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DIGITAL TRANSFORMATION IN PROJECT MANAGMENT

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ABSTRACT

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This thesis investigates the effects of digital transformation on how project management operates in the finance and IT sectors for organizations in Oman, Sri Lanka, Australia and the UK. With cloud computing, artificial intelligence and automation taking over, businesses are encouraged to modify their project management techniques to stay on top of the market. The study investigates how digital tools are picked and used and what affects human and organizational behavior when adopting new technologies.

To study the topic, five senior professionals from two sectors(Finance and IT) were interviewed in depth using a qualitative approach. Key themes studied in the research are business-IT alignment, stakeholder management, agile practices, improving workforce skills and leadership strategies. The results show that digitizing project management makes projects more efficient, transparent and collaborative yet also brings problems such as old systems, reluctance to adapt and skills shortage. Achieving successful change in any area depends on effective management, continued learning and employees getting the support of leaders.

According to the thesis, the best results in project management after digital transformation come from improving technology, training workers and keeping organizations adaptable.

Key words: Digital transformation, project management, finance, IT, change management.

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1 INTRODUCTION

1.1 Background

Projects now use different management approaches because digital transformation has brought significant industrial changes through basic approach modifications. Organizations need to transform their conventional project management methods after the rapid technological development involving artificial intelligence (AI) alongside big data along with cloud computing technologies and automation and the Internet of Things (IoT) (Westerman et al., 2014). Various organizations from every industry sector implement digital tools which optimize resource usage while elevating project efficiency to achieve superior results.

The practice of project management operated with traditional methods based on manual tracking together with isolated communication and steep organizational structures. The standard means regularly produced delays in addition to budget overruns and operational inefficiencies (Kerzner, 2022). Digital transformation has led projects to adopt agile data-based management methods which promote immediate cooperation and continuous enhancement (Mikalef et al., 2019). Organizations can enhance performance through project execution and streamline implementations by using ERP systems and cloud-based project management software with AI-driven analytics.

The implementation of digital transformation enables organizations to perform predictive analytics and machine learning in their project management tasks (Davenport, 2014). The predictive analytics capabilities of organizations help them identify upcoming project risks and resource allocation problems and time delays so they can take proactive actions (Mikalef et al., 2019). Machine learning approaches data from previous projects to

identify the most effective practices through analysis thus enhancing operational efficiency (Alghamdi & Al-Baity, 2022).

The development of digital transformation includes adopting agile methodologies as its fundamental core component. Through Kerzner projects, I adopt a development model that bases its approach on repeated cycles while valuing team diversity and puts clients at its core. These frameworks work better with digital tools since they create projects that adapt quickly to evolving project needs (Kerzner, 2025). Transfer of digital transformation into project management practices enables firms to achieve better resource utilization together with more efficient operations and faster projects completion.

(Westerman et al., 2014) points out that many organizations have executed digital solutions in project management processes, but several organizations still encounter implementation barriers. Resisting change becomes a main obstacle because staff members who use familiar ways of working do not transition well to modern processes. The effective implementation of these technologies faces difficulties because of restricted digital knowledge bases and because the integration process is too complex. A complete solution for these challenges needs to unite change management implementation alongside continuous training and solid governance frameworks.

The combination of complex modern projects and rising global operations along with the necessity for remote work has made digital transformation an absolute requirement. The COVID-19 pandemic expedited organizational digitization when companies needed to implement project management technology to continue their operations. Time-sensitive technologies including cloud-based communication systems together with project tracking systems using AI allow dispersed teams to collaborate without (García-Peñalvo, 2021).

Digital transformation brings about specific difficulties for implementation. Project information remains at risk because data security poses a substantial challenge due to cybersecurity threats along with data breaches and compliance risks that threaten data integrity. Certified security standards requiring encryption along with multiple authentication factors must exist to protect sensitive project information. Organizations need to guarantee secure technology deployment because this ensures confidentiality while building trust with stakeholders (Himeur et al., 2023).

Project management welcomes digital transformation as it brings three crucial impacts that include better agility and more efficient collaboration alongside data-based decision support systems. Organizations must manage digital tool implementation obstacles including staff change reluctance and protect digital information security as well as achieving system connectivity whereas digital tools present substantial advantages for modern business operation. Businesses need to allocate resources into essential digital technologies and workforce development initiatives that will allow them to succeed in future projects since digital transformation keeps advancing (Westerman et al., 2014)

Project management processes that underwent rapid digital transformation brought substantial changes to conventional workplaces. The fast integration of digital management tools into project systems creates new ways of planning projects and conducting their execution and monitoring which together impact organization performance (Davenport, 2014). Digital tools continue evolving which generates both new partnership possibilities and innovation opportunities. Digital platforms drive project management methodology transformation which offers multiple research opportunities and practical application possibilities (Taboada et al., 2023).

1.2 Research Objectives

The main goal of this research examines digital transformation in project management through an assessment of how digital tools affect final project achievements. The research has six main goals which include:

1. This research objective explores the effects digital tools such as cloud-based project management and Agile methodologies alongside artificial intelligence (AI) have on project management methodologies for different industries.
2. The analysis aims to discover the main digital tools alongside technologies which lead digital changes in project management: It examines digital instruments that change project management methods including project management software combined with predictive analytics with IoT tools to boost collaboration and real-time decision-making.
3. The objective examines organizational difficulties with digital project management tool adoption by studying organizational barriers such as change resistance along with workforce deficiencies and implementation expenditure challenges.
4. This objective examines stakeholder adjustment mechanics toward digital project management tools by studying how project leaders with their team members and end customers embrace new project management technologies to determine their influence in digital transformation success or failure rates.
5. How well does digital project governance framework implementation help organizations achieve successful project results remain the focus of this evaluation objective.

6. Based on the research outcomes this objective delivers practical advice to organizations about implementing digital transformation effectively in their project management initiatives.

1.3 Research Gap, Research Problem, and Research Questions

Project management experienced a revolution through digital transformation because it supports faster operations and stronger cooperation and makes decisions through data analysis (Davenport, 2014). The current research shows an essential gap exists regarding how organizations can successfully execute and enhance digital tools within project management systems. Research examines digital tools' AI capabilities and automation along with cloud computing functionality yet ignores organizational difficulties while implementing such technologies within their existing project systems (Bugarčić & Slavković, 2023).

The research deficiency encompasses studies that assess human elements and organizational factors critical to digital transformation success. The smooth implementation of digital technologies is prevented by employee resistance together with digital skill deficits as well as cultural obstacles according to (Hasan et al., 2025). Important digital tool outcomes are determined by how organizations handle change management while training employees and keeping digital strategies aligned with business targets. Success in digital transformation projects needs appropriate attention to these underlying barriers.

Data analysis based on quantitative approaches dominates existing research because it examines statistical trends but remains insufficient to discover how project managers and their teams experience digital transformation. Determine successful elements and practical obstacles of digital

project management by using qualitative research and conducting interviews with the professionals in the finance and IT sectors (DiCicco-Bloom & Crabtree, 2006).

The total effect of digital transformation on project approaches along with team operating dynamics remains understudied. Only limited research exists regarding the integration between single technological advances and traditional project management approaches and agile methodology practices and team functioning performance. The relationship between digital and human activities requires complete understanding because it enables the creation of digitization strategies that optimize outcome

1. How do companies adopt effective means of integrating digital project management tools into their operating systems effectively?
2. How does digitalization influence project management effectiveness and risk management in the finance sector?
3. How has digitalization transformed project management methodologies, collaboration, and delivery in the IT sector?

1.4 Proposed Solutions to Address the Research Gap

Using a qualitative method this study interviews project management professionals to fill the identified gaps. The study investigates actual implementation strategies which organizations employ to succeed with their digital transformation efforts in project management.

The goal of this discipline involves selecting appropriate digital tools for project workflow enhancement alongside their deployment optimization. The research demonstrates how Finance and IT organizations use digital solutions to create better teamwork while streamlining operations which leads to successful project achievements (Davenport, 2014).

- Professional practices for digital project management tools selection should be identified together with implementation and optimization steps to Finance and IT.
- Digital solution customization processes by organizations for their project workflow in the Finance and IT sectors will be examined.
- The examination of how digital transformation improves project speed and operational effectiveness is carried out as part of the research.

The analysis investigates methods to deal with worker reluctance toward digital equipment along with approaches to establish digital-first workplace mentality. Leadership approaches together with training programs act as critical elements to develop digital competency and adaptiveness inside Finance and IT organizations. The management process of dealing with employee resistance toward digital tools within Finance and IT organizations should be assessed for this study.

- Leadership approaches need evaluation because they determine how well organizations establish digital-thinking cultures.
- The organization needs to establish employee training and skills development programs which will help staff members adapt to new systems.

Leadership tactics together with teamwork practices along with organizational culture patterns affect the pace of digital implementation. To execute digital transformation properly one must establish effective communication methods together with specific industry strategies and collaborative teamwork to combat resistance. I should evaluate the impact that organizational

culture and leadership approaches along with team dynamics play in digital adoption processes in Finance and IT.

- The implementation of communication features along with collaborative approaches plays an essential role during the transformation process.
- Digital strategies require customization based on specific industry challenges faced by IT and Finance organizations.

The research evaluates how artificial intelligence technology and cloud computing as well as automation systems enhance project oversight and efficiency while enabling better decision-making processes. The paper assesses how digitalization influences risk management practices while explaining its impact on budgeting processes and project management system optimization in finance and IT departments. Through research this research will investigate the improvements in project tracking efficiency brought by AI systems together with cloud platforms along with automation tools in Finance and IT.

- Leaders need to analyze the transformations digitalization causes to risk management systems along with budgetary management and organizational decision processes.
- Some projects benefit from predictive analytics combined with workflow automation because these tools enhance their achievement of project goals.

This investigation fills critical knowledge gaps to deliver necessary information about executing digital transformation strategies in projects within

Finance and IT sectors. The proposed research delves into genuine insights into project management digital practices and obstacles through experiential data instead of relying on numerical evidence from past investigations. Qualitative interview methods enable the study to discover effective digital transformation solutions that different organizations can use for success.

1.5 Structure of the Study

This thesis consists of five main sections that cover important topics related to digital transformation in project management. A logical chain of sections starts with researching the topic to examine findings and ends with recommendations for practice.

In this section provides fundamental knowledge about digital transformation in project management through background information along with research objectives and questions and explains the importance and limitations of electronic transformation in project management. The first section presents important concepts including Agile methods alongside

Cloud-based management tools and artificial intelligence (AI) also automation techniques that receive further discussion throughout the book. Current trends reveal an increasing dependence on digital instruments within contemporary project management and demand knowledge about their effects regarding operational efficiency and team coordination and project determination.

