

Student name and ID: Silvia Rosenova Naydenova (2421245)

Module name and code: Understanding and Engaging Stakeholders (LCLM5001_LON)

Lecturer name: Christopher Osborne

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Executive Summary:

This report critically evaluates stakeholder engagement in the context of implementing the StaySmart+ AI-driven guest experience system at The Ritz London hotel. As a globally recognized luxury hotel, The Ritz operates within a highly competitive and rapidly evolving hospitality industry shaped by technology innovation and changing customer expectations. The project aims to enhance guest experience through artificial intelligence, personalised services, and sustainability integration.

1. Introduction

The Ritz London is one of the most prestigious luxury hotels in the world, located in Piccadilly, London. Established in 1906 by César Ritz, the hotel is synonymous with elegance, heritage, and exceptional customer service. Operating within the luxury hospitality sector, The Ritz caters to high-net-worth individuals, international tourists, and corporate clients, offering premium accommodation, dining, and personalised services.

The global hospitality industry is undergoing significant transformation driven by digitalisation, sustainability pressures, and evolving consumer expectations. Customers increasingly demand seamless, technology-enabled experiences alongside traditional luxury service (Buhalis and Leung, 2018). In response, The Ritz London plans to implement "StaySmart+", an AI-powered system designed to enhance operational efficiency, and support sustainability initiatives.

Stakeholder engagement plays a critical role in ensuring the success of such a project. According to Freeman (1984), stakeholders are individuals or groups that can affect or are affected by organisational objectives. Effective engagement ensures that alignment, reduces conflict, and enhances project outcomes (Greenwood, 2007).

This report aims to critically analyse stakeholder engagement strategies with The Ritz London for StaySmart+ project. It will examine stakeholder role, evaluate engagement framework, and assess the impact of stakeholder management on business performance. The report also provides recommendations to enhance engagement practices and ensure successful project implementation.

2. Project Overview: StaySmart+

StaySmart+ is an innovative AI-driven guest experience platform designed to transform service delivery at The Ritz London. The system integrates advanced technologies such as machine learning, IoT-enabled smart rooms, and personalised digital concierge services.

Key features included:

- AI-powered concierge assistance
- Personalised guest recommendations
- Automated room controls (lighting, temperature, opening doors)
- Sustainability monitoring (energy usage, waste reduction)
- Transport guide

- Online orders

The primary objective is to enhance guest satisfaction while maintaining the traditional luxury identity of The Ritz. The system will also improve operational efficiency by reducing manual processes and enabling data-driven decision-making.

SMART Objectives:

- Increase guest satisfaction scores by 20% within 12 months (Specific, Measurable)
- Reduce operational costs by 15% (Achievable)
- Improve sustainability metrics (Relevant)
- Full implementation within six months (Time-bound)

The project lifecycle includes planning, development, testing, and implementation phase. Each phase requires active stakeholders' involvement to ensure alignment and minimise resistance.

However, introducing AI in a traditional luxury environment present challenges. Employees may resist technological change due to fear of job displacement, while guests may have concerns regarding data privacy (Ivanov and Webster, 2019) Therefore, effective stakeholder engagement is essential for successful adoption.

3.Situational Analysis

3.1Swot Analysis

The SWOT analysis highlights internal strengths and weaknesses, as well as external opportunities and threats.

Strength includes strong brand reputation, high quality service, and a loyal customer base. These factors provide a competitive advantage and support the adoption of new technologies.

Weaknesses include resistance to change, high operational costs, and limited technological experience.

Opportunities include the growing demand for personalised services and advancement in AI technology. Sustainability trends also present opportunities for innovation.

Threats include strong competition, data privacy risks, and economic uncertainty (Okumus et al., 2017).

3.2 PESTLE Analysis

The PESTLE framework evaluates external factors influencing the project.

Political factors include compliance with data protection regulations such as GDPR.

Economic factors involve fluctuations in tourism demand and global economic conditions.

Social factors reflect changing consumer expectations for personalised and digital experience.

Technological factors highlight rapid advancement in AI and automation.

Environmental factors emphasise the importance of sustainability in hospitality.

