

EXECUTIVE SUMMARY

National Development Bank PLC (NDB Bank) is one of the fastest growing banks in Sri Lanka, sustaining its position as a strong player in the intensively competitive banking industry in Sri Lanka. The rapid growth by the bank in recent past has been mainly driven by the dynamic leadership together with a bold transformation strategy, followed by decisive management interventions which have paved way to capture emerging opportunities. The theme for this case was to study the achievement of Sustained Financial Growth through Strategic Transformation by NDB Bank in recent years. Accordingly, the objective of this case study was to explore how NDB Bank was able to achieve sustained financial growth through strategic transformation. Inherent limitations of individual interviews such as subjectivity, non-generalizability and vulnerability to situational factors were evident in the data gathering period.

Literature review discussed in detail the theoretical background establishing the relationship of achieving sustained financial growth through strategic transformation, strategy and strategic change, digital banking and operational efficiency with due reference to several published literature. It clearly defined the key concepts and brought out the relationship between the outcome and key drivers. A thorough study on the empirical literature on strategic transformation was conducted to form a solid theoretical underpinning to the study. This was further assisted the researcher in acknowledging and understanding the prior researches already carried out in the related area of research. The resulted conceptual model derived from this literature review provided the basis on which the entire study was based.

The author has introduced key drivers, environmental moderator and outcome and summarized them in the conceptual framework that underlined the case study descriptively presented in the case narrative. It further discussed the underlying principles behind the chosen construct and variables in the conceptual framework. A qualitative approach was used for data collection and analysis. Five in-depth interviews and one focus group discussion were held with the employees of NDB Bank at different levels in the organizational hierarchy. Furthermore, secondary data were gathered mainly through annual reports, journals, magazines and intranet to validate the research findings. Lastly, the methodology used to obtain data for the detailed analysis was also discussed.

The case narrative included the timeline which unfolded the success story of the NDB Bank PLC while discussing the details of key events happened in a sequential order. Key milestones and events that facilitated the Bank to achieve sustained financial growth have been discussed in detail through the evidences obtained via primary and secondary data. The results of the in depth analysis of NDB Bank has provided confirmatory evidence that strategic change, digital banking and operational efficiency were the key drivers of the financial performance growth visible in the recent years. Sustained Financial growth can be seen by the continuous increase in profitability and assets with a compounding annual growth rate (CAGR) of over 15 percent during the period under review (2014-2018).

The research discovered a number of key findings including the importance of successful strategic transformation, how a strategy could remain unchanged even after change in leadership (CEO) and how key drivers identified as strategic change, digital banking and operational efficiency have led to achieve sustained financial growth. Based on the evidence obtained, the author undisputedly conclude that executing strategy and managing strategic change, adapting digital banking technologies and driving operational efficiency initiatives have paved way to materialize a sustained financial growth during the period under review (2014-2018). It was also interesting to note how the moderating variable, the financial regulatory framework has altered the stated relationship between the key drivers and the outcome.

Finally, the research concluded the study by highlighting the achievement of sustained financial growth by NDB Bank through strategic transformation during the period under review (2014-2018). NDB's many achievements come as the backdrop of phenomenal growth in its profitability and asset base in 2018 and its strategic focus is growing in the commercial banking space. NDB has achieved many significant milestones in its journey of developing the lives of individuals, families, communities, society and nation as a whole. These accolades demonstrate the effective reach to different segments of society through its diverse range of products and services of the Bank with an inspired and dedicated team committed to excellence. Thus, with the vision to be "the driving force for a financially empowered Sri Lanka", the Bank is committed to create superior shareholder value and to ensure success of all the stakeholders that join the Bank in its success journey. In conclusion, the learnings of this case study can be applied for similar studies for any other entity in the similar context.