

## 1. PROJECT IDENTIFICATION

Project name	Customer Portal Modernization
Project code	CPM-2026
Business unit	Retail Banking — Digital Channels
Sponsor	R. Patel, VP Digital Channels
Project manager	M. Tanaka, PMP
Start date	2026-04-01
Target completion	2026-12-20
Version	1.0 — approved 2026-03-14

## 2. BUSINESS CASE AND JUSTIFICATION

The current customer portal, originally built in 2014, cannot support multi-factor authentication, mobile-responsive layouts, or open-banking APIs required by the 2026 regulator mandate. Average session length has declined 22% year-over-year, and 41% of support tickets in Q4-2025 were portal-related. A replacement is needed to: (a) meet the regulator deadline of 2026-12-31, (b) reduce ticket volume by an estimated 30%, and (c) unlock the open-banking product roadmap (target revenue \$4.2M in 2027). Not acting exposes the business to a projected \$1.8M regulatory fine and continued customer attrition.

## 3. PROJECT OBJECTIVES (SMART)

#	Objective	Metric / target	Owner
1	Deliver a modern, mobile-responsive customer portal that meets the 2026 regulator mandate.	100% of mandate checklist items signed off by compliance.	M. Tanaka
2	Reduce portal-related support tickets after launch.	" 30% tickets (baseline 4,200/quarter) within 90 days of go-live.	L. Nguyen (Support)
3	Enable open-banking API surface for the 2027 product roadmap.	6 APIs in production, documented, with SLA "e 99.9%.	A. Silva (Platform)
4	Improve customer-perceived login experience.	SUS score "e 75 from a 200-user post-launch study.	J. Owens (UX)
5	Operate within the approved budget and schedule.	Cost variance "d 10%; schedule variance "d 10 business days.	M. Tanaka

## 4. SCOPE

### 4.1 In scope

- Rebuild of the customer-facing portal — web and mobile-web.
- Migration of all existing authenticated user flows (login, statements, transfers, cards, alerts).
- Integration of multi-factor authentication (TOTP + SMS fallback) via the central IAM platform.
- 6 open-banking APIs (accounts, balances, transactions, payments-initiation, beneficiaries, standing-orders).

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- Data migration from the legacy Oracle portal DB to the new PostgreSQL store.
- Staff training, customer communications, and 90-day hypercare support.

### 4.2 Out of scope

- Native iOS / Android applications (separate programme MOB-2026).
- Changes to the core banking system or account master data.
- Credit-card product flows (handled by the Card Services re-platform).
- Back-office teller or branch systems.

### 4.3 Key deliverables

#	Deliverable	Acceptance criteria	Owner
1	Production-ready customer portal (web + mobile-web).	UAT pass rate >= 98%; all P0/P1 defects closed; security sign-off.	M. Tanaka
2	6 open-banking APIs in production.	Contract tests passing; published on developer portal; SLA dashboards live.	A. Silva
3	Migrated user data (authentication, preferences, alerts).	Reconciliation report shows 100% parity, zero orphaned records.	K. Becker (Data)
4	Runbooks and operational handover package.	Accepted by SRE team; on-call schedule in place.	T. Okafor (SRE)
5	Customer communications plan and FAQ.	Approved by Comms; helpdesk trained; 2 weeks of pre-launch outreach complete.	J. Owens

## 5. HIGH-LEVEL MILESTONES

Milestone	Target date	Owner	Dependency
Charter approved	2026-03-14	R. Patel	—
Architecture baseline signed off	2026-04-25	A. Silva	Charter
API design contract frozen	2026-05-23	A. Silva	Architecture
Alpha (internal) release	2026-08-01	M. Tanaka	API + portal MVP
Beta (100 pilot users)	2026-09-15	M. Tanaka	Alpha accepted
Go / no-go decision	2026-11-08	R. Patel	Beta metrics
Production go-live	2026-12-06	M. Tanaka	Go/no-go approval
Hypercare exit	2027-03-06	T. Okafor	Go-live

## 6. BUDGET ENVELOPE

Approved budget	\$ 2,450,000 (USD)
Funding source	Digital Channels OpEx (FY26) + CapEx allocation for platform work.
Contingency reserve	10% (\$245,000) — tied to Risk Register R-01, R-04, R-07.
Management reserve	\$ 120,000 — held at the PMO level, release by sponsor approval.

## 7. STAKEHOLDERS (INITIAL)

Stakeholder / group	Role / interest	Influence	Engagement
R. Patel (VP Digital Channels)	Sponsor, funding, final go/no-go.	High	Supportive !' Leading
Compliance (regulator liaison)	Mandate sign-off.	High	Neutral !' Supportive
Retail Banking Operations	Day-to-day users of admin surfaces.	Medium	Neutral
Customer Care	Ticket intake, FAQ maintenance.	Medium	Supportive
Security Office	Threat model and penetration test approval.	High	Neutral
End customers (15K active)	Users of the portal.	Low	N/A

## 8. TOP RISKS AND ASSUMPTIONS

### 8.1 Top risks

#	Risk	Impact	Prob	Response
R-01	Regulator changes mandate scope mid-project, requiring new API or data field.	High	Medium	Mitigate — monthly liaison.
R-02	Legacy Oracle schema has undocumented fields used by back-office batch jobs.	Medium	High	Mitigate — data discovery sprint.
R-03	IAM platform rollout slips, blocking MFA integration.	High	Medium	Transfer — IAM team co-owns.
R-04	Peak holiday traffic overlaps with hypercare window.	High	Low	Accept + contingency.
R-05	Key architect leaves the firm before Alpha.	Medium	Low	Mitigate — knowledge-share plan.

### 8.2 Assumptions and constraints

- The IAM platform is production-ready by 2026-06-01 (assumption).
- The 2026-12-31 regulatory deadline is fixed (constraint).
- Headcount of 14 FTE and 3 vendor contractors is approved for the project window (assumption).
- No changes to the core banking schema are requested by this project (constraint).

## 9. SUCCESS CRITERIA AND EXIT CONDITIONS

- All 5 objectives (section 3) are measured at T+90 days post go-live and recorded in the close-out report.
- All P0/P1 defects found during hypercare are resolved or have a documented plan agreed with the sponsor.
- Operational handover is signed by the SRE team lead and the Customer Care head.
- A lessons-learned workshop has been held and its register is filed with the PMO.

## 10. AUTHORITY OF THE PROJECT MANAGER

The project manager is authorised to: (a) commit up to \$25,000 per individual change against the cost baseline without sponsor approval; (b) re-assign up to 10% of project resources across workstreams; (c) approve schedule adjustments of "d 5 business days within a given phase; (d) sign vendor statements of work up to \$50,000 in total annual value. Any decision outside these bounds is escalated to the sponsor (R. Patel).

## APPROVALS

### Sponsor

R. Patel  
VP, Digital Channels

Signature

Date

### Business Owner

L. Nguyen  
Head of Customer Care

Signature

Date

### Project Manager

M. Tanaka  
Senior PM, PMO

Signature

Date

### PMO Director

F. Abiola  
PMO, Retail Banking

Signature

Date















