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ASSIGNMENT 1

Understanding and Engaging Stakeholders

STAKEHOLDER ENGAGEMENT STRATEGY FOR THE LAUNCH OF CONNECTPLUS AT TESCO PLC

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STAKEHOLDER ENGAGEMENT STRATEGY FOR THE LAUNCH OF CONNECTPLUS AT TESCO PLC

Executive Summary

In this report, I take the role of **Project Manager at Tesco plc**, responsible for stakeholder engagement during the development and launch of ConnectPlus. ConnectPlus is a new digital customer loyalty and engagement platform that will be launched within six months in selected international markets. The platform will combine AI-driven personalised recommendations, mobile-based rewards and data-driven customer insights.

I chose Tesco because it is a leading UK-based international retail organisation with strong experience in loyalty, digital customer engagement and personalisation through Clubcard. Tesco already uses customer data and technology to create more personalised experiences. In its 2025/26 results, Tesco reported that 100% of active Clubcard customers' grocery home-shopping journeys were personalised and that personalised digital coupons and rewards were regularly offered to more than 9 million customers. Tesco has also been developing its use of AI and working with technology partners to improve personalisation and marketing capabilities.

The success of ConnectPlus will depend on much more than technology. Customers, employees, managers, technology providers, regulators, suppliers and senior management will have different interests, expectations and levels of influence. Therefore, in this report I apply Stakeholder Theory, Mendelow's Power/Interest Matrix, Stakeholder Assessment, the 4Cs Model, a Communication Plan, Level of Engagement and a RACI Matrix.

I also consider how I would manage conflicts, cultural differences, ethical concerns and risks related to AI and personal data. My approach would be based on communication, consultation, collaboration and commitment, while trying to build trust and allow stakeholders to have a real opportunity to contribute to important decisions.

Finally, I evaluate the impact of sustainable stakeholder engagement on customer loyalty, innovation, employee engagement, risk management, reputation and business performance. My main conclusion is that ConnectPlus should not be treated only as a technology project. I would manage it as a stakeholder-centred business transformation project.

1. Introduction of the Company

Tesco plc is one of the leading retail organisations in the UK and has operations in different markets, including the United Kingdom, Republic of Ireland, Czech Republic, Hungary and Slovakia. The company has a large customer base and uses physical and digital channels to provide products and services.

For this report, I assume that I work at Tesco as the **Project Manager** and that I am responsible for coordinating stakeholder engagement for the launch of ConnectPlus.

In **Week 2, we learned** that stakeholders are people or groups who can affect or be affected by an organisation, strategy or project. Freeman (1984) explains that stakeholders can influence the achievement of organisational objectives and can also be affected by organisational decisions. I can apply this idea directly to ConnectPlus because I understand that the success of the platform will not depend only on Tesco's senior management. Customers, employees, suppliers, regulators and technology partners can all affect the project or be affected by its results.

ConnectPlus will be launched within six months in selected international markets. The platform will use **AI-driven personalised recommendations** to provide customers with more relevant products, offers and suggestions. It will also include **mobile-based rewards**, allowing customers to manage and use their rewards through digital channels. Finally, **data-driven customer insights** will help Tesco understand customer behaviour and needs and use this information to support marketing, product and service decisions.

The choice of Tesco is appropriate because ConnectPlus can build on the company's existing Clubcard ecosystem. Tesco already uses personalisation, digital coupons, rewards and customer insights. In its 2025/26 results, Tesco reported that 100% of active Clubcard customers' grocery home-shopping journeys were personalised and that personalised digital coupons and rewards were regularly offered to more than 9 million customers. Tesco also reported working with Adobe and WPP Open to develop personalisation and marketing capabilities.

Tesco is also increasing its use of AI. The company reported that it has more than 6,000 technology experts and hundreds of AI workstreams connected with customers, colleagues, supplier partners and operational efficiency.

However, I recognise that a platform based on AI and customer data can create concerns about privacy, transparency, cybersecurity, bias and customer trust. For this reason, I believe stakeholder engagement needs to start during the planning stage and continue through development, testing, launch and evaluation.