Section 2 discusses critical details about current scholarly work alongside theoretical elements combined with real-life studies that explore digital changes in project management. The study delves into essential technologies behind digital transformation which consist of AI-powered project tracking together with predictive analytics and Internet of Things (IoT) and digital project governance (Himeur et al., 2023). The section demonstrates

how digital transformation delivers substantial project benefits which extend across operational efficiency alongside risk protocols and stakeholder network interaction, and it recognizes technical obstacles along with workforce adjustment needs and organizational system adoption complexities. (Bugarčić & Slavković, 2023) demonstrates how digital project management tools have become more developed to boost efficiency while these tools bring challenges due to digital skill needs and adaptation requirements. (Verhoef et al., 2021) show how these tools revolutionized innovation processes because they enable enhanced collaboration together with important organization-wide changes in product development practices. An evaluation of specific adoption patterns in industries along with identification of knowledge gaps determines the study's value for existing scholarship (Verhoef et al., 2021).

Chapter 3 presents the qualitative research methodology employed in the study by describing secondary data analysis alongside case study methodology and thematic analysis. The author explains why qualitative methods were selected for their capacity to explore depth in digital transformation perspectives. The section outlines methods for data collection which encompass both scholarly article reviews and sector-based industry reports and multiple case studies across different business areas. The analysis deals with existing challenges and bias problems related to secondary research by maintaining openness and reliability throughout the study (DiCicco-Bloom & Crabtree, 2006).

Chapters 4-5 comprise an analysis of digital transformation effects on project planning together with execution and monitoring and stakeholder engagement. Teams experience two fundamental changes in their project management and collaborative work methods through digital tools. The tools (Taboada et al., 2023) describe enhanced visibility and fast execution times yet prompt teams to stay updated on their digital capabilities. (Shahzad et al., 2024) emphasize digital tools as blueprint engineers that

create better relationships between teams while accelerating important decisions thus driving product development success. The research tracks essential business patterns which include AI-based decision systems and cloud interaction solutions together with blockchain projects for protection purposes (Westerman et al., 2014). The section assimilates knowledge from the literature review to examine how theoretical frameworks match actual industrial practices across various sectors. The research dedicates specific analysis to how stakeholders adjust and resist change while discussing the role of IoT in tracking projects through real-time monitoring and risk prevention strategies.

2 LITERATURE REVIEW

The chapter summarizes the current literature linked to the study topic. It checks important theories and main research results, along with the important gaps found in the past. By going through this review, the rationale behind the study becomes clear, with the focus being on how this research increases and improves the present knowledge.

2.1 Definition of Project Management (PM)

Project Management (PM) consists of knowledge along with skills and tools with techniques to execute project activities for achieving project requirements. Specific goals together with set success criteria become attainable through activities of planning and organizing followed by resource secure and management alongside leadership and control functions. Project Management enables successful project completion because it ensures that team members finish their projects both according to time requirements and their established scope and budget limitations.

Project management represents an efficient framework which implements skills combined with tools alongside methodology to reach project aims (Kerzner, 2022). Historically projects utilize manual tracking, yet organizations now use Jira and Microsoft Project alongside others to monitor progress through real-time data measurements (Bugarčić & Slavković, 2023).

2.2 Digitalization Transformation (DT)

The integration of digital technologies in all business areas through digitalization transformation forces fundamental operational and value-delivery changes for organizations. The deployment of digital tools together with big data analytics, artificial intelligence (AI), cloud computing and Internet of Things (IoT) capabilities produce enhancements to organizational processes while driving both efficiency and novelty (Davenport, 2014). The business landscape undergoes a fundamental shift because digital transformation changes the structures that determine operations enterprise relations with clients. Digitalization assists businesses to deliver both market speed and adaptive capabilities and more successful innovation approaches (Mikalef et al., 2019; Verhoef et al., 2021).

Organizational culture undergoes a fundamental transformation through digital transformation because data-driven operations and automation and digital platform collaboration now take precedence. The digital transformation demands businesses to change their business structure while adapting innovative thinking to address digital age challenges and opportunities (Hasan et al., 2025).

Digital transformation describes the planned implementation of digital technology systems that drives business performance improvements and organizational flexibility and new market opportunities (Verhoef et al., 2021). Project management consists of implementing AI analytics together with cloud computing automation for workflow optimization and collaboration enhancement according to (Mikalef et al., 2019). Project tools implemented by Finance and IT that employ AI functions enable the companies to boost efficiency and decision-making capability (Alghamdi & Al-Baity, 2022).

2.3 Digitalization in Project Management (PM)

Digital tools and technologies form an essential element within Project Management (PM) during digitalization processes. PM digitalization implements digital technologies to improve project management operations as well as optimize decision-making and process optimization at each phase. Organizations benefit from project planning workflows through digital management software as well as cloud-based collaboration systems, artificial intelligence solutions, and data analytic tools which enable streamlined project planning and execution and monitoring.

The project team's functionality increases with cloud-based platforms (Trello or Asana) because they enable smooth collaboration along with real-time project tracking as well as enhanced resource management (Kerzner, 2025). The combination of big data analysis and AI can predict project risks and detect problems and project performance behavior to produce enhanced managerial decision-making (Mikalef et al., 2019). Project managers who use these digital tools can base their better-informed decisions on data to maximize operational performance and achieve project deadlines as well as budget targets.

Digitalization enables smoother stakeholder and team member communication naturally when teams work across various geographical areas. Cloud-based collaboration tools grant stakeholders project data access from any location during any period which creates project-wide transparency and enhances accountability throughout the entire project duration (Alghamdi & Al-Baity, 2022). Project managers who use digital tools can focus on strategic problem solving because these technologies automatically perform scheduling tasks and track progress thus freeing up time (Shahzad et al., 2024).

Digital transformation within project management involves challenges that project leaders must overcome. Organizations encounter multiple barriers such as team member resistance to change as well as complex integration tasks which require digital aptitude. The advantages from digital tools for project productivity enhancement and improved communications and quicker project delivery exceed these challenges because organizations actively provide training and support (Nuswantoro et al., 2023).

Individuals and organizations should adjust themselves to digital transformation in project management as part of stakeholder adaptation. Organizations need trained employees together with leadership backing along with structured change management to create effective adaptation in Finance and IT Environments (Hasan et al., 2025).

2.4 Digitalization in Project Management in the Finance Industry

The present business environment requires extensive digital transformation in banking along with insurance institutions which profoundly affects how projects are managed. These industries now depend heavily on modern digital tools with technologies that create better outcomes for their project planning activities and their execution processes and monitoring systems. Big data analytics together with cloud computing and artificial intelligence and automation systems employed by banking and insurance organizations drive higher project success rates (Elgargouh et al., 2024). Project managers within these industries use such digital tools to monitor projects in real-time while controlling costs which produces better quality delivery outcomes (Mikalef et al., 2019).

Digital project management methodologies encounter multiple hurdles in their adoption by banking and insurance organizations. The successful implementation of digital project management requires planning strategies

together with specialized staff education along with a removal of resistance to change throughout the organization (Davenport, 2014). The sectors demand robust attention to both cybersecurity and data privacy alongside regulatory compliance during their digital transformation efforts (Slassi-sennou & Elmouhib, 2025). The adoption of digital project management stands as a competitive edge for numerous banking and insurance institutions because it allows them to fulfill better the changing needs of modern marketplace clients (Kurniasari et al., 2025).

Table 1. Key Research on Digitalization in Project Management for the Finance Industry.

Author(s)	Scope	Key Findings
(Verhoef et al., 2021)	The author conducted research through qualitative methodology to study financial services industry digital transformation processes. Research investigated the transformation of financial business models through AI alongside big data technology and digital platforms which boost operational efficiency and raise customer experience. The need exists for financial institutions to implement strategic adaptations which will help them survive against competition in today's fast-changing digital world.	Finance sector digitalization has produced benefits for making operations more efficient while enhancing both customer satisfaction and market position.

<p>(Bugarčić & Slavković, 2023)</p>	<p>The author conducted their research about financial sector digital transformation by using qualitative case studies. The researchers confirmed successful transformation requires technological adaptation as well as cultural and strategic alignment of new systems. The incorporation of digital features inside core business procedures enables financial institutions to survive market turbulence.</p>	<p>Technology alone cannot be enough to drive success because it must become part of the business core to achieve success.</p> <p>The system creates operational speed while providing enduring business success.</p>
<p>(Hasan et al., 2025)</p>	<p>Using quantitative methodologies, the authors explored how culture in the workplace allows digital transformation among small and medium enterprises in the financial sector. The study examined how strong connections between culture and staff actions play a role in driving the modernization of accounting and decision-making strategies as the organization goes through transformation. It was important to learn how important values and preparedness in leadership influence the</p>	<p>Good organizational culture supports digital transformation by making employees more engaged, open to changes and able to cooperate with staff from different divisions. It is clear from the study that effective technology use depends on having internal motivation, fitting a company's culture and workers' behavior all working together to ensure success over time.</p>

	pace and outcome of using technology in organizations.	
(Kraus et al., 2021)	A thorough review of the literature was done by the authors to study how digital transformation touches on multiple aspects in the financial sector and other industries. It examines the key areas of digital transformation related to strategies, management and technology, stressing the importance of an organization's preparation and management system for its success.	A well-planned digital transformation covers advancements in technology, close teamwork, firm support from the top and strong governance. It stresses that companies must promote innovation and openness to adapt if they are to meet the digital transformation challenges.
(Bugarčić & Slavković, 2023)	They analyzed data to identify whether the success of digital transformation depends on an organization's culture and employees' digital knowledge. The study reviewed how digital citizenship traits which involve adaptability, collaboration and innovation encourage changes in financial and organizational areas.	To achieve digital transformation success, you need technology as well as interested staff, a clear culture and leadership participation. Researchers have determined that both digital skills and active employees are necessary for making a lasting change in a company.

2.5 Digitalization in Project Management in the IT and IoT Industry

Information Technology (IT) industry digitalization at a high speed has dramatically reshaped project management approaches through its escalating adoption of Internet of Things (IoT). Modern IT businesses that commit to IoT-based systems have transformed their project management operations into a complex network that uses abundant data and real-time information. Through IoT technologies project managers acquire uninterrupted device and system data which lets them track project advancement and precisely predict problems to make better decisions (Mikalef et al., 2019).

