

Individual Report

**Understanding the Importance of Stakeholder Engagement in the
Successful Commencement and Completion of the ConnectPlus
Project at Tesco PLC**

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Executive Summary

This report critically analyses the role of stakeholder involvement in ensuring a successful initiation and completion of a planned project, Tesco PLC, an AI based customer loyalty and engagement platform, called ConnectPlus. The project will strive to create customers' loyalty through being able to give personalised recommendations, mobile rewards and advanced data analytics and objectives like making sure that the project has been implemented successfully within six months, high customer adoption, additional people will subscribe to the customer loyalty programme and customer retention. The key internal and external stakeholders that include the senior management, project teams, employees, customers, technology partners, suppliers, regulators and investors are listed in the report. It assesses their interests, influence and potential conflicts with the help of the Power–Interest Grid and defines the right level of engagement with the IAP2 Spectrum. As well, there is proposed custom-made communication plan and RACI matrix to communicate the responsibilities and supplement the coordination and make the right choices throughout the project life cycle. The analysis reveals that sustainable stakeholder engagement can lead to improvements in the project success, customer trust, reputation, financial performance, innovation and organisational resilience. However, conflicting priorities of the stakeholders and over consultations may result in delay and complexity. Therefore, the report recommends continuous stakeholder engagement, stakeholder monitoring, explicit AI and data management as well as continuous member development of digital skills by employees.

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1. Introduction to Tesco PLC

Tesco PLC is one of the largest retail and online trading companies in the United Kingdom, which operates the supermarkets, online shops, financial services, and international retailing activities. The company handles millions of transactions per week, and has a rich diversity of customer information, including transactional, behavioral and loyalty programme data, which it can utilise to enhance its operations and customer experiences. Tesco's Clubcard programme gathers information about the purchases made and shopping habits of its customers, which is used to make decisions, target marketing and enhance services, and improve the efficiency of running the business. Therefore, Tesco is evolving its online potential to stay competitive to create customer loyalty and address evolving customer needs in the both local and global markets (Weiss, 2021; Veiga et al., 2024).

Presumably, Tesco is going to roll out an artificial intelligence customer loyalty and engagement platform, named ConnectPlus. The platform includes personalised recommendations, mobile rewards and advanced data analytics, which assist in maximising customer retention, aiding with decision-making based on data and creating competitive advantage. In order to implement effectively in different markets, the effective collaboration between internal and external stakeholders is crucial, and stakeholder acceptance of the initiative will be critical for success (Gallastegui and Forradellas, 2024; Ferreira et al., 2025; Lopes, 2025).

The report critically reflects Tesco's key stakeholders, their roles and responsibilities and uses the stakeholder engagement models to manage the engagement and possible conflicts between stakeholders throughout the project lifecycle. Additionally, it identifies the opportunities, obstacles and ethical considerations that come with stakeholder engagement, and the advantages of sustainable stakeholder management for enhancing organizational performance and successful project outcomes (Martínez-Peláez et al., 2023; Attanasio et al., 2022).



2.0 Objectives of the Project (SMART)

Objective 1

To design, develop and successfully launch the AI-powered ConnectPlus customer loyalty platform to Tesco UK operations and to roll out with success in 6-months, with 95% or more of the active customers actively using the system within the first 3-months of launch.

Objective 2

To reach 20% increase in loyalty programme subscription and 15% increase in customer retention in six months of launching the platform to enhance customer loyalty and engagement.

Table 1: SMART Objectives for the ConnectPlus Project at Tesco PLC

SMART Element	Project Objective
Specific	Design, test and roll out the AI-powered ConnectPlus customer loyalty platform across all of Tesco operations in the UK and then roll it out to selected global markets and involve all the key internal and external stakeholders.
Measurable	Attain at least 90% stakeholder participation in the project work, increase the customer loyalty program subscriptions by 20%, increase customer retention by 15% and 95% system uptake in the first 3 months of launch (Ferreira et al., 2025; Famoti et al., 2025).
Achievable	Use the existing digital feature, established labour force, AI and stakeholder engagement processes of Tesco to support a successful implementation and minimised operational glitches (Balakrishnan and Das, 2020; Gouveia and São Mamede, 2022).
Relevant	Support the Tesco digital transformation strategy, customer experience, competitive advantage, and data-driven decisions and value creation in long-term stakeholder value (Weiss, 2021; Martínez-Peláez et al., 2023).
Time-bound	Full planning, involvement of stakeholders, development, testing and implementation of the ConnectPlus in six months and then ongoing monitoring and performance measurement of the stakeholders after implementation (Gallastegui and Forradellas, 2024; Lopes, 2025).

