

Research context

The banking industry faces an unprecedented era of DigitalTransformation (DT). The emergence of digital technologies is establishing a new paradigm, requiring organizations to rethink their processes. However, the implications of DT extend beyond mere technological adoption; they encompass fundamental shifts in organizational design, communication, and behaviour.

In the transition from execution to scaling, organizations face challenges in sustaining the precondition of long-lasting governance and management needed to implement and continue DT. The problem identified in effectively scaling DT centres on the need for a strategic foundation established by top management (see **Figure 1**).

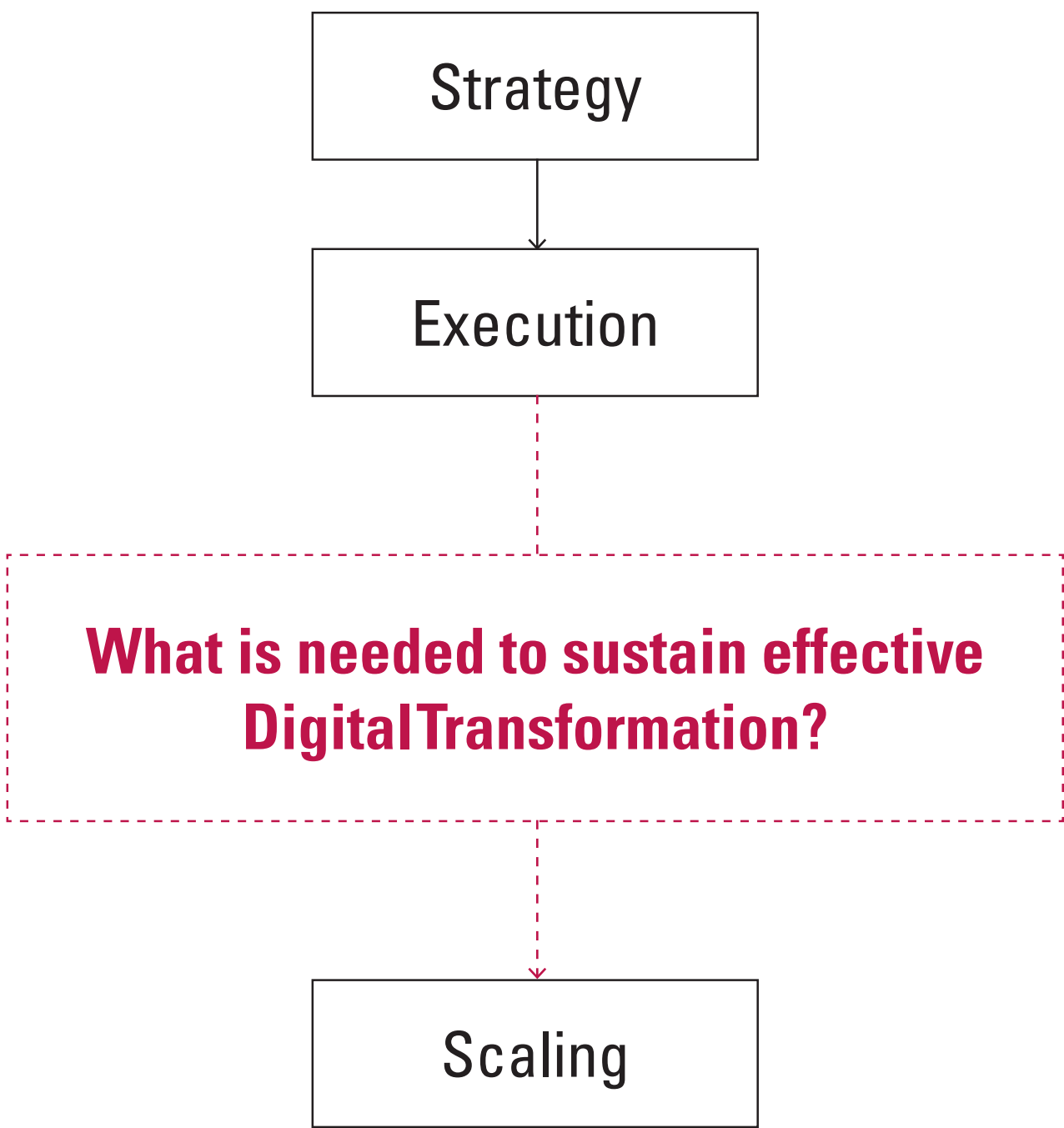


Figure 1. Research gap

