

STAKEHOLDER ENGAGEMENT PLAN

Core Digital Transformation for Retail Banking

Enterprise Architecture & Regulatory Compliance Initiative

Project Title	Core Digital Transformation for Retail Banking
Date	February 17, 2026
Prepared By	Project Manager / CIO
Version	1.0 – Initial Release
PMI Scale	Unaware (U) → Resistant (R) → Neutral (N) → Supportive (S) → Leading (L)

Purpose

This Stakeholder Engagement Plan identifies the current and desired commitment levels of all 13 project stakeholders using the PMI engagement scale. For each stakeholder, a gap analysis is performed between the current state and the desired state, and targeted engagement strategies are defined to close that gap — or maintain the existing level where it is already sufficient. The plan is a living document and should be reviewed and updated at each major project milestone.

PMI Engagement Scale

Code	Level	Description
U	Unaware	Unaware of the project and its potential impact.
R	Resistant	Aware of the project but resistant to any change it may bring.
N	Neutral	Aware of the project but neither supportive nor resistant.
S	Supportive	Aware of the project and actively supportive of its success.
L	Leading	Actively engaged in ensuring the project succeeds; a visible champion.

Engagement Gap Summary

The table below provides a snapshot of each stakeholder's current vs. desired engagement level and whether the goal is to move them up the scale or maintain their current level.

ID	Stakeholder	Current	Desired	Action
S-01	Chief Executive Officer (CEO)	S	L	Move →
S-02	Chief Information Officer (CIO)	L	L	Maintain
S-03	Chief Compliance Officer (CCO)	S	L	Move →

ID	Stakeholder	Current	Desired	Action
S-04	Enterprise Architect	L	L	Maintain
S-05	Chief Information Security Officer (CISO)	N	L	Move →
S-06	Data Engineering Lead	S	L	Move →
S-07	Business Analyst	S	L	Move →
S-08	Customer Experience / UX Lead	S	S	Maintain
S-09	Retail Banking Operations Manager	N	S	Move →
S-10	External Auditor (Third-Party Firm)	N	S	Move →
S-11	Cloud Infrastructure Vendor	S	S	Maintain
S-12	Bank Staff / End Users	N	S	Move →
S-13	Regulatory Bodies (FCA, CFPB, PCI Council)	N	N	Maintain

