

Final Project 2

PMG 497

Project Template

Midocean University

Faculty of Management

Department/ Specialization



Project title

Driving Customer Experience Excellence via Digital Transformation in Saudi Banks.

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Final Project – 2 assignments 1

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Date of submission – number of Semester

Acknowledgment

Dedication

Abstract

This section will be written last, as it summarizes the entire project. It should be concise (typically not exceeding 400 words) and should not include abbreviations or citations. It will comprise:

Purpose:

Briefly state the main aim or objective of your research.

Methodology:

Briefly describe the research design (mixed-methods), data collection methods (e.g., surveys, interviews), and analysis techniques.

Findings:

Summarize the key results or findings of your study, answering your main research question and hypotheses.

Originality & Implication:

Briefly highlight the unique contribution of your study, both theoretically and practically.

Keywords:

List 3-5 keywords that capture the essence of your research.

Table of Contents

Acknowledgment.....	2
Dedication.....	3
Abstract.....	4
1. Chapter 1: Introduction	7
1.1. Research Background.....	7
1.2. Research Problem.....	8
1.2.1. Theoretical Gaps	8
1.2.2. Practical Gaps	9
1.3. Research Significance	10
1.3.1. At the theoretical level	10
1.3.2. At the practical level	11
1.4. Research Questions	11
1.5. Research Objectives	12
1.6. Research Hypotheses.....	13
1.7. Research Model.....	13
1.8. Scope of The Study	14
1.9. The Project Structure.....	15
2. Chapter 2: Literature Review	17
2.1. Introduction	17
2.2. The independent variable	17
2.3. The dependent variable	18
2.4. The relationship between the independent and the dependent variables	18
2.5. Conclusion.....	18
3. Chapter 3: Research Methodology	19

3.1.	Introduction	19
3.2.	Operational definitions for research variables	19
3.3.	Research design (research onion).....	19
3.4.	Research population & Sampling methods and technique.....	20
3.5.	Data collection method.....	20
3.6.	Types of data	21
3.7.	Statistical analysis procedures.....	21
3.8.	Conclusion.....	22
4.	Chapter 4: Statistical Analysis & Findings discussion.....	22
4.1.	Introduction	22
4.2.	Sample profile (descriptive statistics for research sample).....	22
4.3.	Validity & reliability tests for the questionnaires	22
4.4.	Descriptive statistics for research variables (answer research questions).....	23
4.5.	Testing Hypotheses & Findings Discussion	23
4.6.	Conclusion.....	23
5.	Chapter five: Research limitations, Recommendations & Conclusion	24
5.1.	Research Limitations & Future Research.....	24
5.2.	Research Recommendations	24
	References.....	24
	Appendix.....	Error! Bookmark not defined.

List of Figures:

List of Tables:

1. Chapter 1: Introduction

1.1. Research Background

The escalating pace of technological evolution has transformed digital transformation from a strategic option to an undeniable imperative for the global banking sector. Faced with intensified competition from agile FinTech startups and non-traditional service providers, alongside the mounting pressure to reduce operational costs, traditional banks are compelled to embrace digital solutions to remain relevant and competitive. This shift is not merely about adopting new technologies but fundamentally reimagining core banking processes and service delivery to align with contemporary customer expectations. Specifically, digital transformation directly impacts customer experience by facilitating the proliferation of mobile banking applications, intuitive online platforms, and the deployment of AI-powered customer service tools, all designed to offer seamless, personalized, and accessible banking solutions. Despite significant investments and efforts in this area, ensuring consistent and superior customer experience amidst rapid digital shifts presents continuous challenges for banks, necessitating ongoing research to optimize strategies and identify critical success factors in this evolving landscape.

Within this global context, Saudi Arabia presents a compelling and unique setting for examining digital transformation in the banking sector. Driven by the ambitious **Vision 2030** framework, the Kingdom is undergoing a significant economic diversification and digitalization initiative, which strongly encourages technological adoption and innovation across all industries, including finance. This national impetus has spurred Saudi banks to aggressively pursue digital transformation strategies, not only to align with governmental objectives but also

to meet the increasingly sophisticated demands of a digitally native and tech-savvy consumer base within the Kingdom. Saudi consumers, influenced by international digital trends, now expect seamless, efficient, and personalized digital banking experiences. Consequently, the success of digital transformation initiatives in Saudi Arabian banks is critically linked to their ability to deliver superior customer experiences, making this a pivotal area of strategic focus and academic inquiry within the local financial landscape.

