



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

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LECTURER NAME : KAZEEM OSENI

STUDENT NAME: MONICA LUNCA

STUDENT NUMBER: 2418445

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1. Executive Summary

This report focuses on the importance of stakeholder engagement for the successful launch of a new wearable health device within a UK healthcare technology organisation. The primary responsibility of the project manager is to coordinate a variety of internal and external stakeholders to make the device, which is used to monitor heart rate, oxygen saturation and sleep, market-ready in six months. The engagement of stakeholders is believed to be an essential element for the success of a project. This is especially true for complex innovation-intensive industries like digital health (Bourne, 2019; Aaltonen, 2021).

The report conducts a strategic appraisal of the organisation. It uses SWOT and PESTLE analysis. They are used to identify contextual factors that impact stakeholder relationships, operational priorities and regulatory barriers. Then the priorities and interests of stakeholders of the project are mapped. Their challenges and benefits for the project are analysed. Mendelow's Matrix, and Engagement Plan, and Communication Plan and RACI matrix are important engagement tools. They help structure engagement and accountability.

A vital part of the report is the use of The Four Cs Framework (Communication, Coordination, Cooperation, and Collaboration) which provide a useful foundation for conflict management and cross-functional alignment (Ellis et al, 1991; Dingsøyr and Moe, 2020).

The study shows that quality stakeholder engagement leads to better operational performance, faster product development cycles, and stronger organisation resilience. At the end of the report, strategy recommendations were made. These recommendations are related to improving communication systems, formalising engagement structures, and relational governance as these will help in fulfilling the future mandates for innovation.

2. Introduction

The focus of this analysis is on Withings UK, a company known for producing connected health technologies which include smartwatches, sleep monitors, and hybrid health trackers which are digital devices that monitor physiological wellbeing. Withings is based in France but operates all around the world. The company already enjoys a strong presence in the UK

thanks to links with healthcare providers, retailers and digital health platforms. (Mettler & Wulf, 2019) The business model focuses on evidence-based design, user-centred product development, and compliance with UK GDPR, health and social care acts, medical device directive etc.

Withings operates activities such as hardware design, biomedical sensor calibration, data analytics, cloud computing, and data pooling and weave these into health apps. The new device in the tested environment with lived experience will be in line with the overall offerings of the organization. The firm focuses on preventative health and remote monitoring. There has been a rise in demand for the device's capabilities in the post-pandemic health market. It can track heart rate, oxygen saturation and sleep quality (Islam et al., 2020; Piwek & Ellis, 2022).

The analysis examines how Withings can help the stakeholders of the device launch project to accomplish their objectives, decisively and on time. Because of the six-month accelerated program, stakeholder engagement will assist with managing risk, aligning expectations and ensuring ongoing operational alignment in a competitive & highly regulated ecosystem.

2.1 Project Definition

The Withings UK New Wearables project outlines the preparations for the launch of a new wearable with heart rate, SpO₂ and sleep measurements. The goal is to provide a clinically-validated, and compliant to GDPR product within six months while ensuring cross-function alignment across engineering, regulatory, procurement, data governance, and commercial. Wearable devices are becoming increasingly recognized as useful tools in digital health, primarily due being able to monitor a person's physiology continuously and detect abnormalities (Dunn et al 2021; Wright et al 2022).

Due to the short time-frame an effective workflow coordination and engagement of stakeholders to suitably manage the regulatory liabilities, technical dependencies and supply chain constraints. According to studies on innovation projects, stakeholder alignment is a key factor in the timely delivery of projects, especially in domains with high uncertainty, like health technology development (Aaltonen, 2021; Olaniran et al., 2020). So that the project manager can manage risk and maintain coherence, he must ensure that engagement is structured and transparent through the course of development.

