

**Understanding the importance of Stakeholder  
Engagement in successful commencement and  
completion of project.**

**Module: Understanding and Engaging Stakeholders**

**Module code: LCLM5001**

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# **Stakeholder Engagement Strategy Report:**

## **Project "ConnectPlus"**

**Company Name: Primark**

**Project: ConnectPlus ( new digital loyalty app and shopping platform)**

**Project Role: Project Manager**

**Project Timeline: 6 months**

### **1. Executive Summary**

Primark is a very famous international clothing company from the UK and Ireland. People love Primark because it sells trendy fashion at very low prices. Today, to stay strong and grow in the modern shopping world, Primark is starting a big new project called ConnectPlus.

ConnectPlus is a new mobile app that helps us connect with our customers digitally. The app will give customers smart clothing suggestions using artificial intelligence (AI), give them reward points when they spend money, and allow them to reserve clothes online and pick them up in our physical stores (Click & Collect).

This report explains how I will manage and talk to all stakeholders (all the people and groups affected by this project). Good communication is super important because we must finish and launch this project across many countries in just 6 months.

## **2. Company Context and Project Overview**

### **About Primark:**

Primark runs more than 480 large stores in 19 countries. For a long time, Primark only sold clothes inside physical stores and did not have an online shop. But today, shoppers want mobile apps, special rewards, and easy digital options.

What is Project ConnectPlus?

Project ConnectPlus is our big move into digital retail. The main features are:

- **AI Smart Recommendations:** The app learns what clothes a customer likes and suggests matching outfits.
- **Mobile Reward Points:** Customers collect points every time they buy clothes in our stores or on the app.
- **Click & Collect Integration:** Shoppers can order clothes on their phones and pick them up at their local Primark store.
- **Data Insights:** Helps store managers see what items are popular so they never run out of stock.

### 3. Stakeholder Identification and Analysis (Using the Salience Model)

A stakeholder is any person, worker, or organization that can affect our project or be affected by it. To understand who needs the most attention, we use the Salience Model. This model looks at three important features:

1. **Power:** Can this group force decisions, control our money, or stop the project?
2. **Legitimacy:** Do they have a legal or natural right to be involved?
3. **Urgency:** Do they need immediate answers and fast action right now?

#### The Three Stakeholder Groups for ConnectPlus

##### Group 1: Definitive Stakeholders (Possess Power + Legitimacy + Urgency)

These are our top priority. They have all 3 traits, so we must work with them very closely.

- **Executive Board & ABF Directors:** They control the budget (**Power**), own the company strategy (**Legitimacy**), and demand we launch in 6 months (**Urgency**).
- **Data Privacy Regulators (GDPR Authorities):** They can give big financial fines (**Power**), enforce legal privacy laws (**Legitimacy**), and demand safety checks before launch (**Urgency**).

##### Group 2: Expectant Stakeholders (Possess 2 Attributes)

These groups are very important, but miss one trait.

- **Dominant Stakeholders (Power + Legitimacy):** Central IT & Software Developers.  
They build the tech (**Power**) and know how the systems work (**Legitimacy**), but their urgency goes up and down depending on testing dates.
- **Dependent Stakeholders (Legitimacy + Urgency):** Store Sales Staff and Shoppers.  
Store staff talk to customers every day (**Legitimacy**) and need fast training before launch (**Urgency**), but they do not hold individual political **Power** to change corporate plans.

### Group 3: Latent Stakeholders (Have 1 Attribute)

These groups need lower effort, but we still keep an eye on them.

- **Discretionary Stakeholders (Have Legitimacy only):** Consumer rights groups who care about fair treatment for shoppers.
- **Dormant Stakeholders (Have Power only):** Big external investors who only care if the overall company stock price changes.

| Stakeholder Group | Power | Legitimacy | Urgency | Category   | Action Plan                  |
|-------------------|-------|------------|---------|------------|------------------------------|
| Executive Board   | Yes   | Yes        | Yes     | Definitive | Manage closely; give updates |

|                                   |     |     |     |                   |                                                       |
|-----------------------------------|-----|-----|-----|-------------------|-------------------------------------------------------|
|                                   |     |     |     |                   | every 2 weeks                                         |
| <b>Data Privacy Regulators</b>    | Yes | Yes | Yes | <b>Definitive</b> | Complete legal checks early; strictly follow GDPR     |
| <b>IT &amp; Tech Developers</b>   | Yes | Yes | No  | <b>Dominant</b>   | Hold daily quick stand-up meetings                    |
| <b>Store Staff &amp; Managers</b> | No  | Yes | Yes | <b>Dependent</b>  | Give early training; assign store "Digital Champions" |
| <b>Primark Customers</b>          | No  | Yes | Yes | <b>Dependent</b>  | Offer clear discounts/                                |

|  |  |  |  |  |                         |
|--|--|--|--|--|-------------------------|
|  |  |  |  |  | keep app<br>easy to use |
|--|--|--|--|--|-------------------------|