3.3 Critical Evaluation of External Environment

While the PESTLE analysis identifies key external factors, it is important to critically evaluate their implications for the StaySmart+ project. For example, technological advancements present both opportunities and risks. While AI enable personalised services, it also increases dependency on technology, creating vulnerabilities such as system failures and cybersecurity threats (Ivanov and Webster, 2017).

Similarly, social trends towards digitalisation must be balanced with the expectations of luxury hotel guests, who often value human interaction and personalised service. This creates a paradox where technology must enhance, rather than replace, traditional service delivery. Economic factors also play a critical role. The luxury hospitality sectors are highly sensitive to economic fluctuations, as demand for premium services decreases during economic downturns (Okumus et.al., 2017). Therefore, investment in technology must be carefully justified to ensure long-term financial sustainability.

Environmental factors are increasingly important, as stakeholders expect organisations to adopt sustainable practices. The StaySmart+ system provide an opportunity to enhance sustainability through energy management and waste reduction, aligning with corporate social responsibility (CSR) practices.

4. Stakeholder Analysis

Stakeholders are categorised into internal and external groups.

Internal stakeholders include owners, management, IT teams, and employees. External stakeholders include guests, suppliers, regulation, and the local community

Stakeholder theory emphasises the importance of balancing stakeholder interest (Freeman, 1984). However conflicting interests may create challenges

Key Stakeholders:

- Owners (Qatari investors)- They interest is profit, reputation and long-term value and they influence is very high.
- Hotel management- They have interest in operations, service quality and brand image, they have high influence.
- Employees (staff, chefs, concierge)- They interest is job security, wages and working conditions, the influence they have is medium.
- Guests and customers (luxury clients, tourists)- They are interested to have good experience, quality service and prestige. The influence they show is medium and high.
- Suppliers (food, luxury goods, services- They interest is the contracts and the income, they influence is medium.

- Government (UK and local council) The interest they have is in regulations, taxes and employment laws. Their influence is high.
- Local community- Interested in employment and tourism impact. They have medium influence on the business.
- Travel agency and booking platform- Their interest is selling rooms and packages. Their influence is medium
- Media and critics- Having interest in reviews and reputation - Their influence is medium
- Environmental and sustainability groups- Interested in sustainability practices. Their influence is low- medium.

4.1 Stakeholder Map

A stakeholder map is a visual tool used to categorise stakeholders based on their level of power and interest in a project (Mendelow, 1991). It helps organisations prioritise engagement strategies and allocate resources effectively.

High Power-High interest (Manage Closely)

- Owners (Qatari investor)
- Hotel senior management
- Government/regulators

High Power-Low Interest (Keep Satisfied)

- Major investors
- Luxury brand partners
- Tourism authorities

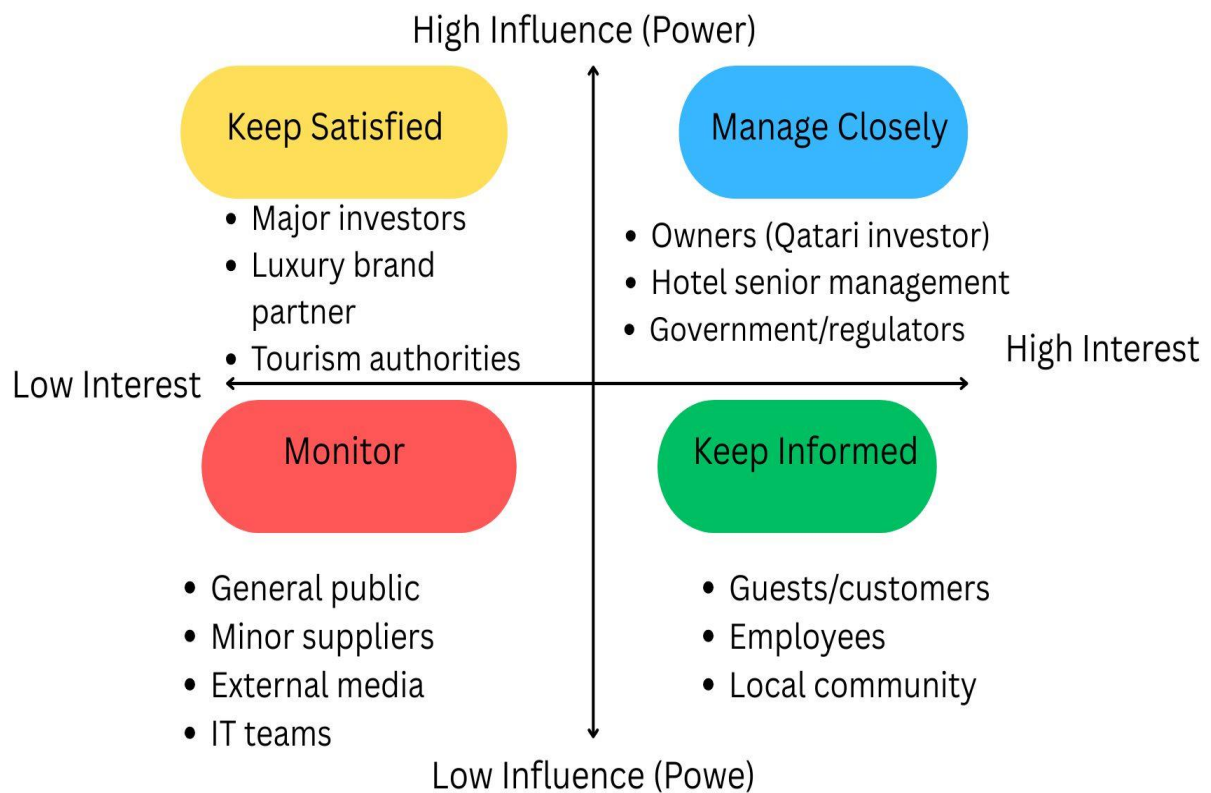
Low Power-High Interest (Keep Informed)