2.2 SWOT Analysis

STRENGTHS	WEAKNESSES
- Advanced biomedical sensor precision validated in clinical studies (Mettler & Wulf, 2019) - Strong digital ecosystem enabling seamless device–app integration (Piwek & Ellis, 2022) - Established supply-chain partners with ISO-certified processes (Wright et al., 2022)	- Regulatory navigation complexity for UK medical device compliance (Sharon, 2021) - Cross-department coordination gaps causing development delays (Olaniran et al., 2020) - Dependence on external manufacturing increases lead-time risk
OPPORTUNITIES	THREATS
- Rising UK adoption of preventive digital health solutions post-pandemic (Haleem et al., 2021) - Expansion opportunities through NHS remote-monitoring programmes - Growing consumer trust in evidence-based wearable technologies (Dunn et al., 2021)	- Intensifying competition from Apple, Garmin, Samsung in UK market - Increasing data governance and algorithm transparency regulation (Leslie, 2021) - Cybersecurity vulnerabilities in connected health devices (Montasari & Hill, 2023)

Source: Created by Author, 2025

Strengths.

Withings has a strong technological capability for sensor accuracy, device miniaturisation and digital platform integration. The literature suggests that the firm is well-known for developing clinically oriented consumer health technology (Mettler & Wulf, 2019). The company has reliable supply chain partners, ISO-certified manufacturing and strong alliances help in rapid scaling. Because of these internal strengths, engineering and operations stakeholders work together in comfortable conditions. In addition, Withings' focus on data-driven design is consistent with evidence that strong analytics infrastructures can speed up health-tech product development cycles (Wright et al., 2022).

Weaknesses.

Internal limitations that we may encounter include insufficient resources, reliance on global manufacturing, and delays in getting regulatory approvals. According to Sharon (2021), research into digital health organisations finds misalignment in regulation and poor coordination between their compliance and engineering teams delay launch. Moreover, according to Olaniran et al. (2020), disjointed messaging is a frequent barrier of multidisciplinary innovation projects which can interfere with the sharing of knowledge. These flaws outline the necessity of a systematic way for engaging in order to lessen friction between stakeholder groups.

Opportunities.

The UK's shift towards digital health, remote monitoring, and preventive care after the pandemic creates favourable market conditions (Haleem et al., 2021). Efforts toward digital transformation by NHS and the growing consumer acceptance of wearable devices open up opportunities. According to studies, wearable devices supporting personalized health decision-making should be interoperable and evidence-based. As a result, healthcare stakeholders are increasingly interested in them (Piwek & Ellis, 2022). The external opportunities serve as motivation for stakeholders to align R&D, commercial teams and health care partners around accelerated cycles of innovation.

Threats.

Increasing competition from existing players in the wearable segment, obsolescence of technology, and changing regulations regarding data privacy and medical equipment classification are threats. The UK may add compliance stakeholders under pressure due to its algorithmic transparency and health data governance (Leslie, 2021). Risks related to cybersecurity are also an important menace; for instance, a flaw in connected health devices could harm organisational reputation and consumer trust (Montasari & Hill, 2023). It is essential to work together through technical, regulatory, and external partners to counter these threats.

2.3 PESTLE Analysis



Source: Designed by Author, 2025

Political.

The United Kingdom government has put a priority on the digital transformation of healthcare and, for instance, NHS remote-monitoring initiatives focussing on preventive health technologies (NHSX, 2021). Healthcare partners, suppliers, and regulatory stakeholders are encouraged to back commercialization of these policies.

Economic.

Rising inflation, the pandemic and increased supply disruptions impact the cost and volatility of electronic components (Sodhi & Tang, 2021). The procurement and manufacturing players

face pressure on the money and working front. Therefore, there is a need for collaboration. The collaboration is to manage lead times and cost uncertainty.

Social.

More and more people are demanding health monitoring and self-management tools for the chronic condition or wellbeing to raise awareness (Haleem et al., 2021). The trend engages with consumers and healthcare partners for usability and acceptance.

Technological.

Innovations in biosensing, AI-powered analysis and connected device ecosystems are creating opportunities for advanced product capabilities. (Piwek & Ellis, 2022) Yet at the same time, the acceleration of technology raises new expectations for interoperability and cybersecurity. This raises the bar on the technical demands on engineering and IT governance teams.

Legal.

The law in the UK requires compliance with UK GDPR, the UK Medical Device Regulation (post-Brexit framework), and greater scrutiny of algorithmic transparency (Leslie, 2021). As a result of these legal constraints, the role of regulatory, compliance and other data-protection stakeholders is being heightened.