2. SMART Objectives

In **Week 2, we learned** about the SMART framework and how objectives should be Specific, Measurable, Achievable, Relevant and Time-bound. I would apply this approach to ConnectPlus by setting the following main objective:

To launch ConnectPlus within six months across selected international Tesco markets, achieving at least 80% stakeholder readiness before launch and at least 75% positive feedback from customers and employees during the pilot stage.

I consider this objective **Specific** because it focuses directly on the ConnectPlus launch. It is **Measurable** because it includes 80% stakeholder readiness and 75% positive feedback. It is **Achievable** because Tesco already has strong digital and loyalty capabilities. It is **Relevant** because it supports customer engagement and retention, and it is **Time-bound** because the launch must happen within six months.

I would also use supporting KPIs such as customer adoption rate, retention rate, employee training completion, number of unresolved risks and number of privacy incidents.

3. Identification and Categorisation of Key Stakeholders

In **Week 3, we learned** about internal, external and connected stakeholders. Internal stakeholders are people within the organisation, such as employees, managers, project managers and the Board of Directors. External stakeholders are outside the organisation and can include government, media, environmental agencies and society. Customers, suppliers and competitors can also influence or be affected by an organisation.

For this report, I will use the distinction between **internal and external stakeholders** requested in the assessment.

3.1 Internal Stakeholders

The main internal stakeholders for ConnectPlus will be:

- Board of Directors
- Senior Management
- Project Manager
- Project Team

- IT and Digital Team
- Data and AI Team
- Marketing Department
- Customer Service
- Finance
- HR
- Legal and Compliance
- Cybersecurity
- Store Managers
- Store Colleagues

The **Board of Directors and Senior Management** will have high power because they control strategic decisions and resources. I would therefore keep them closely involved, especially when decisions concern budget, timing, risks and international rollout.

The **Project Team** will be responsible for the daily coordination of the project. The IT and Digital Team will be essential for the development and integration of the platform. The Data and AI Team will be responsible for personalisation, analytics and the quality of the models.

Marketing will have responsibility for customer communication and adoption campaigns. Customer Service will be important because this department will receive many customer questions and complaints.

Store Managers and Store Colleagues will also be important. Although they will not develop the technology, they will have direct contact with customers and can strongly influence customer adoption.

3.2 External Stakeholders

The main external stakeholders will include:

- Customers
- Technology suppliers
- AI providers
- Payment providers
- Marketing partners
- Logistics partners
- Regulators
- Data protection authorities
- Government bodies
- Local communities
- Investors

- Business partners
- Competitors

Customers will be one of the most important groups because the success of ConnectPlus will depend on whether customers use and accept it.

Technology and AI providers will have high technical importance, while regulators and data protection authorities can influence the project through legal and compliance requirements.

Investors may also be interested in the financial and strategic impact of the project.

4. Stakeholder Map and Power/Interest Analysis

In **Week 5, we learned** how stakeholder mapping can help a project manager understand stakeholders according to their level of power and interest. I would use **Mendelow's Power/Interest Matrix** for ConnectPlus because it can help me decide which stakeholders require close management and which stakeholders require less frequent attention.

Quadrant	ConnectPlus stakeholders	Engagement approach
High Power / High Interest	Board, Senior Management, Project Sponsor, IT Leadership, Data/AI Leadership	Manage closely
High Power / Low Interest	Finance, some senior corporate functions	Keep satisfied
Low Power / High Interest	Customers, Store Colleagues, Customer Service	Keep informed and consult
Low Power / Low Interest	General public, indirect stakeholders	Monitor

High Power / High Interest

I would place the Board, Senior Management, Project Sponsor, IT Leadership and Data/AI Leadership in this group. They can directly influence the budget, strategy, technology and timing of the project.

I would involve them through regular meetings, dashboards, project reports and decision-making sessions.

High Power / Low Interest

Finance and some corporate functions may not participate in the daily activities of the project, but they still have power over resources and approvals.

My strategy would therefore be to **keep them satisfied** by providing enough information to support decisions without giving them unnecessary technical details.