- Guests/customers
- Employees
- Local community

Low Power-Low Interest (Monitor)

- General public
- Minor Suppliers
- External media
- IT team

Mendelow's Matrix:



Critical Evaluation

Stakeholders in the “Manage Closely” quadrant, such as senior management and owners, require active engagement due to their high influence and interest. Employees and guests fall into the “Keep informed” category, but in practice, they should be treated as high priority stakeholders because they directly impact service delivery and customer satisfaction.

However, the model has limitations. It oversimplifies stakeholder relationship and does not account for dynamic changes in stakeholder influence (Mitchell et., 1997). Therefore, The Ritz London must continuously review and update the stakeholder map Mendelow matrix throughout the project lifecycle.

The stakeholder assessment table provides a structured evaluation of key stakeholders involve in the StaySmart+ project at The Ritz London by analysing their level of interest, involvement, influence, and the extent to which they are impacted. This classification enables effective prioritisation of stakeholder engagement strategies (Freeman, 1984). Stakeholders such as the Project Manager, IT department and Operation Manager are identify as having high levels of interest, involvement, and influence, indicating that they are critical to project success and must be actively managed (Project Management Institute, 2021). Similarly, guests and employees demonstrate high levels of interest and impact, highlighting their

importance in shaping service delivery and customer experience outcome
(Christopher et.al., 2013)

Stakeholder Assessment table:

Stakeholder (Group/Person)	Level of interest (H/M/L)	Level of involvement (H/M/L)	Level of influence (H, M, L)	Level impacted by project (H, M, L)
Internal to Project				
Project Manager	High	High	High	High
IT department	High	High	High	High
Operations manager	High	High	High	High
Internal to Organisation				
Senior management /Owners	High	Medium	High	Medium
Employees (Front Desk, Concierge, Housekeeping)	High	High	Medium	High
HR Department	Medium	Medium	Medium	Medium
Finance Department	Medium	Low	Medium	Medium
External to Organisation				
Guests (Customers)	High	Medium	High	High
Technology Suppliers	Medium	Medium	Medium	Medium
Government/ Regulators	Low	Low	High	Medium
Local Community	Low	Low	Low	Low

4.2 Stakeholder Communication Plan

Effective communication is essential for successful stakeholder engagement. A communication plan ensures that relevant information is delivered to the right stakeholders at the right time using appropriate channels.

