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LCLM 5001

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Module: LCLM5001-Understanding and Engaging Stakeholders

Assignment Title: Understanding the importance of Stakeholder Engagement in successful commencement and completion of project.

Chosen Company: Moly Valley Farmers

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1.Executive Summary and Introduction

Moly Valley Farmers is a UK-based agricultural retail and service business supporting farmers, rural customers and agricultural communities through the supply of products, services and specialist advice. As customer expectations become increasingly digital, the business has an opportunity to strengthen customer relationships and improve its competitiveness through digital engagement. This report examines the proposed launch of ConnectPlus, a digitally enhanced customer loyalty and engagement platform designed for Moly Valley Farmers and its customers.

ConnectPlus will combine personalised recommendations, mobile-based rewards and data-driven customer insights to improve customer retention, strengthen decision-making and create a more differentiated customer experience. The platform is planned for implementation across selected local and international markets within six months. Successful delivery will require effective cooperation between internal stakeholders, including senior management, project teams, product development, marketing, sales, IT and customer service, alongside external stakeholders such as customers, suppliers, technology providers, regulators and international partners.

This report identifies and categorises these key stakeholders using appropriate stakeholder analysis tools. It examines their roles, responsibilities, interests, influence, potential benefits and challenges. Stakeholder engagement theories and frameworks are then applied to develop appropriate communication, consultation, collaboration and commitment strategies. Particular attention is given to cultural differences, data privacy, ethical use of artificial intelligence and potential stakeholder conflicts.

Finally, the report evaluates how sustainable stakeholder engagement can contribute to business performance through stronger relationships, customer loyalty, innovation, trust and long-term value creation. Recommendations are provided to support effective stakeholder participation throughout the planning, implementation and adoption of ConnectPlus.

2. SMART Objectives

The SMART objectives for the ConnectPlus project are:

1. Specific: Develop and launch ConnectPlus to provide personalised recommendations, mobile rewards and customer insights for Moly Valley Farmers.
2. Measurable: Achieve at least 70% stakeholders and 60% customer registration within the first six months of launch and monitor engagement levels monthly.
3. Achievable: Ensure all relevant internal teams and selected external partners,

customers, suppliers, receive appropriate training to support collaboratively before implementation.

4. Relevant: Improve customer retention, engagement, satisfaction and data-driven decision-making while strengthening the company's competitive position.
5. Time-bound: Complete development, testing, stakeholder training and initial implementation within six months, followed by regular performance reviews.

3. Internal and External Stakeholders of Moly Valley Farmers

Stakeholders are individuals or groups that can affect, or are affected by, an organisation's activities and decisions (Freeman, 1984). For the ConnectPlus project, Moly Valley Farmers must identify stakeholders according to their level of interest, influence and potential impact on the successful development and implementation of the platform. A stakeholder interest–influence matrix is appropriate because it helps the Project Manager determine the level of engagement required for different stakeholder groups.

3.1 Internal Stakeholders

Senior Management and Directors have high influence and high interest because they are responsible for strategic direction, investment decisions and overall project approval. They should therefore be managed closely and kept informed about project progress, risks and performance.

Project Manager and Project Team are also high-interest stakeholders because they coordinate the development, implementation and monitoring of ConnectPlus. Their influence is high because they make operational decisions and coordinate communication between different stakeholder groups.

IT and Digital Development Team have high interest and influence because they are responsible for the technical development, cybersecurity, system integration and reliability of ConnectPlus. Their involvement is essential to ensure that the platform is secure, accessible and suitable for users.

Marketing and Customer Engagement Team have high interest and influence because they will develop promotional campaigns, customer communications and loyalty strategies. They will also monitor customer engagement and feedback after launch.

Sales and Customer Service Staff have a high interest in the project because they interact directly with customers. Their feedback can identify customer expectations, technical difficulties and areas requiring improvement. However, their influence is moderate compared with senior management and the project team.

Employees across the organisation are important internal stakeholders because changes to digital systems can affect their daily responsibilities, communication and working practices. Their support can improve adoption, while resistance or inadequate training could create implementation challenges.

3.2 External Stakeholders

Customers are the most important external stakeholder group because ConnectPlus is designed to improve their experience and encourage loyalty. They have high interest but varying levels of influence. Customer feedback, adoption rates and satisfaction will directly affect the platform's success.