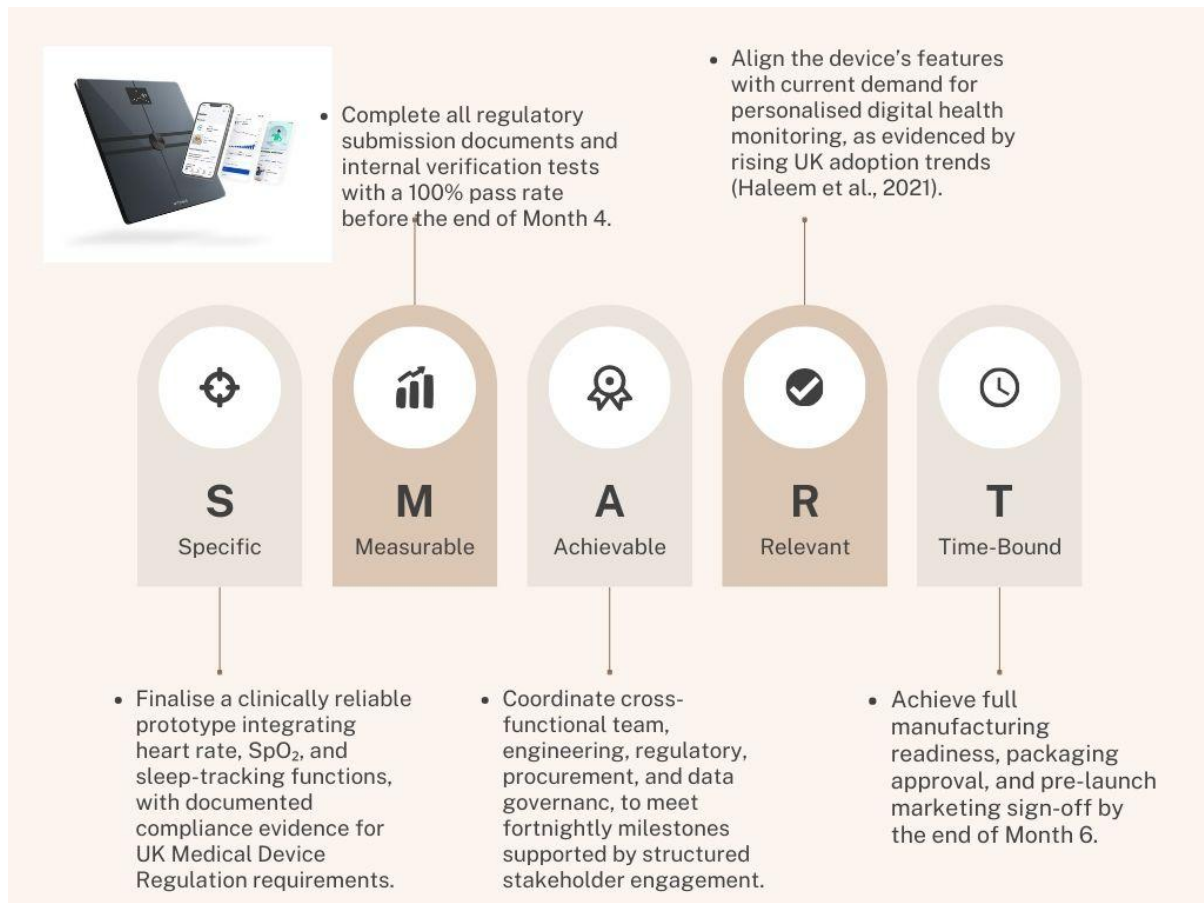
Environmental.

Manufacturers must work to reduce electronic waste and improve lifecycle responsibility (Baldé et al., 2020). For Withings, this has an impact on material choice, packaging design and supplier engagement.

Hence, the PESTLE analysis suggests an environment that is rich in opportunities but regulated. Thus, it reinforces the need to engage in proactive and co-ordinated stakeholder engagement throughout the project life-cycles.