(Source: Weiss, 2021; Ferreira et al., 2025).

3.0 Identifying Key Stakeholders

3.1 Identification of the Stakeholders

The first step towards the successful delivery of the ConnectPlus project is stakeholder identification since various groups have an impact on project decision making, resource allocation, and project implementation results. According to the theory of stakeholder, the long-term value is created when organisations realise and align the interests of all stakeholders that affect or become affected by the operation of the business rather than focusing on shareholders (Weiss, 2021). In the case of Tesco, this strategy is crucial since the integration of AI, customer data, and digital service in a variety of markets combined by both internal and external stakeholders is necessary (Ferreira et al., 2025; Lopes, 2025).

The senior management, the project manager, IT and digital development teams, marketing, sales, customer service, finance, legal and compliance department, cybersecurity specialists and employees who participate in the implementation of the platform are the internal stakeholders. Some of the examples of external stakeholders include customers, suppliers, technology firms, cloud providers, government regulatory agencies, data security agencies, investors, business partners and home communities. Different resources, knowledge and power are available to all stakeholders and affect the quality of the project and its acceptance (Gallastegui and Forradellas, 2024; Balakrishnan and Das, 2020). As a result, Tesco can reduce uncertainty and achieve a closer engagement, as the responsibilities are distributed effectively by identifying the stakeholders early in the course of the six-month project life cycle (Martínez-Peláez et al., 2023; Ma, 2023).



Figure 1: Key Stakeholders in the ConnectPlus Project

Source: Weiss (2021), Ferreira et al. (2025) and Gallastegui and Forradellas (2024).

3.2 Benefits and Challenges

Effective stakeholder involvement can also provide the Tesco with the knowledge, increased collaboration and improved decision making during the process of the ConnectPlus project. Information about how things are run is disseminated to employees, usage of the platform is available with customers, and technology partners help implement AI and digital innovation. Proactive activity would also develop trust and increase stakeholder involvement and improve project acceptance in international markets, creating a competitive advantage in the long term (Attanasio et al., 2022; Moorthy and Parvatiyar, 2023).

But, the interests of stakeholders can often be conflicting. Customers would prefer to get personalised services and they would need greater privacy, but Tesco would like to get more information about its customers in order to make AI-based insights. Investors tend to focus on Financial returns, regulators on legal compliance, and ethical data governance. The fear of job

role alteration and increased dependence on technology also may contravene your digital transformation to employees (Candelo et al., 2022; Chukwu et al., 2023). These competing expectations indicate that stakeholder management is not about fulfilling the stakeholders but an on-going negotiation process. The effectiveness of the project is then founded on a moderate course between commercial objective on the one hand and ethical obligation and development of values founded on sustainability (Zakaria, 2025; Dal Mas et al., 2022).

3.3 Stakeholder Analysis Tools

The Power-Interest Grid is the most suitable stakeholder analysis tool to be used in the case of the ConnectPlus project because this will enable Tesco to prioritize the stakeholder engagement according to the impact and interest different stakeholder groups have throughout the implementation process. Unlike the allocation of both communication and management resources in order to get maximum value of projects to the point of their creation, the model does not consider all stakeholders equally (Sarungu, 2024; Zhu et al., 2024).

The senior management, investors and government regulators are highly powerful and will have to be tightly managed since it approves funding, it goes over to legal compliance and can be used to sway its strategic decisions. The curiosity of customers, marketing teams and workers is extremely high since they are the ones who get the platform first and set its success concerning the market. Suppliers and technology suppliers need frequent cooperation to ensure the quality and timely delivery of the system, and the local communities need frequent communications to support the organisational image (Rouse et al., 2025; Tennakoon and Kulatunga, 2021). As much as Power–Interest Grid facilitates proper prioritisation, the stakeholder location varies during the digital transformation projects. Tesco ought to also revisit the stakeholder influence on a regular basis rather than conduct a fixed evaluation on stakeholder influence which would ensure that the engagement strategies are in line with the changing risks of the project and organisational goals (ElWakeel and Andersen, 2020; Zafar et al., 2020).

