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An Individual Report on Stakeholder Engagement

Module: LCLM5001- Understanding and Engaging Stakeholder
The Connect Plus Platform Rollout

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EXECUTIVE SUMMARY

This academic and strategic project report evaluates stakeholder management, engagement frameworks, and strategic governance for the international rollout of "Connect Plus" an advanced, digitally enhanced customer loyalty, wellness, and engagement platform designed for Holland & Barrett, a leading UK based international health and wellness retail organisation. Scheduled for deployment across domestic and diverse international markets (such as Ireland, the Netherlands, and expanding digital markets) within six months, Connect Plus integrates AI-driven hyper personalised wellness recommendations (mirroring innovations like the H&B ecosystem), omnichannel mobile rewards, and real time customer data insights. The primary purposed of this report establish a rigorous, academically grounded, and operationally robust stakeholder engagement strategy. By leveraging established strategic management theories including Freeman's Stakeholder Theory, Mitchell, Agle, and Wood's Saliience Model, Mendelow's Power-Interest Matrix, and the 4C's Engagement Framework this report identifies, categorises, and plans for the effective management of complex internal and external stakeholder networks across multiple geographic and cultural jurisdictions.

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1.0 INTRODUCTION TO HOLLAND & BARRETT

Holland & Barrett is a major British multinational health and wellness retail chain founded in 1870. It operates over 1,300 stores across the UK and Ireland alongside a fast-growing e-commerce platform, supplying vitamins, minerals, supplements, specialist foods, and natural beauty items. Holland & Barrett reported 11% year-on-year revenue growth for the financial year ending (Annual report 2026)

Holland & Barrett integrates long-term sustainability as a core operational capability under its "Backing Every Body strategy. Guided by the philosophy that you cannot be well on a sick planet, the company embeds environmental, social, and governance (ESG) standards directly into its supply chain, product ranges, and customer choices. September 30, 2025, bringing total revenue to £981 million. Holland & Barrett reported its FY2025 annual results in March 2026, achieving an 11% year-on-year revenue growth to £981 million for the 12 months ending September 30, 2025. This marks their third consecutive year of double-digit growth, putting the company on track to surpass £1 billion in annual revenue. (Annual report 2026)

Holland & Barrett will use AI-driven personalised recommendations, mobile-based rewards and customer insight data to improve customer retention management decision-making and brand differentiation.

Also, Connect Plus, a digitally enhanced customer loyalty and engagement platform across selected local and international markets within six months.

2.0 OBJECTIVE OF THE PROJECT (SMART)

OBJECTIVE	SPECIFIC	MEASURABLE	ACHIEVABLE	RELEVANT	TIME-BOUND
Improve Stakeholders Engagement	Develop and implement a comprehensive engagement plan for loyalty program members (Rewards for life) and wellness experts	Engagement levels will be measured through active app usage rates surveys, and feedback forms.	Allocate resources and assign responsibilities to the digital marketing and customer experience teams.	Enhancing engagement aligns with Holland & Barret's strategic goals of promoting a healthier lifestyle and personalized wellness.	Complete implementation by the end of month one
ENHANCE COMMUNICATION STRATEGIES	Create a detailed communication plan regarding product benefits and clean ingredients for both internal store associates (Qualified to advise) and customers.	Track email open rates, videos training completion rates among staff, and digital platform engagement	Use existing internal training portals and customer communication channels (app, website, email).	Clear communication is critical for transparency, building trust in health products, and empowering staff to advise customers safely.	Roll out the new communication plan by the end of month two
INCREASE SUSTAINABILITY AWARENESS	Organise workshops and educational campaigns focused on Holland & Barret's zero-waste packaging goals and cruelty-free/vegan product options	Measure the number of campaigns launched, workshop attendance, and customer interaction on social sustainability post.	Partner with internal product sustainability experts and leverage in store/online marketing channels.	Raising awareness supports Holland & Barret's commitment to ethical sourcing planet friendly health, and clean beauty.	Conduct at least 5 major educational campaigns/ workshops by the end of month three
IMPROVE SUPPLY CHAIN TRANSPARENCY	Implement a supply chain traceability tool that allows customers to track the sourcing and ethical standards of raw ingredients (e.g. Vitamins, honey, and oils.)	Track the customer adoption rate, QR code scans on product labels, and usage frequency of the traceability tool.	Develop the tool using existing IT infrastructure and collaborate closely with trusted global agricultural and laboratory suppliers.	Enhancing supply chain transparency is essential for proving ingredient purity, maintaining ethical standards, and gaining customer trust in health products.	Launch the ingredient traceability tool by the end of month four
INCREASE CUSTOMER SATISFACTION	Conduct specialized customer satisfaction surveys focused on in-store health advice quality and product efficacy and use the data to improve training and inventory.	Measure customer satisfaction (CSAT) and net promoter scores (NPS) before and after implementing changes.	Use existing customer feedback software and incentivize participation through the Rewards for life loyalty program points,	High customer satisfaction is crucial for retaining wellness consumers, growing the brand's loyal community and ensuring reliable health advice.	Conduct initial wellness surveys by the end of Q1 2026 and follow-up evaluation surveys by the end of month five

