Supriya Jayasimha

Designing CONNECT: A Stakeholder Segmentation and Narrative Framework for Early Engagement in Digital Tool Rollouts - A Case Study of CCEP's Fairmarkit (KIT) Pilot

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Thesis Supervisor: Dr. Miying Yang
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Abstract

Digital transformation initiatives frequently falter after launch-not due to technology failure but because stakeholders disengage once early momentum fades. This study investigates how segmentation and narrative framing can strengthen early-stage adoption in digital tool rollouts. Focusing on the rollout of an AI-enabled procurement tool within a multinational organisation, it examines how messaging, trust, and in-flow enablement shape early user acceptance. Findings indicate that long-term adoption depends less on system capability and more on how communication, ownership, and enablement are structured across stakeholder groups. Synthesising these insights with established theories of change, technology adoption, and trust, the research develops the CONNECT framework-a seven-step model (Categorise, Outline, Nominate, Nurture, Empower, Communicate, Track) translating behavioural and communicative principles into actionable design for early digital adoption. The framework bridges theoretical and practical gaps by showing how managers can create assurance-first, segmented, and feedback-driven engagement architectures that sustain participation beyond launch.

Keywords: digital transformation, stakeholder engagement, narrative framing, communication architecture, psychological safety, technology adoption, CONNECT framework, change management

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-Supriya Jayasimha, October 2025

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List of Abbreviations

ADKAR	Awareness, Desire, Knowledge, Ability, Reinforcement
CCEP	Coca-Cola Europacific Partners
DoI	Diffusion of Innovations
PS	Psychological Safety
SDT	Self-Determination Theory
SoW	Statement of Work
TAM	Technology Acceptance Model
TST	Tactical Sourcing Team
TTF	Task-Technology Fit
UTAUT	Unified Theory of Acceptance and Use of Technology

1. Introduction

1.1 Background and Context

Digital transformations have become one of the defining managerial challenges of the 21st century, with organisations across industries investing heavily in new digital tools to enhance efficiency, compliance, and competitiveness. Yet, more than 80% of digital transformation initiatives underperform or fail, often during early adoption and post-implementation stages where resistance is strongest (Oludapo et al., 2024). These failures are seldom caused by the technology itself; instead, they reflect the organisational, particularly social, complexities of implementation - insufficient stakeholder engagement, weak communication, and lack of ownership. Such dynamics result in wasted investment, inconsistent compliance, and disillusioned employees, underscoring that digital change is far less about systems and far more about people.

Adoption falters because of organisational realities that make change difficult to sustain. Barriers such as fragmented communication structures, limited digital fluency, and change fatigue frequently undermine well-intentioned initiatives. In digital contexts, AI-related anxiety and impersonal, machine-mediated interactions compound these barriers. Employees may perceive new platforms as disruptive to established workflows, or question the value of changing long-standing practices, creating friction at the very stages when momentum is most critical. Established frameworks such as Technology Acceptance Model (TAM)(Davis, 1985) and Unified Theory of Acceptance and Use of Technology (UTAUT)(Venkatesh et al., 2003) help explain adoption through user perceptions of usefulness, ease of use, and facilitating conditions. However, they largely treat users as homogeneous groups and provide little guidance on tailoring engagement to stakeholders with different roles, influential power, or motivations. Moreover, most adoption models were conceived in pre-digital eras, making them less suited to account for the complexities and anxieties specific to AI-enabled and platform-driven transformations. In practice, digital adoption efforts are often derailed not by flawed systems, but by the absence of structured, differentiated engagement strategies. This highlights that digitisation success depends on the strength of stakeholder commitment equally along with the capability of the tool itself.

Case context: CCEP and Fairmarkit

Coca-Cola Europacific Partners (CCEP), one of the world's largest bottlers with operations across multiple continents, manages procurement through complex, highly regulated processes. This study focuses on their European markets, where in 2024 the company introduced Fairmarkit's AI-enabled tool, KIT as part of a wider digital procurement strategy. The broader transformation aim was to create a centralised sourcing interface through which all sourcing requests can be initiated, but the immediate focus has been on tactical sourcing. Phase 1 of the rollout, launched in May 2024, aimed to digitise raising tactical sourcing requests in the €25k-€200k budget range, ensuring they were consistently routed through a consolidated, auditable platform to reduce manual intervention and improve compliance. Uptake, however, remained limited for several months, with meaningful usage only beginning from December 2024 and becoming more visible by April 2025. Even now, adoption is uneven, with some internal requesters continuing to bypass KIT and sending sourcing requests directly to the Tactical Sourcing Team (TST). Primary stakeholders in this rollout include internal shoppers, category leads, and TST, with the Performance & Governance function providing overall oversight of compliance and communications. This thesis therefore concentrates on the early engagement of operational stakeholders, using insights from CCEP's rollout to segmentation-led engagement framework; Figure 1 summarises the Phase-1 milestones.

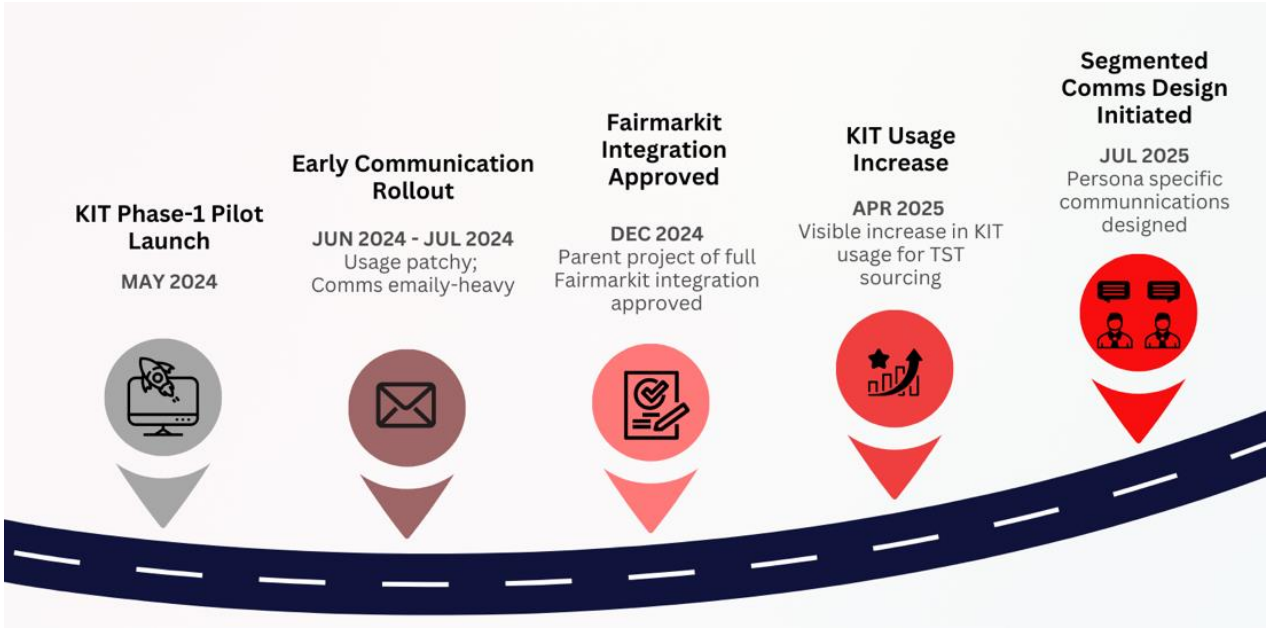

Figure 1: Phase-1 KIT milestones (May 2024 - Jul 2025)

1.2 Problem Statement and Research Gap

The early rollout of Fairmarkit's AI-enabled KIT tool at CCEP highlights a wider challenge in digital transformation: underutilisation of momentum during the crucial adoption window. Although technically functional, traction was slow, with uptake only gradually increasing months after launch and some users still bypassing the system. These patterns reveal that the difficulty lies less in how and when stakeholders were engaged. Communication about when and how KIT should be used has not always been clear, with ownership dispersed and roles and responsibilities not consistently defined. In practice, this has delayed efficiency and compliance benefits, undermining the intended value of the pilot. The case illustrates a broader issue in digital initiatives: pilots frequently stall when early stakeholder engagement is not structured, leaving adoption fragmented in the short term and undermining broader organisational adoption over time.

While foundational change management models such as Lewin's three-step process(Lewin, 1947), Kotter's eight steps(Kotter, 1995), and the ADKAR framework(Hiatt, 2006) emphasise the importance of communication and leadership in enabling change, they provide limited guidance on how and when to engage stakeholders in role-specific ways during the earliest phases of adoption. Technology adoption models such as TAM and UTAUT have enhanced understanding of user perceptions, valuable for understanding adoption drivers but less actionable for managers seeking engagement strategies. Likewise, stakeholder theory (R. E. E. Freeman & McVea, 2001) and research on organisational storytelling (Brown et al., 2009; Denning, 2006a) suggest that segmentation and narratives matter, yet these perspectives have rarely been integrated into a structured model tailored to digital pilot contexts in multinational organisations. This gap motivates CONNECT, a practical model that integrates stakeholder segmentation with narrative-led engagement to strengthen early adoption in digital pilots.

1.3. Aim and Objectives

Aim

To design the CONNECT model, a conceptual framework that links stakeholder segmentation with narrative-driven engagement to strengthen early adoption and sustain user acceptance of digital tools within wider digital transformation initiatives, drawing on insights from CCEP's Fairmarkit (KIT) rollout.

Objectives

1. Diagnose the engagement challenges evident in CCEP's Phase-1 rollout using interviews, observations, and internal documentation.
2. Synthesise insights from change management, technology adoption, stakeholder engagement, and organisational narratives literature to identify behavioural and organisational factors shaping early adoption.
3. Integrate empirical findings with theory to develop the CONNECT model: an actionable, stakeholder-informed strategy for early digital adoption.
4. Demonstrate CONNECT'S managerial value by showing how it addresses observed challenges and outlining implications for scaling adoption in future digital transformation rollouts.

1.4. Research Question

How can stakeholder segmentation and narrative-driven engagement be integrated into the CONNECT model to strengthen early adoption in digital tool rollouts and deliver managerial value in practice?

1.5. Structure of the Thesis

This thesis is organised into six chapters. Chapter 1 introduces the research context, outlines the problem and gap, and positions the need for CONNECT. Chapter 2 critically reviews literature on change management, technology adoption, stakeholder engagement, social-cognitive user behaviours and organisational communication, identifying theoretical gaps that inform the model's development. Chapter 3 details the case study methodology, including data collection, analysis, and ethical considerations. Chapter 4 presents findings from CCEP's Phase-1 rollout, illustrating adoption challenges. Chapter 5 integrates these findings with the

literature to construct and evaluate the CONNECT model, highlighting its originality and managerial relevance. Chapter 6 concludes by summarising theoretical contributions, practical implications, limitations, and directions for future research.

2. Literature Review

2.1 Foundational Change Management Models

Lewin (1947) model conceptualised organisational change as a three-step process: unfreezing existing behaviours, moving towards new practices, and refreezing to stabilise change. Lewin's force-field model sees resistance as a balance of driving (change-promoting) and restraining (status-quo-holding) forces; success comes from weakening the status quo and strengthening new drivers (Lewin, 1951). Burnes (2020) positions Lewin as a guiding framework instead of a set-formula, but contemporary reviews argue staged approaches remain ill-suited to digital transformation contexts of iterative cycles, shifting priorities, and unstable end states (Stouten et al., 2018). Lewin's relevance lies not as a process model but as a conceptual frame for recognising resistance and readiness as early markers for managing change.