The management approach toward IT projects has undergone a major shift due to specialized digital tools that operate within IoT systems. Through IoT implementation project managers can improve tracking of assets and automate operations and conduct comprehensive network performance monitoring. This development allows organizations to resolve problems proactively while deepening their insight into user conduct for customer-driven IT ventures (Chen et al., 2019).

The IT sector maintains IoT as its core foundation while using Agile methodologies to handle digital project development that frequently keeps evolving iteratively. The agile framework structures improve team connectivity and flexibility because these attributes prove crucial for managing IoT-enabled systems with dynamic characteristics (Alghamdi & Al-Baity, 2022). The implementation of artificial intelligence tools allows projects to handle standard operations automatically while producing forecast analytics and maximizing resource distribution throughout work processes (Mikalef et al., 2019).

Many technological improvements have been achieved yet major difficulties still exist. Many obstacles stand in the way of successful IoT integration with present-day infrastructure such as system complexity and data privacy requirements and cybersecurity threats. The fast-moving digital environment (Westerman et al., 2014) drives IT organizations to implement digital project management for IoT potential exploitation and market leadership success.

The Internet of Things (IoT) allows intelligent devices and sensors to obtain project data in real-time and improve the efficiency of multiple processes. Improved decision-making as well as risk management benefits from IoT technologies in financial and Information Technology sectors (Beverungen et al., 2022).

Table 2. Key Research on Digitalization in Project Management for the IT industry.

Author	Scope	Key Findings
(Ismail et al., 2017)	The authors applied qualitative techniques and studied real-life cases to study what supports digital transformation in companies. Their work examined the links between successful digital projects and strategic alignment, the experience customers get and how agile operations are performed in IT-intensive sectors.	To succeed with digital transformation, a company needs leadership, the right culture, customer engagement and strong technology throughout the organization. It points out that aligning the whole organization and planning the right strategies is just as important as

		technology adoption, if not more.
(Himeur et al., 2023)	The authors studied in detail how artificial intelligence and big data analytics from the ABCD category help develop smart system applications. It investigates the ways that using these technologies together increases automation, better decision making and enhances how operations work in digitally linked environments.	AI and big data help increase accuracy in forecasting, energy usage and the system's responsiveness. It stresses that using these new technologies together in smart settings greatly improves how things are done.
(Taboada et al., 2023)	Researchers looked at project management literature to examine the use of artificial intelligence in facilitating project work. It was found that while technology is used more and more, project management in general has not yet fully adopted AI tools. An underlying framework was established to guide further studies and assist progress in using technology in project-based work.	Ensuring AI works well in projects means organizations should coordinate their planning with ongoing skill building and internal preparation. It seems that success in digital transformation in project management depends on having a roadmap, changing the company culture and improving people's skills.

(Slavković et al., 2023)	A qualitative framework was used by the authors to examine the relationship between digital abilities, digital citizenship and good digital transformation. According to the study, proper preparation of the organization and active engagement of employees help achieve success in digital transformation.	Transforming a business into the digital era needs not only technology investments but also employees' digital knowledge, the right company culture and willingness to act. It brings attention to digital citizenship as an important factor for building agility, innovation and quick adaptability in IT-driven businesses.
(Nuswantoro et al., 2023)	The authors added a qualitative case study to see how such work visualization tools support hybrid work. How visibility tools support team collaboration, organization and involvement in online settings for geographically dispersed groups is studied.	Using digital platforms in hybrid roles ensures that stakeholders are updated, tasks can be followed, and teams are more transparent. They play a big role in transforming businesses into digital by helping teams communicate immediately and stay organized through visual cues.

2.6 Comparative analysis between Finance and IT industries

The digital transformation of project management practices has delivered extensive effects throughout various industries with a special focus on the finance sector and IT organizations. Finance benefited from digital tools including big data analytics and cloud computing and AI and automation which resulted in elevated project success rates because they allowed real-time monitoring together with efficient cost reduction and better decision-making according to (Mikalef et al., 2019). Financial institutions benefit from these technological solutions through improved project execution as well as superior market performance in a developing business landscape. Digitization tools face major adoption hurdles because organizations still need to address data protection challenges together with cybersecurity threats and resistance to change (Kraus et al., 2021).

Project risk assessment together with outcome projection depends on historical data processed through AI-based analytical models. Finance and IT organizations use these analytics to gain knowledge about resource distribution outcomes combined with pending delays and monetary complications which support proactive project leadership (Himeur et al., 2023).

Digital project governance creates systems to combine digital instruments properly alongside project management systems. The established governance structure enables organizations to maintain accordance with their goals and regulatory requirements in finance along with IT sectors (Ismail et al., 2017).

The IT industry adopted IoT technologies to transform its operations into interconnected and data-centric project management systems. The implementation of IoT allows real-time project monitoring along with predictive analytics thus increasing both efficiency and knowledge management performance (Slavković et al., 2023). Agile methodologies and AI applications

within project management practices create dynamic workflows which allow IT companies to deliver customer-oriented and flexible projects in rapidly transforming marketplace conditions (Taboada et al., 2023). Multiple barriers including system amalgamation difficulties and security threats together with complicated adoption of emerging technological frameworks remain in place. The implementation of digital technologies in project management reveals substantial potential for innovation and efficiency even though organizations need to perform strategic planning while providing training and overcoming internal resistance to achieve successful execution of these technologies.

2.7 Theoretical Findings

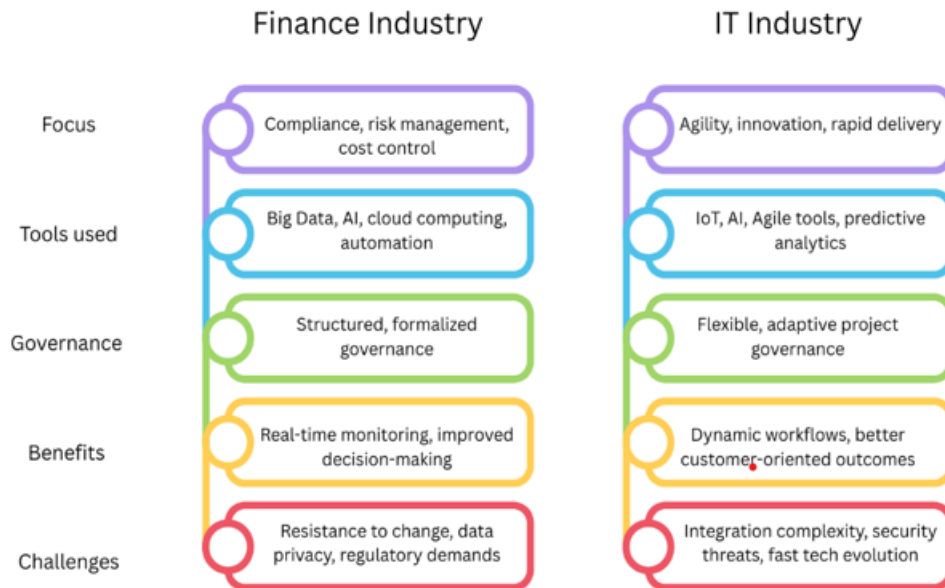


Figure 1. Comparison of Key Aspects Between the Finance and IT Industries.

Figure 1 illustrates how digitalization impacts the nature of project management in finance and IT businesses. Finance department work is more structured as it engages in cost management and compliance and uses tools such as Artificial Intelligence (AI) and big data to ensure accuracy with the objective of reducing risk. IT work focuses on innovation and faster delivery through flexibility and agile methodologies using technologies like the Internet of Things (IoT) and predictive analytics.

While both are driven by the goal of increasing efficiency and better decision-making, the finance and IT businesses face different engagements as they react to digitalization. Finance is reactive to regulatory requirements and IT is reactive to Integration and rapidly emerging technologies. Despite these challenges, the use of digital tools allows finance and IT businesses

to produce better project outcomes aligned to the strategy for the respective organization.

3 RESEARCH METHODOLOGY

The chapter provides details about the research methods that are used to reach the study's goals. It discusses how research was conducted, provides details of the data collected, and defines the tools used to analyze them. It also explains each choice made during the research process. Here, the text covers the reasons why the chosen methodology supports the research questions and guarantees accurate and dependable findings.

3.1 Overview of Methodology

A qualitative research design has been chosen to investigate how digital transformation affects project management practices in the IT and Finance sectors. The utilization of qualitative research approaches came from an objective to understand deeply how working professionals encounter integration challenges involving digital tools including cloud computing alongside artificial intelligence (AI) and automation within their project management protocols.

The study requires qualitative approaches because they facilitate the examination of multiple variable factors influencing technology adoption and implementation processes. Semi-structured interviews will serve as the main method to collect data from professionals in these two sectors. Research participants acquire freedom to share their perspectives within an examination framework which deals with essential research questions. The research interviews will assess both technical obstacles in digital transformation and important human elements including cultural aspects and employee resistance levels together with worker training requirements that make digital initiatives successful.

The research adopts case study design while treating IT and Finance sectors separately for specific analysis of their individual industry patterns and obstacles. The research method delivers extensive insights into digital transformation within project management through specific industry analysis yet enables parallel sectoral evaluation for recognizing shared and distinct characteristics.

3.2 Research Philosophy and Approach

The research applies interpretive principles to examine personal experiences and meaningful workplace interpretations of individuals in project groups. The interpretive research approach fits best with this study because it examines project professionals in IT and Finance through digital transformation. The chosen philosophy enables extensive investigation of how project administrators and team workers and organizational leaders understand their contacts with technological instruments like cloud environments AI and automation systems.

Reality exists as a product of social influences which depend on the current context according to interpretivism. Digital tool adoption experiences different influences from each organization because these entities exhibit distinctive organizational structures combined with varying cultural backgrounds along with diverse levels of digital maturity (Schein, 2010). Digital tools modify workflows along with collaboration and communication systems that require specific interpretation based on individual organizational cultural norms. A philosophical perspective which places emphasis on human meaning within an organizational context must be used to understand internal dynamics (Hasan et al., 2025).

The research relies on an inductive approach, so theories and patterns developed from participant responses emerge naturally without any predetermined theories. Inductive reasoning provides effective analysis of digital

transformation since the process includes three main elements of leadership style and employee adaptability and organizational readiness that work together. The process of digital transformation demands investments beyond technology. It needs the development of adaptable project teams that must be analyzed within their natural environments (Hasan et al., 2025).

The authors stress that employee skill levels and responsiveness determine the success of digital business operations. Experience-based qualitative research should become the focus instead of depending solely on statistical and quantitative generalizations because their significance has become clear. The research gathers first-hand professional experiences to produce findings which create value for organizations that are implementing digital transformation.