2.4 SMART Objectives

Figure 3. SMART Objectives for the Wearable Device Launch Project



Source: Designed by Author, 2025

3. Key Internal and External Stakeholders

The launch of the wearable device depends on a wide variety of internal and external stakeholders working together. Each brings their own skills, resources, and expectations. It is

important to identify these stakeholders to design effective engagement mechanisms, managing conflict and timeliness of projects.

3.1 Internal Stakeholders.

Engineering and Product Development Teams.

The arena software users inject vital technical knowledge into sensor tuning, firmware integration and usability. Engineering groups play a central role in determining innovation outcomes, especially when communication across boundaries is effective. (Dingsøyr & Moe, 2020).

Regulatory and Compliance Teams.

I help to use the UK Medical Device Regulation, GDPR requirements and documentation for clinical validation. Their input is important for preventing launch delays. Regulatory misalignment remains a top risk in digital health projects. (Sharon, 2021)

Data Governance and Cybersecurity Teams.

These stakeholders manage biometric data security and vulnerabilities at the system level. Scrutiny on algorithmic fairness and data transparency is increasing. Thus, they have begun attaining strategic significance (Leslie, 2021).

Procurement and Supply Chain.

They manage supplier relations, availability of components, and cost controls. The Global Component Scarcity: A Need for Proactive Engagement with Suppliers.

Marketing and Commercial Teams.

Make Sure Their Positioning, Their Segmentation, Their Communication The insights into consumer behaviour make the features of a device relevant and usable (Haleem et al., 2021).

3.2 External Stakeholders.

Component Suppliers and Manufacturing Partners.

Essential for the supply of hardware and the ability to increase production. Supply-chain reliability directly impacts project timelines.

Regulatory Bodies (e.g., MHRA).

Provide approvals and compliance oversight. Involving The Right Individuals Early Helps Organize The Documentation Which Means Less Rework.

Healthcare Partners and Clinical Advisors.

Provide expert advice on biological accuracy, safety, and clinical relevance. Working with healthcare partners enhances the credibility of the product.

End Users.

The design process is affected by consumer expectation about easy-to-use, correct and transparent products. Research on wearable adoption highlights the importance of user feedback (Piwek and Ellis, 2022).

The purpose of this stakeholder overview is to map influence, define roles and responsibilities, and select engagement and communication mechanisms on subsequent parts.

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

It is really important to know who the stakeholders are and what they do. Especially to deliver this project in six months. According to Bourne (2019) and Aaltonen (2021), stakeholder theory explains how project performance can be increased through clarity of expectations and mutually beneficial value exchanges. The below analysis outlines what each stakeholder group will contribute as well as the benefits and challenges they will face.

4.1 Internal Stakeholders

Table 2: Internal Stakeholder Map for the Wearable Device Launch Project

Stakeholder Group	Key Responsibilities	Benefits to Project	Challenges Faced
<u>Engineering & Product Development</u>	- Sensor calibration & firmware development - Usability engineering - Iterative testing & refinement	- Ensures technical performance and innovation - Drives product reliability	- Balancing technical trade-offs - High dependency on regulatory and data teams
<u>Regulatory & Compliance</u>	- Regulatory submissions & documentation - Risk assessment and conformity evaluation - GDPR and data-handling compliance	- Minimises legal and safety risks - Enables timely certification	- Complex evolving regulations - High documentation workload
<u>Data Governance & Cybersecurity</u>	- Data protection strategy - Cybersecurity risk management - Privacy impact assessments	- Builds user trust & safeguards data - Ensures system resilience	- Rising cyber threats - Need for transparent AI/algorithmic processes
<u>Procurement & Supply Chain</u>	- Supplier management & contract negotiation - Component sourcing - Quality control and logistics	- Maintains production continuity - Controls costs and timelines	- Component shortages - International shipping volatility

<u>Marketing & Commercial</u>	- Market segmentation & user research - Launch planning & communication strategy - Product positioning	- Enhances adoption & market fit - Aligns device with user needs	- Reliance on timely technical inputs - Risk of misalignment with engineering teams
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Source: Source: Developed by the author using insights from Bourne (2019), Dingsøyr & Moe (2020), Sharon (2021), Leslie (2021), Sodhi & Tang (2021), Haleem et al. (2021), and Piwek & Ellis (2022).