3.0 IDENTIFYING KEY STAKEHOLDERS

3.1 IDENTIFICATION OF THE STAKEHOLDERS

Internal and External stakeholders have been identified based on their relationship to the project, Internal and External Stakeholders.

Stakeholder Type	Stakeholder Group	Roles and Responsibilities
Internal	Employee	Serve customers, provide advice about health and wellness product, maintain store standard, and support daily operations.
	Management	Develop business strategies, manage employees and operations, monitor financial performance, and ensure company objective are achieved.
	Board/Senior Leadership	Provide strategic direction, oversee business, performance manage risks and ensure accountability and good corporate governance.
	Shareholders / Owners	Provide investment, monitor business performance, and expect sustainable growth and financial returns.
External	Customers	Purchase health, wellness and nutritional products, provide feedback, influence product choices, and affect the company's reputation
	Suppliers	Provide products and ingredient, maintain quality standard, comply with ethical requirements, and ensure reliable delivery.
	Regulatory body	Ensure Holland & Barret complies with laws relating to food supplements, health claims, consumer protection, employment, and business operations.
	Local Communities	Are affected by Holland and Barret's stores and employment opportunities and may engage with the company's community and sustainability initiatives.
	Competitors	Influencer pricing product offering customer expectations and Holland & Barret's competitive strategy.