Kotter's eight-step framework - urgency, coalition, vision, communication, empowerment, short-term wins, consolidation, anchoring- is perhaps the most popular conventional change model (Kotter, 1995). Despite its clarity, a systematic review found that while individual steps were supported, the model as an integrated sequence lacked empirical validation to deem the model complete (Appelbaum et al., 2012). In practice, change initiatives rarely progress step-by-step: evidence shows organisations enact overlapping/concurrent stages, challenging the model's staged logic (Pollack & Pollack, 2015). Recent critiques warn that Kotter's 'urgency' can heighten anxiety and resistance, arguing for more constructive, future-oriented narratives (McLaren et al., 2023). Others highlight the model's overreliance on "heroic" leadership, with little attention to stakeholder heterogeneity (Hughes, 2016). These limitations intensify in digital rollouts, where overlapping iterations, distributed teams, and rapid feedback cycles clash with the model's staged prescriptions.

The ADKAR framework (Hiatt, 2006) shifts focus from organisation-wide change sequences, to the individual level through awareness, desire, knowledge, ability, and reinforcement. This individual-centred orientation has made it popular in digital adoption: in AI-enabled software testing, ADKAR structured training and early buy-in but was less effective at cross-team coordination, exposing limits in large-scale transformations(Laine & Ojanen, 2024). While more employee-centred than Kotter's

directive style, ADKAR is still critiqued for lacking guidance on leadership, scalability challenges, and assuming all employees move through change in the same way (Markopoulos et al., 2023; Qadri et al., 2016) .

Armenakis's Change Readiness Model conceptualises readiness as five core beliefs-discrepancy, appropriateness, efficacy, principal support, and valence- that shape members' commitment to change(Armenakis et al., 1993). Unlike staged models, it focuses on the psychological foundations of early buy-in. Holt et al. (2007) operationalised these beliefs into survey instruments and statistically tested their reliability and validity in organisational settings. Later reviews criticised the model for neglecting emotional responses to change and for insufficiently accounting for interactions across individual, group, and organisational levels (Rafferty et al., 2013). Recent systematic reviews confirm its enduring influence yet highlight conceptual fuzziness and inconsistent measurement (Caci et al., 2025; Scott et al., 2025). Readiness is thus vital yet contested, underscoring the need to translate belief dynamics into actionable engagement, critical in digital rollouts where early perceptions shape adoption.

Together these foundational models trace the evolution of thinking on organisational change: from staged processes to individual readiness, yet none provide clear guidance on how engagement should be tailored across diverse stakeholder groups.

2.2 Technology Adoption Frameworks

The Technology Acceptance Model (Davis, 1985, 1989), explains system adoption through two core perceptions: usefulness and ease of use, both predicting intention to use. While widely validated, its simplicity remains a limitation. By reducing adoption to two cognitions, it neglects social and emotional dimensions (Bagozzi, 2007) yet even after decades of refinement, it remains largely individual-centric, overlooking how power hierarchies, governance mechanisms, and enabling conditions such as trust and training mediate adoption in organisations (Benbasat & Barki, 2007; Lee et al., 2025).

Unified Theory of Acceptance and Use of Technology (Venkatesh et al., 2003) synthesises eight prior models into four predictors-performance expectancy, effort expectancy, social influence, and facilitating conditions-moderated by demographics and experience. Systematic reviews show that most studies ignore the original moderators (demographics, experience, voluntariness), reducing the model to a simplified checklist, weakening its theoretical integrity (Williams et al., 2015). Meta-analyses highlight neglected constructs- attitude, trust, risk with researchers adding ad-hoc extensions fragmenting model coherence (Dwivedi et al., 2019; Marikyan et al., 2023). In sustainability settings, governance, regulation, and cultural risk perceptions can outweigh UTAUT predictors, underscoring limits of a one-size-fits-all model, especially for multi-stakeholder digital transformations where power and role differentiation drive adoption (Neves et al., 2025).

The Diffusion of Innovations theory (DoI) explains adoption through five attributes: relative advantage, compatibility, complexity, trialability, and observability (Rogers, 2003). It groups adopters as innovators, early adopters, early/late majority, and laggards. Systematic reviews confirm enduring influence in service organisations but stress that diffusion succeeds only when innovations are embedded and sustained (Greenhalgh et al., 2004). Critics note DoI underplays organisational politics, where adoption may follow power struggles, incentives, or imitation rather than rational evaluation (Fichman, 2004; Lyytinen & Damsgaard, 2001).

The Task-Technology Fit (TTF) model (Goodhue & Thompson, 1995) argues that performance improves when technology features align with task requirements. Unlike TAM or UTAUT's user perception focus, TTF stresses the objective match between workflows and system design. TTF 's operationalisation is inconsistent; many studies collapse fit into vague “utility” measures (Howard & Hair, 2023). Additionally, most applications treat fit as static, neglecting the co-evolution of digital tasks and technologies. Strong on performance outcomes, TTF underplays organisational/social context, limiting its relevance for explaining behavioural adoption (Spies et al., 2020).

While these models predict use through perceptions, diffusion patterns, or fit, they are thin on orchestrating behavioural change in the volatile early phase of live digital rollouts.

2.3 Stakeholders, Power & Influence in Adoption

Stakeholder theory (R. E. Freeman, 2010) defined stakeholders as any group or individual able to affect or be affected by organisational objectives, shifting focus beyond shareholders. Donaldson & Preston (1995) clarified stakeholder theory into descriptive, instrumental and normative strands, adding depth but reinforcing its broad scope, leaving stakeholder prioritisation unresolved. Laplume et al. (2008) confirmed the theory's influence across strategy, ethics and management, but found continued ambiguity in how stakeholders are defined and the theory's practical application. Miles (2017) sharpened this critique through a classification study showing that widely varying 'stakeholder' definitions erode operational clarity, limiting cumulative progress. This conceptual ambiguity motivated later models, stakeholder salience and power-interest grids, to specify "who counts".

The Stakeholder Salience (Mitchell et al., 1997) explains stakeholder importance through three attributes-power, legitimacy and urgency-offering a structured lens on "who counts." Agle et al. (1999) reinforced the model empirically by showing how CEOs prioritise demands using these criteria, though as a checklist exercise, with attributes weighted formulaically. Critics note that salience isn't always predictive: firms may still respond to groups with little formal power, legitimacy, or urgency, such as activists or secondary stakeholders (Eesley & Lenox, 2006). Later reviews argue that power, legitimacy, and urgency are rarely stable; freezing them at one point-in-time, produces inconsistent measures (Neville et al., 2011). A 20-year review confirmed the model's prominence but showed importance shifts with institutional context and organisational role, limiting prescriptive guidance (Wood et al., 2018).

Mendelow's (1991) Power-Interest Grid maps stakeholders into four quadrants by combining their level of power with their degree of interest, guiding managers to "manage closely" those with high power/interest, while keeping others satisfied, informed, or under minimal attention. Its simplicity contributed to its popularity, yet scholars stress its limitations: Bryson (2004) found that 2×2 grids obscure conflicts and alliances in complex, multi-actor settings and reduces relationships to static categories, missing coalitions and influence networks(Ackermann & Eden, 2011). Empirical studies show stakeholder power and interest shift over time (Aaltonen &

Kujala, 2016) and that effective engagement requires relational depth beyond simple positioning (Eskerod et al., 2015).

While Mendelow's grid maps power and interest, it says little about how stakeholders influence each other. The network perspective addresses this by analysing relationship webs rather than just organisation-stakeholder pairs. Rowley (1997) showed that influence depends on structural position: central actors (those connected to many others) can coordinate across the network, while peripheral actors (isolated/niche stakeholders) face constraints because their voices travel less effectively. Borgatti & Foster (2003) highlighted measures such as centrality and brokerage, capturing how well a stakeholder connects groups otherwise unlinked; but warned that research often becomes overly technical and fragmented. Rowley & Moldoveanu (2003) added that mobilisation also requires identity and collective motivation. A systematic review found limited empirical uptake and difficulty converting measures like centrality into actionable engagement strategies (Stocker et al., 2019).

Collectively, these models progress from defining stakeholders to classifying their salience and mapping their positions within influence networks. Yet even recent reviews stress that such tools remain largely classificatory, offering little guidance on how engagement unfolds in practice. This highlights the importance of examining how dialogue, framing, and shared interpretations shape adoption.

2.4 Communications, Narratives and Sensemaking

Sensemaking frames change as a process through which individuals interpret cues and construct meaning collectively. Weick introduced seven properties, emphasising that people enact order retrospectively and socially, favouring plausibility over accuracy. Weick et al. (2005) extended this by showing how organisations create order through ongoing conversations and actions that stabilise ambiguous situations. Maitlis (2005) showed executives, employees and media often constructed conflicting interpretations of the same events, which pulled organisational responses in different directions. Reviews highlighted conceptual vagueness, arguing that "sensemaking" had expanded into an umbrella stretched across too many domains (Maitlis & Christianson, 2014), while Brown et al. (2015) noted "sensemaking" being equated with identity, discourse and power studied separately, rather than integrated. Applied work, such as the Nokia case-study, shows how top managers' fixation on short-term metrics and suppression of opposing emotions distorted collective sensemaking, leaving the firm blind to the disruptive shift toward smartphones (Vuori & Huy, 2016).

Narratives are vehicles that carry and communicate meaning, turning abstract change into stories people can relate to. (Grimshaw & Czarniawska, 1998) argued that organisational identities are built through narratives that connect past, present, and future, while Boje (1991) showed that organisations are not shaped by a single story but by multiple, competing accounts that coexist and evolve. From a leadership angle, (Denning, 2006b) illustrated how "springboard" stories (concise accounts of past successes) can mobilise action by making change feel possible. Yet narratives are not neutral. Gabriel (2000) warns they can romanticise leadership, suppress dissenting voices, and enable manipulation. Empirical work echoes this duality: Wilson (2019) finds storytelling helped employees and managers navigate uncertainty during change, though whose stories gained traction shaped whether change fostered engagement or reinforced hierarchy. Review by Vaara et al. (2016) stresses narrative research being largely descriptive, with limited guidance for designing stories that genuinely support adoption.

If narratives are the stories organisations tell, framing is the *structuring work* that

makes those stories persuasive. Benford & Snow (2000) identified three elements central to mobilisation: diagnostic framings define the problem, prognostic framings propose solutions, and motivational framings explain why to act now. In practice, stakeholders often push opposing framings: Kaplan (2008) shows executives framed the same issue in conflicting ways, some as opportunity, others as risk, with outcomes shaped by which view prevailed. Framing categories are influential yet inconsistently applied and seldom translated into actionable practice, leaving limited managerial guidance (Cornelissen & Werner, 2014). In reality, framings are dynamic and politically charged-shaped by competing interests, shifting contexts, and struggles over which interpretation prevails. Key questions remain unresolved: which diagnostic framing resonates where, how to test whether a proposed solution convinces stakeholders, and how to motivate action without creating fear or cynicism. In digital transformations, these contests often surface as tensions between efficiency and control, compliance and flexibility, or automation and human judgement, making framing especially consequential for adoption.

Media channel choice influences how change messages are received. Daft & Lengel (1986) argued that "rich" media (meetings, demonstrations) reduce ambiguity better than "lean" channels (reports, emails), a view later extended by Dennis et al. (2008) in media synchronicity theory, which links synchronicity to task effectiveness. Considering both theories were developed pre-digital and struggle to capture hybrid, multi-platform environments, addressing this gap: Torro et al. (2022) notes synchronous digital communication fosters reciprocity and collaboration in remote teams, while Wuersch et al. (2024) claims that digital channels can structure change communication, but face-to-face remains more effective for building credibility and reducing resistance. Transparency research confirms open, accurate disclosure strengthens trust, but excessive openness may clash with managerial control or fuel anxiety (Rawlins, 2008; Schnackenberg & Tomlinson, 2016).