4.3 External Stakeholders

Table 3: External Stakeholder Map for the Wearable Device Launch Project

The table shows the key external stakeholders involved with the launch of the wearable device and their roles, positive impacts towards the project, and possible challenges. The insights help in designing strategies for engagement, communication, and risk management which are critical for regulatory, clinical, and market scenarios.

Stakeholder Group	Key Responsibilities	Benefits to Project	Challenges Faced
<u>Component Suppliers & Manufacturers</u>	- Deliver components and hardware - Maintain production quality - Meet agreed timelines	- Enable scalable, high-quality production - Support rapid prototyping	- Global supply-chain delays - Cost fluctuations and material shortages
<u>Regulatory Authorities (MHRA)</u>	- Approve device classification - Review safety documentation - Ensure legal compliance	- Provide certification essential for launch - Enhance product credibility	- Lengthy approval cycles - Evolving regulatory frameworks
<u>Healthcare Partners & Clinical Advisors</u>	- Validate clinical accuracy - Provide user-safety insights - Support evidence generation	- Strengthens scientific validity - Improves user-centred design	- Differing priorities vs. commercial timelines - Need for ongoing coordination
<u>End Users</u>	- Provide feedback on usability - Participate in pilot	- Enhance adoption and market fit	- Concerns about privacy & data use

	testing - Inform design refinements	- Improve long-term user engagement	- Varied digital literacy levels
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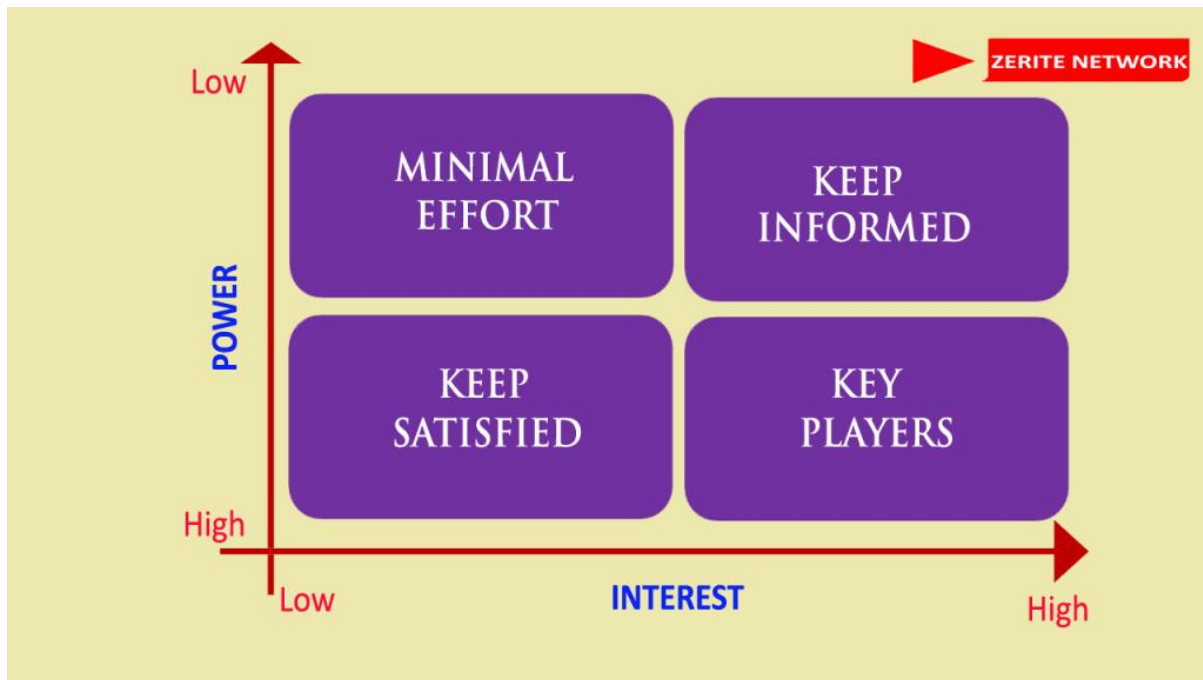
Source: Developed by the author using insights from Dunn et al. (2021), Haleem et al. (2021), Leslie (2021), Sharon (2021), Sodhi & Tang (2021), Montasari & Hill (2023), and Piwek & Ellis (2022).