Therefore, this research aims to systematically investigate the critical factors and strategies involved in the effective implementation of digital transformation initiatives within the Saudi banking sector to enhance customer experience excellence. By exploring the nuances of this implementation, the study seeks to contribute valuable insights that can inform strategic decision-making for financial institutions striving to optimize their digital customer journeys and sustain competitive advantage in the rapidly evolving Saudi Arabian market.

1.2. Research Problem

Despite the compelling imperative for digital transformation within the Saudi banking sector, a significant research problem persists in the insufficient understanding of how effectively implemented digital transformation initiatives directly translate into superior customer experience excellence. While considerable attention has been given to the adoption of digital technologies, there remains a notable lacuna in comprehensive academic and practical insights into the specific strategies, critical success factors, and potential impediments that influence the successful deployment of these initiatives to optimize the customer journey and elevate service delivery in Saudi Arabian banks. This study aims to bridge this knowledge deficit by thoroughly examining these interconnected dynamics.

1.2.1. Theoretical Gaps

Despite the growing body of literature on digital transformation and customer experience, there remains a theoretical void concerning integrated frameworks that comprehensively explain the direct causal mechanisms by which specific digital transformation implementation strategies contribute to superior customer experience excellence within the banking sector. While numerous studies explore technological adoption or customer satisfaction in isolation, there is a notable absence of models that bridge the complexities of large-scale digital implementation efforts with their direct, measurable impacts on customer journey optimization and satisfaction in financial services. Furthermore, existing theoretical applications, often derived from Western contexts, may not fully account for the unique socio-economic, cultural, and regulatory intricacies prevalent in the Saudi Arabian banking landscape. This suggests a theoretical gap in the contextual validation and potential adaptation of these frameworks, particularly concerning the factors influencing digital customer experience and adoption behaviors within this distinct regional environment.

1.2.2. Practical Gaps

From a practical standpoint, Saudi banks, despite their strategic intent and substantial investments in digital transformation, frequently encounter significant operational and strategic impediments that hinder the realization of optimal customer experience outcomes. A key practical gap lies in the effective integration of disparate digital channels and legacy systems, often leading to fragmented customer journeys rather than the seamless, unified experience customers expect. Furthermore, banking professionals face challenges in upskilling their workforce to manage new digital tools and interact with customers through evolving digital touchpoints, potentially impacting service quality. There is also a practical need for

clearer methodologies to accurately measure the return on investment (ROI) of specific digital CX initiatives and to identify which transformation efforts yield the most impactful and sustainable improvements in customer satisfaction and loyalty in the Saudi market. Senior management often requires actionable insights to prioritize digital initiatives and to navigate the complexities of organizational change, ensuring that technological adoption genuinely translates into enhanced customer value and competitive advantage.

Main Research Question: What are the critical success factors and implementation strategies for digital transformation that significantly influence customer experience excellence in the Saudi Arabian banking sector?

1.3. Research Significance

1.3.1. At the theoretical level

At the theoretical level, this research is expected to significantly contribute to the existing body of knowledge on digital transformation, customer experience, and strategic implementation in the banking sector. By addressing the identified theoretical gaps, the study aims to contribute to the development of more integrated frameworks that explain the causal links between specific digital transformation implementation strategies and their impact on customer experience excellence. Furthermore, by focusing on the unique context of Saudi Arabian banking, this research will provide valuable empirical validation and potential extensions of existing theories, offering nuanced insights into their applicability within a distinct socio-economic, cultural, and regulatory environment. This will enrich academic understanding of customer behavior and digital adoption in non-

Western markets, providing a foundation for future cross-cultural studies and more robust global theoretical models.

1.3.2. At the practical level

At the practical level, this research is expected to offer significant actionable insights for banking professionals, strategists, and policymakers in Saudi Arabia. By identifying the critical success factors and effective implementation strategies for digital transformation, the study will provide clear guidance for banks seeking to genuinely enhance customer experience excellence. The findings will assist senior management in making more informed decisions regarding strategic investments in digital technologies, optimizing resource allocation, and prioritizing initiatives that directly contribute to superior customer satisfaction and loyalty. Furthermore, the research can help operational leaders in developing targeted training programs for employees, fostering a customer-centric digital culture, and streamlining processes to ensure seamless customer journeys across all digital touchpoints. Ultimately, this study aims to equip Saudi banks with the knowledge to translate their digital aspirations into tangible competitive advantages, improved operational efficiency, and sustained customer engagement in a rapidly evolving market.