Communication Plan Table

Stakeholder	Weekly Meeting	Monthly Meeting	Weekly Project Status	Monthly Highlight Report	Monthly Newsletters	Exception Report
Internal to Project (CEO, Project Manager, IT Team)	Video conferencing (MS Teams), project benefiting	Formal presentation, teleconferencing	Email, web-based dashboards	Formal reports	Internal newsletters	Email, urgent teleconferencing
Internal to Organisation (Hotel Manager & Staff)	Personal meeting training sessions	Workshop, internal meetings	Email, internal system	Internal magazines, reports	Internal newsletters	Escalation meetings
External-Guests	-	-	Personal meetings, mobile app updates	-	Email newsletters, social media	Surveys, direct communication
External-AI Suppliers	Teleconferencing (Skype/Teams)	Review meeting, presentation	Email, web-based system	Performance reports	-	Emails, urgent calls
External-Regulators	-	Formal meetings, teleconferencing	-	Official reports, letters	-	Legal reports, formal letters
External-Community	-	Community meetings, social events	-	CSR reports, blogs	Social media, newsletters	PR events, media statements

Critical Evaluation

The communication plan ensures that stakeholders receive relevant and timely information, reducing uncertainty and enhancing trust (Clampitt, 2016). Different communication methods are used to suit stakeholder needs, reflecting best practice in stakeholder management.

5. Roles and Responsibilities

Effective stakeholder management enquires a clear definition of roles and responsibilities to ensure accountability, coordination, and successful project delivery. In the StaySmart+ project at The Ritz London, stakeholders contribute at strategy, operational, and functional levels. Clearly defining these roles reduce ambiguity, enhances, collaboration, and support efficient decision-making (Project Management Institute, 2021).

5.1 Key Stakeholder Roles

Project Manager

The project manager plays a central role in coordinating all project activities. Responsibilities include planning, scheduling, monitoring progress, managing risks, and ensuring effective communication between stakeholders.

The project manager also acts as a bridge between strategic and operational stakeholders, ensuring alignment between management objectives and operational execution. According to the Project Management Institute (2021), effective project managers must demonstrate leadership, communication and problem-solving skills.

IT Team

The IT team is responsible for the design, development, and implementation of the StaySmart+ system. This including integrating AI technologies, ensuring system functionality, and maintaining cybersecurity standards.

The role is critical in ensuring that the system meets performance and reliability requirements. However, a key challenge is ensuring that technical stakeholders, such as employees and guests. This highlights the importance of cross-functional collaboration.

Additionally, the IT team must ensure compliance with data protection regulations, particularly in relation to guest data. This responsibility is increasingly important given the ethical concerns surrounding AI technologies (Ivanov and Webster, 2019)

Employees

Employees, including front desk staff, concierge, and housekeeping teams, are responsible for delivering services using the StaySmart+ system. They play a crucial role in ensuring that technology enhances, rather than replaces, the human element of hospitality.

From stakeholder perspective, employees have high interest but moderate power, making them essential to project success. Their acceptance and engagement directly influence service quality and customer satisfaction (Greenwood 2007).

However, employees may resist change due to fear of job displacement or lack of confidence in using new technologies. Therefore, their role must be supported through training and continuous engagement. Empowering employees to contribute feedback can also improve system design and implementation.

RACI Matrix

The RACI matrix is used to clarify stakeholder role by defining who is:

R- Responsible

A- Accountable

C-Consulted

I- Informed

Task	Ce o	Project Manag er	IT Tea m	Hotel Managem ent	Staf f	Gues ts	AI Supplie rs	Regulato rs	Communi ty
Launch Planning and Strategy	A	R	R	C	I	I	C	I	I
System Deployment	I	A	R	C	-	-	R	-	-
Staff Training for AI system	I	A	R	C	R	-	C	-	-
Guest Experience Rollout	I	A	R	C	R	C	C	-	-
Marketing & Promotion	A	R	R	C	-	I	I	-	C
Live Monitoring during launch	I	A	R	C	-	I	I	I	I
Customer Support and Gusts Assistance	I	A	-	C	R	C	C	-	-
Issue Resolving and Troubleshoot ing	I	A	R	C	C	-	-	-	-
Date Protection and Compliance	A	R	R	-	-	I	C	-	-
Feedback Collection	I	A	-	C	R	C	-	-	-
Reputation Management and RR	A	R	-	C	-	-	-	-	-

Critical Evaluation of RACI

While the RACI matrix provide clarity, it has limitation. It assumes clearly defined roles, whereas in practice, responsibilities may overlap. For example, employees may be both responsible for staff training and collecting feedback.