Theories of sensemaking, narratives, framing, and media all highlight how communication shapes adoption, by explaining interpretation, story, structure, or channel separately. What's missing is integration-a communication architecture that times narratives and channels to shift behaviour as sensemaking evolves.

2.5 Trust, Motivation, and Engagement

Trust is a cornerstone of adoption, shaping whether stakeholders perceive new systems as credible and safe. Mayer et al. (1995) define trust as confidence in a partner's ability, benevolence, and integrity, a construct consistently linked to performance and commitment (Colquitt et al., 2007; Dirks & Ferrin, 2001). Yet trust is overly-general and primarily relationship-focused, neglecting systemic factors and hierarchical/power asymmetries where stakeholders must comply regardless of trust (Fulmer & Gelfand, 2012). In digital adoption, where stakeholders depend on systems they cannot fully scrutinise, these dynamics sharpen. Schnackenberg & Tomlinson (2016) argue that transparency strengthens trust when disclosure, clarity, and accuracy align, but can undermine it when information is excessive, unclear, or perceived as manipulative.

Psychological safety (PS) determines whether stakeholders experiment with new tools or stay silent, making it critical in digital rollouts. It is the shared belief that one can question, err, and experiment without fear of negative consequences, fostering collective learning (A. Edmondson, 1999). Meta-analyses confirm it predicts innovation and voice with effects varying with leadership and context (Frazier et al., 2017). Critiques note PS is often confused with trust/voice and remains difficult to demonstrate at the organisational level, since most studies are team-focused (A. C. Edmondson & Lei, 2014; Newman et al., 2017). In digital settings, virtual environments heighten barriers to speaking up, though explicit norms and leadership open dialogue can help (Lechner & Tobias Mortlock, 2022; H. Lee, 2021).

Self-determination theory (SDT) holds that adoption lasts when needs for autonomy, competence, and relatedness are met (Ryan & Deci, 2000). When supported, individuals internalise change and sustain new behaviours; when forced, compliance remains shallow. Research links "needs-satisfaction" to persistence and learning (Deci et al., 1991; Gagné & Deci, 2005). In digital transformations, this balance is fragile; flexibility can enhance autonomy, but surveillance and technostress undermine it (Gagné et al., 2022).

These perspectives show trust, psychological safety, and intrinsic motivation are not peripheral, but central to sustaining adoption. Yet they remain treated as add-ons rather than systematically embedded in change frameworks.

2.6 Synthesis and Identified Gap

Across diverse literatures, two convergences stand out. First, engagement and communication consistently surface as decisive for adoption. Foundational models stress readiness and resistance (Armenakis, Lewin), adoption frameworks highlight perceptions and fit (TAM; TTF), stakeholder theories show that influence depends on power and position (Salience; Stakeholder Influence), while sensemaking and narrative studies demonstrate that meaning is constructed through stories, framings, and channels (Sensemaking; Narratives). Similarly, trust, psychological safety, and intrinsic motivation clarify the conditions under which individuals sustain new practices. Despite their different vantage points, all point to the same conclusion: change hinges less on technical deployment than on how people interpret, commit to, and enact it.

Second, across these, the weaknesses are remarkably similar. Models tend to be static, assuming linear stages (Lewin, Kotter), fixed stakeholder attributes (Salience, Mendelow), or stable fits between tasks and technologies (TTF), whereas digital adoption unfolds through shifting priorities, evolving roles, and contested meanings. They are often fragmented, isolating perception from power, story from structure, or motivation from trust, leaving practitioners without an integrated picture. And they remain largely descriptive, mapping what adoption depends on but offering little prescriptive guidance on how to orchestrate engagement dynamically in practice.

For digital change, these shortcomings matter. Predictive models such as TAM or UTAUT identify what drives use but cannot explain why tools that are technically functional still remain underused, as employees create workarounds or bypass systems altogether, or why uptake falters when stakeholders resist or disengage. Stakeholder maps show who matters but not how to involve them across cycles of adoption. Sensemaking and narrative studies illustrate how stories mobilise or divide yet stop short of frameworks for designing them deliberately. Trust and psychological safety explain why people speak up or withdraw but are rarely embedded systematically into change architectures.

Taken together, the literature confirms that adoption depends on segmentation, narrative, channel, and motivation, yet no framework brings these dimensions

together. This leaves managers with incomplete tools at precisely the moment when integration is most needed. The gap is clear: change models require a unifying approach that translates these fragmented insights into a structured method for role-specific, story-led, and trust-based engagement. CONNECT is proposed as that integrative response.

3. Methodology

3.1 Research Design and Case Justification

This study employs a qualitative, exploratory single-case design to investigate adoption dynamics within CCEP's Fairmarkit-"KIT" rollout. A case study approach was chosen because digital adoption is highly embedded in its organisational setting; examining it outside this context would overlook how regulation, roles, and internal power relations shape uptake. The CCEP pilot offered a critical setting: a live, high-stakes transformation in a global, multi-stakeholder environment where early resistance directly affected compliance and value delivery.

The research is grounded in an interpretivist paradigm, recognising that adoption is shaped through shared interpretations among actors rather than fixed, objective factors. An abductive strategy was adopted, moving iteratively between case evidence and gathered literature to refine understanding of stakeholder engagement. Insider access through the researcher's internship enhanced suitability, enabling observation of day-to-day practices and engagement with multiple stakeholder groups, thereby capturing dynamics often inaccessible in retrospective accounts.

3.2 Data Collection

Data collection combined primary sources (semi-structured interviews and researcher observations) and secondary sources (internal documents and meeting notes). This triangulation enhanced credibility by capturing both lived stakeholder experiences and organisationally produced narratives.

3.2.1 Semi-Structured Interviews

Ten semi-structured interviews were conducted with stakeholders directly involved in the Fairmarkit pilot. Participants were selected through purposive sampling to reflect diverse roles across procurement leadership, sourcing operations, communications, and end-user groups. The semi-structured format allowed for consistent exploration of themes such as adoption challenges, communication, and stakeholder engagement, while leaving space for participants to surface unanticipated concerns.

Interviews were anonymised to preserve confidentiality, with identifiers limited to organisational role (details expanded in Section 3.4 Ethics). All interviews were conducted during the researcher's internship placement, while the rollout was ongoing, providing real-time insights into evolving adoption dynamics.

Participant	Role (Anonymised)	Stakeholder Group
P1	Senior Procurement Director	Governance/Leadership (oversight of the pilot)
P2	Tactical Sourcing Team Lead	Operational Sourcing
P3	Communications Manager	Change/Comms
P4	Category Lead (Sales & Marketing)	Business Function
S1	Shopper (Business User)	End-User
S2	Shopper (Business User)	End-User
S3	Shopper (Business User)	End-User
S4	Shopper (Business User)	End-User
S5	Shopper (Business User)	End-User
S6	Shopper (Business User)	End-User

Table 1: Semi-structured Interview participants (anonymised)

3.2.2 Observations and Embedded Access

As an intern, embedded in project meetings and day-to-day interactions for change management and communications design, the author recorded how adoption issues were discussed and negotiated in real time. These notes highlighted patterns in communication gaps, resistance behaviours, and differing expectations across stakeholder groups. Insider access added proximity and granularity, allowing real-time dynamics to be captured as they unfolded.

3.2.3 Internal Documents and Meeting Notes

Secondary data included internal documents: rollout presentations, project plan, communications decks, and meeting notes produced during the pilot. These materials outlined official timelines, pilot targets, and managerial narratives. While direct reproduction of proprietary content was not permitted, thematic insights were used to triangulate stakeholder accounts. This strengthened credibility by showing how formal messaging aligned/diverged from stakeholder experiences during early adoption.

3.3 Data Analysis

All interviews were fully transcribed and uploaded to NVivo 14 for systematic analysis. A hybrid coding approach was adopted, consistent with the study's abductive design (see Figure 2). In the first stage, open coding clustered raw data into higher-level categories such as unclear communications, limited end-user awareness, and over-reliance on manual workarounds, ensuring themes remained grounded in participants' accounts. In the second stage, these categories were compared with concepts from the literature to identify recurring dynamics of adoption. This iterative process later informed the design of the CONNECT framework by highlighting which dimensions were most salient in practice. A final stage integrated emergent themes with theoretical debates in change management and technology adoption, strengthening conceptual depth. Reliability was supported through iterative reviews of coding within NVivo and analytic memos, which documented coding decisions and ensured transparency of interpretation.

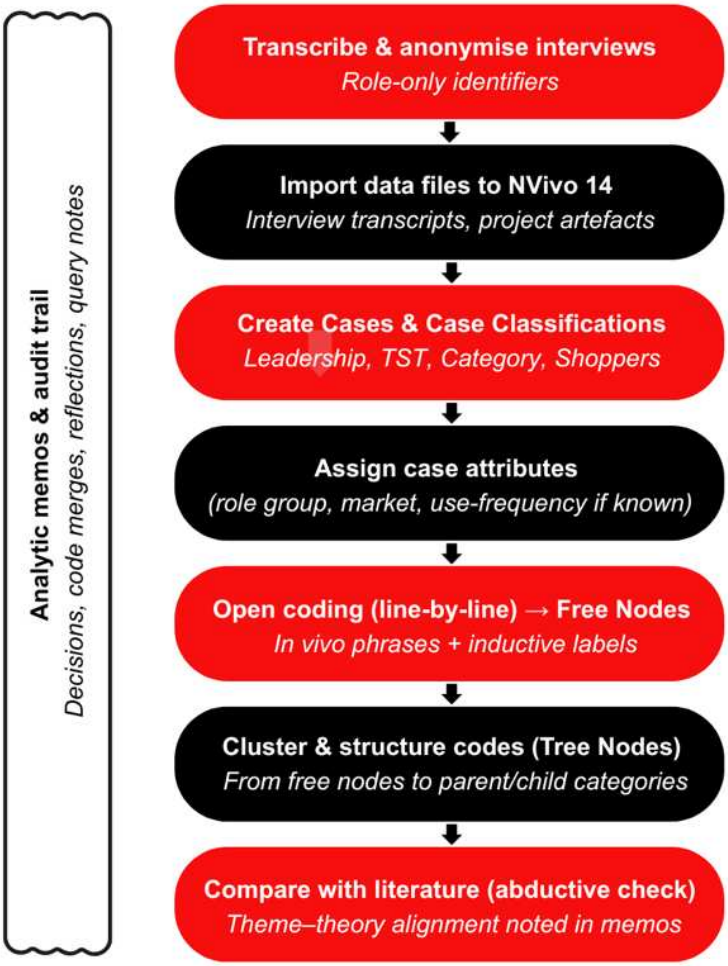

Figure 2: Data analysis workflow in NVivo 14

3.4 Research Ethics

Ethical approval was granted by the academic supervisor through Cranfield University's CURES process. All participants gave informed consent via Microsoft Forms, with verbal confirmation recorded at the start of each interview. Interviews were conducted on Microsoft Teams, with recordings stored on Cranfield OneDrive along with a temporary, password-protected local backup. To protect confidentiality, transcripts were fully anonymised, with identifiers restricted to organisational role. No sensitive personal data was collected, and all procedures followed Cranfield's ethical standards on research integrity and data protection. Organisational permission was additionally obtained from the Directors of Digital Procurement and Procurement Centre of Excellence at CCEP (acting host managers during the internship).