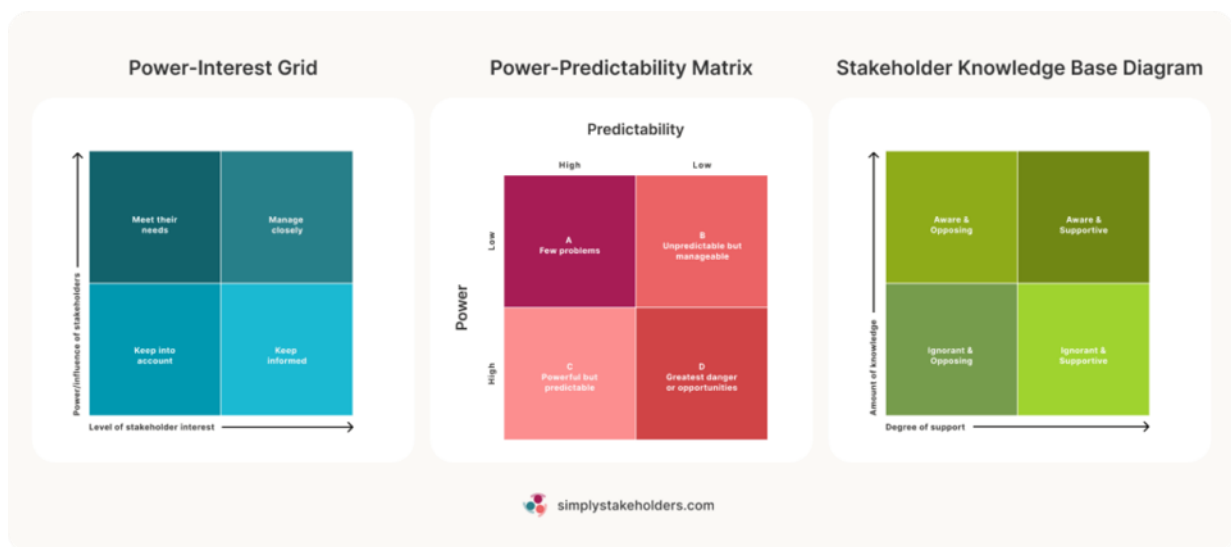
3.2 BENEFITS AND CHALLENGES

Stakeholder Group	Benefits	Challenges
Employees	Employee training and development opportunities improve skills and career growth. A positive workplace culture can increase employee motivation and engagement.	Managing employee expectations regarding pay, workload, and career progression can be challenging. High staff turnover in retail may affect customer service and operational efficiency.
Management	Effective stakeholder management helps improve decision-making and supports business growth. Feedback from employees and customers helps managers improve services and strategies.	Balancing short term sales targets with long term sustainability goals can be difficult. Managing changes in customer preferences and market competition requires continuous adaptation.
Board of directors	Strong governance improves corporate reputation and stakeholder trust. Strategic decision can support expansion and innovation within the health and wellness market.	Directors may face conflict between increasing profits and maintaining ethical and sustainable practices. Making decisions that satisfy all stakeholder group can be complex.
Shareholders	Growth in the health and wellness industry can create opportunities for increased returns on investment. Strong brand reputation can improve shareholder confidence.	Competition from online retailers and changing consumer behaviour may affect profitability. Investment in sustainability and ethical sourcing may increase costs.
Customers	Access to competitive pricing via Clubcard Prices. Wide availability of products through local Express stores and online delivery. Broad product range, including groceries and F&F clothing.	Managing the impact of food inflation on household budgets. Dealing with occasional product substitutions or delivery slot shortages during peak times.
Suppliers	Access to a massive consumer market and high-volume sales across hundreds of stores. Long-term collaborative partnerships with a trusted household brand.	Strict supplier terms and intense price negotiation pressures. Meeting rigorous sustainability and packaging.
The Environment/Society	Benefits from Holland & Barret robust net zero carbon commitments. Reduction of food waste through surplus redistribution programs.	Reducing carbon footprints across a complex, global transport and logistics network.