Low Power / High Interest

Customers, Store Colleagues and Customer Service may have less formal power but will be directly affected by ConnectPlus.

I would use surveys, workshops, pilot testing and feedback channels to make sure their views are considered.

Low Power / Low Interest

Some indirect stakeholders may not need regular engagement. However, I would continue to monitor them because their level of interest or influence can change during the project.

This is particularly important because ConnectPlus will be a six-month project. In **Week 10, we learned** that stakeholder assessments and engagement plans should be updated during longer projects and that stakeholders should be involved at the right time throughout the project lifecycle.

5. Stakeholder Assessment

In **Week 5, we also learned** that identifying stakeholders is not enough. A project manager should assess their roles, responsibilities, level of influence, expectations and possible challenges.

Stakeholder	Role	Benefit	Challenge
Board/Senior Management	Strategic direction	Resources and authority	Conflicting priorities
Project Team	Project delivery	Coordination	Time pressure
IT/Digital	Platform development	Technical expertise	Integration problems
Data/AI	Personalisation and analytics	Customer insights	Bias and data quality
Marketing	Customer communication	Adoption	Message consistency
Customer Service	Customer support	Customer feedback	Increased workload
Store Colleagues	Customer assistance	Human interaction	Resistance to change
Finance	Budget control	Financial discipline	Cost pressure

Legal/Compliance	Regulatory advice	Risk protection	Approval delays
Customers	Platform use and feedback	Loyalty and insights	Privacy concerns
Technology suppliers	Technical support	Specialist expertise	Supplier dependency
Regulators	Compliance	Customer protection	Additional requirements
Investors	Financial interest	Confidence	Performance pressure

I consider that each stakeholder can be both a **source of value and a source of risk**.

For example, Data and AI specialists can provide important technical knowledge, but they must also manage data quality and responsible AI. Customers can provide valuable feedback, but they may resist the platform if they feel that their personal information is being used too much.

Ashcroft (2017) explains the importance of understanding and managing relationships with stakeholders. I can apply this directly to ConnectPlus because the success of the project will depend not only on technology but also on the quality of the relationships I build with different stakeholder groups.

6. Roles and Responsibilities of Key Stakeholders

The **Board of Directors** will be responsible for strategic oversight and approval of important decisions.

Senior Management will provide direction, resources and organisational support.

As **Project Manager**, I will coordinate the project team, monitor milestones, identify risks, organise stakeholder engagement and ensure that communication is effective.

The **IT and Digital Team** will develop and integrate the platform.

The **Data and AI Team** will manage customer insights, recommendation systems, data quality and AI governance.

The **Marketing Department** will create campaigns to explain the benefits of ConnectPlus to customers.

The **Customer Service Team** will respond to questions and complaints.

Store Managers and Store Colleagues will receive training and help customers during the change.

Legal and Compliance will check that personal data processing follows the relevant requirements.

Customers will participate in pilot testing and provide feedback.

Technology suppliers will provide systems, software and specialist knowledge.

Regulators will help ensure that the project meets legal and customer protection requirements.

I believe this distribution of responsibilities will reduce confusion and allow each stakeholder to understand their contribution to the project.

7. Stakeholder Engagement Process

In **Week 4, we learned** that stakeholder engagement is a process through which an organisation involves people or groups who can influence decisions positively or negatively. We also discussed the importance of identifying stakeholders, consulting them, building trust and monitoring engagement.

In **Week 5, we developed** the stakeholder engagement process:

Identify → Assess → Engage → Evaluate

I would apply these four stages throughout the ConnectPlus project.

7.1 Identify

First, I would identify stakeholders by considering whether they are:

- Involved
- Interested
- Influential
- Impacted

In **Week 2, we learned** about these different ways of understanding stakeholder involvement. I would use them when creating the initial stakeholder register.

I would organise stakeholder brainstorming sessions with representatives from IT, Marketing, Data, HR, Finance, Legal and the local markets.

7.2 Assess

After identification, I would assess:

- power;
- interest;
- influence;
- impact;
- expectations;
- level of support;

- possible risks.