Power-Interest Grid for ConnectPlus



Figure 2: Power-Interest Grid for ConnectPlus

Source: Sarungu (2024), Zhu et al. (2024), Rouse et al. (2025) and Zafar et al. (2020).

4.0 Roles of the Manager in Engaging Stakeholders

4.1 Communication Plan

The project manager is at the fore-front ensuring that all stakeholders are informed the right way by use of the right channels. Effective communication will reduce the level of uncertainty, and create trust and encourage cooperation in the process of implementing the ConnectPlus. Nevertheless, various stakeholders need various kinds of information since their duties, power and expectations differ during the project lifecycle (Weiss, 2021; Ferreira et al., 2025).

Monthly the senior management should get strategic reports and executive presentations as they are the ones to make funding and governance decisions. Technical meetings weekly, joint project software and issues trackers are important to arrange the development work of IT developers, cybersecurity individuals and technology vendors effectively. Workshops and weekly briefings on progress are valuable to marketing, sales and customer service teams since they get the customer ready to move to the new platform. The clear updates of the Tesco mobile application,

Tesco Web site, email and social media must be provided to customers to explain new features and data privacy guarantees. Regulators and legal departments insist on formalized compliance reports and audits that are documented to guarantee that the data protection requirement is being met on a regular basis (Gallastegui and Forradellas, 2024; Famoti et al., 2025).

The customised approach depending on the communication approach will beat the standard one because of the improved degree of knowledge among the stakeholders and reduced the flow of information. The two-way communication is also an ongoing process, which allows Tesco to preempt the concerns ahead of time and take prompt actions to respond to the stakeholder feedback; as well as, the long-term pledges to digital transformation (Moorthy and Parvatiyar, 2023; Candelo et al., 2022).

Table 2: Communication Plan for ConnectPlus

Stakeholder	Communication Method	Frequency	Purpose
Senior Management	Executive reports and meetings	Monthly	Strategic decisions and project approval
IT & Technology Teams	Agile meetings and project software	Weekly	Technical coordination
Marketing & Customer Service	Workshops and team briefings	Weekly	Campaign and customer readiness
Customers	Mobile app, email, website, social media	Throughout project	Product awareness and trust
Regulators	Compliance reports and formal meetings	Monthly	Legal and data protection compliance

Source: Weiss (2021), Ferreira et al. (2025) and Gallastegui and Forradellas (2024).

4.2 Level of Engagement

IAP2 Spectrum of Public participation provides appropriate paradigm on which the level of involvement that different stakeholders should possess in the participation of the project where ConnectPlus should be determined. Tesco should strike a balance between the level of involvement and the stakeholder influence, expertise and project impact rather than engage all the stakeholders the same way. By doing so, the quality of decisions might be improved without any counterproductive delays (Lopes, 2025; Attanasio et al., 2022).

The IT development team and the project sponsor should be informed on the Collaborate level since they directly influence the project design, and decisions regarding the investments and implementation. The Consult and Involve levels should predominately engage the customers,

suppliers and technology vendors since they provide feedback that enhances the usability of the platform, the quality of services and performance. Consult should engage regulators so as to maintain data protection laws without impacting on the efficiency of project. Generally, inform and periodic Consult activities should be availed to the investors since they require transparency regarding the project performance and are not involved in the day-to-day operational decision (Ma, 2023; Tennakoon and Kulatunga, 2021).

The use of varying levels of engagement is an effective stakeholder prioritisation and not inequalities. Over involvement of low impact stakeholders could slow down the delivery of the project but insufficient involvement of high impact stakeholders could raise the resistance, exposure of project failure and implementation. Therefore, the degree of engagement should be evaluated periodically since the degree of stakeholder influence will not be the same across the implementation (ElWakeel and Andersen, 2020; Rouse et al., 2025).