#### 4. Roles, Benefits, and Challenges of Key Stakeholders

##### 1. Executive Board & ABF Leadership

- Role: They are the main bosses. They approve the project money and make sure ConnectPlus fits Primark's big business goals.
- Benefits They Bring: They give clear direction, protect the budget, and make sure all country managers support the project.
- Challenges They Face: They worry about spending millions on software while trying to keep Primark's low-cost promise to shoppers. They want to see good financial returns fast.

##### 2. IT & Software Engineering Team

- Role: They write code, build the app interface, connect the database, and test the AI recommendation software.
- Benefits They Bring: They provide technical knowledge and make sure the app works smoothly on thousands of phones without crashing.
- Challenges They Face: They must connect modern mobile app technology to old store cash register systems, keep customer data safe from hackers, and finish everything in 6 months.

### 3. Store Managers & Retail Sales Staff

- Role: They are the friendly faces in our shops. They talk to shoppers at checkout, explain how to download the app, and help redeem discount points.
- Benefits They Bring: Their daily enthusiasm drives app downloads. If store workers love the app, customers will love it too.
- Challenges They Face: Store staff are already busy folding clothes and working cash registers. If the app checkout process is confusing or slow, queues get long, and both staff and shoppers get stressed.

### 4. Data Privacy Regulators (GDPR Experts)

- Role: They check that Primark follows strict European and UK privacy laws when collecting customer names, emails, and shopping habits.
- Benefits They Bring: They keep us honest, protect consumer rights, and make sure customer data is safe from leaks.
- Challenges They Face: They must examine complex AI profiling algorithms to make sure shoppers truly agree to share their personal information.

## 5. Stakeholder Engagement Strategy & Governance

To make sure everyone works together smoothly without confusion, I use two management tools: the RACI Matrix and the 4Cs Model.

### Defining Accountability: The RACI Matrix

In big international companies, people often ask: "Who is actually responsible for this task?" The RACI matrix answers this:

| Deliverable / Task        | Executive Sponsor | Project Manager | IT Tech Team | Regional Marketing | Store Staff | Legal & Privacy | Customers |
|---------------------------|-------------------|-----------------|--------------|--------------------|-------------|-----------------|-----------|
| 1. Cloud App Architecture | Accountable       | Responsible     | Responsible  | Consulted          | Informed    | Consulted       | Informed  |
| 2. GDPR                   | Accountable       | Consulted       | Consulted    | Informed           | Informed    | Responsible     | Informed  |

|                                     |             |             |             |           |             |           |           |
|-------------------------------------|-------------|-------------|-------------|-----------|-------------|-----------|-----------|
| <b>Privacy Check</b>                |             |             |             |           |             |           |           |
| <b>3. App Design &amp; Testing</b>  | Informed    | Accountable | Responsible | Consulted | Consulted   | Informed  | Consulted |
| <b>4. In-Store Till Integration</b> | Informed    | Accountable | Responsible | Informed  | Consulted   | Informed  | Informed  |
| <b>5. Staff Training Plan</b>       | Informed    | Accountable | Informed    | Consulted | Responsible | Informed  | Informed  |
| <b>6. Final Launch Approval</b>     | Accountable | Responsible | Consulted   | Consulted | Informed    | Consulted | Informed  |

- **Accountable (A):** The final boss who approves the work.

- **Responsible (R):** The person or team who does the actual work.
- **Consulted (C):** Experts we talk with before making a decision.
- **Informed (I):** People we send updates to so they know what is happening.

## Structuring Our Communication: The 4Cs Engagement Model

**Communication (Inform):** Sending simple, clear updates to groups that need general information.

**Consultation (Listen):** Asking store workers and shoppers for feedback through simple surveys and prototype testing before we finalize the app.

**Collaboration (Work Together):** Running joint design workshops where central IT engineers and local country managers co create features (like regional payment options).

**Commitment (Shared Goals):** Making sure top executives and regional directors share the same goals and target numbers.

