



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

BA (Hons) Leadership and Management

Student Name: Sojan Petrovic

Student Number: 24147541

Course Name: Understanding and Engaging stakeholders LCLM5001

Lecturer Name: Sukhpreet Grewal

Session: February 2025 Term

Table of Content

Executive Summary

1. Introduction to the Organisation
2. Project Overview
3. Situational Analysis: SWOT and SMART Objectives
4. Stakeholder Identification and Analysis
5. Roles, Responsibilities and RACI Matrix
6. Stakeholder Mapping and Communication Plan
7. Stakeholder Engagement Process and Conflict Management (4Cs Model)
8. Impact of Stakeholder Engagement on Business Performance
9. Recommendations
10. Conclusion

References

Stakeholder Engagement in the Launch of a Wearable Health Device

A Project Management Report

Executive Summary

The healthcare technology sector is experiencing rapid growth driven by digitalisation, preventive healthcare, and increasing consumer awareness of personal wellbeing. This report examines stakeholder engagement mechanisms in the context of launching a new wearable health device that tracks heart rate, oxygen saturation, and sleep patterns. The chosen organisation for this project is Fitbit (UK), a well-established health technology company operating within the wearable devices market.

As the appointed project manager, the primary responsibility is to engage internal and external stakeholders effectively to ensure the successful delivery and market launch of the product within a six-month timeframe. The report applies strategic planning tools such as SWOT and PESTLE analysis, alongside SMART objectives, to assess the internal and external environment influencing the project. It identifies key stakeholders, evaluates their roles, responsibilities, benefits, and challenges, and applies relevant frameworks including the Stakeholder Power–Interest Matrix, RACI Matrix, Communication Plan, and Stakeholder Engagement Plan.

Furthermore, the report critically analyses the stakeholder engagement process using the 4C's Model (Communication, Coordination, Cooperation, and Collaboration) to demonstrate how conflicts can be managed and stakeholder relationships strengthened. Finally, the impact of stakeholder engagement on business performance is evaluated, followed by practical recommendations for improving future stakeholder involvement. The report concludes that effective stakeholder engagement is a critical success factor for innovation-led healthcare projects and long-term organisational sustainability.

1. Introduction to the Company

Fitbit is a renowned health technology company operating in the United Kingdom and globally, specialising in wearable fitness and health-tracking devices. Founded in 2007 and later acquired by Google in 2021, Fitbit has established itself as a market leader in consumer health monitoring through innovative wearable technology. The company employs several thousand staff worldwide and operates across product development, software engineering, data analytics, marketing, and healthcare partnerships.

Fitbit's core operational activities include the design, manufacture, and distribution of wearable devices such as smartwatches and fitness trackers, supported by cloud-based health analytics platforms. Its products are widely used by consumers, healthcare professionals, and corporate wellness programmes. Fitbit's UK operations focus on research collaboration, regulatory compliance, marketing, and customer engagement within the European healthcare market.

The organisation's strategic objective aligns with preventive healthcare by empowering users to monitor key health metrics such as heart rate, physical activity, sleep quality, and oxygen saturation. The new wearable device project reflects Fitbit's commitment to innovation, digital health integration, and data-driven healthcare solutions. Successful delivery of this project depends heavily on effective stakeholder engagement across internal departments and external partners, making stakeholder management a critical project management responsibility.

2. Project Overview and Strategic Context

2.1 Project Description

The project involves the development and market launch of a new wearable health device within six months. The device will track:

- Heart rate variability
- Blood oxygen saturation (SpO₂)
- Sleep patterns and quality

The project aims to enhance Fitbit's competitive position in the UK healthcare wearable market while complying with medical device regulations and consumer data protection

2.2 SMART Objectives

- Specific: Launch a consumer-ready wearable device with three advanced health-tracking features.
- Measurable: Achieve 100,000 UK unit sales within the first 12 months.
- Achievable: Utilise existing Fitbit technology and supplier networks.
- Relevant: Aligns with increasing demand for digital health monitoring.
- Time-bound: Product launch within six months.