3.3 Stakeholder Analysis tools

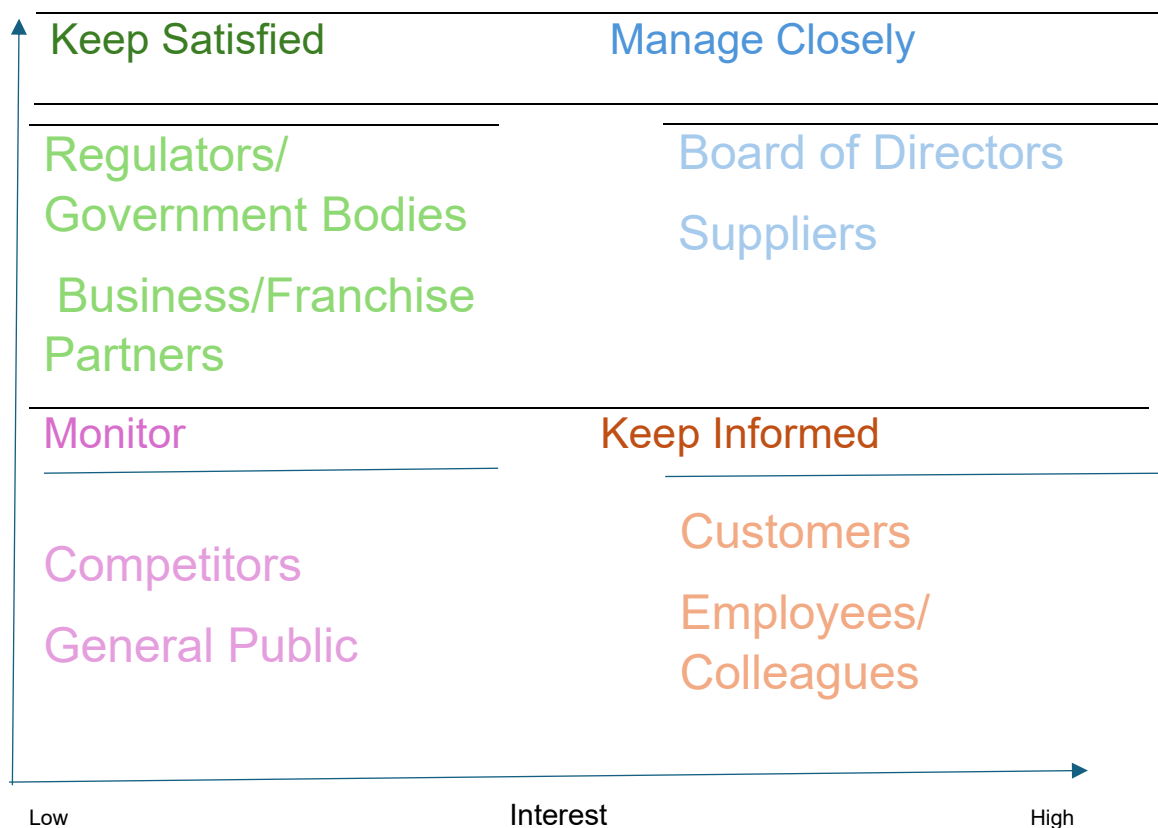
3.3.1 Stakeholder Map

Power/Interest Level	High Interest	Low Interest
High Power	Executive Management, Board of Directors	Regulatory Bodies Suppliers
Low Power	Employees, Customer	Communities NGOs



3.3.2

High Stakeholder Mapping for Holland & Barret



The stakeholder mapping identifies stakeholders according to their level of power and interest in Holland & Barrett. Stakeholders with high power and high interest, such as the board of Directors and key suppliers, should be managed closely because they can significantly influence the organization and are strongly interested in its performance. Regulators and business partners should be kept satisfied because they possess considerable influence but may have less day to-day interest in the organization. Customers and employees should be kept informed because they have a high level of interest in Holland & Barrett, even though their individual decision-making power is more limited. Finally, competitors and the public should be monitored because they have relatively low direct power and interest.

3.3.3 Stakeholder Assessment

Stakeholder Group/Person	Leve of Interest H/M/L	Level of Involvement H/M/L	Level of Influence H/M/L	Level Impacted by Project H/M/L
Internal to Project				
Project Management & Engineering Team	High	High	High	High
In-Store Wellness Advisors & Staff	High	High	Medium	High
Internal to Organization				
Executive Board & Senior Leadership	High	High	High	High
Marketing & Customer Insights Department	High	High	Medium	High
Legal, Compliance & Data Privacy Officers	High	Medium	High	High
External to Organization				
Customers (App & High Street Shoppers)	High	Medium	Medium	High
International Franchise Partners	Medium	Medium	Medium	High
External Technology & AI Vendors	Medium	Medium	Medium	Medium
Regulatory Authorities (U.K. GDPR / International)	High	Low	High	Low

Holland & Barrett's stakeholder assessment

Evaluates how interested, involved, influential, and impacted key internal and external partners are during the strategic rollout of digital omnichannel platforms like "Connect Plus". Active participation and alignment among internal partners such as executive management, project engineers, and frontline in-store wellness advisors directly dictate how effectively digital transformation strategies translate into daily operational improvements. For instance, senior leadership establishes long-term corporate growth and data governance goals, whereas store advisors are essential for championing personalised recommendations and building trust directly with shoppers.