3.5 Limitations

The study draws empirical insights from a single digital pilot at CCEP, which necessarily narrows organisational scope. The interview sample, while diverse across governance, operations, and end-user roles, remained limited to ten participants, constraining breadth of perspectives. Nonetheless, the model developed here is not bound to this context: abductive analysis integrated empirical findings with wider literature to distil principles intended to be transferable across digital adoption settings. The limitation lies in scope of voices consulted, rather than in the generalisability of the model's conceptual contribution.

4. Findings

This chapter reports results from ten semi-structured interviews supplemented by shopper feedback and significant rollout artefacts. Triangulation across interviews and artefacts produced six cross-cutting themes. The sections that follow foreground participant accounts with brief excerpts.

4.1 Process Context

Phase 1 entailed using KIT to capture tactical sourcing requests in the €25k-€200k band. Shoppers complete and submit the KIT Intake(request) form with additional documents attached. Successful submission triggers a confirmation email with next steps and request access link. TST triages in KIT for scope and completeness (routing out if needed), then assigns a buyer to proceed with the sourcing and communicate with the shopper via the in-tool comments thread, as shown in Figure 3.

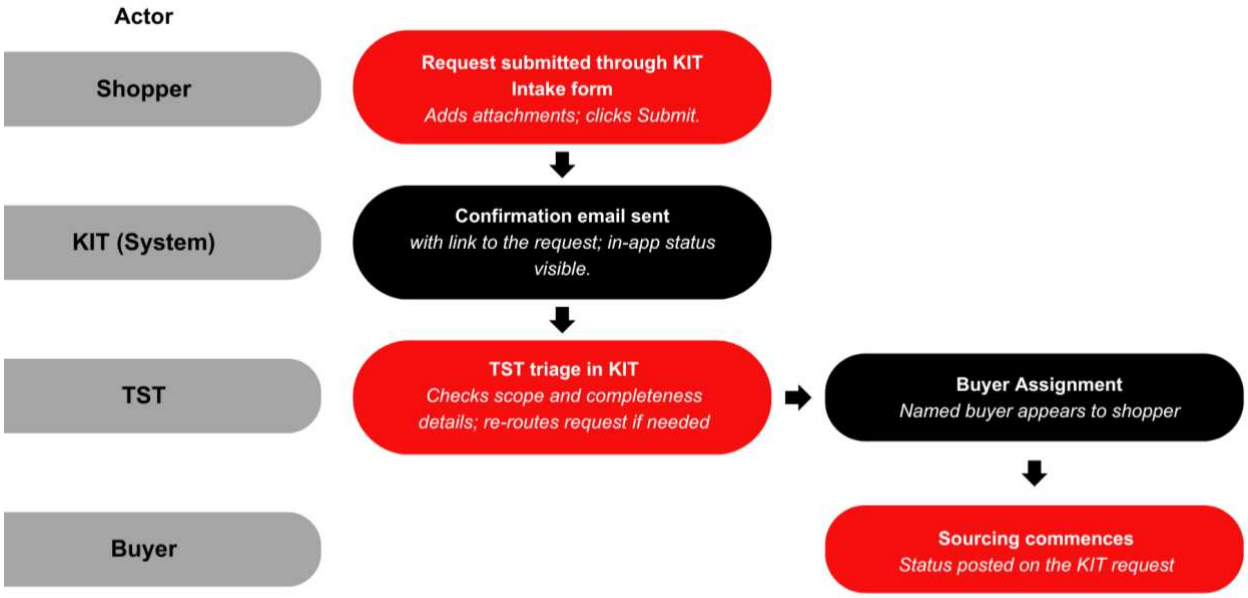

Figure 3: KIT Phase-1 intake flow

4.2 Themes

4.2.1 Theme 1: Fragmented early communication led to patchy adoption

Participants highlighted staggered communications: messaging arrived mid-rollout, relying mainly on emails and brief banners. Several shoppers struggled to relocate links/instructions later and asked for a single, durable hub (Genie) consolidating the access link, brief “how to” guidance, and updates (S2, S3). As one shopper put it:

“…they could search on Genie… because Genie is like the internal tool to find everything you need”

Leadership and TST noted that limited change/communications resourcing and delayed engagement during the pilot, constrained early involvement and multi-channel campaigns (P1,P2). The communications lead acknowledged this while confirming to explore a wider channel mix (newsletters, townhalls, internal social posts) as usage expanded (P3). Participants also wanted clearer “what happens next” after submission; several expected automated confirmations that were not consistently received (S4, P4).

“A confirmation email would help because then I’d know the request was completed correctly and could find it more easily” (S5)

Overall, recall and confidence varied by role, but the consistent pattern was that communication architecture-and the limited volume of messages-shaped early use.

4.2.2 Theme 2: Human assurance and trust cues

Willingness to use the tool hinged on visible assurance that a human had received and was acting on the request. Shoppers consistently asked for three cues: (i) a confirmation receipt, (ii) a named owner to contact, and (iii) clear next steps/status.

Where these cues were absent, some reverted to emailing the TST directly to obtain acknowledgement, particularly on higher-value or time-sensitive requests. Trust rose once a buyer engaged via the in-tool comments, which provided both acknowledgement and a route for follow-up.

“When the buyer messaged me in the comments, I relaxed-I knew who to chase and what would happen next.” (S3).

Assurance cues mattered mainly to occasional users; concerns typically faded once dialogue began. Heavy users perceived the issue less lightly.

4.2.3 Theme 3: Cognitive load at intake (start, fields, terminology)

First-touch friction clustered around the opening prompt, number of fields, and terminology/categorisation. Several shoppers reported uncertainty at the very first screen, followed by effort spent selecting the right budget/category and choosing wordings the system “recognised.” As two shoppers put it:

“I froze at the first question, I wasn’t sure what to type to start correctly” (S2)

“It only picked it up when I used the exact words for the category” (S4)

Occasional users were most affected; frequent users reported that familiarity reduced friction over time. Participants also noted occasional glitches and requested language/translation support where needed. Conversely, some valued the AI-generated Statement of Work (SoW) and pre-filled elements. Overall, first-time/occasional users faced the steepest learning curve, highlighting the need for clear first-screen guidance and in-product prompts supplemented by training.

4.2.4 Theme 4: Frequency predicted value capture

Perceived value differed by usage frequency. Frequent users realised clear gains from structured intake and the AI SoW-fewer clarifications, quicker assignment-and several became informal coaches for peers

“Triage is faster; the intake gives us what we need upfront.” (P2)

Occasional users saw KIT as extra admin and preferred email fallback unless guidance and human routes were obvious (S2).

“If I only raise one request a year, this feels like extra admin” (S2)

In short, an experience curve operated: practice unlocked value; infrequency amplified recall gaps. Participants therefore asked for first-time signposts and confirmations, and for templates/quick references for repeat use-without altering the core flow.

4.2.5 Theme 5: Governance & integration as adoption levers

Day-to-day behaviour was shaped as much by policy and system interdependencies as by interface design. Leadership set KIT's purpose as compliant buying that creates an auditable trail, with "...more spend [becoming] transparent and visible to procurement" (P1).

Category stakeholders asked that communications lead with this purpose- the business case for compliant, transparent buying- not only procedural warnings about bypass (P4).

Leadership/TST also flagged future Ariba integration to enable a single, traceable record and remove re-keying; Phase-1 awareness was limited, so several suggested surfacing this end-to-end future benefit explicitly in communications (P2). Overall, participants expected purpose-led messaging now and visible integration progress over time to strengthen confidence and reduce workarounds.

4.2.6 Theme 6: Role-specific, in-tool enablement

Participants described training decay: one-off briefings were hard to recall months later, prompting requests for in-product guidance- tooltips, short walkthroughs, role-specific examples - "guidance on how someone in my category should answer specific fields." (S5). Occasional shoppers wanted simple prompts at submission and an escalation path; frequent users preferred deeper playbooks and quick reference guides they could share. Several suggested identifying champions in heavy-use teams to provide peer support.

Stakeholders also noted language/terminology needs (country variations) that would be better handled inside the flow than in standalone documents. Crucially, enablement needs were persona-specific, with in-tool cues preferred over periodic classroom-style sessions.

Across themes, adoption hinged on who was addressed (occasional vs frequent users), what was communicated (assurance, compliance/transparency purpose), and how it landed (communication architecture and in-tool prompts), within Phase-1 constraints. Shoppers' willingness rose with clear first-touch guidance, a confirmation/next-steps receipt, and visible ownership; frequent users converted

familiarity into speed, while occasional users reverted to email when cues were absent. Governance purpose increased perceived legitimacy; integration benefits were anticipated but not yet salient. These findings set up the Discussion, linking to readiness, perceived effort/usefulness, narrative framing, and trust to articulate a segmented, narrative-led model.

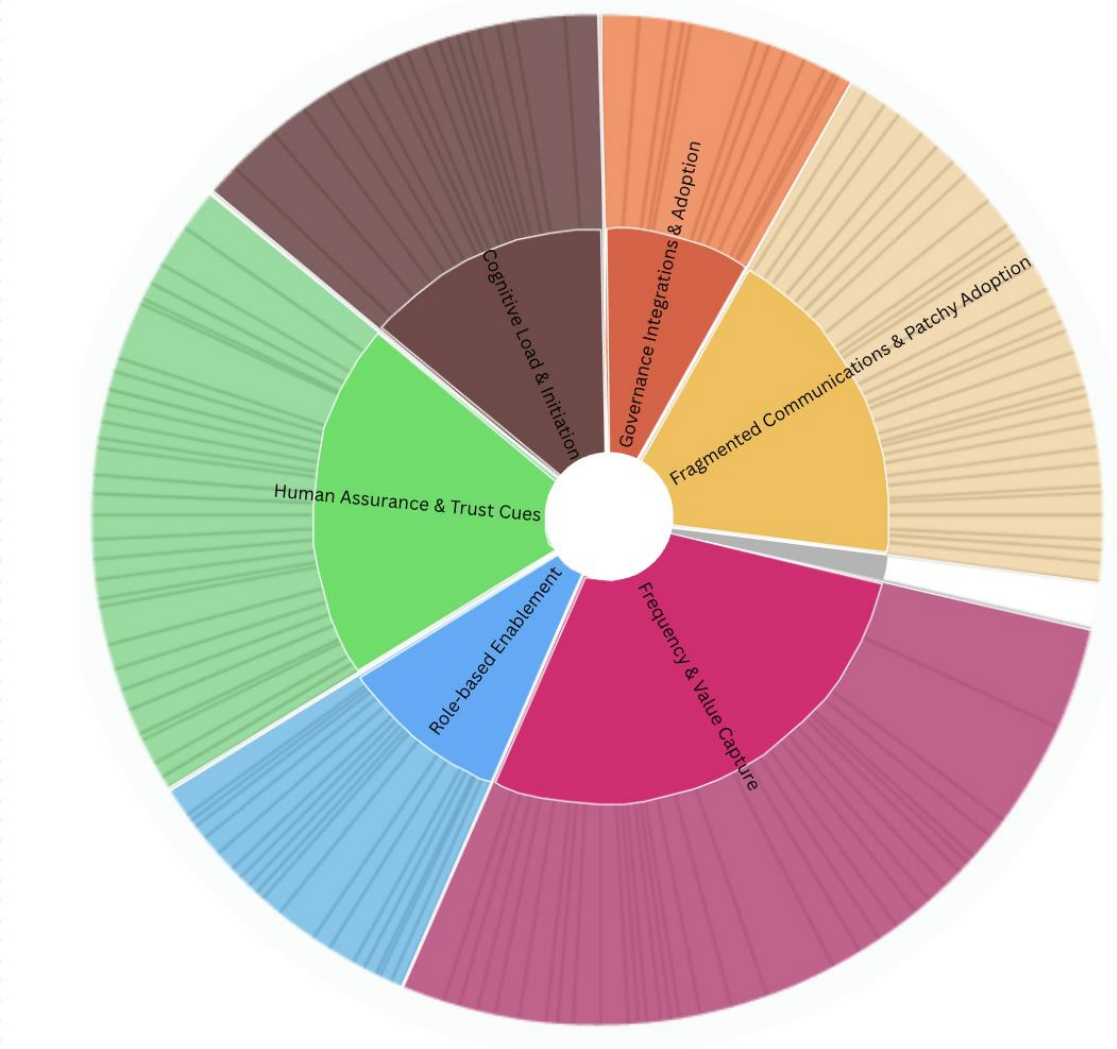

Figure 4: NVivo sunburst of thematic coding

Figure 4 summarises the analysis as an NVivo sunburst: parent themes at the centre, sub-codes at the rim; larger segments indicate more coded references.