5. Engagement Frameworks, Models, and Theories

An effective stakeholder engagement process needs the right mechanisms that clarify expectations, orchestrate activities and resolve conflict. It is difficult to launch a health-technological device within 6 months. Therefore, Withings must use a set of analytical tools and relational frameworks to align and account for stakeholders.

5.1 Mendelow's Power–Interest Matrix.

Mendelow's Matrix Design examines how the stakeholders will be mapped taking into account their influence as well as interest level. You must be in touch with the engineering team, regulatory teams, component suppliers, and other high-power, high-interest stakeholders so that they can be managed. On the other hand, stakeholders who have a lot of interest but low power, such as the end users, should be engaged meaningfully to capture insights and will not take out a lot of resources. The matrix allows adjustment of engagement as influence changes throughout the different phases of the project (Ackermann & Eden, 2019).



Source: <https://zeritenetwork.com/mendelows-matrix/>

5.2 Stakeholder Engagement Plan.

An engagement plan is what translates what we learnt from stakeholder mapping into how we will do it, when and through which channel. Research shows that well-designed engagement plans can help in the improvement of innovation outcomes in relation to cross-functional digital-health initiatives. For Withings the plan should detail technical syncs of engineering and data teams, regulatory reviews once a month, check on suppliers' performance, and user feedback during prototyping testing. Take action so that each outcome is a part of the project milestones which is included in the SMART objectives.

5.3 Communication Plan.

It is well recognised that communication is a vital key to project success because it reduces ambiguity and enhances relational quality (Bourne 2019) A communication plan is needed to set message types (for example technical briefs, regulatory updates, risk logs), ownership, escalation, and channels. As the project is multidisciplinary, a mixture of synchronous (workshops, cross-functional stand-ups) and asynchronous (project dashboards, shared documentation spaces) helps enforce transparency and mitigate delays. Studies in agile

health-tech settings indicate that communication frequency and clarity are strongly related to their predictability (Dingsoyr & Moe, 2020).

5.4 RACI Matrix.

Each task in a project has someone Responsible, Accountable, Consulted and Informed, as per RACI matrix. It helps to define roles and not overlap, which is a major source of conflict in any tech development (Olaniran et al., 2020). For launching the wearable device, engineering would actually develop the prototype regulatory would be accountable for the compliance documents procurement would be consulted for component feasibility and marketing would be informed of technical updates that affect product positioning. A good RACI matrix also helps in establishing accountability and taking decisions in a time crunch.

Table 4: RACI Matrix for the Wearable Device Launch Project

Task	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
<i>Prototype Development</i>	Engineering Team	Head of Product	Data Governance, Regulatory	Marketing, Executive Leadership
<i>Regulatory Compliance (UK MDR + GDPR)</i>	Regulatory & Compliance Team	Regulatory Manager	Engineering, Data Governance	Executive Leadership, Marketing
<i>Data Protection & Cybersecurity</i>	Data Governance & Cybersecurity Team	Chief Information Security Officer (CISO)	Engineering, Regulatory	Executive Leadership
<i>Supply Chain & Procurement</i>	Procurement Team	Operations Manager	Regulatory, Executive Leadership	Regulatory, Executive Leadership
<i>User Testing & Clinical Feedback</i>	UX Research Team	Clinical Advisors, End Users	Marketing, Engineering	Marketing, Engineering
<i>Marketing & Launch Preparation</i>	Marketing Team	Marketing Director	Marketing, Engineering, Customer Support	Executive Leadership, Customer Support

Source: Created by Author, 2025

5.5 Relational Lens Framework.

According to Ashcroft's Relational Lens, the quality of relationships between stakeholders is essential. That is, they ought to trust each other and be fair and respectful. (Ashcroft, 2017) The framework is relevant for Withings because success is contingent upon learning to cooperate across functions and to establish a common understanding of constraints with external partners such as clinical advisors and suppliers. A strong relationship reduces conflict, promotes motivation, and improves knowledge sharing factors that are repeatedly linked to better digital-health implementation outcomes (Wright et al., 2022).