Additionally, the model does not account for informal influence, which can significantly impact project outcomes. Employees with strong interpersonal influence may shape attitude and behaviours, even without formal authority.

Therefore, the RACI matrix should be used alongside stakeholder engagement strategies to ensure effective communication and collaboration.

Importance of Role Clarity

Clearly defined roles and responsibilities are essential for:

- Improving accountability and efficiency
- Reducing role ambiguity and conflict
- Enhancing collaboration among stakeholders
- Support effective decision-making

According to Belbin (2010), effective team performance depends on balance of roles and responsibilities. In the StaySmart+ project ensuring that stakeholders understand their roles will improve coordination and project outcomes.

6. Stakeholder Engagement Strategy and Conflict Management.

Effective stakeholder engagement is essential for the successful implementation of the StaySmart+ project at The Ritz London. As the project manager, the engagement process must be structured, continuous, and aligned with organisational objectives. The 4C's model-communication, consultation, collaboration and commitment-provides a comprehensive framework to guide stakeholder engagement and minimises potential conflicts throughout the project lifecycle. In addition, integrating the Triple Bottom Line (TBL) approach-economic, social, and environmental performance-ensures that stakeholder engagement contributes to sustainable business outcome (Elkington, 1997).

The first stage of the engagement process is communication, which forms the foundation of all stakeholder interactions. Effective communication ensures that stakeholders are fully informed about the project's objectives, progress, and expected outcomes. In the context of StaySmart+, communication involves clearly explaining how AI technologies will enhance guest experience while supporting employees in their roles. For internal stakeholders, particularly guests, communication should focus on transparency regarding service improvements and data usage. According to Clampitt (2016), effective communication reduce uncertainty and builds trust. From a Triple Bottom Line perspective, communication contributes to the social dimension by improving transparency and stakeholder trust, while also supporting the economic dimension through improved operational efficiency. However, poor communication may result in resistance, misinterpretation, and reduced stakeholder engagement.

The second component, consultation, involves actively engaging stakeholders in decision-making processes. Employees can provide valuable insights into operational challenges, while guests can offer feedback on service expectations. Freeman (1984) argues that stakeholder involvement improves decision quality and strengthens relationship. Without the TBL framework, consultation supports the social dimension by promoting inclusivity and participation. It also contributes to the environmental dimension by enabling stakeholders to suggest sustainable practices, such as energy-saving initiatives within the hotel. However, consultation may slow down decision-making and create challenges if stakeholder expectations are not managed effectively.

The third element, collaboration, focuses on partnership between stakeholders to achieve shared objectives. The StaySmart+ project requires collaboration between internal teams and external technology providers. This ensures that AI solutions are both technically effective and operationally practical. Collaboration supports innovation and enhances service delivery (Christopher et al., 2013). From a Triple Bottom Line perspective, collaboration contributes to the economic dimension by improving efficiency and competitiveness while also supporting the environmental dimension through joint sustainability initiatives, such as reducing energy consumption through smart technologies. However, collaboration may lead to conflict due to differing stakeholder priorities, requiring effective leadership and communication to align interests.

The final component, commitment, refers to the extent to which stakeholders are dedicated to project success. Commitment is essential for implementing organisational change, particularly when introducing new technologies. Employees must be supported through training and development, while management must demonstrate commitment through resource allocation and leadership. According to Christopher et al. (2013), stakeholder commitment is critical for long-term success. Within the TBL framework, commitment supports the economic dimension through improved performance, the social dimension through employee engagement, and the environmental dimension by encouraging sustainable behaviours. However, maintaining commitment requires continuous engagement, as stakeholders may lose motivation if benefits are unclear.

In conclusion, the stakeholder engagement strategy for the StaySmart+ project must combine the 4C's model with effective conflict management and sustainability principles. By integrating the Triple Bottom Line, The Ritz London can ensure that stakeholder engagement contributes to long-term economic success, social responsibility, and environmental sustainability.

6.1 Stakeholder Engagement Plan

The stakeholder engagement plan outlines how The Ritz London will interact with stakeholders throughout the StaySmart+ project. It ensures that stakeholders are appropriately involved, informed, and managed.