1.4. Research Questions

The study will be guided by the following specific research questions:

- **RQ1:** What are the common digital transformation implementation strategies adopted by Saudi Arabian banks?

- **RQ2:** What are the critical success factors for implementing digital transformation initiatives aimed at enhancing customer experience in Saudi Arabian banks?
- **RQ3:** How do digital transformation implementation strategies influence key dimensions of customer experience (e.g., satisfaction, loyalty, perceived service quality) in Saudi Arabian banks?
- **RQ4:** What are the challenges encountered by Saudi Arabian banks in implementing digital transformation strategies to achieve customer experience excellence?

1.5. Research Objectives

Based on the research questions, the objectives of this study are:

- **Objective 1:** To identify the common digital transformation implementation strategies adopted by Saudi Arabian banks.
- **Objective 2:** To determine the critical success factors for implementing digital transformation initiatives aimed at enhancing customer experience in Saudi Arabian banks.
- **Objective 3:** To examine the influence of digital transformation implementation strategies on key dimensions of customer experience (e.g., satisfaction, loyalty, perceived service quality) in Saudi Arabian banks.
- **Objective 4:** To identify the challenges encountered by Saudi Arabian banks in implementing digital transformation strategies to achieve customer experience excellence.

1.6. Research Hypotheses

The following hypotheses will be tested in this study:

- **H1:** Digital transformation implementation strategies in Saudi Arabian banks positively influence customer experience excellence.
- **H1a:** Digital transformation implementation strategies positively influence customer satisfaction in Saudi Arabian banks.
- **H1b:** Digital transformation implementation strategies positively influence customer loyalty in Saudi Arabian banks.
- **H1c:** Digital transformation implementation strategies positively influence perceived service quality in Saudi Arabian banks.

1.7. Research Model

This section outlines the conceptual framework guiding the investigation into the critical success factors and implementation strategies for digital transformation influencing customer experience excellence in Saudi Arabian banks. The research model conceptually delineates the key variables and the hypothesized relationships between them, forming the analytical structure for the study.

At its core, the model posits that **Digital Transformation Implementation Strategies** serve as the independent variable. These strategies encompass the various approaches and initiatives undertaken by banks to integrate digital technologies across their operations and customer touchpoints. The model then asserts that these implementation strategies exert an influence on **Customer Experience Excellence**, which is the dependent variable. Customer Experience Excellence is understood to encompass dimensions such as customer satisfaction, loyalty, and perceived service quality.

The conceptual model, therefore, provides a structured representation of how successful implementation efforts in digital transformation are hypothesized to lead to improvements in the various facets of customer experience within the Saudi Arabian banking sector, reflecting the directional relationships proposed in the research hypotheses.

1.1. Research Methodology

This section will provide a high-level overview of the proposed research approach. The study will adopt a mixed-methods research design, combining quantitative (e.g., structured surveys for customers) and qualitative (e.g., semi-structured interviews with banking professionals) data collection methods. The population will include banking customers and relevant executives'/department heads in Saudi Arabia, with appropriate sampling techniques. Data will be analyzed using statistical methods for quantitative data (e.g., descriptive statistics, correlation, regression) and thematic/content analysis for qualitative data. Strict ethical considerations, including informed consent, anonymity, confidentiality, and data security, will be adhered to throughout the research process.

1.2. Scope of The Study

This study, titled "Driving Customer Experience Excellence via Digital Transformation in Saudi Banks," is meticulously designed to operate within clearly defined boundaries to ensure focus and depth.

- **Geographical Scope:** The research is specifically delimited to the **Kingdom of Saudi Arabia**. This focus allows for an in-depth examination of digital transformation within a unique economic and cultural context, particularly influenced by national strategic initiatives such as Vision 2030.

- **Sectoral Scope:** The investigation is exclusively concentrated on the **banking sector** in Saudi Arabia. This narrow focus enables a detailed analysis of industry-specific digital transformation challenges, strategies, and their impact on customer experience, distinct from other financial services or broader economic sectors.
- **Thematic and Conceptual Scope:** The primary thematic focus is on the **implementation strategies and critical success factors of digital transformation** and their **direct influence on customer experience excellence**. Customer experience excellence is examined through key dimensions such as customer satisfaction, loyalty, and perceived service quality. The study will not delve into the technical aspects of specific digital technologies themselves, nor will it extensively cover internal human resource dynamics (beyond their direct impact on customer-facing roles) or detailed financial performance metrics that are not directly related to customer experience outcomes.
- **Timeframe:** The research will focus on contemporary digital transformation efforts and customer experiences within the recent period, reflecting current trends and the ongoing evolution of the Saudi banking landscape.