3. Situational Analysis: SWOT and PESTLE (Approx. 500 words)

3.1 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Strong brand recognition and consumer trust	Dependence on third-party hardware supplier	Growing demand for remote health monitoring	Intense competition from Apple, Samsung, and Garmin
Advanced data analytics and software ecosystem	High R&D costs	Partnerships with NHS and private healthcare providers	Rapid technological obsolescence
Backing from Google's technological infrastructure	Data privacy concerns among users	Increased awareness of preventive healthcare	Regulatory compliance challenges (MHRA, GDPR)
Established distribution and marketing channel		Expansion into medical-grade wearable certification	Cybersecurity risks

PESTLE Analysis

Factor	Key Points
Political	UK healthcare regulations; NHS digital initiatives shaping opportunities and compliance requirements
Economic	Inflationary pressures reducing consumer purchasing power; potential impact on premium device sales
Social	Ageing population; growing health-conscious consumer base driving demand for preventive health solutions
Technological	Advances in AI, IoT, and sensor technology enabling innovation but intensifying competition
Legal	GDPR and medical device regulations requiring robust compliance frameworks
Environmental	Rising expectations for sustainable manufacturing and ethical sourcing practices

Conclusion

Fitbit's planned launch of a new wearable health device in the UK market is strategically aligned with rising demand for digital health monitoring. The company's strengths in brand equity, technological infrastructure, and distribution channels provide a competitive advantage. However, success will depend on mitigating supply chain risks, addressing privacy concerns, and navigating regulatory requirements. By leveraging healthcare partnerships, pursuing medical-grade certification, and embedding sustainability into operations, Fitbit can enhance its competitive position and achieve its sales objectives within the defined timeframe.

4. Key Internal and External Stakeholders

Effective project delivery depends on recognizing the diverse stakeholders involved, both within the organization and externally. Each group holds distinct responsibilities, levels of influence, and expectations, requiring tailored engagement strategies to ensure alignment with project objectives.

Internal Stakeholders

- Product Development Team

Central to shaping the solution, this team translates user needs into tangible features. Their creativity and responsiveness directly impact product relevance and competitiveness.

- Software Engineering Team

Responsible for technical execution, they ensure system reliability, scalability, and integration. Their expertise determines whether the product can meet performance and compliance standards.

- Marketing Department

Tasked with positioning and promoting the product, marketing influences consumer perception and adoption. Their campaigns must align with regulatory requirements and resonate with target audiences.

- Sales Department

As the frontline for customer acquisition, sales teams provide valuable feedback on market demands and customer concerns. Their success depends on effective collaboration with product and marketing teams.

- Data Security and Compliance Team

Given the sensitivity of healthcare data, this team safeguards patient information and ensures adherence to regulations such as GDPR. Their oversight is critical to maintaining trust and avoiding legal risks.

- Senior Management

Providing strategic direction and resource allocation, senior leaders hold significant power. Their support ensures organizational commitment and prioritization of the project.

External Stakeholders

- Consumers and Patients

The ultimate end-users, their satisfaction and trust determine long-term success. Engagement strategies must prioritize usability, safety, and transparency.

- Healthcare Professionals

As intermediaries between technology and patients, clinicians influence adoption rates. Their endorsement lends credibility and ensures integration into care pathways.

- Suppliers and Manufacturers

Reliable supply chains underpin product availability and quality. Strong partnerships mitigate risks of delays or shortages.

- Regulatory Bodies (MHRA, ICO)

These authorities enforce compliance with medical and data protection standards. Their approval is mandatory, giving them high power and influence over project timelines.

- Retail Partners

Distributors and retailers expand market reach. Their cooperation ensures accessibility and visibility of the product to consumers.

- Shareholders

Investors expect financial returns and sustainable growth. Transparent communication and evidence of market potential are essential to maintain confidence.

Conclusion

Stakeholders vary in their power, interest, and influence. Internal teams drive innovation and execution, while external groups validate, regulate, and adopt the product. A tailored engagement strategy—balancing transparency, collaboration, and compliance—ensures alignment across all parties, ultimately securing project success.