As a whole, these frameworks enable systematic, transparent and effective stakeholder engagement across the project lifecycle. Moreover, they set the context for the next section where the engagement process and conflict handling using the Four Cs model are critically examined.

6. Critical Explanation of the Stakeholder Engagement Process and Conflict Management

Engaging with stakeholders effectively will be the key to launching the wearable health device in six months. Since engineering, regulatory, procurement, and commercial functions depend on each other, the project manager needs to put in a structured, phased, and relationally intelligent engagement process. This part discusses that process critically as well as the Four Cs communication, coordination, cooperation and collaboration (Ellis et al., 1991) in terms of conflict resolution and cross-functional alignment.

6.1 Stakeholder Engagement Process.

1. Identification and Prioritisation.

The engagement process starts with identifying stakeholders and prioritising them using Mendelow's Power–Interest Matrix. High-power, high-interest stakeholders like engineering, regulatory teams and suppliers require ongoing engagement, while lower-power groups like

end users require targeted engagement during prototype testing. Research shows that early prioritisation results in less delay and misallocation of resources in the technology agile environment (Ackermann & Eden, 2019).

2. Analysis of Stakeholder Expectations.

Once identified, project manager must understand expectations, constraints and potential areas of contention. Safety and assurance documentation are a priority for regulatory stakeholders while marketing stakeholder focus on relevance and timing for consumers. If expectations are not aligned, conflicting priorities can cause structural delays. A study indicates that projects fail because of misaligned expectations and this is particularly true of digital health implementations.

3. Engagement Planning.

Stakeholder information is structured into an engagement plan, establishing how often people will meet, what formats of communication to use, escalation pathways to follow and review points to check back in.

Regular cross-functional stand-ups for engineering and data governance and bi-weekly regulatory reviews, as well as monthly supplier performance checks, ensure project visibility. The way people use to engage with various things can improve predictability and reduce coordination errors (Bourne, 2019; Dingsøyr & Moe, 2020).

4. Activation and Ongoing Interaction.

The engagement becomes active in activation phase. The project manager must keep track of the progress of tasks, dependencies and risk factors. Your conversations will be organized through shared dashboards, risk logs, and collaboration tools, and updated in real time. The evidence from innovation projects suggests that there is continuous engagement with the stakeholders for early detection of issues or scope creep under fast-moving timeliness (Olaniran et al., 2020).

5. Monitoring and Re-alignment.

Stakeholder influence and interest levels change as the device evolves from prototype to compliance and manufacturing ready. Suppliers can be high-power players during the procurement stage while regulatory teams can become more powerful during document review. Regularly assessing these dynamics and adjusting level of engagement. Implementing adaptive engagement strategies can greatly enhance health-tech development performance according to Wright et al., 2020.

6.2 Conflict Management Through the Four Cs Model

When health-technology projects face high pressures, this leads to conflicts due to different priorities. For managing these tensions, Ellis et al. (1991)'s Four Cs Model is a powerful tool.

1. Communication.

Good Communication Can Prevent Conflicts from Escalating. For this project, it involves:

- Standardised templates for technical updates.
- Shared documentation repositories.
- Regulatory requirement checklists.
- Weekly progress reports.

Research indicates the main cause of breakdowns in projects is poor communication. On the other hand, high-frequency communication leads to greater clarity and less rework (Bourne, 2019). There is a major risk when engineers clearly communicate technical decisions, but marketing misinterprets them, misaligning user expectations. The communications plan mitigates this by defining who delivers what message, to which audience, and in which format.

2. Coordination.

Coordination keeps interdependent work processes in sync. Without regulatory confirmation of device classification, engineering cannot finalize firmware, and without validated technical

specifications, marketing cannot prepare launch content. Coordination challenges in health-tech contexts arise due to disparate work rhythms and fragmented information flows often (Sharon 2021). To avoid this, the project manager must maintain an updated relevant dependency map. Further to make the engineering, regulatory, procurement and data governance meetings integrative.

3. Cooperation.

In order to cooperate parties must realise there are common objectives. For example.