Suppliers and Agricultural Partners have an interest in maintaining strong relationships with Moly Valley Farmers. Where ConnectPlus involves product information, promotions or customer offers, suppliers may contribute information, resources or commercial support. Their influence is moderate but may increase where they are strategically important partners.

Technology Providers and External Developers have high interest and potentially high influence because they may provide software, cloud services, cybersecurity solutions or technical expertise. Their performance can directly affect the platform's quality, security and reliability.

Financial Partners and Investors have a high interest in the financial performance and return on investment of the project. Their influence may be significant where additional funding or financial approval is required.

Regulators and Data Protection Authorities have high influence because ConnectPlus will collect and process customer information. Moly Valley Farmers must ensure that personal data is handled responsibly and in accordance with applicable data protection requirements. Failure to meet these requirements could damage customer trust and create legal or financial consequences.

Farmer Shareholders – where relevant to the chosen organisation, provide business insight and represent stakeholder interests.

Investors and Financial Partners – expect effective investment and sustainable returns.

3.3 Local Communities – may be affected by organisational activities and expectations of responsible business behaviour.

A power-interest matrix can prioritise these stakeholders. High-power, high-interest stakeholders such as senior management, project leaders, regulators and technology partners require close

International Market Partners and Distributors are important where ConnectPlus is introduced into international markets. They can provide knowledge of local customer expectations, market

conditions and cultural differences. Their influence will vary according to the market and their relationship with Moly Valley Farmers.

3.4 Stakeholder Categorisation

Stakeholders are individuals, groups or organisations that can influence or are affected by the ConnectPlus project. Freeman (1984) emphasises that successful organisations must consider stakeholder interests rather than focusing solely on shareholders. For ConnectPlus, stakeholders are divided into internal and external groups.

Using the interest–influence matrix associated with Mendelow (1991), stakeholders can be grouped according to the level of attention they require. Senior management, the Project Manager, IT team, technology providers and regulators should generally be managed closely because they have significant influence over the project. Customers, marketing teams and key suppliers should be kept actively engaged and informed, as their cooperation is important to successful adoption.

Other employees and less influential partners can be kept informed and monitored, while stakeholders with limited interest and influence require proportionate communication rather than intensive engagement. This approach prevents resources from being distributed equally when stakeholder needs and influence are different.

Overall, effective categorisation enables Moly Valley Farmers to prioritise engagement, allocate communication resources appropriately and identify potential risks early. It also supports a more inclusive approach to ConnectPlus by recognising that stakeholder expectations differ across organisational, customer, technological and international contexts.

4.Roles and Responsibilities of Key Stakeholders

Effective stakeholder participation is essential to the successful development and implementation of ConnectPlus. Each stakeholder has different responsibilities, resources and expectations. Clear accountability can improve coordination, reduce duplication and support successful project delivery.

4.1 Senior Management and Directors are responsible for providing strategic direction, approving the project budget and ensuring that ConnectPlus supports Moly Valley Farmers' wider business objectives. They also monitor major risks and make key decisions when significant issues arise. Their support provides legitimacy and resources for the project.

4.2 The Project Manager and Project Team are responsible for planning, coordinating and monitoring the project throughout its lifecycle. They manage timelines, resources, risks and

stakeholder communication. They also ensure that different departments work towards shared objectives. Their main challenge may be balancing competing stakeholder expectations while maintaining the project's scope and deadline.

4.3 The IT and Digital Development Team are responsible for designing, testing, integrating and maintaining the platform. They must ensure that ConnectPlus is reliable, secure and accessible. They also address technical problems and cybersecurity risks. Their contribution provides the technical foundation required for successful implementation.

4.4 Marketing and Customer Engagement Teams are responsible for promoting ConnectPlus, developing customer communications and encouraging platform adoption. They use customer feedback and engagement data to improve campaigns and rewards. However, they may face challenges in achieving customer participation and communicating effectively across different markets.

4.5 Sales and Customer Service Employees provide direct customer interaction and are responsible for explaining the platform, assisting customers and reporting feedback. Their practical knowledge can help identify customer concerns and improve the user experience. Resistance to new technology or insufficient training could reduce their effectiveness.

4.6 Customers are responsible for adopting and using ConnectPlus and providing feedback about their experiences. Their participation provides valuable information for improving services and personalised recommendations. However, concerns about privacy, data security or the usefulness of personalised offers may reduce participation.