Externally, key groups such as international franchise partners, technology platform vendors, and regulatory bodies carry significant weight regarding cross-border deployment, system stability, and strict compliance with digital privacy standards. Meanwhile, end-users and digital consumers remain central to the platform's long-term commercial viability, providing vital feedback loops for user experience (UX) and AI-driven personalization. Conducting this structured review allows project managers at Holland & Barrett to prioritize engagement resources efficiently, ensuring that stakeholder expectations across diverse international markets are met to drive sustainable business performance.

4.0 Roles of the manager in Engaging Stakeholder

4.1 Communication Plan

Stakeholder						
Group	Meeting		Reports			
	Weekly Meeting	Monthly Meeting	Weekly Project Status	Monthly Highlight Report	Monthly Newsletter	Exception Reports
Internal to Project						
Employees	X (F2F)		X (F2F)			
Management / Project	X (VC)	X (F2F)	X (PIP)	X (VC)		X (TC)
Board of directors		X(F2F)		X (F2F, VC)	X(E)	X (PIP, F2F)
External to Organisation						
Shareholders				X (VC, TC, F2F)	X (E)	
Customers					X (E)	
Suppliers			X F2F, E			
Regulatory Bodie						XE
NGOs / Advocacy Groups					X (E, VC)	
Local Communities					X (E, TC, VC)	

Key to Channels: **F2F** – Face to Face | **TC** – Teleconference | **VC** – Video Conference | **PIP**

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Project Intranet Page | **E** – Email

STAKEHOLDER COMMUNICATION PLAN

The primary objective of the communication plan matrix is to ensure that all key internal and external partners associated with Holland & Barrett's "Connect Plus" platform rollout remain informed, aligned, and actively engaged through structured channels (Clampitt, 2016). Tailoring communication modalities to the specific needs and governance levels of each stakeholder group minimizes operational friction during multi-market deployment.

For instance, internal project employees and in-store wellness advisors receive weekly face-to-face updates and progress reports to maintain operational readiness on the ground (Whittington et al., 2017). Management benefits from a hybrid mix of weekly video conferences, project intranet dashboards (PIP), and teleconference exception reports to track tactical and strategic alignment (Haslam and Shenoy, 2018). Meanwhile, the Board of Directors receives comprehensive monthly highlight reports and governance briefings via face-to-face meetings and secure executive emails (Morgan and Soin, 2018).

Externally, shareholders receive monthly highlight summaries and performance updates via digital communications, while suppliers and external technology vendors engage through weekly status sessions to safeguard supply chain and API integration efficiency. Regulatory bodies are engaged primarily through exception reporting and compliance audits to manage adherence to U.K. GDPR and international data standards (Hawkins et al., 2018). Finally, local communities and advocacy groups are kept informed through regular monthly newsletters detailing corporate social responsibility (CSR) initiatives and sustainable business practices.

4.2 LEVEL OF ENGAGEMENT

Stakeholder Category	Unaware	Resistant	Neutral	Supportive	Leading
Wellness Advisor & Staff			C		D
Project Management & Engineering Team				C	D
Executive Board/ Senior Leadership				C	D
Shareholders & Investors			C		D
Retail & Digital shoppers				C	D
External Technology & AI Vendor		C		D	D
Regulatory Bodies.			C		D
Health Advocacy Groups & NGOs				C	D
Communities				C	D

The Stakeholder's engagement assessment matrix evaluates the transition required between current (C) and desired (D) involvement states across Holland & Barret's connect plus digital rollout.

Frontline in store wellness advisor currently operate in a neutral (C) capacity as digital tools are introduced alongside physical retail task. Moving these employees to a leading d state is

critical, as their face-to-face consultation roles directly drive customer adoption of personalized health recommendation.

The project management team and executive board are presently supportive. (C) but must shift to leading (D) positions to enforce strategic alignment, uphold data privacy standards, and ensure adequate budget allocation across physical and digital channels.