Stakeholder Engagement Plan Table

Stakeholder	Level of Interest	Level of Influence	Current Engagement	Desired Engagement	Engagement Strategy
CEO	High	High	Supportive	Leading	Regular executive updates, strategic meetings, decision-making involvement
Project Manager	High	High	Leading	Leading	Daily coordination, full control of communication and delivery
IT Team	High	Medium	Supportive	Leading	Regular meeting, clear task allocation,

					performance tracking
Hotel Management	High	High	Supportive	Leading	Involve in decision-making, frequent report approvals
Staff	Medium	Medium	Neutral	Supportive	Training sessions clear communication, feedback opportunities
Guests	Medium	Low	Neutral	Supportive	Clear communication of AI benefits, easy-to use systems, feedback collection
AI Suppliers	High	Medium	Supportive	Supportive	Regular communication, performance reviews, collaboration
Regulators	Low	High	Neutral	Supportive	Ensure compliance, provide repots, maintain transparency
Community	Low	Low	Unaware	Neutral/Supportive	PR campaigns, social media updates, CSR communication

Critical Analysis

The engagement plan demonstrates a structured approach to stakeholder management. High-interest stakeholders, such as CEO and project manager require continues engagement to ensure project success. The aligns with stakeholder theory, which emphasises the importance of maintaining strong relationships (Freeman, 1984).

However, engagement strategy must be flexible and adaptive. Over-engagement may lead to stakeholder fatigue, while under-engagement may result in dissatisfaction. Therefore, The Ritz must balance engagement levels based on stakeholder needs and project requirements.

Additionally, digital tools such as customer relationship management (CRM) systems can enhance engagement by enabling personalised communication and real-time feedback.

7. Conflict Management

Conflict is an inevitable aspect of stakeholder engagement, particularly in complex project such as the StaySmart+ initiative at The Ritz London. Conflicts arise when stakeholder have differing interests, value, or expectations, and if not managed effectively, they can negatively impact project performance and stakeholder relationships.

In the context of StaySmart+, one major source of conflict is technological change. Employees may perceive AI implementation as a threat at job security, leading to resistance and reduced engagement. At the same time, guests may express concerns regarding data privacy and the ethical use of artificial intelligence. According to De Dreu and Weingart (2003), task-related conflict can sometimes improve decision-making, but relationship conflict often leads to negative outcomes such as reduced trust and collaboration.

To manage conflict effectively, the project manager must adopt a structured approach. Thomas and Kilman (1974) identify five conflict-handling styles: competing, collaborating, compromising, avoiding, and accommodating. In the StaySmart+ project, a collaborative approach is most appropriate, as it encourages open dialogue and seeks mutually beneficial solutions. For example, involving employees in training programmes and decision-making processes can reduce resistance and increase acceptance of new technologies.

Communication also plays a critical role in conflict management. Transparent and consistent communication can reduce misunderstandings and build trust among stakeholders (Tourish and Hargie, 2004). Additionally, emotional intelligence is an important skill for project managers, as it enables them to recognise and manage stakeholder emotions effectively (Goleman, 1998).

However, conflict management is not without challenges. Power imbalances among stakeholders may influence outcome, with more powerful stakeholders dominating decision-making processes. This highlights the importance of fair and inclusive engagement strategies.

In conclusion, effective conflict management requires a combination of communication, collaboration, and leadership skills. By adopting appropriate conflict resolution strategies, The Ritz London can minimise disruption and maintain positive stakeholder relationships.

8. Impact of Stakeholder Engagement on Business Performance

Stakeholder engagement has a significant impact on organisational performance, particularly in hospitality industry where customer experience and service quality are critical. At The Ritz London, effective stakeholder engagement in the StaySmart+ project can enhance operational efficiency, improve customer satisfaction, and strengthen competitive advantage.

One of the key benefits of stakeholder engagement is improved customer satisfaction. Engaging guests in the development and refinement of services ensures that their expectations are met, leading to increased loyalty and positive brand perception. According to Kandampully et al. (2015), customer-centric strategies are essential for achieving long-term success in the hospitality sector.

Employee engagement is another critical factor. Engaged employees are more motivated, productive, and committed to organisational goals. Saks (2006) suggest that employee engagement is positively related to job performance and organisational outcomes. In the context of StaySmart+, involving employees in the implementation process and providing adequate training can improve service delivery and reduce resistance to change.