5. Discussion

5.1 Interpretation of Findings

This section connects evidence to reviewed literature, yielding general principles for digital adoption that are brought together in CONNECT.

5.1.1 Communication architecture and early adoption

Early messaging arrived mid-rollout, was email-heavy, lacked a durable “home”, and acknowledgement/next-step guidance was inconsistent. This partly confirms channel-fit arguments in media richness and synchronicity (Daft & Lengel, 1986; Dennis et al., 2008) yet extends them: early adoption hinged less on adding channels and more on information architecture, users needed one reliable place to look and predictable follow-ups. Transparency literature clarifies what these follow-ups must contain: timely, clear, accurate information (Rawlins, 2008; Schnackenberg & Tomlinson, 2016). Framing research indicates the first message should highlight the purpose (diagnostic/prognostic/motivational “why”) rather than scattered instructions (Benford & Snow, 2000; Kaplan, 2008). Although frequent users coped, these architectural deficits constrained early use across roles.

5.1.2 Assurance, trust, and human oversight

Participants’ willingness to continue rose when acknowledgement arrived quickly and more importantly when a named human owner was visible, opening a two-way contact route if progress stalled. While 5.1.1 focused on the information container (where to look), this concerns whom to trust: ownership and responsiveness. The pattern aligns with trust as perceptions of ability, integrity, and benevolence (Mayer et al., 1995) and with psychological safety, where visible active responsiveness lowers the risk of persisting with a new process (A. Edmondson, 1999). Mainstream adoption models emphasise training and broad messaging but seldom specify these early assurance micro-cues. Our findings suggest their absence drives bypass behaviour, especially for occasional users.

5.1.3 First-touch usability and cognitive load

Participants reported friction at the very first step: uncertainty about how to begin, what information was required, and which categories/terms would be recognised. This is consistent with effort expectancy in adoption (Venkatesh et al., 2003) and task–technology fit (Goodhue & Thompson, 1995), but extends them by showing when effort matters most. Existing models predict that high effort reduces adoption yet remain vague about where in the user journey it occurs; here, initiation emerged as the pivotal barrier, where familiarity was lowest and guidance scarce. Where defaults, examples, or pre-populated fields were present, hesitation dropped sharply-underscoring that early-stage design choices outweigh later training. More broadly, the practical task is to locate effort: light, stage-aware feedback (who engages; start-handoff-closure; confidence shifts) can reveal where friction concentrates, so fixes (clarity, inputs, examples) can be targeted without prescribing a universal solution.

5.1.4 Segmented adoption and role-based value

Adoption in this rollout tracked use frequency and digital comfort more than formal role: frequent users reported clearer benefits, became more efficient over time, and often acted as informal coaches for colleagues; occasional users tended to perceive the tool as additional administrative burden unless the benefits were made obvious from the outset. This diverges from common organisational hierarchy/functional segmentation. Although UTAUT acknowledges user heterogeneity via moderators (e.g., demographics, experience), these are rarely applied in practice (Williams et al., 2015). Stakeholder and salience models indicate who matters (R. E. E. Freeman & McVea, 2001; Mitchell et al., 1997), and diffusion theory groups adopters over time (Rogers, 2003), but they rarely translate segmentation into actionable targeting for digital tool rollouts. In this setting, personas cannot be fully known pre-launch; early-use signals allow iterative refinement, so segmentation is treated as context-specific and evidence-led.

5.1.5 Sustainment: reinforcement and in-flow enablement

After rollout, use depended less on formal training and more on whether people could recall steps, access guidance, and get help at the moment of need. One-off sessions faded with time or new cases, so participants leaned on prior experience and peers. This pattern is consistent with accounts of sustained engagement when competence and autonomy are supported in context (Ryan & Deci, 2000) and when psychological safety makes it low-risk to ask for help (A. Edmondson, 1999). In our data, in-flow micro-guidance and brief refreshers were associated with sustained competence and confidence beyond launch. Notably, what many models treat as a post-implementation phase appeared here as an ongoing property of everyday work: reinforcement happened inside the workflow, not after it. Taken together, the evidence indicates that sustainment in this setting was better explained by just-in-time support and safe routes to clarification than by periodic classroom refresh.

5.2 The CONNECT Framework

This section distils the findings into CONNECT**,** a principle-led, context-adaptable stakeholder-segmentation and narrative-based framework for early adoption in digital tool rollouts. Segments are defined locally, narratives are tailored to what each segment values, and light feedback loops refine both over time. Figure 5 summarises how the five interpretive themes map onto CONNECT.

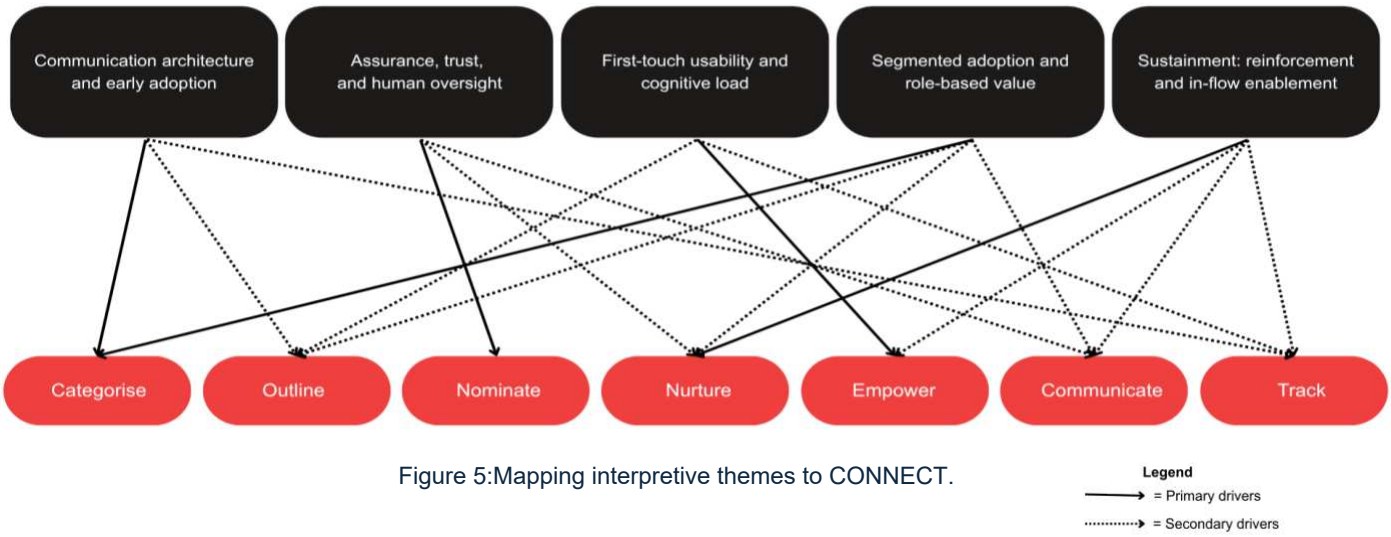

Figure 5:Mapping interpretive themes to CONNECT.

5.2.1 C - Categorise: Identify Who Matters and Why

Principle:

Effective engagement begins by recognising that stakeholders experience digital change differently. Categorisation must therefore move beyond formal role to include behavioural and motivational factors such as influence, comfort with technology, and exposure to the process - enabling differentiated communication and support rather than uniform rollouts.

Managerial application:

- Create a stakeholder/persona map that combines functional roles (leadership, operational, end-user) with behavioural dimensions (engagement level, digital fluency, openness to change).
- Identify clusters of influence and behavioural patterns that determine how each group perceives and engages with change.

5.2.2 O - Outline: Define What and Why for Each Usage Persona

Principle:

Clarify the value proposition of change for each stakeholder segment. Move beyond one-size-fits-all messaging by framing outcomes that matter most to each group: efficiency, empowerment, compliance, or visibility so every audience sees its own stake in the transformation story. When value is framed in terms users recognise, adoption becomes self-reinforcing: reassurance builds trust for novices, efficiency rewards experts, and recognition sustains champions.

Managerial application:

Develop a concise Stakeholder/Persona Value Statement for each segment defined in Categorise.

For every group, clarify:

- What the change delivers in their day-to-day work (e.g., faster approvals, clearer ownership, reduced effort).
- Why it matters personally or professionally (e.g., more autonomy, fewer bottlenecks, better compliance)
- How they can act or benefit immediately (e.g., quick wins, visible improvements, simple next steps).

5.2.3 N - Nominate: Make Ownership and Advocacy Visible

Principle:

Early adoption needs two visible human roles: a clear owner for accountability and credible champions selected for credibility, access, reach, and willingness, not hierarchy; who normalise use within their circles. Visible ownership builds trust and a route to help, while champions create social proof; together they reduce bypassing, shorten uncertainty, and sustain momentum.

Managerial application:

- **Ownership:** Display a named point-of-contact (person/team) at first touch with a short response window (e.g., within a day) and a transparent escalation route.
- **Champions:** Appoint a small, distributed group across key segments/locations. Give them a one-page brief (purpose, top FAQs, when to

escalate), light enablement (office hours, brief demos), and an easy backchannel to the core team. Refresh the cohort periodically to avoid burnout.

5.2.4 N - Nurture: Sustain Confidence and Momentum

Principle:

Adoption is a learning curve that must be sustained; replace “launch and leave” with light, ongoing reinforcement that refreshes confidence, recognises progress, and re-engages quiet segments without overload. Sustained, segment-aware touchpoints uphold the pillars of competence and connection, so early enthusiasm doesn’t slip into passive resistance.

Managerial application:

- Micro-reinforcement: Deliver brief, contextual refreshers through familiar channels (e.g., “Tip of the Month,” micro-videos, or 90-second tool walkthroughs).
- Peer reinforcement: Enable champions to host short “show and tell” moments or spotlight quick wins-normalising use and celebrating visible adopters.
- Targeted touchpoints: Use Step T tracking to spot declining segments and re-engage them through personalised outreach or brief role-specific nudges.
- Motivational framing: Share progress stories(“X requests processed faster,” “Y teams now self-serve”) to sustain a sense of payoff and belonging.

5.2.5 E - Empower: Build Capability and Confidence in the Flow

Principle:

True empowerment in digital adoption means embedding clarity, control, and feedback into the workflow so people can act autonomously and safely in the moment; as anxiety falls, learning accelerates, helping adoption sustain through self-efficacy, reflecting the autonomy and competence dimensions of SDT.