3.3 Research Design

A qualitative case study approach has been selected to study digital transformation tool implementation experiences within project management areas of IT and Finance departments. Quantitative research methods were excluded because the study seeks thorough organizational enforcement and behavioral comprehension above statistical measurements. The study adopts an interpretive philosophy because it emphasizes understanding experiences and contextual settings. A qualitative study design suits the research goal of understanding why project professionals take up digital tools and detect their reactions to change and obstacles they meet (DiCicco-Bloom & Crabtree, 2006).

The research design focuses on IT and Finance to assess organizational practices through examining their different operational profiles with distinct performance requirements and digital development stages. The IT sector exists in high-speed innovation zones yet financial institutions operate with strict security and compliance standards demanding secure data and cost-

effective procedures. The analysis of these sectors enables researchers to discover unique industry characteristics together with general hurdles and achievement elements in digital project management.

This study investigates how organizations as well as project teams have digitized their project management systems through individual case studies. Project teams along with digital transformation initiatives serve as the main subject of analysis instead of examining the entire organization. Such an approach enables researchers to acquire precise information about digital implementation systems within operational settings. The researcher can study individual and collective experiences across cases through semi-structured interviews plus the ability to ask follow-up questions which address specific contextual issues.

By studying multiple case researchers boost credibility along with analytical generalization through pattern identification in different contexts. Theoretical replication becomes possible through this approach because comparable results between different cases help create. The real-world delivery of practical recommendations forms one of the main reasons for applying this research design to this specific study (DiCicco-Bloom & Crabtree, 2006).

The qualitative case study method effectively studies with the specific industry experiences which results in discovering universal trends in digital project management transformation, hence its worth as an appropriate research methodology.

3.4 Sampling Strategy

A purposive sampling design serves as the research strategy for this study since it functions as a popular qualitative approach. The essential goal is to choose participants who directly or indirectly manage digital transformation process improvements for project management in both IT and Finance businesses. This research requires professionals to share knowledge about digital tool adoption processes because purposive sampling specifically targets subjects who understand these dynamics.

The participant selection process requires candidates to meet three conditions: three years of project management experience, involvement with digital tools in their professional projects including AI and cloud platforms and automation technologies, and current or recent IT or Finance employment. The criteria will verify that collected data remains authentic and applicable to the research objectives (DiCicco-Bloom & Crabtree, 2006).

Five to six participants are expected to participate while being divided equally between the two sectors to achieve adequate sectoral representation. For the case study research, the intended participant number of five represents an appropriate requirement since it enables data saturation. The planned selection process will prioritize diversity by acquiring representatives from different roles including project managers and both digital strategy leads and implementation team members. The diverse research population improves the ability of study results to apply in various professional and operational contexts.

The Finance sector functions under strict regulatory standards which require digital implementation to follow security requirements and compliance standards. IT professionals deal with specific difficulties linked to quick

innovation implementation combined with agile methodology adoption and digital solutions targeting customers. Representatives from both the Finance sector and the IT sector allow research to gain understanding of how digital project tools perform differently between operational settings.

The potential participants will be initially reached through their professional networks and LinkedIn profiles and through referrals in addition to personal invitations according to the need. Every participant will get a complete information sheet together with a consent agreement containing both study purpose and research ethical rules (Kraus et al., 2021).

The chosen participant selection process provides research with practical recommendations about digital transformation management in project environments because experts in the field were specifically chosen.

3.5 Data Collection Methods

Semi-structured interviews provide the main technique for gathering data within this study. The methodology is appropriate because participants have freedom to share their real experiences combined with the ability for researchers to address the predefined research themes. Semi-structured interviews provide researchers with flexible depth that makes them valuable tools for qualitative studies focusing on complex subjects such as digital transformation in project management (DiCicco-Bloom & Crabtree, 2006).

The interview questions derive content from essential elements in the literature review together with research objectives which focus on digital tool adoption including AI and cloud computing and automation and employee adaptability as well as organizational problems and leadership impacts and training factors (García-Peñalvo, 2021). The interview process starts with background information to build understanding before moving into more

comprehensive open-ended inquiries regarding participant professional encounters and organizational elements (Beverungen et al., 2022).

Interviews will take place through video-meeting software which the participant selects from Zoom or Microsoft Teams based on their convenience. Virtual interviews provide professionals in IT and Finance who work across diverse locations with both convenient and easy access to interview sessions. The entire interview process will be audio-recorded for transcription and analysis after getting permission from participants at all sessions which each interview session span 20 to 40 minutes.

In Appendix A readers can access an example of the interview guide. Researchers use the guide as an adaptable order which allows them to modify the interview sequence or request additional clarification based upon participant answers. The interviews' flexible approach helps establish authentic discussion between researchers and participants which enables respondents to present their most profound insights (DiCicco-Bloom & Crabtree, 2006).

3.6 Data Analysis

Semi-structured interview data will be analyzed through thematic analysis since this qualitative method is widely accepted and flexible. Through thematic analysis researchers gain the ability to detect along with analysis and understanding meaningful patterns and themes that exist in qualitative data. The analysis strategy suits the research's interpretivist perspective while also adopting an inductive method because this allows researchers to develop meaningful themes straight from participant stories without forcing preconceived ideas into the analysis.

The data analysis approach will implement six-step framework as described in numerous qualitative studies. The steps include:

- (1) familiarizing with the data, by reading and re-reading interview transcripts and taking preliminary notes.
- (2) generating initial codes, where meaningful data segments will be labeled to capture interesting features.
- (3) searching for themes, by organizing codes into broader thematic clusters
- (4) reviewing themes, to ensure coherence, consistency, and alignment with the research objectives
- (5) defining and naming themes, to provide clear definitions and explanations
- (6) producing the report, where the themes are structured into the findings study and supported with direct participant quotes.

Microsoft Excel and Microsoft word for the web will be used for manual transcription coding of interviews based on data volume and complexity. The coding procedure will operate through multiple iterations so the researcher can always examine developing patterns. The research team finds qualitative methods to succeed in uncovering digital tool effects on team collaboration and project workflow.

The research applies thematic analysis because it suits this project by accommodating the overlapping and independent experiences between IT professionals and those in the Finance sector. The research needs this option because it aims to detect different ways that industries understand and

put into practice digital project tools including AI along with cloud systems and automation. Rapid digitalization in project environments compels teams to evolve permanently so analysis must effectively record distinctive experiences by acknowledging subtle elements and relating them to their context according to (García-Peñalvo, 2021).

The analysis will concentrate on understanding conflicting responses with special emphasis on obstacles related to reluctance toward change and digital competency gaps as these issues emerged from both literary sources and previous parts of this dissertation. The systematic thematic analysis design makes the results both theory-based and useful for digital transformation work teams in practice.

3.7 Trustworthiness and Credibility

Qualitative research depends on trustworthiness evaluation because investigators need to verify the reliability of their results and their adherence to academic research standards. The study examining project management digital transformation in IT and Finance sectors will achieve trustworthiness through application of credibility, transferability, dependability, and confirmability as key criteria.

The technique of member checking will be employed to improve the credibility factor which focuses on establishing truth within the research findings. The researcher shares interview summaries with participants following transcription for the purpose of confirming their views were accurately understood. The utilization of this technique stops falsified research findings and builds trust between researchers and participants in their studies. A deep understanding of participant perspectives becomes possible through repeated data readings together with note-taking and analytical processes

because it stands vital for behavioral research in human and organizational contexts. The research team emphasizes that digital tools have permeated team collaboration procedures to the extent where systematic interpretation becomes crucial (Bugarčić & Slavković, 2023).

The transferability of results will be enabled by thorough descriptions of each case context. Estimated applicability of findings for different scenarios can be determined through complete descriptions of organizational frameworks combined with participant duties and digital system details. Digital transformation speed demands adjustable strategies between different organizations, so qualitative research reports need extensive contextual information according to (Westerman et al., 2014).

The dependability criterion describes how research results maintain their consistency throughout different time periods. A system of documentation will be established to track every action during research including data acquisition as well as pattern identification and decisional junctures. Others can follow the derivation of results using this documentation as it demonstrates the complete execution of research methods (Kerzner, 2025).

The investigator will maintain reflective notes to establish confirmability in the entire research period. The recorded notes will assist researchers in spotting and reducing their individual biases to keep conclusions firmly based on participant perspectives instead of researcher conjecture. The analysis demands caution when studying resistance to change and skill gaps because these topics stand as critical elements of digital transformation according (Guinan et al., 2019; Slassi-sennou & Elmouhib, 2025)

3.8 Ethical Considerations

The ethical protection of research participants stands as an essential organizational aspect related to human study work. This research delivers specific protection to IT and Finance professionals as they participate in the research tasks and preserves their privacy and welfare each step of the way.

The research process will start after receiving ethical approval from the university's research ethics committee for data collection activities. The research purpose and participant role together with their freedom to join voluntarily or exit at any time without penalty will be fully provided to all study participants. The study information sheets together with consent forms will present the research nature along with data usage rules and security ensured by privacy protection measures (DiCicco-Bloom & Crabtree, 2006).

Throughout the research the researcher will replace participant names alongside organizational identifiers with pseudonyms both in transcripts and the final work. The researcher maintains exclusive access to raw data which is securely stored on password-protected devices using audio recordings as well as their associated transcripts. Fundamental necessity for digital stakeholders yet this principle directly applies to research data handling procedures (García-Peñalvo, 2021).

Cautious measures will be adopted during interviews for project practice and digital implementation challenges since such information must stay protected from public disclosure. The Finance sector places particular emphasis on data protection and compliance so researchers must pay intensified attention to these matters (Mavlutova et al., 2023).

The participants will be notified that their recorded answers have academic purposes alone in mind. The collected data will be securely kept for five years according to university protocols until it gets deleted afterwards.

3.9 Sectional Summary

This section explained the comprehensive research methods for examining digital transformation within project management of the IT and Finance industries. The interpretivist approach serves as the research framework because it studies how professionals experience digital transformation in their everyday work lives (Kraus et al., 2021).

case study methodology was selected to provide data comparison between the Finance and IT sectors. Purposive sampling approach enabled researchers to gather participants who maintain experience in project management as well as digital transformation. The research team selected semi-structured interviews because this method combines open-ended questions with interview flexibility and produces deep survey responses. Thematic analysis according to (Clarke & and Braun, 2017) provided the selected data analysis framework.