Furthermore, stakeholder engagement contributes to innovation. By collaborating with stakeholders, organisations can generate new ideas and improve service offerings.

Chesbrough (2003) highlights the importance of open innovation, where organisations leverage external knowledge to enhance performance.

However, poor stakeholder engagement can have negative consequences. Lack of communication and involvement may lead to dissatisfaction, resistance, and project failure. Additionally, failure to address stakeholder concerns, particularly regarding data privacy, may damage the organisation's reputation and reduce customer trust.

From a financial perspective, effective stakeholder engagement can improve profitability by increasing customer retention and operational efficiency. However, engagement activities also involve costs, such as training and communication systems, which must be managed carefully.

In conclusion, stakeholder engagement plays a crucial role in enhancing stakeholders. The Ritz London can achieve both short-term project success and long-term strategic benefits.

9. Recommendations

Based on the analysis, several recommendations can be made to improve stakeholder engagement in the StaySmart+ project at The Ritz London.

Firstly, it is recommended that the organisation adopts a structured stakeholder engagement framework. A systematic approach ensures that all stakeholders are identified, analysed and engaged appropriately. Brayson (2004) emphasises that structured stakeholder management improves decision-making and organisational affectedness.

Secondly, the organisation should invest in employee training and development. Providing employees with the skills required to use AI technologies will reduce resistance and improve performance. According to Noe (2017), training enhances employee competence and organisational productivity.

Thirdly, The Ritz London should implement advanced communication system, such as digital performs and customer relationship management (CRM) tool, to facilitate real-time communication with stakeholders. Effective communication improves transparency and trust, which are essential for stakeholder engagement (Men, 2014).

Another key recommendation is to strengthen ethical governance and data protection practices. Given the use of AI technologies, it is essential to ensure compliance with data protection regulations and maintain customer trust. Martin (2019) highlights the importance of ethical considerations in digital transformation.

Additionally, the organisation should establish continuous feedback mechanisms, such as a survey and performance reviews, to monitor stakeholder and customer satisfaction and identify areas for improvement. This aligns with continuous improvement principles and supports long-term success.

Finally, it is recommended that the organisation integrates sustainability into stakeholder engagement strategies. This includes adopting environmentally friendly practices and promoting social responsibility, which can enhance brand reputation and stakeholder trust.

In conclusion, these recommendations provide a comprehensive approach to improving stakeholder engagement. By implementing these strategies, The Ritz London can enhance project success, improve stakeholder relationship, and achieve sustainable business performance.

10. Conclusion

In conclusion, the successful implementation of the StaySmart+ project at The Ritz London is highly dependent on effective stakeholder engagement. This report has demonstrated that stakeholder management is not a static process but a dynamic and strategic activity that requires continuous monitoring communication, and adaptation throughout the project lifecycle,

The analysis highlighted the importance of identifying and categorising stakeholders based on power, interest, and influence, enabling to organisation to prioritise engagement efforts effectively. The application of framework such as stakeholder mapping, communication plan, and the RACI matrix provide clarity in roles and responsibilities, ensuring accountability and coordination among stakeholders.

Furthermore, the 4C's model-communication, consultation, collaboration, and commitment- was critically evaluated as a practical approach to stakeholder engagement. Each component plays a vital role in fostering trust, reducing resistance, and promoting active participation. However, the report also identified limitations of model, particularly its lack of emphasis on power dynamics and sustainability, which were addressed through the integration of the Triple Bottom Line approach.

The evaluation of stakeholder engagement demonstrated its significant impact on business performance, including improved customer satisfaction, and increased organisational efficiency. Conversely, poor stakeholder management may lead to conflict, resistance, and reputation risks. Therefore, effective conflict management strategies and conflict management strategies positive stakeholder relationships.

Overall, the findings suggest that a proactive and inclusive approach to stakeholder engagement is critical for achieving both short-term project success and long-term organisational sustainability. By adopting structured engagement strategies, in stakeholder relationships, and aligning with ethical and suitability principles, The Ritz London can successfully implement the StaySmart+ project while maintaining the reputation as a leader in luxury hospitality.

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