Appropriate IAP2 Engagement Levels

Stakeholder Group	IAP2 Level
Senior Management	Collaborate
Project Team	Collaborate
Technology Vendors	Involve
Customers	Consult
Regulators	Consult
Investors	Inform

Figure 3: Appropriate IAP2 Engagement Levels
 Source: Lopes (2025), Ma (2023) and Tennakoon and Kulatunga (2021).

4.3 RACI Matrix

The RACI Matrix strengthens the stakeholders more involved as the matrix identifies Responsible, Accountable, Consulted and Informed people to each activity of the project. Flexibility of responsibility helps to avoid having to duplicate the roles, interference of communication and decision making in the process of the implementation of the ConnectPlus. It is also beneficial with

regards to assisting professional governance of projects as all the stakeholders are informed of their roles before the project execution begins (Weiss, 2021; Ferreira et al., 2025).

In this instance of the Project Manager of the company, ConnectPlus, he or she should be the one to be accountable to the entire project delivery as s/he is the one who ensures that the resources are coordinated and that progress is being made and that no stake holders conflict with one another. Accountable IT development team and Informed senior management concerns performance and Consulted strategic decisions. Customer communication activities are Responsible to marketing and customer service teams, with legal and compliance teams being consulted to help comply with regulations. It is the knowledge of the customers, as well as the investors about the project development and the outcomes of the project implementation that should be informed first (Gallastegui and Forradellas, 2024; Balakrishnan and Das, 2020).

The RACI strategy will also improve the performance of an organisation as there is no confusion of roles and also increased collaboration among different departments. However, the matrix is to be flexible since responsibilities of stakeholders can vary in the course of digital transformation projects. The reviews that are frequently conducted would be able to assist Tesco in responding to emerging risks in the most efficient way to changes in technology and the evolving expectations of stakeholders and the successful and sustainable delivery of projects (Martínez-Peláez et al., 2023; DeKai et al., 2025).

Table 3: RACI Matrix for the ConnectPlus Project

Project Activity	Project Manager	Senior Management	IT Team	Marketing	Legal Team	Customers
Project Planning	A	C	R	I	C	I
Platform Development	A	I	R	I	C	I
Data Compliance	C	I	R	I	A	I
Customer Launch Campaign	A	C	C	R	I	I
Project Monitoring	A	C	R	C	C	I

Key: R = Responsible, A = Accountable, C = Consulted, I = Informed

Source: Weiss (2021), Ferreira et al. (2025), Balakrishnan and Das (2020) and Martínez-Peláez et al. (2023).

5.0 Importance of Stakeholder Engagement

5.1 Justification of the Importance of Stakeholder Engagement

Stakeholder engagement is a strategic need and not merely a project management activity. The company, in the case of the Tesco-ConnectPlus, is dependent on the customers, employees,

technology partners, suppliers and regulators, which can offer a secure AI-enabled loyalty platform. Unless actively involved, the operational realities, customer expectations or regulatory requirements might not be reflected in the decisions made by these stakeholders regarding projects. Thus, engagement of stakeholders generates common ground that enhances quality of the project and value in the long-term to the organisation (Weiss, 2021; Ferreira et al., 2025).

The stakeholder theory has an ethical aspect of stating that organisations must bring value to each of the right stakeholders and not focus on shareholder returns. Using the ConnectPlus platform and transparency, Tesco is managing volumes of customer data and needs protection of privacy and responsible AI. Ethical involvement establishes trust since stakeholders know how their interests will be taken into account when making decisions on the projects. This trust becomes an intangible strategic asset, it is difficult to replicate by competitors (Weiss, 2021; Chukwu et al., 2023; Zakaria, 2025).

Stakeholder engagement, operational working is useful in enhancing the performance of the project through promoting knowledge sharing and minimising the opposition to the organisational change. The staff is familiar with its functioning, technology partners introduce the knowledge that is specific to their sphere and customers provide valuable feedback that helps to further improve the platform implementation. Such a collaborative practice allows Tesco to detect risks at an earlier stage and take well-informed decisions before issues turn out to be costly to solve (Gallastegui and Forradellas, 2024; Gouveia and São Mamede, 2022; Famoti et al., 2025).