Managerial application:

Design change environments that teach while doing:

- Integrate step-by-step guidance, templates, or tooltips inside the workflow rather than relying on static manuals or distant training decks.
- Localise language and examples to mirror users’ day-to-day context.

- Provide simple recovery routes (“undo,” quick help, peer check-ins) so that mistakes become learning, not friction.

5.2.6 C - Communicate: Build a Transparent and Predictable Information Architecture

Principle:

Effective communication in digital change is less about more messages and more about a coherent architecture-clearly signalling where to look, what to expect, and when updates arrive, tailored to personas. When that architecture forms an ongoing story-clear purpose, transparent progress-it reinforces trust and psychological safety.

Managerial application:

- One hub: Maintain a single, reliable home (intranet/SharePoint/workspace) holding the essentials- purpose + “use when/not when,” what happens next/how to get help, concise FAQs/exemplars, and a date-stamped “what’s changed.”
- Tailor by segment: Craft communications per segment (recognised in Categorise) that frames the value they care about (using adoption briefs from Outline) and makes the next step explicit-keep it plain and brief.
- Use existing channels: Reach segments through your normal channels (email, town halls, internal social, in-tool notices) while consistently pointing back to the same hub.
- Provide predictable signals & keep current: Ensure people receive a simple acknowledgement/next-steps message and keep the hub up to date (refresh or retire items; keep change/version notes visible).

5.2.7 T - Track: Monitor, Learn and Course-Correct

Principle:

Tracking completes the CONNECT cycle by turning engagement activity into shared evidence for learning. It moves beyond simple usage counts to reveal who engages, where friction arises, and how confidence evolves. When framed as collective learning rather than surveillance, tracking reinforces psychological safety and sustains change beyond launch. By visualising engagement, friction, and sentiment

together, managers can adjust support early and maintain momentum through evidence-led course correction (refer Figure 6).

Managerial application:

- Define a minimal, context-fit tracking method- a dashboard, spreadsheet, or short feedback summary. The goal is visibility.
- Integrate CONNECT metrics (see Appendix D): Each step produces metrics of either activation (who engages), friction (where effort/delay appears), capability (how confidence and competence evolve), and sentiment (how people feel about the process).
- Review data in brief “inspect-and-adapt” sessions with communications, training, and leadership teams to decide which CONNECT step needs recalibration.
- Where possible, close the loop publicly share progress milestones, respond to feedback, and recognise champions to make measurement visible and motivating rather than supervisory.

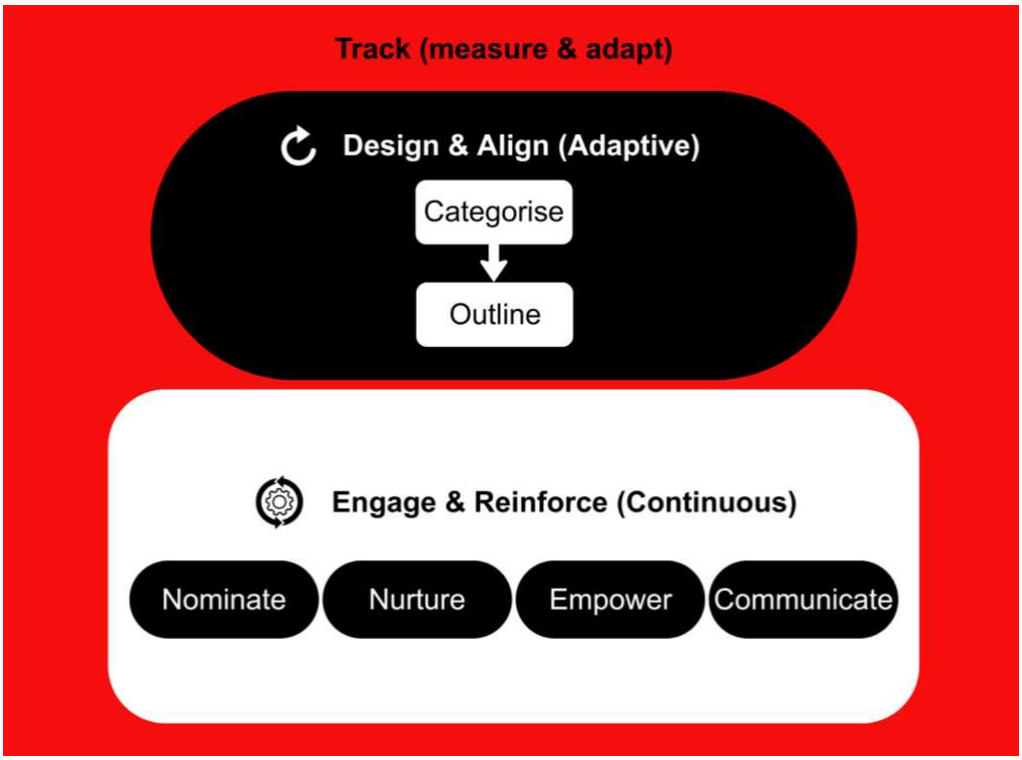

Figure 6: How CONNECT runs

Track encompasses two loops-Design & Align (updated as evidence shifts) and Engage & Reinforce that work concurrently driving day-to-day workings and course-correction.

6. Conclusion

This study examined how stakeholder segmentation and narrative design can strengthen early adoption in digital tool rollouts. Through a qualitative single-case study of an AI-enabled procurement tool, the research identified that adoption success depended not only on technical maturity but also on how communication, ownership, and enablement were structured across stakeholder groups. The findings revealed that early engagement hinges on recurring principles: a coherent communication architecture, context-specific segmentation, visible human ownership, purpose clarity, and continuous reinforcement with feedback loops.

Synthesising these insights with established theories of change management and technology adoption-together with work on stakeholder dynamics, narrative/framing, and trust/psychological safety-produced the CONNECT framework: a practice-informed conceptual model for early digital adoption. CONNECT translates behavioural, communicative, and trust dynamics into seven actionable steps (Categorise, Outline, Nominate, Nurture, Empower, Communicate, Track). Each step operationalises what traditional models describe only abstractly: how to differentiate engagement, build credibility, and sustain participation.

Theoretically, the study integrates fragmented strands into a unified, narrative-led architecture. Practically, it offers managers a step-by-step playbook for assurance-first, segmented engagement and adaptive refinement. The managerial value lies in specificity and scalability: CONNECT enables leaders to move beyond “announce and train” by embedding segmentation, reinforcement, and trust-building into day-to-day workflows. By structuring engagement as a continuous, evidence-informed dialogue, organisations can reduce resistance, support psychological safety, and sustain adoption beyond launch.

6.1 Limitations and Future Scope

As a qualitative single-case study situated in one multinational procurement context, transferability is bounded. The framework's robustness across industries, organisational sizes, and transformation types remains to be empirically tested. Confidentiality limited verbatim reproduction, and the short pilot window constrains longitudinal inference. Future work should replicate across sites and functions; run longitudinal studies of adoption trajectories; and develop/validate instruments to weight CONNECT's dimensions and test boundary conditions. Experiments could A/B-test narrative-channel sequences; analytics could automate "Track" indicators; and studies could examine how framing affects trust and psychological safety in hybrid or fully virtual settings.

Overall, this study demonstrates that sustainable digital transformation is as much communicative and behavioural endeavour as it is a technical and that CONNECT offers a disciplined, engagement-led operating model for putting this into practice.

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Appendix

Appendix A: CURES Approval Letter

22 August 2025

Dear Miss Jayasimha ,

Reference: CURES/26350/2025
Project ID: 29824
Title: Designing the CONNECT Matrix: A Stakeholder Segmentation and Narrative Framework for Enhancing Early Engagement in Digital Change Initiatives – A Case Study of CCEP's Fairmarkit Integration

Thank you for your application to the Cranfield University Research Ethics System (CURES).

We are pleased to inform you your CURES application, reference CURES/26350/2025 **has been reviewed. You may now proceed with the research activities you have sought approval for.**

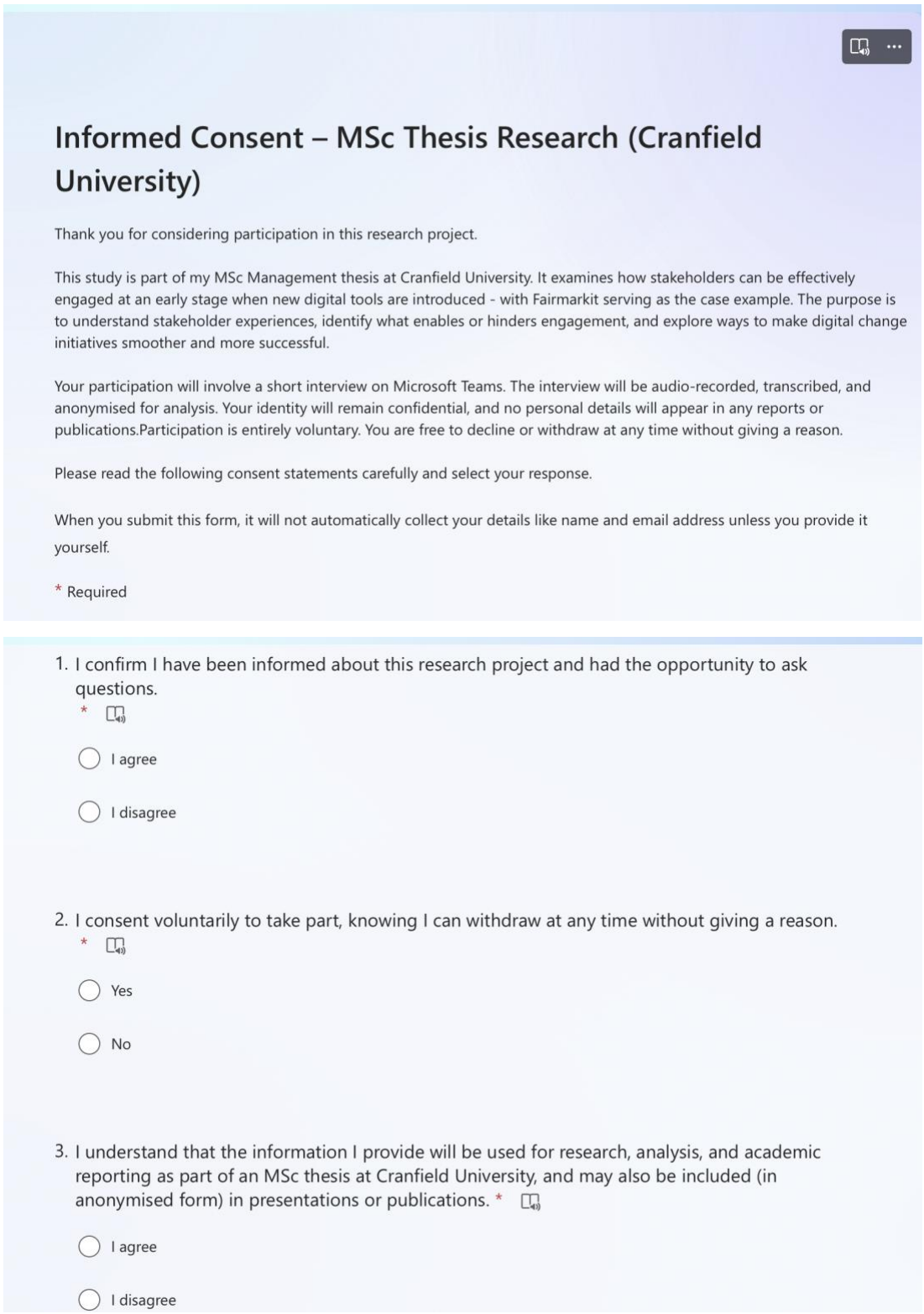
If you have any queries, please contact CURES Support.