1.3. The Project Structure

This research project is systematically structured into five main chapters to comprehensively address the stated research problem and objectives.

- Chapter 1: Introduction

This chapter provides the foundational context for the study, including the research background, problem statement, significance, research questions, objectives, hypotheses, conceptual research model, research methodology overview, and the scope of the study.

- Chapter 2: Literature Review

This chapter will critically review existing scholarly articles, books, and relevant literature concerning digital transformation, customer experience, and their interplay within the banking sector. It will cover the independent variable, the dependent variable, and the relationship between them, culminating in a conclusion to this review.

- Chapter 3: Research Methodology

This chapter will detail the precise research design adopted (mixed-methods approach), the operational definitions for research variables, the population and sampling strategies for both quantitative and qualitative phases, the specific data collection instruments and procedures, and the planned data analysis techniques, alongside a thorough discussion of ethical considerations.

- Chapter 4: Statistical Analysis & Findings Discussion

This chapter will present the results of the data analysis. It will include descriptive statistics of the sample and variables, the outcomes of validity and reliability tests for instruments, and the findings from hypothesis testing. This chapter will also discuss these findings in relation to the research questions and existing literature.

- Chapter 5: Research Limitations, Recommendations & Conclusion

The final chapter will articulate the limitations encountered during the study, propose practical recommendations for the Saudi Arabian banking sector, suggest avenues for future research, and provide an overall conclusion to the study.

2.Chapter 2: Literature Review

2.1. Introduction

This introductory section sets the stage for Chapter 2. It should briefly:

- Reiterate the purpose of the chapter: Explain that this chapter will review, synthesize, and critically analyze the existing academic literature pertinent to your research problem and objectives.
- Outline the chapter's structure: Briefly mention what will be covered in the subsequent sections (e.g., definitions and theories related to digital transformation, customer experience, and the relationship between them).
- Connect to Chapter 1: Briefly remind the reader how this review helps in understanding the theoretical and practical gaps identified in Chapter 1.

2.2. The independent variable (Digital Transformation Implementation Strategies)

This section is crucial for establishing a solid theoretical understanding of your primary independent variable. Here, you will delve into academic discussions and empirical findings related to digital transformation, specifically focusing on its implementation and associated strategies.

(Guidance provided to cover: Defining DT, Facets of DT, Implementation Strategies, Critical Success Factors for DT Implementation, and DT in the Financial Sector generally.)

2.3. The dependent variable (Customer Experience)

In this section, our objective is to thoroughly define and explore the academic understanding of Customer Experience (CX), which is your primary dependent variable.

(Guidance provided to cover: Defining CX, Key Dimensions/Components of CX (e.g., satisfaction, loyalty, perceived service quality), CX Measurement and Models, and CX in the Banking Sector generally.)

2.4. The relationship between the independent and the dependent variables

This section is paramount for building the theoretical argument that underpins our study. Here, we will synthesize the literature to explain *how* Digital Transformation Implementation Strategies are expected to influence Customer Experience Excellence. This part directly supports the hypotheses we formulated in Chapter 1.

(Guidance provided to cover: Theoretical Linkages, Mechanisms of Influence, Empirical Evidence, Role of Success Factors and Challenges, and Contextual Relevance.)

2.5. Conclusion

This concluding section for Chapter 2 is vital for summarizing the key takeaways from our comprehensive review and for demonstrating how this review directly informs and justifies our study.

(Guidance provided to cover: Synthesize Key Insights, Reiterate Gaps Addressed, Reinforce Research Problem and Objectives, and Transition to Methodology.)

3. Chapter 3: Research Methodology

3.1. Introduction

This chapter will detail the systematic approach and procedures to be employed in conducting this research. It outlines the overall research design, specifies the population and sampling techniques, describes the data collection methods, and explains the analytical procedures to be utilized. The aim is to ensure that the methodology is robust, transparent, and appropriate for addressing the research questions and achieving the study's objectives.

3.2. Operational definitions for research variables

This section will provide a brief introductory overview to Chapter 3, reiterating the purpose of the methodology chapter in guiding the research process and ensuring the validity and reliability of the findings. It will briefly mention the mixed-methods approach adopted.