4.7 Suppliers and Agricultural Partners can support the platform through product information, promotional offers and commercial cooperation. Their involvement can increase the range and value of customer rewards. However, differences in commercial priorities or information-sharing requirements may create challenges.

4.8 Technology Providers and Suppliers

Technology providers contribute specialist capabilities in AI, software, cybersecurity, cloud infrastructure and system integration, while suppliers can support promotions and product-related recommendations. These stakeholders may improve innovation and implementation speed. However, dependence on external providers can create risks involving cost, service reliability, intellectual property, cybersecurity and vendor lock-in. Clearly defined contracts, service-level agreements and performance monitoring should therefore be established.

4.9 Regulators and Data-Protection Stakeholders

Regulators and data-protection stakeholders provide an essential governance function by ensuring that customer information is handled lawfully and responsibly. Their involvement can strengthen organisational credibility and customer trust. However, regulatory requirements may increase project complexity and constrain how customer data can be collected, analysed and used. Early consultation with legal and compliance specialists is therefore preferable to addressing regulatory issues after development has been completed.

Overall, successful delivery depends on clear responsibilities, cooperation and continuous communication between stakeholders. Understanding both the benefits and challenges of each stakeholder enables the Project Manager to develop appropriate engagement strategies and maintain commitment throughout the project.

5. Stakeholder Engagement valuation for potential benefits and challenges for global retail/e-commerce

As Project Manager, I would treat stakeholder engagement as a continuous management process rather than a one-off communication activity. Freeman's (1984) stakeholder theory suggests that organisations should recognise the interests of groups that can affect or are affected by organisational objectives. Therefore, successful implementation of ConnectPlus requires stakeholders to participate in planning, decision-making, testing, implementation and post-launch evaluation. This approach is particularly important because the platform involves artificial intelligence, customer data, digital rewards and changes to existing customer and employee processes.

5.1 Engagement process

The first step would be to establish a Stakeholder Engagement Register using the Power–Interest Matrix and stakeholder salience assessment developed in Section 3. The register would record each stakeholder's level of influence, interest, expectations, preferred communication method, current attitude towards ConnectPlus and desired level of engagement. Because stakeholder influence can change throughout the project, the register would be reviewed at each major project stage.

The second step would be to understand stakeholder expectations using the SWANS and OWANS approach. **SWANS** represents Stakeholder Wants and Needs, while **OWANS** represents Organisation Wants and Needs. The approach is valuable because it encourages the Project Manager to identify both what stakeholders expect from the organisation and what the organisation requires from stakeholders.

For ConnectPlus, customers may want convenient rewards, relevant recommendations, privacy, simplicity and reliable service. Employees may want appropriate training, manageable workloads

and involvement in decisions affecting their roles. Farmer Shareholders may want financial value and assurance that digital transformation remains consistent with Mole Valley Farmers' farmer-owned identity. Conversely, the organisation wants customer adoption, accurate feedback, employee cooperation, data quality and commercially sustainable loyalty behaviour. The area where these interests overlap provides an important basis for collaboration.

5.2 RACI and accountability

A RACI matrix would then clarify responsibility for major project activities. **RACI represents Responsible, Accountable, Consulted and Informed** and is useful for preventing ambiguity over ownership and decision-making. Current project-management guidance also emphasises the importance of ensuring that each activity has clear responsibility and accountability.

Project activity	Board	Project Manager	IT/Digital	Marketing	Customers	Compliance
Project strategy	A	R	C	C	C	C
Platform development	I	A	R	C	C	C
Customer research	I	A	C	R	C	I
Data/privacy assessment	I	A	C	I	I	R
User testing	I	A	R	R	C	C
Staff training	I	A	C	R	I	C
Launch approval	A	R	C	C	I	C
Post-launch evaluation	C	A	R	R	C	C

The matrix should be agreed with stakeholders rather than imposed by the Project Manager. This is important because RACI creates clarity only when stakeholders understand and accept their responsibilities.

5.3 Applying the 4Cs

The ***4Cs*** approach communication, collaboration, consultation and commitment would provide the central engagement mechanism.

Communication would involve regular, transparent and audience-specific information. Senior management would receive concise dashboard reports covering cost, schedule, risks, adoption and benefits. Employees would receive training briefings and practical guidance. Customers would receive clear information through the website, mobile application, stores, email and customer-service channels. Communication should avoid excessive technical language and explain clearly how customer data will be used.