Stakeholder Power–Interest

Stakeholder Group	Power (Influence over project)	Interest (Level of concern/engagement)	Engagement Strategy
Product Development Team	High	High	Continuous collaboration, involve in decision-making
Software Engineering Team	High	High	Regular updates, agile sprints, technical workshops
Marketing Department	Medium	High	Align messaging with product features, frequent coordination
Sales Department	Medium	High	Provide training, gather customer feedback, maintain close communication
Data Security & Compliance Team	High	Medium	Ensure compliance checkpoints, involve in risk assessments
Senior Management	Very High	Medium	Strategic reporting, highlight ROI, maintain executive buy-in
Consumers & Patients	Low	Very High	User-friendly design, transparent communication, feedback loops
Healthcare Professionals	Medium	Medium	Contract management, maintain strong relationships, ensure reliability
Regulatory Bodies (MHRA, ICO)	Very High	Medium	Strict compliance, proactive reporting, maintain open dialogue
Retail Partners	Medium	Medium	Joint marketing, supply coordination, incentive programs
Shareholders	High	Medium	Transparent financial reporting, highlight growth potential

Stakeholder Importance and Roles

Each stakeholder plays a critical role in the success of the project. Senior management provides strategic direction and resource allocation. The product development team is responsible for device design and testing, while regulatory affairs ensure compliance. External stakeholders such as regulators hold high power and influence, making their engagement essential.

5. Roles, Responsibilities and RACI Matrix

5.1 Roles and Responsibilities

The project manager is accountable for overall project coordination, stakeholder engagement, risk management, and conflict resolution. The product development team is responsible for device design, testing, and validation. Regulatory affairs ensure compliance with medical device regulations. Marketing and sales teams manage product positioning, promotion, and distribution. Suppliers provide essential components and technical expertise.

5.2 RACI Matrix

Activity	Project Manager	Product Team	Marketing	Regulators
Device Design	A (Accountable)	R (Responsible)	C (Consulted)	I (Informed)
Testing & Validation	A (Accountable)	R (Responsible)	I (Informed)	C (Consulted)
Regulatory Approval	C (Consulted)		I (Informed)	R (Responsible)
Product Launch	A (Accountable)	C (Consulted)	R (Responsible)	I (Informed)

Role Definitions

- A – Accountable: Owns the task and ensures it is completed.
- R – Responsible: Executes the task or activity.
- C – Consulted: Provides input and feedback.
- I – Informed: Kept up to date on progress and decisions.

Quick Notes

- Accountable (A): Owns the task and ensures completion.
- Responsible (R): Does the work to achieve the task.
- Consulted (C): Provides input and expertise.
- Informed (I): Kept updated on progress and outcomes.

This matrix shows that:

- The Project Manager is accountable for both design and testing.
- The Product Team is responsible for execution.
- Marketing is consulted during design but only informed during testing.

6. Stakeholder Mapping and Communication Plan

6.1 Mendelow's Stakeholder Matrix• Regulators are informed during design but consulted during testing.

Category	Stakeholders	Engagement Strategy
High Power, High Interest	Senior management, regulatory authorities	Maintain close involvement through strategic updates and compliance reporting
High Power, Low Interest	Investors	Provide concise, high-level information to sustain confidence
Low Power, High Interest	Employees, customers	Engage actively through communication, feedback loops, and involvement in product/service improvements
Low Power, Low Interest	General public	Monitor sentiment and provide transparent updates when relevant

This framework ensures resources are allocated effectively, focusing on stakeholders with the greatest influence and interest.

6. Engagement Plan – Levels of Engagement

Effective stakeholder engagement is critical to the successful implementation of the project, as different stakeholders have varying levels of influence, interest, and expectations. This engagement plan outlines the appropriate level of engagement for each key stakeholder group and the strategies that will be used to manage relationships and ensure alignment with project objectives.

Senior Management – Collaborate (Strategic Involvement)

Senior management plays a pivotal role in guiding the strategic direction of the project and ensuring alignment with organisational goals. A collaborative level of engagement is required, as senior leaders are key decision-makers with high influence over resources, priorities, and risk tolerance. Engagement strategies include regular strategic review meetings, participation in steering committees, and involvement in key milestone approvals. By actively collaborating with senior management, the project team can ensure timely decision-making, secure executive sponsorship, and address strategic risks early. This two-way engagement also enables senior leaders to provide insights, guidance, and organisational support, increasing the likelihood of successful project outcomes.