Besides addressing essential strategies for achieving research trustworthiness the study provided ethical guidelines for participant relations and data handling. The study acknowledged all existing methodological limitations to maintain transparency and boost the validity of the research (Clarke & and Braun, 2017).

4 Discussions and Findings

In this section, the outcomes of the research are provided, focusing on the means in which the digital revolution influences the practices of project management within IT and Finance sectors. The research findings are result of five semi-structured interviews conducted among Australian, Sri Lankan, British and Omani professionals. The key purpose of this section is the reflection of the real experience of the practitioners of digitization transformation (DiCicco-Bloom & Crabtree, 2006), which focuses on such challenges such as organizational resistance, difficulties of integration, skill improvement of employees, cybersecurity issues and efficiency improvement.

Based on the presented methodology, the study was performed in a qualitative case design with purposive sampling to identify individuals working in project-oriented positions in the context of digital transformation. The participants included senior positions represented by Digital Transformation Architect, Chief Executive Officer, Software Architect, Senior Finance Manager, and Financial Controller. Due to the choice of geographic and industrial contexts for the participants, the information provided by their experiences is important with respect to the integration and use of digital project tools (Kerzner, 2022).

Key themes from thematic analysis were used to structure these findings. Indeed, the findings presented in these sections are organized around the themes presented in the appraisal. Every major theme contains perspectives both in the IT and Finance sectors; and the subsequent comparative analyses focus on sector-specific similarities and differences. With this organization, the section finds balance between detailed analysis and broad coverage of the research objectives and questions (L. Wang, 2023).

Each theme is accompanied by the theoretical and empirical background developed in the previous sections. With this connection, the section connects theoretical knowledge with business-practical implementation, revealing a path for organizations to strengthen their digital transformation programs. Finally, the section connects the research results with the existing literature, describing the implications of the research for managers and its further investigation, as well as the constraints and opportunities for the future research of the study (Verhoef et al., 2021).

4.1 Participant Profile and Research Context

In this section, I describe the participants involved in semi-structured interviews and create the context setting out the organizational and sectoral settings in which their work is grounded. It is essential to be knowledgeable about the backgrounds of the affected parties and the settings in which they carry out their operations for the interpretation of the major themes detected during the analysis. It also places the findings within the structural, regulatory and operational parameters of IT and finance sector, both of which are critical for shaping the adoption of digital project management solutions (Westerman et al., 2014).

Individuals interviewed from both the IT and Finance sectors have reported using a diverse range of digital tools from conducting project management to running operations. The examples were comprised of enterprise systems, such as Oracle ERP and Zoho Books in the Finance sector, Agile-focused platforms, such as Azure DevOps and JIRA in the IT sector. The proportionate use of these tools in ratio to interview mentions is demonstrated in Figure 2 (Kerzner, 2022).

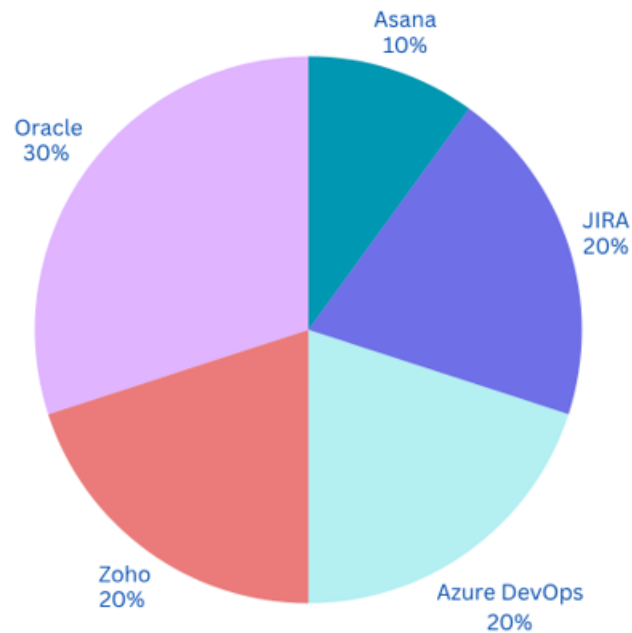


Figure 2: Digital tools used by interviewees

4.1.1 Participant Overview

The study participants comprised five seasoned leaders in two of the critical sectors that are rapidly advancing in digital technology. Information Technology (IT) and Finance. To make expert inclusion feasible, the sample was purposefully drawn to represent each participant as holding a leadership or decision-making role essential for managing project management and the introduction of digital tools. As the nature of the research is qualitative, this sampling practice appropriately complements this research method; depth over breadth (DiCicco-Bloom & Crabtree, 2006).

Of the five participants, the IT industry was represented by three and two from the Finance sector who had different perspectives in their area of expertise. The members of the IT sector had their representatives in Australia, Sri Lanka and the United Kingdom, members from the finance mode were

also from both Oman, which provided a comparative analysis of the practices of digital transformation in culture (Westerman et al., 2014).

Anonymity was preserved throughout the study using pseudonyms for the purposes of participants in keeping with guidelines for research. The following table shows a brief overview of each of the participants' role, sector, and location:

Table 3. Participants one to five Details

Participant ID	Sector	Position	Date of Interview and the duration	Organization Type	Location
P1 – IT	IT	Digital Transformation Architect	05/05/2025 35 min and 21 sec Starts 02:21pm	ERP & Tech Consulting	Sydney, Australia
P2 – IT	IT	Chief Executive Officer	05/05/2025 33 min 17 sec Starts 11:18 am	Fintech Banking Services	London, UK
P3 – IT	IT	Software Architect	07/05/2025 12 min 4 Sec Starts at 6:35pm	Software Solutions	Colombo, Sri Lanka
P4 – FIN	Finance	Senior Finance Manager	07/05/2025 19 min 25 sec	Trading & Distribution	Muscat, Oman

			Starts 09:27pm		
P5 – FIN	Finance	Financial Controller	05/05/2025 25 min 12 sec Starts 07:55 pm	Engineering Consultancy	Muscat, Oman

4.1.2 Sectoral Context: IT and Finance

Businesses belonging to the Information Technology sector are generally known to be at the forefront of the adoption of digital technologies. Sectors respondents reported that there has been significant use of digital tools such as Microsoft Dynamics 365, Azure DevOps, JIRA, cloud-based ERP systems etc., Their organizations were developing or instituting fresh digital platforms for their internal operations as well as presenting projects to the clients. For the IT sector, digitalization has come to have an important role not only in facilitating project management but also as an important business practice. While the IT sector’s culture tends to promote agility and technological innovation, as evidenced by the data, it provides structured ways of embracing adoption rather than full extermination of resistance.

Conversely, working in the Finance sector required employees to fulfil adhered to compliance of rules, accuracy of data and managing of risks. Companies in the finance sector used facilities such as Oracle ERP, Zoho, and Asana for financial planning, administration of payroll, project-based accounting, and procurement activities. However, within Finance participants, the process of digitalization was rather more careful because of the possibility of the errors that impact financial statements and the audits. This view is confirmed by the study, who noted that risk-focused sectors are

more prone to accept digitalization in a regulated and compliance-driven manner (Slassi-sennou & Elmouhib, 2025).

4.1.3 Organizational Size and Structure

The sizes of the organizations that were involved varied from one another and differed in complexities. Those that participated in the IT sector were from enterprises that go from large corporations to mid-sized firms where many of them had their teams in different nations. In decentralizing workflows and running agile project management and client relationship management, collaboration-centric tooling was an integral part of the digital transformation strategies of the IT sector. Improved monitoring and accountability were facilitated by the implementation of the use of technologies such as Microsoft Teams, Trello, and custom dashboard solutions by participants (Luna et al., 2010).

Conversely, participants from the Finance sector represented medium-sized firms that used more centralized decision-making. These organizations had adopted sophisticated enterprise tools, but the adoption of new technologies was slow and often hampered by regulations in institutions, availability of existing IT infrastructures, or lack of employee training in skill sets needed in the new technologies (Wang, 2023).

4.1.4 Experience with Digital Tools

The use of digital project management tools was wide in all participants, but the context and depth of their experience varied by sector. For example, P1 – IT managed several transformation projects for client businesses in the Asia Pacific and had a strong technical background in platform integration. P2- IT, when in the position of being the CEO of a fintech organization, took digital adoption with a view toward balancing competitive priorities

against the management of risks at implementation. P3 – IT offered an unfiltered view to architecture enabling agile development and management of solutions delivered as software.

P4 – FIN in the Finance industry highlighted the automation advantages of digital tools, highlighting improvements in such areas as automated tracking of staff attendance, invoicing and the managing of vendors. P5 – FIN discussed the experiences of the complexities of their integration of non – technical personnel and the safeguard of the reliability of data in their finance reporting systems.

The varied insights collected reflect the way digitalization is reshaping workflows, leadership styles, training techniques, and compliance cultures in these sectors (Sacavém et al., 2025).

4.1.5 Ethical Considerations

Participants were given clear study purpose and were assured of the confidentiality of their identity and affiliation. Before every interview, researchers collected informed consent and kept the information collected from participants secured through ethical provisions provided for qualitative research with human participants. No rewards were provided when people participated, and individuals could withdraw at any time from the study.

4.2 Findings from Interviews

In the following, I set forth the results from semi-structured interviews with five professionals from the project and digitalization fields in the mining and trading area in Oman. I conducted these interviews to fully learn about their experiences, thoughts and difficulties using digital tools in their project management work.

The interviews reveal useful insights about how digitalization affects project management, the problems encountered, and the responses used to resolve them. Every person had their own perspective based on their job, history and company setting which allowed me to discover digitalization's many effects here.

The findings have been grouped by participants to ensure I present the stories clearly and fully. At the start of every interview, I summarize the main ideas and include some important quotes to highlight the participant's answers. Tables also accompany these summaries which summarize the main topics, quotes from participants and my personal reflections. Each summary is followed by a breakdown and interpretation of the findings related to the main research questions and their placement in the overall study area.

A central point from the interviews is how important it is for leaders to adapt to lead successful digital transitions. People are involved regularly stress that having flexible leadership matters as digital jobs and team members' cultures change so quickly (Sacavém et al., 2025).

It was clear that communication obstacles stood in the way, mainly in places where different communication habits can be confusing. This goes along with high-context cultures, since it means that a lot of the messages are underlying and leaders must be attuned to cultural signals (Schein, 2010).

Experts kept emphasizing that such strategies could lessen resistance and help team members develop their digital skills. It matches the importance of education and communication given by (Westerman et al., 2014) in his change management model.