Consultation would occur before major decisions are finalised. Customer surveys, focus groups, employee workshops and Farmer Shareholder consultations would be used to test proposed features. This is particularly important for AI-generated recommendations because customers should have opportunities to express concerns about relevance, privacy and personalisation.

Collaboration would move stakeholders beyond simply providing feedback. Selected customers, employees, technology specialists and business representatives could participate in co-design workshops and pilot testing. This increases the likelihood that ConnectPlus reflects real user needs rather than assumptions made by the project team.

Commitment would be developed by demonstrating how stakeholder contributions have influenced project decisions. Stakeholders are more likely to support change when they can see that their views have been heard and acted upon. Meaningful stakeholder engagement therefore requires involvement and ownership rather than simply distributing information.

5.4 Communication and engagement plan

Engagement should be differentiated according to stakeholder needs rather than using one communication method for everyone.

Stakeholder	Method	Frequency	Main purpose
Board/Senior Management	Executive dashboard/meetings	Monthly	Decisions, risks and performance
Project team	Team meetings/project platform	Weekly	Coordination and problem-solving
IT/Digital suppliers	Technical meetings	Weekly	Development and
Employees	Workshops/training	Monthly then pre-launch	Skills and change readiness
Customers	Surveys, focus groups, app/web information	Each project phase	Feedback and adoption
Farmer	Consultation forums/newsletters	Monthly	Trust and strategic
Regulators/	Formal reviews	Key milestones	Legal and ethical
Suppliers/partners	Partnership meetings	Monthly	Operational coordination

This approach recognises that stakeholder engagement should be proportionate and purposeful. High-power stakeholders require decision-oriented communication, whereas customers require accessible opportunities for participation and feedback.

5.5 Managing cultural and market differences

Because ConnectPlus is intended for selected international markets, engagement must recognise cultural and market differences. A standardised platform may provide efficiency, but excessive

standardisation could reduce relevance in local markets. Hofstede et al. (2010) demonstrate that cultures differ in dimensions such as individualism, power distance and uncertainty avoidance, although cultural models should be used cautiously and should not lead to stereotyping.

5.6 Managing conflict

Conflict is likely because stakeholders have different priorities. Senior management may prioritise speed and return on investment, IT teams may prioritise technical quality and security, customers may prioritise privacy and convenience, while marketing may prioritise personalisation and commercial growth.

I would manage conflict through a structured process first the underlying interests of the parties would be identified rather than focusing only on their stated positions. Second, evidence would be collected to establish the impact of each proposed option. Third, stakeholders would be brought together to explore alternatives that create mutual value. Finally, unresolved issues would be escalated through the agreed governance structure.

5.7 Trust, feedback and continuous engagement

Trust should be treated as a project asset. Ashcroft (2017) emphasises the importance of relationships in understanding and managing stakeholder value, while Christopher, Payne and Ballantyne (2013) highlight the importance of relationships in creating value across organisational networks. ConnectPlus should therefore provide visible evidence that stakeholder feedback produces action.

A formal feedback loop would be established: engage → listen → analyse → act → communicate the outcome → review. Customer complaints, employee feedback, adoption data, technical incidents and stakeholder satisfaction measures would be reviewed by the project team.

The Power–Interest Matrix establishes priorities, SWANS and OWANS identify mutual expectations, RACI clarifies accountability, the 4Cs support meaningful participation, and structured conflict management protects relationships when stakeholder interests differ

5.8 Benefits of Stakeholder Engagement

A major benefit of stakeholder engagement is improved decision-making. Different stakeholders provide different knowledge and perspectives. Moly Valley Farmers can reduce the risk of developing a platform that does not meet customer or operational needs.

Stakeholder engagement can also improve customer satisfaction and loyalty. Customers who are consulted during development are more likely to feel that their needs have been considered. ConnectPlus can use customer feedback to improve rewards, recommendations and the overall digital experience. This can strengthen relationships between the business and its customers.

Another benefit is greater employee commitment. Kotter (1996) emphasises the importance of communicating change and creating support among employees. For ConnectPlus, involving sales, customer service, marketing and IT employees during planning can increase ownership and reduce resistance. Training can further improve confidence and encourage employees to support customers during implementation.