# The Change Management Process

## From Strategy to Action in Digital Transformation

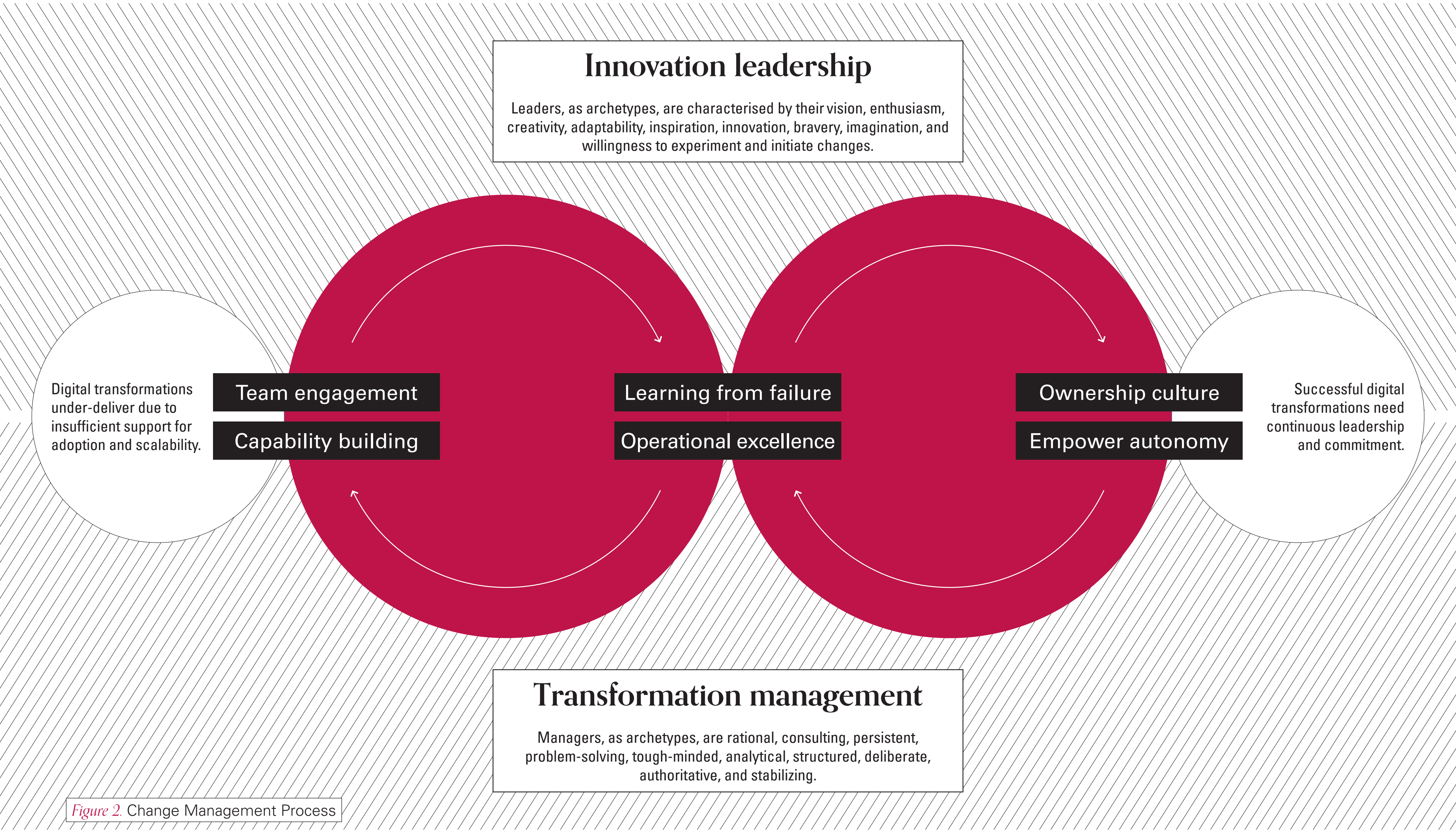


Figure 2. Change Management Process

Design solution

The design outcome is the Change Management Process (see **Figure 2**), tailored for managers dealing with DT. It aims to bridge top-down strategies with bottom-up insights, guiding managers from minimal DT impact to advanced integration of DT. The 3 steps related to innovation leadership focus on fostering

a collaborative environment, learning from failures to fuel growth, and cultivating a strong sense of ownership among team members. The three steps related to transformation management emphasize building capabilities, enhancing operational excellence, and empowering team autonomy to implement DT.