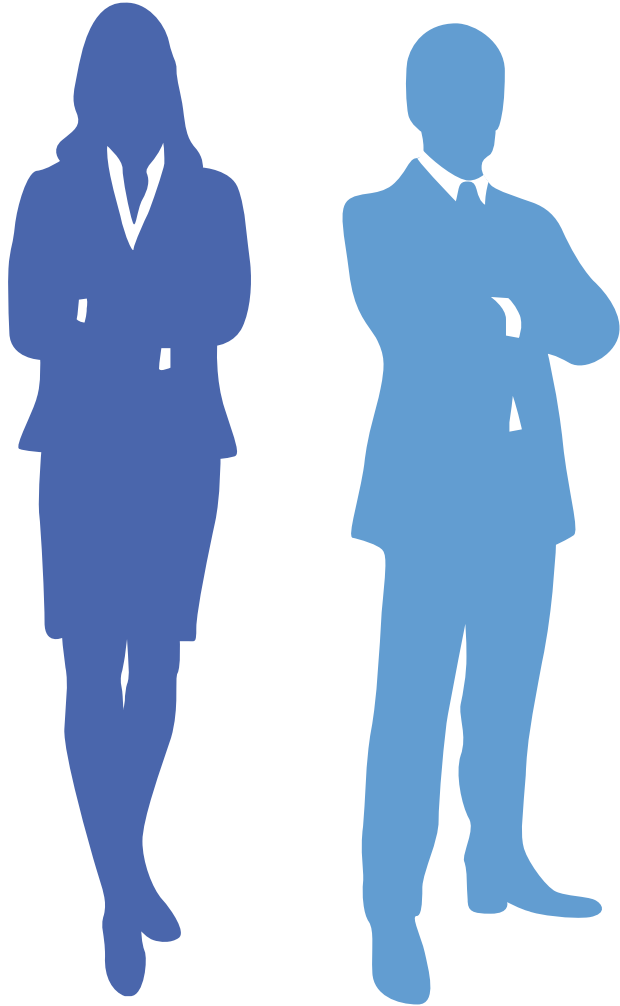# Action Learning Project

## Learning Objectives

o Analyse the digital transformation journeys of real-world firms

o Evaluate the strategic planning, ecosystem partnerships, and innovation strategies

## Resources

o **Case study 1:** ING Bank: Facing Digital Disruption

o **Case study 2:** DBS: Digital Transformation to Best Bank in the World

## Activity

Discuss the questions in groups and share observations and analyses

# DBS Case Study: Strategic Planning

**Analyse the strategic decisions that guided DBS's digital transformation.**

**Discuss the company's shift from 'project' to 'platform' and how this influenced its strategic planning.**

**Guiding Questions:**

What were the key strategic decisions that guided DBS's digital transformation?

How did DBS's shift from 'project' to 'platform' influence its strategic planning?

What challenges did DBS face in implementing its strategic plan and how did it overcome them?

# DBS Case Study: Ecosystem Partnerships

**Examine DBS's partnerships and how they contributed to the bank's digital transformation.**

**Discuss the role of these partnerships in expanding DBS's ecosystem and customer base.**

**Guiding Questions:**

What partnerships did DBS establish in its digital transformation journey?

How did these partnerships contribute to the success of DBS's digital transformation?

How did DBS manage the risks associated with these partnerships?

# DBS Case Study: Technological Innovations

**Discuss the technological innovations implemented by DBS during its digital transformation.**

**Examine how these innovations contributed to the bank's goal of becoming a '22,000-person start-up'.**

**Guiding Questions:**

What technological innovations did DBS implement during its digital transformation?

How did these innovations contribute to DBS's goal of becoming a '22,000-person start-up'?

How did DBS foster a culture of innovation within the organization?

# ING Case Study: Strategic Planning

**Analyse the strategic decisions that guided ING's digital transformation.**

**Discuss the company's shift from a traditional banking model to a tech-driven one and how this influenced its strategic planning.**

**Guiding Questions:**

What were the key strategic decisions that guided ING's digital transformation?

How did ING's shift from a traditional banking model to a tech-driven one influence its strategic planning?

What challenges did ING face in implementing its strategic plan and how did it overcome them?

# ING Case Study: Ecosystem Partnerships

**Examine ING's partnerships and how they contributed to the bank's digital transformation.**

**Discuss the role of these partnerships in expanding ING's ecosystem and customer base.**

**Guiding Questions:**

What partnerships did ING establish in its digital transformation journey?

How did these partnerships contribute to the success of ING's digital transformation?

How did ING manage the risks associated with these partnerships?

# ING Case Study: Technological Innovations

**Discuss the technological innovations implemented by ING during its digital transformation.**

**Examine how these innovations contributed to the bank's goal of becoming a tech-driven company.**

**Guiding Questions:**

What technological innovations did ING implement during its digital transformation?

How did these innovations contribute to ING's goal of becoming a tech-driven company?

How did ING foster a culture of innovation within the organization?