period.

6. Recommendations for future stakeholder engagement

Based on the evaluation of stakeholder engagement and its impact on Fitbit UK's business performance, several recommendations can help the organisation strengthen engagement in future projects. These recommendations focus on improving communication, building stronger relationships, enhancing coordination, and reducing potential risks.

6.1 Develop a Long-Term Stakeholder Engagement Strategy

Fitbit UK should create a long-term engagement strategy instead of treating engagement as a short-term project activity. A long-term plan helps the company maintain strong relationships with key partners, suppliers, and healthcare organisations. Ashcroft (2017) notes that stable and continuous relationships increase trust and support future collaboration. This strategy should include regular reviews, relationship-building activities, and annual stakeholder analysis updates.

6.2 Improve Digital Communication Tools

Fitbit should invest more in modern communication platforms such as Trello, Asana, or Jira to support collaboration. These tools make it easier to track progress, share documents, and coordinate tasks across teams. Better digital systems reduce communication gaps and improve coordination between internal departments and external partners (Ellis, Gibbs and Rein, 1991).

6.3 Provide Stakeholder Engagement Training for Staff

Employees involved in new projects should receive training on stakeholder engagement skills, including active listening, conflict resolution, and negotiation techniques. This training will help teams communicate more clearly and manage expectations effectively. Strong interpersonal skills also reduce misunderstandings and support positive work relationships (Christopher, Payne and Ballantyne, 2013).

6.4 Strengthen Collaboration with Healthcare Organisations

To improve device accuracy and health-market relevance, Fitbit UK should increase collaboration with hospitals, research groups, and medical professionals. These stakeholders bring specialised health knowledge, which can improve product quality and innovation. Early collaboration also helps ensure compliance with UK medical and data protection regulations.

6.5 Improve Supplier Relationship Management

Fitbit should create a formal supplier management system to monitor supplier performance, risks, and delivery reliability. This system can include regular supplier meetings, performance scorecards, and shared forecasting information. Better supplier engagement reduces delays, improves production efficiency, and supports high product quality.

6.6 Increase Customer Engagement Through Feedback Channels

Fitbit should use customer surveys, online communities, and early product testing programmes to collect customer opinions before launching new devices. Customer feedback helps improve design features and ensures the product matches user needs. Strong customer engagement increases satisfaction and loyalty (Freeman, 1984).

6.7 Use the RACI Matrix Earlier in Future Projects

Fitbit should apply the RACI matrix at the beginning of each project to clarify roles and responsibilities. This reduces conflict, increases coordination, and supports faster decision-making. The RACI matrix also helps prevent work duplication and ensures all stakeholders understand their tasks.

6.8 Regularly Review the Engagement Plan

Finally, Fitbit should review stakeholder engagement tools—such as the communication plan and engagement plan—every month during major projects. Regular review helps the team adapt to changes in stakeholder needs, timelines, or risks.

7. Conclusion

This report has shown that stakeholder engagement is an essential part of the successful launch of Fitbit UK's new wearable health device. The project involves many different internal and external stakeholders, each bringing important skills, knowledge, and resources. By applying models such as the SWOT analysis, SMART objectives, Mendelow's Matrix, RACI Matrix, communication plan, and the 4C's model, the report demonstrated how stakeholder engagement can support effective project planning, coordination, and delivery.

The analysis showed that Fitbit's internal stakeholders - such as the product development team, marketing department, finance team, and senior management - play a central role in planning and producing the device. External stakeholders, including suppliers, customers, healthcare partners, and regulatory bodies, provide essential support, technical knowledge, and market feedback. Understanding their interests, influence, and expectations allows the project manager to communicate more effectively, reduce misunderstandings, and improve cooperation.

The report also highlighted that engaging stakeholders early and consistently reduces risks and potential conflicts during the project. Using the 4C's model - communication, coordination, cooperation, and collaboration - helps the project manager keep stakeholders aligned with project goals. Effective communication builds trust, while collaboration helps the organisation use the experience and strengths of each stakeholder group.

The evaluation showed that strong stakeholder engagement has a positive impact on business performance. It increases product quality, improves innovation, raises customer satisfaction, and supports compliance with regulations. It also helps the organisation launch products on time and maintain a competitive position in the UK health technology market.

Finally, several recommendations were provided to help Fitbit UK improve stakeholder engagement in the future. These include developing a long-term engagement strategy, improving digital communication tools, offering training, strengthening relationships with healthcare organisations, and using formal engagement tools more consistently.

Overall, the success of the new wearable device strongly depends on how well Fitbit UK manages and engages its stakeholders throughout the project. Effective engagement not only supports the current product launch but also contributes to long-term organisational growth and innovation.

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