1. Regulatory constraints may vary the design specifications of something engineering.
2. Procurement may need to speed up vendor negotiations to prevent delays.
3. Regulatory teams may need to speed data from engineering to submit.

Evidence suggests that cooperation is stronger when teams understand each other's pressures and constraints (Piwek & Ellis, 2022). The project manager builds a comfortable environment for collaboration that encourages speaking up about risk and trade-offs.

4. Collaboration.

Working collectively to solve the issues. It is especially crucial when there is uncertainty about, for example, an unexpected failure to calibrate a sensor or a change in the classification of a device. When we work together in workshops, prototype, and make decisions together we own it together. Researchers believe well-planned collaboration in digital-health projects can assist in improving the design quality and also help in speeding the regulatory readiness.

7. Impact of Stakeholder Engagement on Business Performance

Working with stakeholders has a measurable impact on organisational performance and improving results. That is particularly the case for fast-moving health-technology projects. That is where technical regulatory and commercial demands converge. The launch of Withings' smart wearable device requires a strong engagement. Engagement enhances three dimensions of business performance, which include operational efficiency, financial and strategic performance.

Active participation by stakeholders enhances predictability in workflow, minimizes rework, and expedites progress on launch milestones. Studies show that when teams with various functions get involved in digital innovation projects, problems can be identified and solved more quickly. Misinterpretations and missing knowledge that could create bottlenecks occur less frequently (Dingsøyr & Moe, 2020). Frequent two-way communication with our regulatory and compliance colleagues creates awareness of documentation gaps and device-classification choices earlier. This helps avoid slow down during UK MDR approval cycles. Similarly, suppliers' involvement increases the availability of components and continuous production that adds resilience to operations (Sodhi & Tang, 2021).

Having good engagement also builds wealth. Getting suppliers and procurement people in early will minimise cost shocks and participate in strategic sourcing when there is unavailability of components. Similarly, good relationships with suppliers will yield better cost forecasts and reduce long run risks. When engineering, data governance and marketing communicate with each other, the chances of late-stage design changes taking place that require a lot of resources reduces drastically. When users are engaged during prototype tests, there is a better fit between the product and the market. This lessens the financial risk of low adoption (Piwek & Ellis, 2022).

There will be better innovation and differentiation in the market owing to strategic engagements. Working with clinical advisors makes it more scientifically rigorous. Hence, we can say that it positions the product better in a crowded space of wearables (Dunn et al, 2021). We can build trust through transparent communication and an agile culture. Fairness and trust in relational quality provide competitive advantage (Ashcroft, 2017; Bourne, 2019).

However, engagement must be carefully managed. Frequent asking for consultation may raise the coordination costs or delay decision-making. Therefore, it would be best to have some structured tool like RACI and communication plans, using the Four Cs model etc. To sum up, positive stakeholder engagement can enhance learning and experience, reduce risk, improve coordination, and lead to better financial and strategic outcomes.

8. Recommendations

To improve stakeholder engagement in the future, Withings should set-up structured communication methods like sharing dashboards and using standard reporting templates to improve transparency and reduce misinterpretations. A stakeholder governing group would help with consistent decision-making in high-pressure situations. Withings must enhance its monitoring of supplier risk to prevent future component shortages, and invest in regular training between engineers and regulatory and commercial teams. In the end, the implementation of ongoing cycles of user feedback throughout the developmental process will help boost product-market fit and reduce costs related to redesigning at a later stage.

9. Conclusion

This report shows that effective stakeholder engagement that is structured and relationally grounded is critical for meeting the operational and regulatory requirements to launch of a wearable health device in a short time. Combining analytical tools like SWOT, PESTLE, Mendelow's Matrix and RACI's with the Four Cs model helps the project manager coordinate conflicting interest, clarify ambiguity and mitigate conflict. According to the analysis, effective involvement can enhance the effectiveness of workflows while controlling costs and increasing the quality of innovation and organisational resilience. Although there are risks of coordination in engagement, they can be managed if governance is done in a systematic manner and through transparency. Continued engagement with stakeholders constitutes a source of competitive advantage for Withings in the digital health sector.

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