As a result, emotional intelligence has been essential for leaders in digital transformation, helping them guide and control their own and their team's

emotions which keeps morale and unity strong when things are uncertain (Sacavém et al., 2025).

All in all, the interview outcomes show that the main argument in the thesis is correct: being successful in digital project management depends on both technological advances and flexible, aware and emotionally intelligent leaders. Here I present individual interviews, beginning with Participant 1 (P1).

4.2.1 Interview with P1: Summary

P1 has worked as a digital transformation architect for more than 15 years and currently holds this position at Austral Dynamics in Sydney. Responsibility for implementing ERP systems, especially Microsoft Dynamics 365 Business Central and guiding the digital management of projects, also falls under his role.

From talking to P1, I discovered important points about including digital tools in project management. P1 pointed out that using Power BI, Azure DevOps, Power Automate and Microsoft Project through Microsoft makes work processes clearer and more efficient. He explained "*Automation has simplified the handling of repetitive work, made fewer errors and bettered instantly deciding on issues*".

P1 informed that "*Clients who are satisfied with their present systems can be a challenge. Since they are used to old processes, new ERP systems are often difficult for these users to use*". To overcome this issue, his team develops tutorial videos, detailed guides and answers to frequently asked questions and holds many live and recorded training sessions customers can watch. Giving employees individual help boosts their use of the platform.

There are many difficulties in moving and combining data. It is regular for data sets to contain fields that are not matched and formats that change.

Such issues are handled by the team through careful planning, checking their preparedness and setting up custom procedures.

Staying secure and private matters a lot, since businesses rely on cloud platforms more and more. P1 pointed out that they used Microsoft's secure systems and made sure to follow multi-factor authentication and GDPR to keep data safe.

The next table highlights important conclusions drawn from P1's interview, as well as stitches dialogue and explanations.

Table 4. Participant 1 statement and insights

Theme	Participant Statement	My Interpretation/Insight
Tool Integration	<i>"We use Microsoft Project, Power BI, Power Automate, and Azure DevOps."</i>	Microsoft tools make it easier to manage and oversee projects.
Training & Helping Users	<i>"We provide video guides, FAQs, recorded sessions, and Q&A support."</i>	Regular training and help increase the number of users.
Change Resistance	<i>"Some companies used legacy systems for a long time... that's a challenge."</i>	It is usual for people to resist changes; getting familiar is very important.
Automation Benefits	<i>"Power Automate helps reduce manual tasks and errors."</i>	With automation, both accuracy and the speed of the workflow are improved.

4.2.2 Interview with P1: Analysis

From the interview, it's clear that for digital project management tools to work well, a team must plan, integrate technology and support its users all the time. Rather than stressing emotions and culture, P1 stressed the technical and practical parts of digital change.

One essential point is that having integrated tools is very important. P1 discussed how the Microsoft platforms of Dynamics 365, Power BI, Power Automate, Microsoft Teams and Azure DevOps support prompt decision-making, simple task monitoring and more open communication. This view is supported by those who state that companies can achieve better business operations by using digital platforms once their technology and processes match.

In addition, P1 highlighted that introducing new digital systems should involve some steps, like rounds of assessments, tailored work processes and training employees. Providing recorded video tutorials, FAQs and hands-on activities proves how powerful targeted capacity-building can be. Sure, owing these steps agrees with best practices to change management by making sure people receive education and are involved in feedback loops which can help reduce opposition to change.

The use of automation, which helps to lower human mistakes and work more efficiently, is another important point in TIA. Instead of doing various tasks manually, Power Automate and Azure DevOps set up digital workflows that do the same work for you. It supports theories about project management that highlight automation and standardization as important factors for growing and achieving efficiency (Kerzner, 2022).

Data security was a big topic at the conference. The document spoke about using tools that comply with GDPR rules, keeping the cloud storage secure

and using more than one way to confirm identity. These factors point out that cybersecurity is now crucial in the way projects operate, since risk management cannot exist apart from digital growth.

In general, P1 stated that digital transformation in project management depends largely on having a strong technology base, educating staff and ensuring security. It becomes clear that, although people are always needed, their job can be supported or even taken over by proper structures and technology. The study suggests that being able to adapt to new technology matters more than emotional leadership in particular technical projects.

4.2.3 Interview with P2: Summary

P2 is the Chief Executive Officer of a fintech banking services firm based in London, UK. Thanks to his background in digital banking, P2 was able to give meaningful advice about both the planning and operation of digital transformation in finance. The interview centered on what it means to integrate cutting-edge technologies, how agency leaders are adjusting to new roles and the role of developing a digital culture in the group.

Many of P2's points focused on the strategic thinking needed for successful digital transformation. P2 said that "*Banks must go beyond adopting technology and should also reexamine their business model and what makes their business unique*". P2 explained, "*Digital transformation matters at the highest level. It's more about improving our service for customers, not only automating the processes have*". This is in line with the main ideas expressed in recent papers on using a whole-company approach for digital strategy in financial services (Westerman et al., 2014).

The challenge of continuing older systems and obstacles within organizations was also discussed. It was noted that banks using dated core systems

often find it hard to embrace change. He said, "The biggest problem we face isn't technology; it's convincing people to let go of old ways and routines." This idea is also found in reports on digital banking, as it reveals that old infrastructure stands in the way of progress (Wang, 2023).

Adaptable leaders and effective change management were both identified as important for success. Leaders were advised by P2 to promote change, present a clear vision and inspire their teams. In their opinion, leaders ought to be active, easy to approach and ready to make measured risks. They must notice that leaders are invested in the process. For this reason, transformational leadership is playing a key role in digital initiatives (Sacavém et al., 2025).

It also highlighted the need to strengthen a digital culture and let employees gain new skills. Training is given a priority and promotes exploring new techniques. People consider failures as an opportunity to learn, rather than a mistake. With this style, organizations stimulate creativity and move quickly which fits the best standards for digital organizations (Brynjolfsson & McAfee, 2014).

Lastly, P2 pointed out that digital transformation is centered on customers. He told me, "*Our work is grounded in the experience of our customers.*" Technology makes it easier, but the goal is to provide personalized and trouble-free services. A customer-focused approach is commonly seen as a main factor behind digital progress in financial sectors (Verhoef et al., 2021)

A summary of key themes discussed in P2's interview is given in the table below.

Table 5. Participant 2 Statement and Insight

Theme	Participant Statement	My Interpretation/Insight
Strategic Vision	<i>"It's about reimagining how we deliver value to customers."</i>	Digitalization requires a holistic, strategic approach
Legacy Systems & Inertia	<i>"Our biggest hurdle is not the technology itself, but the legacy mindset."</i>	Organizational culture and systems are major barriers
Leadership & Change	<i>"Leaders must be visible, approachable, and willing to take risks."</i>	Transformational leadership is vital for digital change
Digital Culture & Upskilling	<i>"We invest heavily in training and encourage experimentation."</i>	Continuous learning and innovation drive transformation
Customer-Centricity	<i>"Everything we do is anchored in customer experience."</i>	Customer focus is central to digital transformation

4.2.4 Interview with P2: Analysis

On reviewing P2's interview, I see that embracing digital technology in finance is much more about shifting strategy and culture than about replacing hardware. P2 stresses that adapting value delivery supports the belief that digitalization should be at the heart of an organization's strategic goals (Westerman et al., 2014). This approach is essential for fintech companies looking to introduce themselves in a rapidly progressing market.

It is widely accepted that difficulties related to legacy systems and inertia in organizations are big barriers to digital banking (Wang, 2023). What P2 learned shows that setting up a new system is important, but changing the mindset of employees matters as well. This observation makes it clear that organizations should plan changes that address both technologies and people.

Navigating the uncertain world of digital transformation requires leaders to adapt as P2 explains. P2's approach shows that leaders in transformational leadership encourage change, describe a future vision and back employees to invent new ideas. It helps employees try new things and improve, which is one of the main reasons P2 said digital success occurs (Sacavém et al., 2025).

Research emphasizes that digging into digital culture and learning skills is key to being a mature digital organization and our approach is aligned with their message. By focusing on training and experiments, P2 shows that culture can be designed to drive the company's digital success (Westerman et al., 2014).

Put simply, P2 values customers so much that their overarching aim for digital transformation is to boost customer satisfaction. As (Verhoef et al., 2021) explain, technology ought to support the delivery of easy-to-use and personalized services. P2's findings confirm that always focusing on the customer helps a fintech company maintain its competitive advantage.

In short, P2's interview demonstrates that a successful transformation in banking depends on leaders who see the future, a new company culture and a constant focus on customers.

4.2.5 Interview with P3: Summary

Participant 3 works as a Software Architect for a software solutions company in Colombo, Sri Lanka. For over seventeen years, P3 has helped organize and guide projects that design and bring to life solutions that support transformation for organizations. P3's interview gave me great understanding of the technical and human factors that shape digitalization in projects.

In his interview, leaders from P3 pointed out that using technology to enhance business is very important. P3 taught that the most effective change happens when a company's software closely supports its key objectives. It was stated that introducing technology should only be done to address company issues and upgrade everyday tasks. This shows that digital projects depend greatly on close business-IT teamwork.

P3 added that there are challenges in meeting stakeholder expectations as digital initiatives are rolled out. He observed that because stakeholders may have opposing aims, delivering a project can be harder than expected. P3 reported, *"Making sure that both design work and business goals are met takes a lot of discussion and precise language."* For this reason, projects must have solid stakeholder management to be successful.

One more main topic was the use of agile ways of working to encourage digital transformation. P3 pointed out that using agile approaches helped their teams handle new requirements right away and gradually provide new value. He added, *"Being agile makes it simpler for us to change based on feedback and continue enhancing the product as things move fast online."*

New skills and knowledge were recognized as important for collaborative success. According to P3, he focuses on helping employees learn new skills and encourages everyone to keep improving. Because of capacity building,

teams can follow the latest technological changes and remain effective (Du & Wang, 2024).

At the end, P3 recognized that using collaboration and communication tools helps distributed and multicultural teams succeed. He pointed out that *"Using Slack and Jira makes it much easier to coordinate and exchange information no matter the location"*. It demonstrates that digital systems are now important for building teamwork across international projects.

The table is a summary of the main subjects addressed during the interview.