Externally, technology vendors are identified as currently resistant (C) due to API integration complexities and tight delivery timelines. A tailored engagement strategy aims to shift vendors to a supportive D stance through structured weekly status meetings. Meanwhile, key external groups including Shareholders, Regulatory Bodies, and local Communities maintain a neutral C stance, elevating their involvement to supportive or leading D ensures robust data privacy compliance U.K transparent performance reporting and sustained public trust in Holland & Barrett's expanding health ecosystem.

4.3 RACI MATRIX

Project Task / Activity	Project Manager	IT / Tech Team	In-Store Wellness Advisors	Board of Directors	Suppliers & Vendors	Marketing Team
Project Initiation & Charter Approval	A	C	I	R	I	I
System Architecture & Platform Design	C	R/A	I	I	C	I
API & Supplier Integration	C	R/A	I	I	R	I
In-Store Staff Training & Change Management	A	C	R	I	I	C
Customer Marketing & Omnichannel Campaigns	A	I	I	I	I	R
Data Privacy & Regulatory Compliance	A	R	I	C	C	I
Go-Live Execution &	A	R	C	I	C	C

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

The RACI matrix enables to Holland & Barrett to systematically define roles and operational responsibilities across a broad spectrum of project activities. This framework fosters individual accountability and seamless cross functional collaboration individuals designated as Responsible (R) actively execute task deliverables, such as operational teams driving stakeholder engagement strategies Accountable (A) leader oversees high level strategic decision making and ensure project completion. Stakeholder groups designated as Consulted (C) such as the Board of directors and external NGOs provide subject matter expertise and strategy alignment. Finally, informed (I) stakeholders such a retail customers and regulatory bodies are kept updated on milestone and outcomes via structured one-way communication channel by establishing clear operational ownership the RACI model minimises organisational friction, enhances governance, and aligns project outcomes with holland & Barrett over arching strategic and sustainability goals.

5.0 IMPORTANCE OF STAKEHOLDER ENGAGEMENT

5.1 JUSTIFICATION OF THE STATEMENT

According to Gable and Shireman (2005), meaningful stakeholder engagement goes beyond isolated, short-term tactics; it requires an interconnected systems approach that fundamentally reshapes how an organization operates. This claim is well demonstrated by **Holland & Barrett's** comprehensive rollout of the **Connect Plus** platform, which embeds stakeholder collaboration across all operational tiers to align with long-term digital health, wellness, and sustainability goals.

Systems Approach to Stakeholder Engagement

Holland & Barrett demonstrates a systems approach by combining omnichannel digital retail transformation with corporate social responsibility (CSR) and health-focused advisory services. Sustainability and customer wellness are core business drivers rather than superficial marketing ploys.

For instance, Holland & Barrett has invested heavily in digital infrastructure and employee training initiatives such as specialized training programs for in-store wellness advisors to ensure that staff are equipped to guide customers through personalized health journeys (Holland & Barrett Annual Report, 2025). This integration represents a true systems approach,

as frontline feedback directly influences platform updates, inventory management, and digital health consultations.

Furthermore, external collaboration with technology vendors, ethical suppliers, and regulatory bodies reinforces this holistic model. By working closely with verified suppliers and health certification bodies, Holland & Barrett ensures strict compliance with product safety standards and sustainable sourcing. These partnerships extend beyond basic regulatory compliance; they foster co-created solutions that benefit both business growth and consumer well-being. Transparent supply chain tools and digital data sharing build high levels of trust and accountability across the entire retail network.

3. Transformative Impact on Retail and Brand Identity

The most significant indicator of stakeholder engagement as a transformative force is how Holland & Barrett has strengthened its market position as a trusted wellness authority. Through strategic engagement with customers, employees, and health experts, the brand has evolved from a traditional high-street supplement retailer into an integrated omnichannel wellness ecosystem.

- **Customer-Centric Innovation:** Customer feedback directly drives platform development, leading to features such as personalized vitamin consultations, digital loyalty integration, and streamlined click and collect services.
- **Employee Empowerment:** Equipping in-store wellness advisors with advanced digital tools transforms staff from transactional cashiers into trusted health consultants, boosting employee satisfaction and customer retention.
- **Long-Term Strategic Growth:** Strategic investments in scalable technology platforms and sustainable supply chains allow Holland & Barrett to meet rising consumer demand for ethical, health-conscious products while driving profitable, long-term growth.