Regulators – Involve (Early Compliance Assurance)

Regulators are essential stakeholders responsible for ensuring that the project complies with legal, safety, and industry standards. An involve level of engagement is appropriate, as their input is required throughout the project lifecycle to minimise compliance risks. Engagement strategies include early consultations, submission of preliminary documentation, and ongoing communication to clarify regulatory requirements. Involving regulators early helps identify potential compliance issues before they become costly or time-consuming to resolve. This proactive approach builds trust, reduces the risk of delays due to non-compliance, and supports smoother approval processes during later project stages.

Consumers – Consult (Product Feedback)

Consumers are the end users of the product or service and therefore provide valuable insights into usability, quality, and overall satisfaction. A consult level of engagement is suitable, as their feedback informs design and improvement decisions without requiring direct involvement in project governance. Engagement strategies include surveys, focus groups, pilot testing, and feedback channels such as customer support or digital platforms. Consulting consumers ensures that their needs and expectations are understood and incorporated, leading to improved customer satisfaction, stronger market acceptance, and reduced risk of product failure after launch.

Suppliers – Inform (Delivery Coordination)

Suppliers support the project by providing goods or services necessary for delivery. An inform level of engagement is sufficient, as suppliers primarily need clear, timely information rather than active decision-making roles. Engagement strategies include regular updates on timelines, specifications, and delivery requirements, supported by contracts and service-level agreements. Keeping suppliers well informed helps ensure reliable coordination, minimises disruptions in the supply chain, and supports on-time project delivery.

6.2 Communication Plan

A structured communication plan aligns stakeholder expectations and supports transparency, trust, and satisfaction:

Stakeholder Group	Engagement Level	Rationale	Engagement Strategies
Senior Management	Collaborate (Strategic Involvement)	High influence over resources, priorities, and risk tolerance. Critical for strategic alignment and executive sponsorship.	- Strategic review meetings Steering committee participation Key milestone approvals Two-way dialogue for insights and guidance
Regulators	Involve (Early Compliance Assurance)	Ensure compliance with legal, safety, and industry standards. Early involvement reduces risk of costly delays.	- Early consultations Submission of preliminary documentation Ongoing communication to clarify requirements Proactive compliance monitoring
Consumers	Consult (Product Feedback)	Provide insights into usability, satisfaction, and market acceptance. Feedback informs design and reduces risk of failure.	- Surveys and focus groups Pilot testing Feedback channels (support, digital platforms) Continuous incorporation of consumer input
Suppliers	Inform (Delivery Coordination)	Support delivery through goods/services. Require clarity and timely updates rather than governance roles.	- Regular updates on timelines and specifications Contracts and service-level agreements Clear communication of delivery requirements Supply chain coordination

7. Stakeholder Engagement Process and Conflict Management Using the 4C's Model

Effective stakeholder engagement is critical to the success of complex healthcare and technology-driven projects, where multiple parties with diverse interests, expectations, and levels of influence must work together. This project adopts the 4C's Model—Communication, Coordination, Cooperation, and Collaboration—as a structured framework to guide stakeholder engagement and manage conflicts constructively. The model supports transparency, alignment, shared ownership, and long-term relationship building, all of which are essential in regulated and multidisciplinary environments such as healthcare.

7.1 Communication

Communication forms the foundation of stakeholder engagement. Clear, transparent, and consistent communication ensures that all stakeholders are informed, aligned, and able to contribute meaningfully to project objectives. In this project, communication is facilitated through a combination of formal and informal channels, including scheduled meetings, digital dashboards, progress reports, and stakeholder briefings.

Regular meetings—such as steering committee sessions and departmental updates—provide opportunities to share progress, address concerns, and clarify expectations. Digital dashboards are used to present real-time information on key performance indicators (KPIs), milestones, risks, and compliance requirements. These dashboards improve visibility and reduce information asymmetry between technical teams, management, and external stakeholders such as healthcare providers or regulators.

Written reports and documentation further support transparency by providing an auditable trail of decisions, changes, and outcomes. Communication strategies are tailored to stakeholder groups to ensure relevance and clarity. For example, clinical stakeholders may receive detailed information on patient safety and workflow integration, while regulators focus on compliance and data protection. By maintaining consistent messaging and open feedback loops, communication helps prevent misunderstandings, reduces uncertainty, and builds trust among stakeholders.

7.2 Coordination

Coordination focuses on aligning activities, timelines, and resources across different departments and stakeholder groups. Given the interdependent nature of healthcare projects, poor coordination can result in duplication of effort, delays, or conflicts between teams. To address this, the project uses project management tools and structured governance mechanisms to synchronise activities effectively.