Mendelow's Matrix would be my main tool, but I would also use stakeholder salience when the situation is more complex.

Mitchell, Agle and Wood (1997) developed the stakeholder salience model using **power, legitimacy and urgency**. I think this is useful for ConnectPlus when a stakeholder may not be involved every day but can become very important because of an urgent issue.

For example, a regulator may initially have limited involvement in daily project activities. However, if a serious data privacy issue appears, the regulator's urgency and influence could increase very quickly.

7.3 Engage

After assessing the stakeholders, I would develop different engagement strategies.

My main approach would use the **4Cs: Communication, Consultation, Collaboration and Commitment**.

Communication

I would keep stakeholders informed about:

- progress;
- risks;
- deadlines;
- decisions;
- changes.

Consultation

I would ask stakeholders for their opinions before important decisions.

I would consult customers about usability and privacy.

I would consult employees about training and operational changes.

I would consult local teams about cultural and market differences.

Collaboration

I would use workshops, pilot testing, co-creation sessions and cross-functional teams.

Commitment

My goal would be to develop stakeholder support and ownership so that important stakeholders feel that they are part of the project rather than simply receiving information.

8. Role of the Project Manager

In **Week 6, we learned** about the role of the manager in stakeholder engagement and how managers may need to influence people without having direct authority over them. Different forms of power can be used, including legitimate power, expert power, information power, relationship power and personality power.

I would use **expert power** by developing a strong understanding of the project and being able to explain decisions.

I would use **information power** through data, reports, KPIs and evidence.

I would use **relationship power** by building positive relationships with senior management, IT, Marketing, local teams and external partners.

I would also use **personality power**, particularly through emotional intelligence, empathy and active listening.

For me, the combination of these types of power would be more effective than simply giving instructions. If I want stakeholders to cooperate, I need to create trust and show them the value of their contribution.

9. Communication Plan

In **Week 6, we learned** that effective communication means providing the right information to the right people at the right time and using communication methods that are appropriate for different stakeholder groups.

I would create the following Communication Plan:

Stakeholder	Communication method	Frequency	Main information
Board	Executive meeting	Monthly	KPIs, budget and risks
Project Team	Teams meeting	Weekly	Tasks and progress
IT/Data	Technical meeting	Weekly	Development and testing
Marketing	Workshop	Bi-weekly	Customer communication
Store Managers	Online meeting	Monthly	Training and rollout

Customers	App, email and surveys	Continuous	Features and rewards
Suppliers	Video meeting	Bi-weekly	Integration
Regulators	Formal communication	As required	Compliance
Employees	Newsletter and training	Monthly	Changes and responsibilities

I would also create a digital project dashboard containing:

- project status;
- milestones;
- risks;
- issues;
- decisions;
- next steps.

This would support transparency and help create a **no-surprises culture**. In **Week 10, we learned** that keeping stakeholders updated, tailoring communication and avoiding surprises are important practices in stakeholder management.

10. Level of Stakeholder Engagement

In **Week 5, we learned** that stakeholder engagement can be considered through different levels, including:

Unaware → Resistant → Neutral → Supportive → Leading

I would assess the ConnectPlus stakeholders as follows:

Stakeholder	Current position	Desired position
Senior Management	Supportive	Leading
IT/Data	Supportive	Leading
Marketing	Neutral	Supportive
Store Colleagues	Neutral	Supportive
Customers	Neutral	Supportive
Suppliers	Supportive	Leading
Regulators	Neutral	Supportive
Customer Service	Neutral	Supportive

My aim would not be to make every stakeholder a Leading stakeholder because that would not be necessary or realistic.

Instead, I would focus on increasing engagement among the stakeholders who can have the greatest impact on project success.

For example, if Store Colleagues were resistant because they felt that ConnectPlus would increase their workload, I would not simply tell them to support the project. I would first understand the reason for their resistance, provide training and involve them in testing.

11. RACI Matrix

In **Week 6, we learned** how a RACI matrix can clarify responsibilities. **Responsible** means the person who completes the task, **Accountable** means the person with final responsibility, **Consulted** means the person who provides input, and **Informed** means the person who receives information.