Table 6: Participant 3 Statement and Insights

Theme	Participant Statement	My Interpretation/Insight
Business-IT Alignment	<i>"Technology must solve real business problems."</i>	Aligning IT with business goals is critical
Stakeholder Management	<i>"Balancing technical feasibility with business demands."</i>	Effective communication is essential for success
Agile Methodologies	<i>"Agile enables us to adapt and improve continuously."</i>	Flexibility and iteration support digital projects
Training and Knowledge Sharing	<i>"We foster a culture of continuous learning."</i>	Ongoing upskilling sustains team capability
Collaboration Tools	<i>"Slack and Jira transformed how we coordinate work."</i>	Digital platforms enhance distributed teamwork

4.2.6 Interview with P3: Analysis

Based on our interview, using technology as a main part of business strategy is important for digital transformation. P3 points out that IT tools should be linked to the organizational goals which are vital for any successful digital project (Teece, 2010). By aligning, technology spending helps achieve both useful results and important goals (Bouwman et al., 2019).

What P3 describes about managing stakeholder expectations fits with what has been found in stakeholder theory and project management. P3 demonstrates that everyone involved in project management needs good communication and negotiation skills to manage multiple demands and remain focused. It also confirms that achieving complexity in digital initiatives is easier with proper engagement of stakeholders (Auth et al., 2019).

P3 highlights that more and more professionals agree that using agile methods makes digital projects more adaptable and responsive (Wang et al., 2022). Thanks to the flexibility offered by agile practices, teams can handle uncertainty well and supply customer value little by little which proves useful in changing environments.

This focus on sharing knowledge and training is supported by research that stresses the part learning plays in digital transformation (Zhang et al., 2025). P3's efforts to upgrade employees and build a learning workforce demonstrate that developing human resources is as crucial for digital maturity as is technical development (Lambrou et al., 2019).

4.2.7 Interview with P4: Summary

The participant I'm referring to as P4 is a Senior Finance Manager based in the trading and distribution industry in Muscat, Oman. Because of his

wealth of experience in financial operations and project management, P4 has been involved in helping their organization improve its financial procedures and compliance. I gained useful understanding from P4's comments about the issues and key strategies linked to digitalization in finance.

Interviewees in P4 regularly discussed how fast digital changes are sweeping through the financial industry. It was noted that digital tools are important for taking care of complicated financial operations and keeping up with regulations. According to him, *"Organizations must adapt to digital transformation, since it is now crucial to keep pace with industry and regulatory changes"* (Yu & Yan, 2022). The industry is moving fast to use AI, cloud systems and automation in finance to make operations more efficient and reliable (Almaqtari, 2024). The change between legacy IT systems and modern digital platforms was also mentioned in P4. According to him, the main barrier is having old systems that don't blend easily with modern technologies, slowing down their transformation. This matches the usual obstacles financial firms face, when old systems make it hard for them to change and innovate (Lambrou et al., 2019).

Compliance with regulations and data security was also a main theme. P4 pointed out that as *"Digital transformation takes place, keeping pace with strict regulations is now more essential than ever. All our digital processes must be in line with data privacy and financial laws to save the company from fines and damage to our reputation,"* he added. Many in the financial services field are worried and rules are being changed to manage risks linked to digital advances and AI (Almaqtari, 2024).

P4 outlined that employees should improve their skills and change the way they work in finance teams. His team concluded, *"Technological training for employees and managing a culture shift are both crucial for success in the transformation process."* This means that people's willingness to use new

technology is very important in digital projects, as organizations depend on how easy it is for workers to adapt (Zhang et al., 2025).

The approach also focused on putting the customer at the heart of digital finance. He added, "We are focused on making our online services faster, clearer and tailored to clients to ensure we outperform others." This matches the rising need for customized and easy financial services caused by new digital developments (Yu & Yan, 2022).

Table 7. Participant 4 Statement and Insights

Theme	Participant Statement	My Interpretation/Insight
Digital Transformation Pace	<i>"Digital transformation is no longer optional; it's a necessity."</i>	Digitalization is critical for operational and regulatory success
Legacy System Integration	<i>"Outdated systems slow down transformation efforts."</i>	Legacy infrastructure is a major barrier to innovation
Regulatory Compliance	<i>"We must comply with data privacy laws and financial regulations."</i>	Compliance is increasingly complex and essential
Upskilling & Change Management	<i>"Training and managing cultural shifts are vital."</i>	Human factors are crucial for technological adoption

Customer-Centric Focus	<i>"We aim to provide faster, transparent, and personalized services."</i>	Customer experience drives digital finance initiatives
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4.2.8 Interview with P4: Analysis

It was clear from the interview that the themes are very much connected to the new problems that finance professionals face because of rapid digital transformation. It is clear from both P4, and industry sources emphasize that finance functions will require advanced technologies to remain competitive and comply with rules (Lambrou et al., 2019).

As P4 highlights, merging old systems is a familiar hurdle in financial services digitalization. Because legacy infrastructure is not compatible with modern systems, this results in work inefficiencies and growing costs. It makes clear that IT must be modernized and systems must be integrated to enjoy the maximum effect of digital transformation (Wang et al., 2022)

P4 also indicated that regulatory compliance and data security are crucial issues for them which tallies with what many sources have mentioned recently. Since the rules in data privacy and AI ethics have become more detailed, finance teams are required to use stronger compliance methods and tools. P4 stresses the need to avoid reputational and monetary issues since the consequences of failing at compliance in digital business are very high (Almaqtari, 2024).

Additionally, P4 places a high value on customers and mirrors the wider shift in digital finance to improve personalized, fast and easy service for users. Putting customers at the center of their strategy allows financial institutions to stay different from others and answer the new needs of their clients (Yu & Yan, 2022).

All in all, P4 explains the many different issues and approaches in finance digital transformation. The research strengthens the thesis by stating that a successful digital transformation involves adopting technology, managing the old system, confirming regulations, training the staff and focusing on customers (Bugarčić & Slavković, 2023).

4.2.9 Interview with P5: Summary

The current position for P5 is Senior Financial Controller at STI Engineering Consultancy LLC located in Muscat, Oman. He explained that he incorporated digital financial solutions and project management tools such as Zoho and Asana for the organization in the interview. His knowledge helped explain how digital tools aid in the improvement of finance and project-related tasks (Kerzner, 2025)

Interview subjects kept emphasizing the need for efficiency and automation in supply chains. P5 was able to automate invoicing, set up gateways for payments and constantly monitor its finances using Zoho. He said, "Invoices can be emailed, sent via WhatsApp or posted as links, so everything is automated," showing how computers have increased the speed of finances.

Staff had to adapt and be trained as another major aspect of the process. Introducing the new tools to users was not always simple, mainly because several people were already comfortable with using Tally. P5 stressed that to boost user confidence, people need proper training and support. He believed that when staff understood the tools, their work improved which followed the principles of change management that promote helping users and keeping them informed (Westerman et al., 2014).

It mentioned that digital solutions have made complying with regulatory rules more straightforward. Since implementing automation, the process of

sending quarterly VAT returns and finishing year-end audits was made more accurate and took up less time. Combining bank information and grouping expenses simplified the process and made finance management better.

According to P5, budgets that are approved by the company can be loaded and monitored to match the way money is being spent. Beyond that, companies would be able to react immediately to differences, whereas before, decision-making was often delayed.

Regarding stakeholder satisfaction, P5 noted that digital systems made it simpler to communicate with management and clients as the project information was quickly provided. This made sure that both leaders and additional stakeholders were updated and involved.

The table below highlights the important points from P5's interview.

Table 8: Participant 5 Statement and Insights

Theme	Participant Statement	My Interpretation/Insight
Automation & Efficiency	<i>"Everything is automated... invoices sent via email or WhatsApp."</i>	Automation improves both the speed, accuracy and comfort of processes.
Training & Change	<i>"Once I trained them... things got smoother as they practiced."</i>	Having well-trained and self-assured staff makes it much easier for a company to utilize the software.
Compliance & Audit	<i>"VAT checklist is already ready... just needs to be reviewed."</i>	Using digital tools makes it simpler to meet rules and keep records.

Budget Control	<i>"The template can be up-loaded... we can track actual vs. budget."</i>	One can use digital tools to analyze spending at any given moment.
Stakeholder Reporting	<i>"Everything is already saved... easier to report to management."</i>	Tools saved in the cloud help organizations reach and communicate better with stakeholders.

4.2.10 Interview with P5: Analysis

The interview with P5 pointed out advantages and difficulties linked to bringing digital transformation to financial management. Supporting the latest research, he emphasizes that digital tools make work in finance more accurate, efficient and open (Kerzner, 2022).

Automation was discussed often in P5 to streamline handling financial processes. Because of automation, invoices went digital, payment was made easier and data always stayed current and accessible. As a result, work became faster and more reliable, just like studies had found that using technology helps control errors and ease work procedures (Westerman et al., 2014).

It was pointed out that having traditional systems in place makes it difficult to incorporate digital tools in organizations. The fact that many businesses prefer Tally over newer solutions is due in part to the common concern of changing things. On the other hand, P5's results suggest that offering instructors a user-centered approach and continued help can solve the challenges. It fits with findings that for changing management to succeed, it requires communication, encouraging users and support from the leaders (Zhang et al., 2025).

It was shown during compliance discussions that digital systems made it less complicated for P5 to handle VAT reporting, auditing and document tracking. From this observation, appointing automation for recording and reporting tasks supports organizations in following regulations more efficiently, especially in consultancy where lots of documents are needed (Kerzner, 2022).

Even though he did not discuss customer experience specifically, P5 added that faster payments and tidier reporting improved interactions with all stakeholders. These findings are in line with what broader digital transformation literature suggests, i.e., that the key to delivering value to stakeholders is being transparent and responsive (Verhoef et al., 2021).

To sum up, P5's conclusions reveal that when finance goes digital, the goal is also to enhance what is done inside the company, ensure compliance and back those who are adapting to the new system. Getting digital tools in line with the organization and making sure users use them helps lead to successful transformation (Bouwman et al., 2019).

4.3 Comparative Sectoral Synthesis

This section draws together the findings of this study with the existing theories and models of digital transformation, change management and project delivery. The analysis creates links between the empirical learnings voiced during interviews and substantive schemes like (Westerman et al., 2014) digital transformation theory change management models, and project management. This synthesis is done with an aim herein to establish alignment, contradictions and novel insights from sector-specific analysis.

4.3.1 Alignment with Digital Transformation Theory

According to (Westerman et al., 2014), digital transformation refers to technology usage changing the performance of or reach of enterprises radically. They focus on integration of digital capabilities with leadership, culture and operation models. The results of this research strongly confirm this conceptualization. IT and finance participants revealed that technological adoption was not enough if not coordinated with aligned leadership and organizational readiness.