We wish you every success with your project.

Regards,

CURES Team

Appendix B: Participant Consent Form – Microsoft Forms



Informed Consent – MSc Thesis Research (Cranfield University)

Thank you for considering participation in this research project.

This study is part of my MSc Management thesis at Cranfield University. It examines how stakeholders can be effectively engaged at an early stage when new digital tools are introduced - with Fairmarkit serving as the case example. The purpose is to understand stakeholder experiences, identify what enables or hinders engagement, and explore ways to make digital change initiatives smoother and more successful.

Your participation will involve a short interview on Microsoft Teams. The interview will be audio-recorded, transcribed, and anonymised for analysis. Your identity will remain confidential, and no personal details will appear in any reports or publications.Participation is entirely voluntary. You are free to decline or withdraw at any time without giving a reason.

Please read the following consent statements carefully and select your response.

When you submit this form, it will not automatically collect your details like name and email address unless you provide it yourself.

* Required

1. I confirm I have been informed about this research project and had the opportunity to ask questions. *

- ◯ I agree
- ◯ I disagree

2. I consent voluntarily to take part, knowing I can withdraw at any time without giving a reason. *

- ◯ Yes
- ◯ No

3. I understand that the information I provide will be used for research, analysis, and academic reporting as part of an MSc thesis at Cranfield University, and may also be included (in anonymised form) in presentations or publications. *

- ◯ I agree
- ◯ I disagree

4. I understand that personal information collected about me that could identify me (e.g., name, job role) will not be shared beyond the study and will be anonymised. *

- ◯ I agree
- ◯ I disagree

5. I understand my interview will be audio-recorded for analysis, securely stored on Cranfield University network (that can only be accessed by authorised users, in line with UK Data Protection Act 2018), and deleted once no longer required. *

- ◯ I agree
- ◯ I disagree

6. I understand anonymised transcripts (with all identifiers removed) may be quoted in the thesis or academic outputs. *

- ◯ I agree
- ◯ I disagree

7. I understand that my data will be analysed and included in anonymised form to support the research findings. *

- ◯ I agree
- ◯ I disagree

8. I confirm that I have read and understand the information provided on this form and give my consent to taking part in this research. *

- ◯ I agree
- ◯ I disagree

9. Participant's Name *

Enter your answer

10. Participant's Email

Enter your answer

Submit

Appendix C: Interview Questionnaire

Leadership:

Q1: Strategic Rationale & Value

What was the main driver behind piloting Fairmarkit at CCEP - efficiency, compliance, stakeholder empowerment, or something else?

Probe: Can you give me an example of a challenge in the old process that Fairmarkit directly addresses?

Q2: Stakeholder Segmentation & Influence

Which stakeholder groups have shown the most enthusiasm or resistance so far?

Probe:

Could you share a concrete example of resistance you've seen, and how it was handled?

Who has been particularly influential in shaping others' opinions?

Q3: Managerial Outcomes & KPIs

What specific outcomes or KPIs would convince you the pilot is a success?

Probe:

Beyond efficiency, are there softer outcomes you're watching (e.g., trust, empowerment)?

If you had to choose one "make-or-break" metric, what would it be?

Q4: Change Journey

What were the critical moments in the rollout so far - positive or negative - that shaped how stakeholders engaged with Fairmarkit?

Q5: Ecosystem Fit

How do you see Fairmarkit fitting with existing tools like Ariba? Does it complement, duplicate, or challenge the current workflow?

Q6: Risks & Barriers

From your perspective, what is the biggest risk to scaling Fairmarkit at CCEP?

Probe:

Is the risk more technical, cultural, or organisational?

How do you balance automation with retaining procurement expertise?

Q7: Communication & Trust

How do you communicate the purpose and progress of Fairmarkit across stakeholders?

Probe:

What messages resonate most with senior stakeholders vs. day-to-day users?

Have there been moments where communication misfired?

Q8: Future Vision

If Fairmarkit were fully adopted, what would procurement at CCEP look like in 3 years?

Probe:

What would success look like for the procurement function as a whole?

What advice would you give other leaders implementing AI-driven tools?

TST Lead:

Q1: First Impressions & Workflow Impact

How has Fairmarkit impacted the Tactical Sourcing workflow since its introduction?

Probes:

Can you share an example of a process that feels smoother?

Are there areas where it has actually created more work?

Q2: Team Reaction & Adoption

How has your team responded to using Fairmarkit so far?

Probes:

Do people see it as helpful, threatening, or somewhere in between?

Have you noticed patterns - e.g., who adapts fastest vs. who struggles?

Q3: Ease of Use (Effort Expectancy)

From your team's perspective, how intuitive is the tool to use day to day?

Probes:

What parts are most user-friendly, and what still feels clunky or unclear?

Are there specific tasks where they revert back to older processes?

Q4: Empowerment & Role Identity

Do you feel Fairmarkit is empowering the team to focus on higher-value work, or does it risk reducing their role?

Probes:

Have people expressed concerns about their skills being less relevant?

How do you personally frame Fairmarkit to reassure or motivate your team?

Q5: Communication & Support

How clear has the communication and training been around Fairmarkit?

Probes:

Were your team's concerns listened to during rollout?

What would make adoption easier - more training, better communication, peer champions?

Q6: Rollout Journey (Process Reflection)

Thinking back, what were the key moments in the rollout of Fairmarkit for the TST?

Probes:

Were there early decisions or communications that made adoption easier or harder?

What would you do differently if you could restart the rollout?

Q7: Collaboration with Other Stakeholders

How has Fairmarkit changed the way TST interacts with shoppers or category leads?

Probes:

Has it made collaboration smoother or more complicated?

Can you give an example of a situation where Fairmarkit reshaped that interaction?

Q8: Looking Forward

If Fairmarkit is rolled out fully, what do you see as the biggest opportunities and challenges for the TST?

Probes:

What KPIs or outcomes would matter most for your team?

What advice would you give leadership to keep the TST engaged during the change?

Category Lead:

Q1: Category Management Perspective

From your role as Category Lead, how do you see Fairmarkit fitting into the sourcing process?

Probes:

Does it complement or duplicate current category strategies?

How do you see its value for Sales & Marketing categories specifically?

Benefits & Challenges

What potential benefits do you see Fairmarkit bringing to category management?

Probes:

Efficiency, compliance, transparency?

Any concerns around data quality, supplier diversity, or buyer control?

Q3: Request Quality & Workload

How has Fairmarkit impacted the quality and flow of requests coming to you?

Probes:

Are requests clearer, faster, or more structured?

Or has it added an extra step that complicates the process?

Q4: Collaboration with TST & Shoppers

Has Fairmarkit changed how you interact with the Tactical Sourcing Team or with shoppers?

Probes:

Has it made roles and responsibilities clearer or blurred?

Can you share an example where Fairmarkit improved or complicated collaboration?

Q5: Adoption & Ease of Use

From what you've observed, how do category managers and their stakeholders find Fairmarkit to use?

Probes:

Are there differences between experienced buyers vs. newer ones?

What parts of the tool are intuitive, and what still feels challenging?

Q6: Change Journey

Thinking about the rollout so far, what were the key moments that shaped category managers' views on Fairmarkit?

Probes:

Was there a turning point where acceptance grew - or resistance hardened?

Were category leads consulted early enough in the process?

How do you think Fairmarkit could influence category strategy - e.g., supplier selection, market intelligence, innovation opportunities?

Have you explored the data/insights Fairmarkit provides? How useful or trustworthy are these compared to existing category data sources?

Q7: Future Role & Strategy

Looking forward, how do you see Fairmarkit influencing category management if it's scaled across CCEP?

Probes:

Will it change how you build sourcing strategies or manage supplier relationships?

What KPIs or outcomes would matter most for you to call it a success?

Q8: Advice to Leadership

If you could give one piece of advice to leadership about ensuring Fairmarkit works for category managers, what would it be?

Probes:

Is it about communication, governance, training, or something else?

What would help category managers feel most empowered in the process?

Communication Manager:

Q1: Narrative & Messaging

How are you framing Fairmarkit to different audiences (shoppers, TST, category leads)?

Probe:

Could you share an example of a phrase, story, or metaphor that landed particularly well?

Are there differences in how you explain it to senior managers vs. everyday users?

Q2: Engagement & Resistance

What kinds of reactions have you observed so far - enthusiasm, confusion, pushback?

Probe:

Could you recall a specific example of pushback and how you addressed it?

What kinds of misconceptions have been most common?

Q3: Training & Empowerment

How did you decide what training materials and formats to create (guides, demos, live sessions)?

Probe:

What feedback have you received on their usefulness?

Are there groups that needed more handholding than expected?

Q4: Communication Channels

Which channels (emails, SharePoint, townhalls, Yammer, etc.) are most effective for reaching your audiences?

Probe:

Can you give an example of a communication that worked well vs. one that didn’t?

How do you adapt style when talking to shoppers vs. procurement professionals?

Q5: Feedback Loops

How do you collect feedback on comms and training effectiveness?

Probe:

Can you share an example where feedback made you change your approach?

Are there voices that are harder to capture but still important?

Q6: Change Championing

Have you identified “go-to” people or champions who help spread adoption messages?

What makes someone a strong champion in this context?

How do you support them to influence others?

Q7: Looking Forward

If you had unlimited resources, what additional support or engagement would you put in place to strengthen adoption?

Probe:

What’s one lesson you’ll take from Fairmarkit comms into future digital projects?

Shopper

Q1: First Experience & Impressions

Can you describe your first experience using Fairmarkit?

Probes:

Was it straightforward or confusing at first?

What stood out to you most in those early uses?

Q2: Ease of Use

How easy or difficult do you find Fairmarkit compared with the old way of raising requests?

Probes:

Which parts feel smooth and intuitive?

Which steps are frustrating or take longer than expected?

Q3: Training & Support

How well supported did you feel when learning to use Fairmarkit?

Probes:

Did you receive training or guidance?

Was the communication about Fairmarkit clear?

What resources would make you feel more confident?

Do you trust Fairmarkit's outputs/recommendations? Why or why not?"

Q4: Value & Empowerment

Do you feel Fairmarkit makes your work easier or more effective?

Probes:

Does it give you more control or visibility?

Or does it feel like extra steps without much benefit?

Q5: Feedback & Responsiveness

Have you given feedback on Fairmarkit? If so, did you feel it was heard or acted upon?

Probes:

Can you give an example of when feedback was or wasn't taken into account?

What’s one improvement you’d like to see?

Q6: Collaboration & Roles

Has Fairmarkit changed how you interact with procurement teams (TST, category leads)?

Probes:

Has it made things smoother or created more back-and-forth?

Any examples of where roles/responsibilities felt clearer or more blurred?

Q7: Looking Forward

If Fairmarkit continues at CCEP, what would make it more valuable for you as a shopper?

Probes:

One feature or change that would make your work easier?

What advice would you give the project team to keep shoppers engaged?

Appendix D: Complete Table of Metrics for CONNECT

General notes for metrics usage:

- Use what fits. Select only the metrics that suit your context; delete the rest.
- Define the core action**.** State what counts as “use” in your rollout (e.g., submit, request logged, first task completed).
- Leading vs lagging: Leading indicators are early signals you can act on now (steering wheel). Lagging indicators are outcomes that confirm impact later. Q1 = the first three months after launch (or relaunch).
- Data sources: Prefer automated counts from systems; if unavailable, use small, clearly described samples and note the sample size.
- Ethics & privacy: Report in aggregate; avoid identifying individuals. Metrics are for learning, not surveillance.
- Consistency: If a definition changes, record the change and the date so trends remain interpretable.