Activity	Project Manager	IT/Data	Marketing	Legal	Senior Management	Customers
Project planning	R/A	C	C	C	A	I
Platform development	A	R	C	C	I	I
Data governance	A	R	I	C	I	I
Customer testing	A	R	R	C	I	C
Employee training	A	C	R	I	I	I
International rollout	R/A	R	R	C	A	C
Launch evaluation	R	C	R	C	A	C

I would use this matrix because it reduces confusion. It also helps prevent situations where two departments believe that the other department is responsible for an important decision.

12. Managing Conflict and Stakeholder Objections

In **Week 7, we learned** about stakeholder conflicts and different ways of managing objections. Several types of conflict can occur, including schedule, priority, resource, technical, administration, personality and cost conflicts.

I expect conflicts during the ConnectPlus project because different stakeholders will have different priorities.

For example, Senior Management may want a fast launch, while IT may need more time for testing. Marketing may want to use more customer data for personalisation, while Legal may recommend a more careful approach.

My approach would be:

Listen → Understand → Respond → Evaluate

First, I would allow the stakeholder to explain the concern without interrupting. Then, I would ask questions to understand the real problem. After that, I would discuss possible solutions and finally evaluate whether the issue had been resolved.

This approach reflects what I learned in **Week 7** about managing stakeholder objections.

I would also use the **Feel–Felt–Found technique** when appropriate.

For example, if a Store Manager said:

“I do not think my team is ready for another digital system.”

I could respond:

“I understand how you feel. Other teams initially felt the same way. However, they found that phased training made the change easier and reduced pressure on employees.”

I would use this approach carefully because my objective would not be to manipulate the stakeholder. I would use it to show empathy, recognise the concern and introduce a possible solution.

I also learned in Week 7 that trust is important when dealing with stakeholder expectations. Therefore, I would try to create honest and respectful relationships rather than avoiding difficult conversations.

13. Global and Cultural Stakeholder Engagement

ConnectPlus will be implemented in selected international markets, so I would not use exactly the same engagement strategy in every country.

Tesco operates in the UK, Ireland and Central European markets including the Czech Republic, Hungary and Slovakia.

I would establish common global principles such as:

- transparency;
- respect;
- customer protection;
- privacy;
- responsible AI;
- clear communication.

However, I would allow local teams to adapt:

- language;
- communication style;

- customer research;
- employee training;
- marketing;
- implementation timing.

I believe this is important because cultural differences can influence how people communicate, respond to change and express disagreement.

I would therefore create local stakeholder groups in each selected market. These groups would provide information to the central project team about local customer expectations, cultural differences and possible implementation problems.

I would not want ConnectPlus to become a project where decisions are simply made in the UK and then imposed on other markets. I would prefer a global strategy with local participation.

14. Digital Stakeholder Engagement

In **Week 9 and Week 10, we learned** about the increasing importance of digital engagement, including digital communication platforms, CRM systems, social media listening, co-creation workshops, data-driven engagement, dashboards and personalised communication. These methods are particularly relevant to ConnectPlus because the project itself is based on digital technology.

I would create a **ConnectPlus Stakeholder Portal** containing:

- project updates;
- important documents;
- FAQs;
- feedback;
- training information;
- project risks.

For customers, I would use:

- surveys;
- app feedback;
- polls;
- focus groups;
- pilot testing.

I would also use social media listening to identify complaints and changes in customer sentiment.

I would organise co-creation workshops involving customers, employees, Marketing and IT. This would allow stakeholders to test prototypes and suggest improvements before the final launch.

I believe this is better than asking for feedback only after the platform has already been completed. If stakeholders are involved earlier, I can identify problems before they become expensive or difficult to fix.

15. Ethical Considerations

The use of AI and customer data is one of the biggest risks in ConnectPlus.

The platform will analyse customer behaviour to create recommendations. This can improve the customer experience, but it can also create concerns about privacy, transparency, bias and data security.