3.3. Research design (research onion)

This sub-section will explicitly state and justify the adoption of a **mixed-methods research design**. It will elaborate on why combining quantitative and qualitative approaches is most suitable for comprehensively addressing the research questions, particularly given the need to both measure influence and gain in-depth understanding. The sequential or concurrent nature of the mixed-methods design will also be specified.

3.3. Operational definitions for research variables

This section will clearly define how each of our key research variables—specifically **Digital Transformation Implementation Strategies** and **Customer Experience Excellence** (including its dimensions like satisfaction, loyalty, and perceived service quality)—will be measured or observed within the context of our study. This involves breaking down abstract concepts into concrete, measurable indicators.

3.4. Research population & Sampling methods and technique

This section will detail the target **population** for both the quantitative (banking customers in Saudi Arabia) and qualitative (senior banking executives/department heads involved in DT/CX) phases. It will then explicitly describe the **sampling techniques** to be employed for each phase and justify these choices. Information regarding the anticipated **sample sizes** and the rationale for their selection will also be included.

3.5. Data collection method

This sub-section will thoroughly describe the specific **data collection methods** for both the quantitative and qualitative phases.

- For the quantitative phase, it will detail the use of **structured questionnaires/surveys**, including their design, the types of scales used, and how they will be administered.
- For the qualitative phase, it will describe the **semi-structured interview protocol**, the types of questions, and how interviews will be conducted.

3.6. Types of data

This section will distinguish between the **types of data** we plan to collect. we will explain that the quantitative phase will yield **primary quantitative data**, while the qualitative phase will yield **primary qualitative data**.

3.7. Statistical analysis procedures

This section will outline the specific **data analysis techniques** for both quantitative and qualitative data.

- For quantitative data, it will specify the statistical software to be used (e.g., SPSS) and the types of analyses planned (e.g., descriptive statistics, correlation analysis, regression analysis).
- For qualitative data, it will detail the chosen method for analyzing textual information (e.g., thematic analysis or content analysis).

3.8. Ethical Considerations

This section will detail how **informed consent** will be obtained, how **anonymity and confidentiality** of participants and their data will be ensured, and the protocols for **data security and storage**.

3.8. Conclusion

This concluding sub-section for Chapter 3 will briefly summarize the methodological approach taken and reinforce its appropriateness and rigor in addressing the study's objectives.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This introductory section will briefly set the stage for Chapter 4. It will explain that this chapter presents the results derived from the data analysis, aligning with the methodology outlined in Chapter 3. It will also state that the findings will be discussed in light of the research questions and hypotheses, providing an empirical basis for the study's conclusions.

4.2. Sample profile (descriptive statistics for research sample)

This sub-section will present a comprehensive profile of our research participants, using descriptive statistics for quantitative data and descriptions for qualitative participants.

4.3. Validity & reliability tests for the questionnaires

This crucial section will present the results of the **validity and reliability tests** conducted on our questionnaire, typically using Cronbach's Alpha for reliability.

4.4. Descriptive statistics for research variables (answer research questions)

Here, we will present the **descriptive statistics** for our main research variables, drawing directly from our quantitative data, and beginning to address our exploratory research questions.

4.5. Testing Hypotheses & Findings Discussion

This is often the most substantial part of Chapter 4. We will present the results of our **inferential statistical analyses** to test our hypotheses, and then discuss these findings in depth, integrating qualitative findings, comparing with literature, and addressing all research questions.

4.6. Conclusion

This concluding section for Chapter 4 will briefly summarize the main findings of our study.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

This section requires us to critically reflect on the constraints and boundaries of our study and propose directions for future research.

5.2. Research Recommendations

This section is where we translate our research findings into practical, actionable advice for the relevant stakeholders, particularly banking institutions in Saudi Arabia.

5.3. Conclusion

This is the final concluding section of our entire research project, summarizing the study's main contribution and reaffirming its importance.

References

This section will be a comprehensive list of all sources cited in your project, located at the very end of your document.

<https://www.sama.gov.sa/en-US/EconomicReports/Pages/DevelopmentReports.aspx>

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[US/Documents/Financial_Sector_Development_Program_Annual_Report-2023-EN.pdf](https://www.sama.gov.sa/en-US/Documents/Financial_Sector_Development_Program_Annual_Report-2023-EN.pdf)

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