Stakeholder engagement can also encourage innovation and collaboration. Working with technology providers, suppliers and customers can generate new ideas for digital services and loyalty benefits. External stakeholders may identify opportunities that internal teams would overlook. This collaborative approach can help Moly Valley Farmers differentiate ConnectPlus from competing loyalty platforms.

Finally, effective engagement can strengthen reputation and long-term business performance. Organisations that demonstrate transparency and responsiveness can develop stronger stakeholder relationships. Freeman et al. (2010) argue that creating value for stakeholders should be considered alongside traditional financial objectives.

5.9 Challenges of Stakeholder Engagement

Despite these benefits, stakeholder engagement is not straightforward. One major challenge is conflicting stakeholder interests. Senior management may prioritise profitability and rapid implementation, while customers may prioritise privacy and value. IT teams may require additional time for testing, whereas management may focus on the six-month launch deadline. Suppliers may seek commercial benefits that do not always align with customer expectations. The Project Manager must therefore balance competing priorities rather than attempting to satisfy every stakeholder equally.

Communication difficulties represent another challenge, particularly when ConnectPlus is introduced across international markets. Customers and partners may have different languages, cultural expectations, communication styles and attitudes towards technology. A communication strategy that works effectively in one market may not be appropriate in another.

Another challenge is the cost and time involved in stakeholder engagement. Consultation meetings, training, surveys, workshops and communication activities require resources. Excessive consultation may slow decision-making, particularly where stakeholders have conflicting views.

Sustainable stakeholder engagement involves building long-term relationships with individuals and groups affected by an organisation's activities. For Moly Valley Farmers, effective engagement is important for the successful introduction of ConnectPlus across local and international markets. It can influence customer loyalty, financial performance, innovation, employee commitment, reputation and risk management.

6. Impact of Sustainable Stakeholder Engagement on Business Performance

Sustainable stakeholder engagement involves developing long-term and responsible relationships with groups affected by, or able to influence, business activities. For Moly Valley Farmers, effective engagement is important for the successful implementation of ConnectPlus across local and international markets. It can improve business performance through stronger customer relationships, innovation, employee commitment, risk management and reputation. However, these benefits depend on continuous communication, trust and responsible decision-making.

6.1 Customer Loyalty and Retention

A key impact of stakeholder engagement is improved **customer loyalty and retention**. ConnectPlus will provide personalised recommendations, mobile rewards and relevant offers based on customer preferences. When customers feel that their needs are understood, they may be more willing to continue purchasing from Moly Valley Farmers. Customer feedback can also help the organisation improve its services and identify problems with the platform. However, personalisation may create concerns if customers believe their information is being collected or used without sufficient transparency. Therefore, engagement must be based on trust, clear communication and responsible data management.

6.2 Financial Performance

Sustainable stakeholder engagement can contribute to **financial performance by encouraging repeat purchases and increasing customer retention**. Customer insights collected through ConnectPlus can help Moly Valley Farmers understand purchasing behaviour and develop more targeted promotions. Strong relationships with suppliers may also create attractive customer rewards and commercial opportunities. However, the platform will require investment in technology, training, maintenance and communication. The organisation should therefore compare project costs with measurable outcomes, including customer retention, sales, registrations and engagement levels. This ensures that stakeholder engagement supports business value rather than becoming an unnecessary expense.

6.3 Innovation and Competitive Advantage

Engaging different stakeholders can improve **innovation and competitiveness**. Customers can provide information about changing expectations, while employees can identify operational problems and suggest practical improvements. Technology providers can contribute specialist knowledge, and suppliers can provide information about products and market opportunities. Freeman et al. (2010) argue that organisations can create value by considering the interests of different stakeholders rather than concentrating only on financial returns. For Moly Valley Farmers, these contributions can help ConnectPlus remain relevant and provide a stronger customer experience. This may differentiate the organisation from competitors and support longer-term competitive advantage.

6.4 Employee Engagement

Sustainable engagement can also improve **employee commitment and performance**. Employees who are consulted during implementation are more likely to understand the purpose of ConnectPlus and support the changes it introduces. Training can improve employees' digital confidence and their ability to assist customers. This can contribute to better service and smoother implementation. However, employees may experience increased workloads or uncertainty about changing responsibilities. If these concerns are ignored, resistance may develop. Moly Valley Farmers should therefore provide appropriate training, clear communication and opportunities for employees to provide feedback. This can increase acceptance and strengthen organisational performance.