The Information Commissioner's Office explains that profiling can involve the automated processing of personal data to evaluate or predict characteristics, interests or behaviour. The ICO also highlights the importance of transparency, appropriate safeguards, accuracy and human intervention where relevant. (ico.org.uk)

Because of this, I would introduce:

1. Clear privacy information.
2. Data minimisation.
3. An appropriate lawful basis for processing.
4. Secure data storage.
5. Regular data quality checks.
6. Clear data retention policies.
7. Human oversight where appropriate.
8. Bias testing.
9. Customer feedback mechanisms.
10. Data Protection Impact Assessments where required.

The ICO also explains that a DPIA can be particularly important for high-risk processing involving AI, systematic profiling or automated evaluation.

I would also make sure customers understand, in simple language, how their information is being used.

For example, if ConnectPlus recommends a product based on previous purchases, I would want customers to understand that personalisation is being used and have appropriate choices about their data.

For me, this is an important balance between business performance and stakeholder rights. Tesco may benefit from using more data, but customer trust could be damaged if customers feel that the company is using their information without enough transparency.

16. Benefits of Sustainable Stakeholder Engagement

Sustainable stakeholder engagement can provide several benefits for Tesco.

Customer loyalty

If customers feel that the company understands their needs and provides relevant rewards, ConnectPlus could support customer retention.

This is consistent with Tesco's existing approach to personalised Clubcard offers, rewards and customer insights.

Better decision-making

Customer insights can help Tesco make decisions based on evidence rather than assumptions.

Innovation

Customer and employee participation can create new ideas and improvements.

Risk management

Engagement with Legal, Cybersecurity, Data teams and regulators can identify risks before launch.

Employee engagement

Training, consultation and participation can reduce resistance to change.

Reputation

Transparency and responsible use of AI can support customer trust.

Competitive advantage

A personalised digital customer experience could help Tesco differentiate itself from competitors.

However, I also recognise that stakeholder engagement has challenges.

Meetings, workshops, surveys and consultations require time and money. Too much consultation can also delay decision-making.

Therefore, I would need to balance **stakeholder inclusion with project efficiency**.

17. Triple Bottom Line

In **Week 4, we learned** about the Triple Bottom Line, which considers **People, Planet and Profit** when evaluating organisational performance.

People

ConnectPlus can improve customer experience and employee involvement.

However, customers need privacy and employees need appropriate training and support during the change.

Planet

Digital rewards may reduce the need for some printed materials. Better data insights could also support more efficient operational decisions.

Profit

Customer retention, personalisation and better engagement could contribute to commercial performance.

I believe sustainable stakeholder engagement should therefore create value over the long term rather than focus only on short-term financial results.

Tesco also has wider sustainability objectives. The company's 2026 sustainability reporting describes progress in reducing operational emissions and continuing work towards its climate and sustainability goals. ([tescoplc.com](https://www.tescopl.com))

I would therefore make sure that ConnectPlus supports Tesco's wider sustainability direction rather than treating digital transformation as a separate activity.

18. Impact of Stakeholder Engagement on Business Performance

In **Week 8, we learned** about the relationship between stakeholder engagement and organisational performance. I would therefore measure the success of stakeholder engagement through clear KPIs rather than simply counting the number of meetings.

Area	KPI	Purpose
Customer engagement	Active users	Measure platform use
Loyalty	Retention rate	Measure customer loyalty
Customer satisfaction	Satisfaction score	Evaluate experience
Adoption	ConnectPlus adoption rate	Measure launch success
Employees	Training completion	Measure readiness
Employee engagement	Employee feedback	Measure acceptance
Data governance	Privacy incidents	Measure risk
Innovation	Improvements from feedback	Measure stakeholder contribution
Financial	Incremental sales	Measure business value
Project	Milestones achieved	Measure delivery
Risk	High-risk issues unresolved	Measure project control

I would evaluate whether stakeholder engagement is producing real results.

For example, if 90% of stakeholders attend project meetings but customer adoption remains very low, I would not consider the engagement strategy successful.

However, if customer feedback leads to platform improvements, adoption increases, employee resistance decreases and privacy incidents remain low, I would consider the strategy more effective.