Centralised project management platforms are employed to track tasks, assign responsibilities, and monitor progress against agreed milestones. These tools enable cross-functional visibility, ensuring that stakeholders understand how their contributions fit into the broader project plan. Dependencies between tasks—such as clinical validation, technical development, and regulatory approval—are explicitly mapped to minimise bottlenecks.

Coordination is further reinforced through clearly defined roles and responsibilities, supported by a responsibility assignment matrix (e.g., RACI). This clarity helps prevent role ambiguity and reduces the likelihood of conflict arising from overlapping responsibilities. Regular coordination meetings ensure that issues are identified early and resolved collaboratively, enabling the project to remain agile while maintaining alignment across all stakeholder groups.

7.3 Cooperation

Cooperation emphasises shared responsibility and mutual support among stakeholders. Rather than operating in silos, stakeholders are encouraged to work together to solve problems and achieve common objectives. This is particularly important in healthcare settings, where technical, clinical, and regulatory perspectives must be integrated to ensure safe and effective outcomes.

The project promotes cooperation through cross-functional workshops, joint risk assessments, and shared decision-making processes. These activities create opportunities for stakeholders to contribute their expertise and understand the constraints faced by others. For example, collaboration between IT teams and healthcare professionals ensures that technical solutions align with clinical workflows and patient needs.

A culture of cooperation is reinforced by recognising and valuing stakeholder contributions, as well as by establishing shared success metrics. When stakeholders perceive that their efforts are acknowledged and that project outcomes benefit all parties, commitment and engagement are strengthened. Cooperative problem-solving also reduces adversarial behaviour, making conflict less likely to escalate.

7.4 Collaboration

Collaboration represents the highest level of engagement within the 4C's Model and focuses on building long-term partnerships rather than short-term transactional relationships. In this project, collaboration is particularly important in interactions with healthcare providers, regulatory bodies, and external partners.

Collaborative relationships are built through early involvement in planning and decision-making processes, fostering a sense of joint ownership over project outcomes. Memoranda of understanding (MOUs), partnership agreements, and shared governance structures formalise these relationships and clarify expectations. Continuous engagement with regulators ensures that compliance considerations are embedded throughout the project lifecycle, reducing the risk of late-stage regulatory conflicts.

By investing in collaboration, the project not only achieves its immediate objectives but also creates a foundation for future initiatives, innovation, and continuous improvement. Trust-based relationships enable stakeholders to navigate uncertainty more effectively and adapt to changing requirements.

7.5 Conflict Management

Despite proactive engagement, conflicts may arise due to competing priorities, resource constraints, or differing interpretations of requirements. The project addresses conflict through structured conflict management techniques, including negotiation, mediation, and stakeholder prioritisation.

Negotiation is used to reach mutually acceptable solutions by balancing stakeholder needs and project constraints. Mediation may be employed when conflicts involve multiple parties

or sensitive issues, with neutral facilitators helping to restore constructive dialogue. Stakeholder prioritisation ensures that decisions align with strategic objectives, regulatory obligations, and patient safety considerations.

By integrating conflict management into the stakeholder engagement process, the project transforms potential disputes into opportunities for learning and improvement, reinforcing the effectiveness of the 4C's Model.

Visual Framework

4C's Element	Purpose	Methods	Outcomes
Communication	Ensure transparency & alignment	Meetings, dashboards, reports	Trust, reduced uncertainty
Coordination	Align activities & resources	PM tools, RACI, governance	Efficiency, reduced duplication
Cooperation	Encourage shared responsibility	Workshops, joint risk assessments	Engagement, reduced adversarial behaviour
Collaboration	Build long-term partnerships	MOUs, shared governance, regulator engagement	Innovation, resilience, future readiness
Conflict Mgmt.	Resolve disputes constructively	Negotiation, mediation, prioritisation	Balanced decisions, continuous improvement

8. Impact of Stakeholder Engagement on Business Performance

Effective engagement with stakeholders has a substantial influence on business performance, particularly in complex and regulated industries such as healthcare. In the case of implementing a Digital Health Information System (DHIS), active and structured stakeholder involvement contributes directly to stronger project outcomes, improved operational efficiency, and long-term organisational success.