Stakeholder Engagement Plan — Detail

ID	Stakeholder	Current Level	→	Desired Level	Rationale for Gap	Engagement Strategies
S-01	Chief Executive Officer (CEO)	S – Supportive	→	L – Leading	Sponsor needs to actively champion the initiative, not just approve deliverables.	<ol style="list-style-type: none"> 1. Monthly executive briefings with milestone dashboards and risk summaries. 2. Involve CEO in milestone celebrations and regulatory validation announcements. 3. Provide concise escalation memos to keep decisions fast and visible.
S-02	Chief Information Officer (CIO)	L – Leading	→	L – Leading	Project Manager is already at the highest engagement level; maintain momentum.	<ol style="list-style-type: none"> 1. Weekly status reviews and daily stand-ups during critical delivery phases. 2. Empower CIO with real-time project dashboards and risk registers. 3. Recognize contributions publicly in steering committee updates.
S-03	Chief Compliance Officer (CCO)	S – Supportive	→	L – Leading	Regulatory stakes are critical; CCO must co-lead compliance decisions, not merely review.	<ol style="list-style-type: none"> 1. Bi-weekly compliance checkpoint meetings with live audit trail reviews. 2. Include CCO as approver for all KYC, AML, PCI-DSS, and GDPR deliverables. 3. Provide early warning alerts for any regulatory risk so CCO can act proactively.
S-04	Enterprise Architect	L – Leading	→	L – Leading	Technical governance requires sustained leadership engagement through all design phases.	<ol style="list-style-type: none"> 1. Weekly architecture review cadence with documented design decisions. 2. Assign EA as technical approver for all integration and API designs. 3. Involve EA in vendor evaluation and cloud infrastructure sign-offs.
S-05	Chief Information Security Officer (CISO)	N – Neutral	→	L – Leading	Security is a critical risk vector; CISO must shift from passive reviewer to active security champion.	<ol style="list-style-type: none"> 1. Schedule bi-weekly security design reviews with early threat-model walkthroughs. 2. Involve CISO in zero-trust architecture decisions and pen-test planning. 3. Share a dedicated security risk register and escalate findings immediately. 4. Align CISO success metrics (zero breaches, RBAC validation) with project KPIs.
S-06	Data Engineering Lead	S – Supportive	→	L – Leading	Pipeline integrity and warehouse design decisions require leading-level accountability.	<ol style="list-style-type: none"> 1. Weekly sprint reviews with data quality dashboards. 2. Empower as technical owner for all pipeline and warehouse deliverables. 3. Pair with Compliance Officer to ensure data governance requirements are embedded.
S-07	Business Analyst	S – Supportive	→	L – Leading	UAT coordination and requirements traceability are pivotal; BA must drive, not just facilitate.	<ol style="list-style-type: none"> 1. Assign sole ownership of requirements traceability matrix and UAT plan. 2. Host bi-weekly requirements reviews with business unit stakeholders. 3. Provide structured feedback loops after each sprint to keep BA engaged.
S-08	Customer Experience / UX Lead	S – Supportive	→	S – Supportive	Current supportive engagement is appropriate; sustain through design and testing phases.	<ol style="list-style-type: none"> 1. Bi-weekly UX review sessions with prototype walkthroughs and user feedback. 2. Involve in customer onboarding flow sign-off and dashboard UAT. 3. Share post-launch NPS metrics to validate UX impact and sustain motivation.
S-09	Retail Banking Operations Manager	N – Neutral	→	S – Supportive	Operational alignment is essential to minimize	<ol style="list-style-type: none"> 1. Monthly progress briefings with impact-on-operations summaries. 2. Involve in change management planning and rollout communications. 3. Host 'future-state' demos to build confidence in new systems and workflows.

ID	Stakeholder	Current Level	→	Desired Level	Rationale for Gap	Engagement Strategies
					disruption and ensure staff adoption.	
S-10	External Auditor (Third-Party Firm)	N – Neutral	→	S – Supportive	A well-informed auditor produces cleaner reviews; proactive engagement reduces audit risk.	<ol style="list-style-type: none"> 1. Formal milestone gate reports with full compliance evidence packages. 2. Schedule pre-audit briefings to align on evidence requirements and formats. 3. Maintain open document repository accessible to auditors throughout the project.
S-11	Cloud Infrastructure Vendor	S – Supportive	→	S – Supportive	Vendor is a key delivery partner; sustain engagement through SLA monitoring and reviews.	<ol style="list-style-type: none"> 1. Monthly service reviews with SLA performance scorecards. 2. Escalation path defined in contract for outages or delivery failures. 3. Quarterly roadmap discussions to align vendor capabilities with future needs.
S-12	Bank Staff / End Users	N – Neutral	→	S – Supportive	Adoption by end users directly impacts operational success; resistance must be pre-empted.	<ol style="list-style-type: none"> 1. Change management newsletter cadence explaining 'what's changing and why'. 2. Role-based training sessions with hands-on practice in sandbox environments. 3. Feedback forums after training to surface concerns and iterate on materials. 4. Recognise early adopters to build internal champions across branches.
S-13	Regulatory Bodies (FCA, CFPB, PCI Council)	N – Neutral	→	N – Neutral	Regulators are external authorities; maintain compliance and formal reporting — no more engagement needed.	<ol style="list-style-type: none"> 1. Timely formal submissions of all required compliance reports. 2. Ensure zero findings at each compliance milestone gate. 3. Maintain regulatory change log in case mandates evolve during the project.