Yang et al. (2011) highlight the importance of understanding stakeholder influence and stakeholder relationships in project environments. I can apply this idea to ConnectPlus because stakeholder relationships can directly affect project performance.

I would carry out formal reviews:

- 30 days after launch;

- 60 days after launch;
- 90 days after launch.

This would allow me to identify problems and make improvements after implementation.

19. Critical Evaluation

I believe Mendelow's Matrix is a useful tool, but it should not be used alone.

Its main advantage is that it provides a simple way of prioritising stakeholders according to power and interest. However, stakeholder power and interest can change.

For example, one customer may have low formal power. However, if thousands of customers make the same complaint through social media, the situation could change quickly.

Similarly, a regulator may have limited involvement in the daily project but become highly important when a serious compliance or privacy issue appears.

For this reason, I would combine:

Stakeholder Theory → Stakeholder Mapping → Stakeholder Assessment → 4Cs → Communication Plan → RACI → Conflict Management → KPIs

Mitchell, Agle and Wood (1997) provide an additional perspective through power, legitimacy and urgency.

Greenwood (2007) also argues that stakeholder engagement should not automatically be considered responsible simply because stakeholders have been involved. For me, engagement needs to provide stakeholders with a meaningful opportunity to contribute.

Therefore, if a customer suggestion cannot be implemented, I would explain the reason rather than simply ignoring the feedback.

This approach can help build transparency and trust.

20. Recommendations

1. Maintain a live stakeholder map

I would update the stakeholder assessment throughout the project because power, interest and expectations can change.

2. Create local engagement teams

Each selected market should have local representatives who can adapt implementation to cultural and regulatory requirements.

3. Use continuous customer feedback

I would use surveys, app feedback, focus groups and pilot testing before and after launch.

4. Create strong AI and data governance

I would recommend privacy assessments, data minimisation, bias testing, cybersecurity controls and human oversight.

5. Train employees before launch

Store colleagues and customer service teams need to understand ConnectPlus before customers start using it.

6. Use transparent reporting

I would create dashboards showing project progress, risks, issues and next steps.

7. Measure engagement through KPIs

Stakeholder engagement should be measured through customer adoption, retention, satisfaction, employee readiness, risk reduction and business performance.

8. Continue engagement after launch

I would continue stakeholder engagement after launch through 30-, 60- and 90-day reviews.

21. Conclusion

In this report, I analysed how I would identify, assess and engage key stakeholders as the Project Manager responsible for the ConnectPlus launch at Tesco plc.

My analysis shows that Tesco is a suitable organisation for this project because it already has a strong loyalty system through Clubcard and significant capabilities in personalisation, customer data and AI. The company already uses personalised rewards and digital customer experiences, making ConnectPlus a realistic development of its existing capabilities.

I identified internal and external stakeholders and used Mendelow's Power/Interest Matrix to establish priorities. I also assessed their roles, responsibilities, benefits and challenges.

My engagement strategy would follow **Identify, Assess, Engage and Evaluate**, supported by the **4Cs: Communication, Consultation, Collaboration and Commitment**.

I would also use a Communication Plan, Level of Engagement and RACI Matrix to make sure that stakeholders understand what is happening, when they need to participate and what their responsibilities are.

Conflict management would be based on active listening, understanding, responding and evaluation. I would also use the Feel–Felt–Found technique when appropriate.

Because the project will be international and will use AI and personal data, I believe cultural differences, privacy, transparency, cybersecurity and responsible AI will be some of the most important challenges.

Sustainable stakeholder engagement can contribute to customer loyalty, employee engagement, innovation, risk management, reputation and financial performance. However, engagement needs to be meaningful. Involving stakeholders without allowing their views to influence decisions could reduce trust.

My main recommendation is therefore to treat ConnectPlus not simply as a technology project, but as a **stakeholder-centred business transformation project**. By balancing business objectives with customer, employee, regulatory and societal expectations, I believe Tesco will have a stronger opportunity to launch ConnectPlus successfully, reduce resistance and create long-term value.

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