Categorise (C)

Metric	Type	Definition	Cadence	Why it matters / action
Persona coverage	Leading	% of active stakeholders mapped to a persona	Monthly (Q1), then quarterly	Ensures segmentation is complete enough to use downstream (Outline, Communicate). If low, complete mapping before tailoring comms.
Segment refresh	Leading	% of mapped stakeholders whose persona assignment is confirmed or updated in a quarterly review	Quarterly	Keeps the map accurate as people/behaviours change. If mismatch is high in any unit, refresh that segment and adjust targeting.

Table 2: Categorise (C) Metrics

Footnotes:

Persona coverage

Data sources: stakeholder register; current persona map.

How to: count (number of active stakeholders with a persona ÷ total active stakeholders) × 100.

Segment refresh

Data sources: persona map; quick check with line managers or a small user sample.

How to: export the persona list, send a one-question survey check ("Does this label still fit?") to managers or context-specific leadership, and mark each record as Confirm or Update; report the percentage confirmed/updated.

Outline (O)

Communication gate: Withhold segment communications until an Adoption Brief is complete for that segment (Definition of Done: purpose, outcomes, first step, help path; add “use when / not when” if relevant).

Metric	Type	Definition	Cadence	Why it matters / action
Stakeholder/ Persona Value Brief coverage	Leading	% of defined segments with a completed one-pager (purpose, outcomes, first step, help path; add “use when / not when” if relevant)	Fortnightly until 100%, then quarterly	Ensures each segment has a clear story before broad communications. If low, finish briefs first.

Table 3: Outline (O) Metrics

Footnote:

Stakeholder/Persona Value Brief *coverage*

Data sources: segment list; brief repository/checklist.

How to: (completed briefs (purpose, outcomes, first step, help path) ÷ total segments) × 100.

Nominate (N)

Metric	Type	Definition	Cadence	Why it matters / action
Contact/ ownership visibility (%)	Leading	% of first-touch surfaces (hub/start form/launch note) that show a working contact path. If your process assigns a named owner (e.g., buyer), count visibility only when that named owner is displayed at/within the promised window; otherwise, a shared mailbox/team or office-hours link qualifies.	Weekly (month 1), then monthly	Reduces "black-box" anxiety and bypass. If low, make the contact/owner display prominent and consistent.
Response-window adherence (%)	Leading	% of sampled items that receive a human acknowledgement within the stated window. Where a named owner model exists, treat this as "owner assignment within window."	Weekly (month 1), then monthly	Feasible proxy for "time to first human/owner." If low, adjust routing/staffing or reset the window to something you can reliably meet.
Advocacy coverage (contextual) (%)	Leading	% of priority segments/sites (only where advocacy is planned) with an identified advocate/champion.	Monthly (Q1), then quarterly	Ensures peer support where it matters. If gaps, recruit/rotate; omit if advocacy isn't in scope.

Table 4: Nominate (N) Metrics

Context note:
In owner-assigned processes, "visibility" means the named owner is shown; "adherence" means the owner is assigned within the stated window.
In non-assignment contexts, a clear contact route suffices.

Footnotes :
Contact/ownership visibility

Data sources: hub/start page; launch note; sample of new items.
*How to: verify a working contact path (named owner where applicable, or team/mailbox/office hours) is shown at or before first touch; report **%**.*

Response-window adherence

Data sources: initiation timestamp; first human/owner reply (email/chat/ticket).
How to: sample 20- 30 new items; count those acknowledged/assigned within the window; report % on-time.

Advocacy coverage

Data sources: list of priority segments/sites; advocate roster.
How to: (segments/sites with a named advocate ÷ priority segments/sites) × 100.

Nurture (N)

Metric	Type	Definition	Cadence	Why it matters / action
Reinforcement cadence adherence (%)	Leading	% of planned micro-touches delivered on schedule.	Monthly (Q1), then quarterly	Prevents "launch-and-leave." If low, simplify frequency or resourcing.
Confidence pulse	Leading	% in each segment agreeing "I could complete the core task unaided next time."	Monthly (Q1-Q3), then quarterly	Direct read on capability; if weak, add targeted micro-guidance for that segment.

Table 5: Nurture (N) Metrics

Footnote:
Reinforcement cadence adherence

Data sources: planned events calendar; send logs.
How to: (events delivered on time ÷ events planned) × 100.

Confidence pulse
Data sources: one-question survey by segment.
How to: (count agreeing "I could complete the core task unaided next time." / total responses) × 100

Empower (E)

Metric	Type	Definition	Cadence	Why it matters / action
In-flow guidance coverage (%)	Leading	% of core tasks that include embedded help (step hints, examples/templates, short tooltip/walkthrough) visible at the point of action.	Monthly (Q1), then quarterly	Directly reduces first-touch friction. If low, prioritise the top 3 friction points and add micro-guides.
Help path visibility (%)	Leading	% of first-touch screens that show a simple help route (FAQ link, short video, chat/mail) within one click.	Monthly	Prevents stalls and bypass. If low, add a single “Need help?” path and keep it consistent.
Recovery availability (%)	Leading	% of core tasks with a safe recovery (undo, editable draft, clear error explanation).	Quarterly	Lowers fear of mistakes; boosts autonomy. If low, add at least one recovery option per task.

Table 6: Empower (E) Metrics

Footnotes:

In-flow guidance coverage

Data sources: core task/page inventory; UI checks.

How to: (tasks with embedded help ÷ core tasks) × 100.

Help path visibility

Data sources: first-touch screens.

How to: (screens with one-click help ÷ screens checked) × 100.

Recovery affordance

Data sources: core task/page inventory; UI.

How to: (tasks with undo/draft/error-help ÷ core tasks) × 100.

Communicate (C)

Metric	Type	Definition	Cadence	Why it matters / action
Tailored broadcast coverage by segment (%)	Leading	% of defined segments that received a tailored message (based on their Stakeholder Value Brief) within the planned window.	After each wave/phase	Confirms communications shipped per persona. If low, close gaps before assessing outcomes.
Findability recall (%)	Leading	% of sampled users who can answer: "Where do you go to find updates/help for a change?"	Monthly (Q1), then quarterly	Tests whether the hub is top-of-mind. If weak in a segment, reintroduce the hub via that segment's best channel.
Acknowledgement/ next-steps delivery (%)	Leading	% of submissions that receive an automatic receipt + next steps within the local standard.	Weekly in month 1, then monthly	Predictable cues reduce uncertainty and bypass. If low, fix the trigger/template or simplify routing.
First-action uptake by segment (%)	Lagging (short-term)	% of recipients who complete the intended first action within x days of a tailored message (e.g. first login, request, register user). (x to be decided specific to your context)	After each wave	Converts communication into behaviour. If low for a segment, tighten that segment's brief/examples and resend via their strongest channel.
Localisation coverage (%) *(optional)*	Leading	% of priority segments whose preferred language has a live version of the core hub/message.	After each wave	Ensures delivery is comprehensible. If low, translate the hub and the segment's tailored message before judging uptake.

Table 7: Communicate (C) Metrics

Footnotes:

Tailored broadcast coverage

Data sources: Stakeholder/Persona Value Brief; send logs.
How to: (segments messaged within the window ÷ total segments) × 100.

Findability recall

Data sources: one-question in survey.
How to: (% who name the correct hub/location ÷ total responses) × 100

Acknowledgement/next-steps delivery

Data sources: system/email logs.
How to: (receipts within the standard ÷ total submissions) × 100.

First-action uptake

Data sources: send lists; usage logs.
How to: (users completing the first action within x days ÷ users messaged (by segment)) × 100.

Localisation coverage

Data sources: segment language needs (from Categorise); hub/pages; message variants.
How to: (priority segments with a localised version ÷ total priority segments) × 100.

Track (T)

Metric	Type	Definition	Cadence	Why it matters / action
First-use rate by segment (%)	Lagging	% of targeted users in each segment who complete the core action at least once in the period.	Monthly	Confirms activation. If low in a segment, sharpen its value story (O), tighten channels (Communicate), and remove first-step friction (E).
First-to-second-use conversion (%)	Lagging	% of first-time users in the prior window who repeat the core action within a context-fit timeframe (e.g., 30/60/90 days).	Monthly	Early habit formation. If weak, add light nudges (Nurture) and simplify in-flow guidance (E).
Help-request volume per 100 tasks	Leading	Support contacts per 100 core actions (submit, search/view, access)	Monthly	High = unclear steps or missing in-flow prompts. Fix top issues first (E), then refresh quick tips (Nurture).
Bypass / side-channel rate (%)	Leading	% of contacts that reached the destination team/end state outside the intended path (e.g., direct email/old route vs the new route).	Monthly	Shows trust/clarity gaps. If high, make ownership and help routes obvious (Nurture), restate “use when / not when” and the purpose (Communicate/O).
Initiation drop-off (%) ***(optional)***	Lagging	% who start but don’t complete the core action in the same journey/session. Use only if “start” telemetry exists.	Monthly	Pinpoints first-touch friction. Treat with in-flow examples/defaults (E).
Resolution time for recurring issues (days) ***(optional)***	Lagging (short-term)	Median days from a recurring issue being logged to resolved for the top 3 issue types.	Monthly/Quarterly	Learning-loop health. If long, adjust enablement (E) and schedule focused refreshers (Nurture).

Median cycle time (days) ***(optional)***	Lagging	Time from initiation to “done” for a sample of completed items (define “done” for your context).	Monthly/Quarterly	Outcome view. If long, inspect bottlenecks and handoffs (Nominate/E).

Table 8: Track (T) Metrics

Note: Core action = the minimal meaningful use you defined in Outline (e.g., submit request, complete form, view required content)

Footnotes:

First-use rate by segment (%)
Data sources: Segment map (from Categorise), system/access logs for the core action.
How to: For each segment, (count distinct users who did the core action at least once this period ÷ targeted users in that segment) × 100.

First-to-second-use conversion (%)
Data sources: System logs with user IDs and timestamps.
How to: Take all first-time users from the prior window; compute the % who repeat the core action within your chosen X-day window (pick X to match expected cadence).

Help-request volume per 100 tasks
Data sources: Support mailbox/ticketing/chat tagged for this rollout; system count of completed core actions.
How to: (Count tagged help contacts in the period ÷ completed core actions) × 100, by segment.

Bypass / side-channel rate (%)
Data sources: Destination team mailbox/queue, intended-path logs (form/tool), simple origin tag.
How to: If there are too many items to check manually, set up an automatic label/field that marks anything that arrives outside the intended path. For example, create a mailbox rule that stamps incoming emails with “BYPASS,” or add a required “Source” dropdown (“Tool / Email / Other”) on the intake form. That way the bypass percentage can be counted automatically.

Initiation drop-off (%) (optional)
Data sources: Funnel analytics or logs that record both “start” and “submit/done.”
How to: ((starts − completes) ÷ starts) × 100 for the period.

Resolution time for recurring issues (days) (optional)
Data sources: Issue/ticket log with open and resolved timestamps.
How to: Filter the top 3 recurring labels; report median days from open to resolved.

Median cycle time (days) (optional)
Data sources: Workflow/system timestamps for initiation and “done.”
How to: For completed items, report median initiation-to-done days (sample 10–20 if overall volume is low).