However, researchers also draw our attention to the fact that the stakeholder engagement is not always a simple one. When many people are involved in the consultations, the projects may increase their costs, take a long time before making decisions and developing rival expectations amongst the group of stakeholders. Using the example, customers would prefer to get extremely customised services and expect a high degree of data confidentiality whereas investors would be more concerned with faster dividends on their investments and regulators with legal compliance. These contradictory nature of interest explains the fact that efficient engagement is not pegged on the achievement of satisfaction of all the stakeholders but balancing of interests between stakeholders of the project in consideration of the project objectives and ethical responsibilities (Candelo et al., 2022; Ma, 2023).

Thus, stakeholder engagement is not to be regarded as a once-only communications activity but rather as a dynamic strategic capability. Sustainable interaction requires a continuous dialogue, regular examination of the stakeholders and flexibility in decision-making since the stakeholders' influence changes throughout the project life cycle. Relative to companies that involve stakeholders when problems are formulated, companies that take into account the perspectives

of the stakeholders in strategic planning have greater likelihood of innovation, resilience and long-term competitive advantage (Attanasio et al., 2022; Lopes, 2025; Martínez-Peláez et al., 2023).

5.2 Impact of Sustainable Stakeholder Engagement on Organisational Performance

The sustainable stakeholder engagement builds quantifiable gains in organisational performance since it builds on relationships that have their direct impact on operational, financial and strategic results. In the case of Tesco, the continued interaction in the course of the project of the Tesco ConnectPlus can make the customers more confident, promote the dedication of the employees and the effective cooperation with the technological partners. These are the outcomes of improved organisational performance as compared to the initial project implementation (DeKai et al., 2025; Dal Mas et al., 2022).

Organisational reputation is among the key results. There is a growing demand by customers on organisations to handle personal information in a responsible manner and also exhibit ethical businesses. Whenever Tesco informs its customers about the use of AI, cybersecurity and data protection, the customers will learn to trust the ConnectPlus platform and continue to use Tesco services. Reputational risks that can emerge as a result of digital transformation initiatives are also minimized by strong stakeholder trust (Zakaria, 2025; Rahdari et al., 2020).

The stakeholder involvement also directly affects the success of the project. Constant communication also helps project managers find out about the concerns of the stakeholders in early stages and helps to eliminate delays, misunderstandings and implementation failures. Being involved in the decision making of the projects normally helps the employees to be more tolerant to organisational change whereas the suppliers and the technology vendors work harmoniously whereby roles are well defined. As a result, it leads to better project performance in terms of reduced operational risk and enhanced cross-functional cooperation (Balakrishnan and Das, 2020; ElWakeel and Andersen, 2020; Rouse et al., 2025).

Better financial performance is also brought about by sustainable stakeholder engagement. Loyalty, repeat purchase and continued earnings will be the outcome of high customer satisfaction. Increased coordination among the stakeholders will save on inefficiencies in the operation as well as avoiding re-work of expensive projects. Furthermore, it is assumed that it makes organisations with a good stakeholder relationship and governance appear to investors as a less risky enterprise, which benefits shareholder value in the long run (Moorthy and Parvatiyar, 2023; Veiga et al., 2024).

Innovation is another positive effect in an organisation. Customers produce positive feedback of the digital services, employees discover the areas of improvement in operations and technology

partners bring new AI opportunities. These two perspectives can be integrated to enable Tesco to improve on an ever-increasing ConnectPlus in relation to the changing market needs. Digital transformation is thus a continuous process of collaboration, instead of a one-off project of implementing technology (Gallastegui and Forradellas, 2024; Martínez-Peláez et al., 2023). However, stakeholder involvement is not a sure way of ensuring success in organisations. The over-consultation could slow down the decision-making process and conflicting priorities of the stakeholders could reduce the strategic focus. Sustainable engagement entails successful leadership, rigid governance and incessant prioritisation of the stakeholders needs on organisational objectives instead of attempting to satisfy the needs on equal measure. This middle ground allows Tesco to gain the most benefits out of engagement and manage the related costs and the complexity of the project (Sarungu, 2024; Tennakoon and Kulatunga, 2021).