One key benefit of stakeholder engagement is the reduction of project risk. Involving clinicians, technical teams, and regulatory authorities from the early stages allows potential clinical, technical, and compliance-related issues to be identified and addressed before they escalate. For instance, incorporating user feedback during system development helps avoid usability problems that could negatively affect patient care or disrupt clinical workflows. Continuous interaction with regulators also supports compliance with legal and governance requirements, reducing the likelihood of implementation delays or penalties.

Stakeholder engagement further improves the quality of decision-making. Drawing on insights from a broad range of stakeholders ensures that decisions reflect operational realities, technical feasibility, and strategic priorities. Within the DHIS project, this inclusive approach supports better alignment between system functionality and clinical needs, limiting

rework and improving the effectiveness of resource allocation. As a result, project planning becomes more accurate and execution more efficient.

Another important outcome is increased stakeholder commitment and ownership. When stakeholders are actively involved and their contributions are acknowledged, they are more likely to support the project and take responsibility for its success. Clinicians who feel engaged are more inclined to adopt the system, participate in training, and encourage others to use it, leading to smoother implementation and sustained system utilisation.

From a performance perspective, effective engagement also leads to higher-quality products and services. Ongoing feedback enables continuous system refinement, ensuring that the DHIS remains reliable, user-friendly, and aligned with clinical practice. Systems developed through such collaborative processes are more likely to achieve timely regulatory approval, as they demonstrate compliance, safety, and usability.

Over the long term, strong stakeholder engagement enhances organisational reputation, trust, and competitiveness. Organisations that prioritise transparency and collaboration are better positioned to build lasting relationships with patients, partners, and regulators. This trust supports customer loyalty and strengthens the organisation's ability to innovate and maintain a competitive advantage in the evolving healthcare sector.

Stakeholder Engagement Impact Table

Engagement Activities	Immediate Outcomes	Long-Term Organisational Impacts
Early involvement of clinicians, technical teams, and regulators	Risk reduction (clinical, technical, compliance issues identified early)	Regulatory compliance and reduced penalties
Continuous feedback loops	Enhanced product/service quality (usability, reliability, alignment with practice)	Stronger reputation and trust with patients, partners, regulators
Inclusive decision-making	Improved decision-making (balanced perspectives, resource optimisation, reduced rework)	Competitive advantage through innovation and adaptability
Active participation and ownership	Commitment and ownership (stakeholder buy-in, adoption, training, advocacy)	Sustainable success via long-term utilisation and stakeholder loyalty

9. Recommendations

To improve the effectiveness of stakeholder engagement in future initiatives, several practical recommendations are proposed. These actions aim to strengthen stakeholder relationships, support better decision-making, and enhance long-term organisational performance.

9.1 Develop a Structured Stakeholder Governance Approach

It is recommended that the organisation introduces a formalised stakeholder governance structure to guide engagement activities. This should clearly define stakeholder roles, responsibilities, communication channels, and decision-making authority. Establishing dedicated stakeholder forums or advisory groups can ensure consistent involvement and improve transparency. A structured governance approach helps reduce uncertainty, manage expectations, and resolve issues more efficiently.

9.2 Expand the Use of Digital Communication and Collaboration Technologies

The organisation should increase its use of digital platforms to facilitate communication and collaboration among stakeholders. Integrated project management tools, shared dashboards, and secure online collaboration spaces can improve access to information and enable real-time interaction. In complex healthcare projects, such technologies support timely updates, enhance coordination, and reduce misunderstandings between stakeholders.

9.3 Promote Greater Stakeholder Co-Creation

Encouraging stakeholders, particularly customers and end users, to actively participate in the development and refinement of products and services is strongly recommended. Co-creation activities such as workshops, pilot programmes, and structured feedback sessions enable stakeholders to shape solutions that better meet their needs. In digital health projects, this approach improves system usability, increases acceptance, and supports smoother implementation.

9.4 Build and Maintain Strategic Supplier Relationships

Rather than focusing solely on short-term contractual arrangements, the organisation should prioritise the development of long-term partnerships with key suppliers. Strong supplier relationships encourage collaboration, innovation, and shared problem-solving. Long-term engagement also reduces operational risks and supports ongoing system enhancement, particularly in rapidly evolving technological environments.