## 6. How We Will Manage Conflicts (Using SWANS, OWANS & Thomas-Kilmann)

First, we do a **SWANS (Needs and Wants)** and **OWANS (Offerings and Needs)** check to understand what everyone expects:

- **Marketing Team Wants:** Lots of customer data to send promotional offers.
- **Legal Team Needs:** Strict customer privacy to obey GDPR laws.
- **Store Staff Need:** Fast checkout buttons so long lines do not form.
- To solve arguments fairly, I use the **Thomas-Kilmann Conflict Model:**

|                                                               |      |                                                                                                     |                                                                                                     |
|---------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| A<br>S<br>S<br>E<br>R<br>T<br>I<br>V<br>E<br>N<br>E<br>S<br>S | High | <p><b>COMPETITION</b><br/>Enforce strict compliance rules</p>                                       | <p><b>COLLABORATION</b><br/>Join Privacy By Design workshops for both legal and marketing teams</p> |
|                                                               | Low  | <p><b>AVOIDANCE</b><br/>Ignore low impact non critical feature requests from small subsidiaries</p> | <p><b>COMPROMISE</b><br/>Build API layers to enable regional payment options</p>                    |
|                                                               |      |                                                                                                     | <p><b>ACCOMODATION</b><br/>Allow regional leads to decide on non-essential UI layouts</p>           |
|                                                               |      | Low                                                                                                 | High                                                                                                |

**COOPERATIVENESS**

1. **Collaborating:** Used when Marketing wants customer data but Legal worries about privacy. We hold Privacy by Design workshops where both teams design a clear opt in screen that respects laws while collecting useful data.
2. **Compromising:** Used when European country managers want unique app features. Central IT provides a standardized system core, but allows local teams to connect their regional payment methods.
3. **Competing :** Used for legal, regulatory, and cybersecurity safety rules. GDPR safety standards are non negotiable and must be followed 100%.

## **7. Impact of Sustainable Stakeholder Engagement on Business Performance**

Doing stakeholder engagement sustainably means building long-term, honest, and respectful relationships instead of forcing changes overnight. For Primark, this approach directly improves business profits and performance in four major ways:

### **1. Happy Customers Means Higher Long Term Sales**

When shoppers trust our app and see that their privacy is protected, they stay loyal. Happy app users visit physical stores more often, try Click & Collect, and spend more money on each visit. Also, happy customers tell their friends, which lowers our digital marketing costs.

### **2. Supported Store Staff Means Better Service and Less Turnover**

In retail shops, staff turnover (workers quitting) can be very high. When we listen to store workers early, train them well, and make the app easy for them, they feel respected. Staff stay with the company longer, saving Primark huge recruitment and retraining costs.

### **3. Early Legal Compliance Avoids Massive Fines**

Breaking European data privacy laws (GDPR) can cost a company up to 4% of its global turnover in fines! By involving legal regulators as Definitive Stakeholders from Month 1, we prevent data leaks, avoid fines, and save millions of pounds in emergency software fixes.

## 4. Happy Investors and Strong Company Reputation

Big modern investors care about business ethics and clear management. Showing that Primark can launch digital apps while taking good care of workers, shoppers, and privacy laws builds market trust and keeps our parent company's stock price strong.

## 8. Recommendations and Conclusion

### Four Clear Recommendations for Primark Leadership

1. **Build Store Leads:** Choose enthusiastic sales staff in key store locations to act as peer leaders. They will help train their teammates and share bottom up feedback with central IT.
2. **Launch Features step by step:** Do not release everything on day one. Launch basic reward points and Click & Collect first in Month 4, verify server stability, and then activate complex AI features later.
3. **Start Short Staff Training in Month 4:** Give store teams short video tutorials early so they feel confident before public launch day.
4. **Keep Privacy Choices Simple:** Make sure the app consent settings use plain, easy to understand words so shoppers feel safe sharing their preferences.

### Conclusion

Project **ConnectPlus** is a super exciting step that brings Primark into the digital age. But fancy mobile technology alone does not guarantee success, customers do.

By using proven project frameworks like the **Salience Model**, the **RACI Matrix**, the **4Cs Model**, and the **Thomas-Kilmann Conflict Strategy**, we unite top executives, software engineers,

store employees, and millions of shoppers behind one shared vision. We need to treat our stakeholders with honesty, clear communication, and respect, which will ensure ConnectPlus launches smoothly in 6 months, driving customer loyalty and business growth.

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