5.2 Impact of sustainable stakeholder

Area	Key Performance indicators (KPLs)	Sustainable Stakeholder / CSR Activities	Impact on Organisational Performance / Sustainability Goals
Financial Performance	- Revenue growth rate - Profit margin - Return on investment (ROI)	- Investment in sustainable product and services. - Responsible sourcing. - investment in long term sustainability initiatives	- Sustainable products can attract environmentally conscious customer. - Responsible sourcing can reduce reputational and supply chain risks. - Sustainability can support long- term business growth.
Operational Efficiency	- Supply chain efficiency - Inventory turnover - Production / fulfilment time - Energy efficiency	- ESG checks for suppliers - Responsible procurement - Reducing waste and packaging - More efficient stores and operations	- More efficient use of resources can reduce operating cost - Better supplier management can improve supply chain resilience - Efficient stores can reduce energy consumption and environmental impact H & B has introduce more efficient lighting and recyclable
Brand Reputation	- Customer satisfaction - Brand loyalty - Net Promoter score (NPS) - Customer trust	- Transparent sustainability claims - Ethical and sustainable products - Providing customers with sustainability information	- Greater Transparency can increase customer trust and loyalty. - H&B partnered with Provenance to provide validated sustainability information on products
Employee Engagement	- Employee retention rate - Employee Satisfaction	- Employee training and development - Diversity and inclusion	- Training can improve employee knowledge and customer service. - Higher engagement can

		• Employee wellbeing initiatives • Equal opportunities.	improve retention and productivity
Environmental Impact	• Carbon emissions • Energy consumption • Waste reduction	• Carbon reduction initiatives • Sustainable Packaging	• Lower energy use and waste can reduce environmental impact and potentially operating cost
Supply Chain & Suppliers	• Suppliers meeting ESG requirement • Supplier compliance	• ESG due diligence • Human rights requirement	• Strong supplier relationships can improve product quality and reduce
Customer & Community Impact	• Customer satisfaction • Customer participation in sustainability initiatives.	• Making health and wellness more accessible • Supporting health equity • Women's Wellness Commitment.	• Meeting social needs can strengthen customer relationships and brand reputation • Focuses on access, health equity research and product innovation

Sustainable stakeholders have an impact on Holland & Barrett's organisational performance because customer, employees, suppliers and communities increasingly expect the company to operate responsibly. In response, H&B has introduced responsible sourcing, sustainability transparency, employee development and environmental initiatives.

These activities can improve brand reputation, customer trust, employee engagement, operational efficiency and long-term financial performance.

6.0 RECOMMENDATION

Category	Recommendation	Description
Internal Efforts	Enhance Employee Training and Development	Wellness advisors through the natural health academy with focused modules on Connect Plus digital features and ethical health advice. This builds a knowledgeable workforce that drives the company
	Strengthen Internal Communication	Establish interactive communication channels, such as project intranet dashboards and biweekly briefings, ensuring all staff stay aligned with project milestones. Open feedback loops reduce friction during system deployment
Honing Brand	Enhance customer Engagement	Launch targeted omnichannel marketing campaigns that showcase Holland & Barrett commitment to personalised health, sustainable sourcing, and CSR initiatives, transparent, messaging, strengthens customer trust and builds brand loyalty.

Conclusion

The strategic implementation of Holland & Barrett's Connect Plus platform demonstrates the necessity of a holistic, systems-based approach to stakeholder engagement. By systematically mapping key internal and external stakeholders, establishing clear RACI governance, and tailoring communication channels to specific audience needs, Holland & Barrett effectively minimises operational friction while driving digital transformation. Crucially, aligning technological innovation with corporate social responsibility (CSR) and sustainable practices strengthens brand identity, enhances employee empowerment, and fosters deep customer.

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