9.5 Implement Post-Project Stakeholder Review Processes

Finally, the organisation should carry out formal stakeholder reviews following project completion. Collecting structured feedback from both internal and external stakeholders enables the identification of lessons learned and areas for improvement. Insights gained from these evaluations can be applied to future projects, ensuring continuous improvement in stakeholder engagement practices and overall project delivery.

10. Conclusion

This report has highlighted the importance of effective stakeholder engagement as a key determinant in the successful introduction of a wearable health device at Owen Mumford Ltd. The analysis demonstrates that the use of structured planning tools, stakeholder engagement frameworks, and appropriate conflict management approaches enables project managers to balance diverse stakeholder expectations while remaining aligned with organisational goals.

By actively involving relevant stakeholders throughout the project lifecycle, the organisation can reduce risks, improve decision-making, and encourage stronger levels of commitment and support. Moreover, well-managed stakeholder relationships contribute not only to the timely and successful delivery of the project but also to wider organisational benefits. These include enhanced operational performance, increased capacity for innovation, and improved long-term resilience. Ultimately, embedding effective stakeholder engagement practices within project management processes supports sustainable growth and strengthens the organisation's competitive position.

References

- Freeman, R.E. (1984) *Strategic Management: A Stakeholder Approach*. Boston: Pitman.
- Johnson, G., Scholes, K. and Whittington, R. (2020) *Exploring Strategy*. 12th ed. Pearson.
- Kotter, J.P. (1996) *Leading Change*. Harvard Business School Press.
- Mendelow, A.L. (1991) 'Environmental scanning: The impact of stakeholder concept', ICIS Proceedings.
- Project Management Institute (PMI) (2021) *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. 7th ed.
- Belisa, J. U., Wild, S., Dixon, K., and Lord, B. R. (2021). Corporate community relations and development: engagement with indigenous peoples. *Sustainability Accounting, Management and Policy Journal*, 12(4), 811-845.
- Gable, C., & Shireman, B. (2005). Stakeholder Engagement: A Three-Phase Methodology. *Environmental Quality Management*, 14 (3), 9-24.
- Haslam, S. and Shenoy, B. (2018). *Strategic decision making: a discovery-led approach to critical choices in turbulent times*. London, United Kingdom: Kogan Page.
- Hawkins, C. V., Krause, R., Feiock, R. C., and Curley, C. (2018). The administration and management of environmental sustainability initiatives: A collaborative perspective. *Journal of Environmental Planning and Management*, 61(11), 2015-2031.
- Inditex. (2024). 2024 Inditex Annual General Meeting. [Online] Available at: <https://www.inditex.com/itxcomweb/en/press/news-detail/7a15df7f-f4ab-4084-8896-f4639e178e21/2024-inditex-annual-general-meeting> [Accessed 29 July 2024].
- INDITEX (2022). History. [online] INDITEX. Available at: <https://www.inditex.com/itxcomweb/en/group/history> [Accessed 29 July 2024].
- Inditex (2023). Environment | Inditex Annual Report 2023. [online] Available at: <https://annualreport2023.inditex.com/en/medioambiente> [Accessed 29 July 2024].
- Inditex Annual Report. (2023). 2023 in figures | Memoria Annual 2023 Inditex. [online] Available at: <https://annualreport2023.inditex.com/2023-en-cifras> [Accessed 29 July 2024].
- J Lee Whittington, Meskells, S., Asare, E., Sri Beldon and SpringerLink (Online Service (2017). *Enhancing Employee Engagement: An Evidence-Based Approach*. Cham: Springer International Publishing.
- Morgan, G., and Soin, K. (2018). Regulatory compliance. In *Regulation and organizations* (pp. 166-190). Routledge.
- Steuri, M. (2024). Exploring the importance of building strong customer relationships. *Technology audit and production reserves*, 1(4/75), 33-37.
- Silva, S., Nuzum, A. K., and Schleger, S. (2019). Stakeholder expectations on sustainability performance measurement and assessment. A systematic literature review. *Journal of Cleaner production*, 217, 204-215.
- Thorlakson, T., De Zegher, J. F., and Lambin, E. F. (2018). Companies' contribution to sustainability through global supply chains. *Proceedings of the National Academy of Sciences*, 115(9), 2072-2077.