Table 4: Organisational Impact of Sustainable Stakeholder Engagement

Performance Area	Stakeholder Contribution	Expected Organisational Outcome
Reputation	Ethical communication and transparency	Higher customer trust and stronger corporate reputation
Project Success	Continuous collaboration and early problem identification	Reduced project risk and improved implementation success
Financial Performance	Customer loyalty and efficient operations	Increased revenue, lower operational costs and improved profitability
Innovation	Knowledge sharing with customers, employees and technology partners	Continuous digital improvement and competitive advantage
Sustainability	Long-term stakeholder relationships and responsible governance	Greater organisational resilience and long-term business performance

Source: Martínez-Peláez et al. (2023), Dal Mas et al. (2022), Rahdari et al. (2020), DeKai et al. (2025) and Moorthy and Parvatiyar (2023).

6.0 Recommendations

Tesco should prioritise establishing a continuous stakeholder engagement programme as opposed to one sided stakeholder engagement, which is only done when there are major milestones of the project. Constant contact, feedback meetings and reviewing of stakeholders will

help the project team to see the evolving expectations before they transform into risks of the project. Although it will require additional effort on the part of the management, these benefits in terms of reduced delays in project development and higher confidence in the stakeholders, will not be offset by a rather low cost of implementation (Ferreira et al., 2025; Lopes, 2025).

Secondly, the Tesco company needs to use a dynamic stakeholder monitoring system in the six-month project life cycle based on the Power–Interest Grid and Salience Model. The stakeholder influence varies when a project is being implemented, especially when it comes to digital transformation projects. The reassessment of the stakeholders is done regularly, which leads to better decisions made and the prioritization of the resources of the management according to the most influential stakeholders (Sarungu, 2024; Rouse et al., 2025; Zafar et al., 2020).

Another area that Tesco needs to improve to ensure ethical governance of AI and transparency in data is to provide clear explanation to the customers on how their personal information is collected, processed and stored. This suggestion is quite practicable since it enhances on the current compliance procedures and boosts the customer confidence and the image of the organisation considerably. It is also ethics governing which attenuates regulatory risks that can be caused by AI-driven decision-making and increases trust levels among stakeholders over the long term (Weiss, 2021; Chukwu et al., 2023; Zakaria, 2025).

Finally, Tesco should put money into the digital capability development of the employees by subjecting them to continuous training, stakeholder workshops and cross-functional collaboration. Employees are key stakeholders since the success of technology implementation requires their level of knowledge, dedication and willingness to serve the customers. Training will need money, but enhanced employee competence will lead to more successful projects, which are more innovative and can maintain sustainable organisational performance in the long term (Gouveia and São Mamede, 2022; Martínez-Peláez et al., 2023; Balakrishnan and Das, 2020).

Table 5: Prioritised Recommendations

Priority	Recommendation	Feasibility	Expected Impact
High	Continuous stakeholder engagement programme	High	Higher trust, fewer project risks
High	Dynamic stakeholder analysis and monitoring	High	Better stakeholder prioritisation
Medium	Ethical AI governance and transparent data communication	High	Improved compliance and reputation

Medium	Continuous employee digital capability development	Medium	Greater innovation and successful implementation
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Source: Weiss (2021), Ferreira et al. (2025), Sarungu (2024) and Martínez-Peláez et al. (2023).

Conclusion

In this report, it is established that a key element of successful implementation of the ConnectPlus digital loyalty platform at Tesco PLC is good stakeholder engagement. Stakeholder identification, communication and engagement, both structured and appropriate, increase collaboration, minimise project risks and optimise the performance of the organisation. Engaging stakeholders in project delivery is not only a necessity in the delivery of projects to Tesco, but it is also an instrument that can also foster customer trust, innovation and enable the business to remain competitive in a digitalized retailing environment.

However, it is important to note that this analysis is conducted under an assumed scenario and not actual organisational data, and as such, may not be directly applicable. As a matter of fact, the anticipated results of the project and that of the stakeholders might not be similar particularly in a dynamic organisation such as Tesco. Secondly, the impact of the stakeholders vary throughout the project, and therefore the management of the stakeholders is flexible and adaptable.

Further studies could shed light on how the use of AI can be applied to stakeholder engagement in a real business environment, such as Tesco or other retail companies. There could also be comparative analyses of the different markets that could assist in better understanding the variations in the stakeholder engagement techniques according to the market.

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