6.5 Trust, Reputation and Risk Management

Strong stakeholder relationships can improve **trust and organisational reputation**. Transparent communication with customers, employees, suppliers and regulators demonstrates that Moly Valley Farmers takes stakeholder interests seriously. Responsible management of customer information can strengthen confidence in ConnectPlus. Stakeholder engagement can also help identify risks at an early stage. For example, customers can highlight privacy or usability concerns, while IT specialists can identify cybersecurity weaknesses. Addressing these issues before they become serious can reduce financial and reputational damage. In contrast, poor data protection or a security breach could weaken customer confidence and negatively affect the organisation's reputation.

6.6 International and Cultural Considerations

International implementation creates additional challenges because stakeholders may have different cultural expectations, communication styles and attitudes towards technology and privacy. Moly Valley Farmers should adapt its engagement methods to local markets while maintaining consistent organisational and ethical standards. Consultation with international partners can

provide valuable knowledge about local customers, regulations and market conditions. This can improve adoption and reduce the risk of using an approach that is unsuitable for a particular market. Therefore, sustainable engagement can help the organisation balance global consistency with local responsiveness.

6.7 Measuring the Impact

The organisation should regularly evaluate stakeholder engagement using **financial and non-financial measures**. These could include customer registration, retention, satisfaction, platform usage, employee participation, stakeholder feedback and supplier cooperation. Monitoring these indicators allows the Project Manager to identify weaknesses and make improvements. It also provides senior management with evidence of whether ConnectPlus is achieving its intended objectives.

Overall Evaluation

Overall, sustainable stakeholder engagement can positively influence Moly Valley Farmers by strengthening customer loyalty, improving innovation, supporting employees, reducing risks and enhancing reputation. However, these benefits depend on meaningful and continuous engagement. Conflicting interests, project costs, privacy concerns and cultural differences can reduce its effectiveness if they are not managed appropriately.

Therefore, stakeholder engagement should be treated as an **ongoing strategic process rather than a one-time activity**. By maintaining communication, consultation, collaboration and ethical decision-making, Moly Valley Farmers can build stronger stakeholder relationships and increase the likelihood of successful ConnectPlus adoption. Sustainable engagement can consequently support long-term business performance while creating value for customers, employees, suppliers and other stakeholders.

7. Recommendations and Conclusion

Recommendations

Based on the stakeholder analysis, four recommendations are proposed.

First, establish continuous stakeholder communication. Moly Valley Farmers should maintain regular communication with employees, customers, suppliers, technology providers and management throughout the ConnectPlus project. Surveys, meetings and feedback channels should be used to identify concerns and measure stakeholder satisfaction.

Second, strengthen data protection and ethical governance. Clear policies should be established for customer consent, data security and the responsible use of AI. Regular reviews should ensure that ConnectPlus remains transparent, secure and compliant with relevant requirements.

Third, provide stakeholder training and support. Employees and selected external partners should receive appropriate training before implementation. Customer guidance should also be available to support adoption, particularly for users with limited digital confidence.

Fourth, monitor performance continuously. Moly Valley Farmers should use measurable indicators such as customer registration, retention, engagement, satisfaction and stakeholder feedback. Regular reviews will allow the Project Manager to identify problems and make improvements.

Conclusion

Successful implementation of ConnectPlus depends on effective and sustainable stakeholder engagement. The analysis demonstrates that Moly Valley Farmers has a diverse stakeholder network, including management, employees, customers, suppliers, technology providers and regulators, each with different interests and levels of influence. Effective engagement can improve collaboration, innovation, customer loyalty, employee commitment and business performance. Stakeholder theory, salience analysis, power-interest mapping, RACI and the 4Cs demonstrate how different stakeholders can be prioritised, engaged and coordinated. The analysis shows that transparent communication, cultural sensitivity, employee participation and ethical data management are essential.

Overall, stakeholder engagement should be treated as an ongoing strategic process rather than a one-time project activity. By combining communication, consultation, collaboration and commitment with ethical data management and continuous evaluation, Moly Valley Farmers can build stakeholder trust and increase the likelihood of successful ConnectPlus adoption. This approach can support sustainable business performance and strengthen the organisation's competitive position in increasingly digital local and international markets.

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