In specificity, the focus on cultural resistance, leadership modeling, and employee empowering reflects Westerman et al.'s claims that digital transformation is not technological but about people and processes. For example, participants of the IT sector implemented role-specific onboarding, agile pilots and digital champions that evidenced the profound integration of organizational culture with technological change. Finance participants highlighted leadership engagement in development of digital trust and harmonizing compliance standards to system implementation.

The difference in findings is in the rate and extent of transformation. Westerman et al. promote enterprise digital strategies, but the players in the Finance sector reported a slower approach of departments' choice. This implies that where the foundational principles remain the same, the application is vastly different across regulatory context, digital maturity, and industry culture (Lambrou et al., 2019).

4.3.2 Application for Change Management Models

The interviews showed a considerable comparison with change management models, especially the three-stage model and eight-step process. model—unfreezing – changing—refreezing was observable in the change process as encountered by both the IT organizations and the Finance organizations. For instance, Change was un-frozen by IT leaders through the identification of pain points, then changing was piloted with feedback loops, before refreezing was used to institutionalize successful practices (Shahzad et al., 2024).

The use of internal champions and the need to derive short-term wins were some of the features that were most visible. Participants observed that team-based early adopters spread momentum and trust. P2 – IT specified the way celebrating small milestones during digital roll out contributed to the broader acceptance – straight illustration. Determinately, leadership alignment, as reported in both models was consistently viewed as critical by participants in both sectors.

The one evolving insight that augments these models is that of emotional intelligence and psychological safety. Although, in traditional models' attention is paid to structures and procedures, the results obtained in this study imply the necessity of empathy, reassurance, and open communication regarding employee engagement in transformation. This is in consonance with more recent interpretations of change management which encourage inclusive and humane changes (Schein, 2010).

4.3.3 Integration with Project Management Frameworks

IT practices and practices in the Finance sector aligned with existing practices in project management, in general, and with Agile and PMI's PMBOK, in particular. The IT domain exhibited a high level of allegiance to Agile patterns, such as iterative sprints, feedback loops and minimal viable product (MVP) testing. A good example was P3 - IT, which described how bi-weekly sprint reviews enabled teams to respond and evolve quickly, slowly but surely – a basic tenet of Agile (Luna et al., 2010).

By comparison, the Finance sector was tending towards waterfall and PMI-styles of models, given the imposed regulatory restrictions and audit necessity. Participants reported linear, compliance-oriented project workflows, most heavily placed on documentation, traceability, and risk management. P4 – FIN's experience with implementing Oracle ERP where it received no milestone approval warranted by PMI's emphasis on planning, scope, and quality management (Kerzner, 2025).

However, hybrid approaches took shape in both sectors according to the study. IT teams put together Agile development with reporting PMI stakes, while Finance teams embraced incremental roll out strategies such as Agile's iterative delivery. This is consistent with what literature argues about the emerging convergence in digital environments of agile and traditional practices (Himeur et al., 2023).

4.3.4 Fields of agreement with prior research

Several findings in this study support previous work on digital transformation. For instance, the role of leadership and communication to digital success resonates with the work, who states that digital transformation is

primarily a people challenge. Consequently, such implications regarding sectoral variation compliance pressure, and training gaps support core elements of organizational structure, capabilities, and environmental pressures framework (Shahzad et al., 2024).

The focus on perpetual learning, job-related training, and in-house mentorship in the IT industry confirms the finding of Study in which digital maturity shows a strong relationship with learning culture (Lambrou et al., 2019).

4.3.5 Contradictions and Emerging Insights

Although the general correspondence with the existing systems occurred, certain contradictions and fresh observations have surfaced. For example, existing change models allegedly assume lineal orientation of change, but a few of the participants described cyclical or recursive patterns – especially in strongly regulated contexts such as Finance. Systems were piloted, put on back burner, redesigned and rolled out again, time and again because compliance requirements evolved, users resisted, or the policy changed. This can be interpreted as modern digital transformation necessitating more dynamic, recolorable change models.

Another finding is the dissimilar role of compliance in the shaping of transformation pathways. Compliance in the IT business was presented as a risk management discipline. In Finance, though, compliance became part and parcel of the everyday roles, many times determining the design of means, access, or how data stored was. This validates the call for transformation models per industry where regulatory context is not a variable but a fundamental design constraint (Yu & Yan, 2022).

Findings also show that transparency and live decision making are not just technical outputs but cultural changes. Although real time dashboards enhanced decision accuracy, they inspired openness, mitigated the blame culture and promoted cross functional talk. This has been neglected in traditional frames, indicating an increasing need to include digital ethics and behavioral design in transformational concepts.

4.3.6 Suggested Visual: Comparative Theory Integration Table

A table may be used to show how each of the main themes fits with theories and models:

Table 9: Themes fit with theories and models

Theme	Aligned Theory/Model	Observed Practice	Notable Insight
Change Management	(Westerman et al., 2014)	Role-based onboarding, champions, phased rollouts	Emotional safety and empathy are crucial
Integration & Systems	(Taboada et al., 2023)	API/middleware, policy navigation, iterative reconfiguration	Integration is recursive, not linear
Training & Learning	(Kerzner, 2022)	Continuous CPD in IT, reactive training in Finance	Learning needs are sector-specific
Security & Compliance	(Himeur et al., 2023)	Layered security, audit logs, legal oversight	Compliance as an enabler, not a constraint
Transparency & Decision-Making	(Mikalef et al., 2019)	Dashboards, shared KPIs, audit-ready reporting	Transparency reshapes culture and performance

4.3.7 Sector-Specific Contributions to Theory

The findings of the current study have sector-specific contributions that improve existing theoretical models. For the IT sector the findings confirm that technical capacity is no guarantee for successful transformation. Leadership clarity, team alignment and structured knowledge sharing were the actual enablers (Sacavém et al., 2025). For the Finance sector, the insights further develop current understanding of how transformation is constrained by auditability, compliance to law and policy oversight.

Such sectoral differences can be used to guide future adaptations of Westerman's model, and that adaptability and an individual approach are necessary for industry relevance. The difference in training strategies also advances the literature of digital readiness. When the IT teams adopted continuous development, the Finance teams needed to be supported by foundational literacy in digital. These conflicting needs suggest the need for role-based learning and adaptive training models (Zhang et al., 2025).

4.4 Practical and Managerial Implications

This section lists the practical and managerial implications derived from the thematic findings and synthesis of the theory used in this work. It provides practical insights to industry practitioners – especially those in IT and Finance, in their digital transformation initiatives. Reflections of these implications are outlined around five central assemblies: change management, integration, and system design, training and digital literacy, security and compliance and data-based decision making. The aim is to convert research insight into real-world help for sustainable digital transformation and the delivered projects.

4.4.1 Strengthening Change Management and Communication

Strategic change management initiatives should, therefore, be among priorities of organizations that are in the digital transformation process. The results emphasize that employee resistance, a threat of job displacement, and the feeling of uncomfortable systems are common obstacles, especially in non-technical positions. Managers should embrace inclusive communication approaches to enlighten fully on the thinking behind digital change and its advantages, and the effect on individual roles (Shahzad et al., 2024).

From a managerial point of view, using the mechanism of appointing internal digital champions and the mechanism of role-based onboarding can be used as efficient methods of diffusing resistance.

These practices help to create trust, generate learning among peers and motivate employees to learn by participating in changing activities. Leaders should also lead the behaviors that are desired- interacting with the tools directly, creating openness, and acknowledging small wins according to change leadership models (Sacavém et al., 2025).

4.4.2 Scalable and Interoperable Digital System's Designing

The second main implication is the necessity to develop scalable, secure and compatible digital systems. As pointed in the findings, many IT and Finance pros encountered integration barriers owing to legacies systems, incompatible platforms, and policy limitations. Managers should carry out broad audits before implementation to determine whether the proposed solutions fit the business and will be scalable (Bouwman et al., 2019).

IT managers should collaborate with business analysts and compliance groups to develop technically effective as well as viable in operation middleware, API's and workflows. Cross-functional planning sessions or stakeholder workshops can align system architecture and business objectives. Particularly, finance leaders should engage the compliance officers and auditors in the selection of tools to avoid compliance risks after implementation (Yu & Yan, 2022).

4.4.3 Investing in Targeted and Adaptive Training

From the conducted study, it is successfully shown that training and skill development are necessary for effective use of digital tools. Most IT sector organizations had structured training programs, whereas most of the Finance teams were reactive. All sectors' managers should take a preemptive step to create digital upskilling programs that are customized for the roles of users also their digital proficiency and job contexts (Zhang et al., 2025).

Concrete training activities can include sandbox environments and scenario-based workshops, as well as guided tutorials, that can be implemented in combination with formal sessions. On going professional development programs (CPD) and digital literacy checkups can be used to measure progress and strengthen learning. Managers should also look to mentorship programs in which those early adopters can help others and create a culture of collective development and working together.

4.4.4 Embedding Security and Compliance into Operations

One of the top managerial issues in digital transformation is the meeting of technology and regulatory and security systems. Managers should handle security as a repeated operational requirement and not a one-time process.

The layered security models usage, for example role-based access control, audit trails, and encryption protocols, should become the norm (Westerman et al., 2014).

In Finance environments, managers must ensure that digital systems facilitate full auditability, compliance with data residency and traceability of workflows. Digital planning and implementation phases need to have legal teams and compliance units embedded in them. In addition, managers need to institutionalize cybersecurity training as part of onboarding and have regular drills or assessments to ensure staff are always informed and alert.

4.4.5 Enabling Transparency and Data Facilitated Decision Making

The outcomes validate the digital tools improve project visibility and accuracy in reporting as well as real-time decision making considerably. Managers should adopt these abilities by building a culture of data. Teams and decision-makers need to be able to access dashboards, automated reporting, and integrated KPIs at a wide scale to implement collaborative planning and accountability (Kerzner, 2022).

But transparency requires to be handled with care. Over exposure to tasks can be pressure or pressure to micromanage. Role-specific dashboards should be designed by managers, which achieve a balance between monitoring performance and autonomy. Data interpretation and responsible use of metrics training should also be included to make sure that decisions will be constructive and supportive.

4.4.6. Enabling Agile and Sector-Specific Approaches

The research demonstrated how the two sectors; IT and Finance; have different approaches to digital transformation, where their requirements for agility, compliance, and structure are different. Managers should embrace sector specific strategies that will reflect genuine needs of their teams. For example, IT environments would benefit from Agile methods of sprints and retrospectives while Finance can benefit from phased implementations and compliance checkpoints (Wang et al., 2022).

Importantly, hybrid approaches – mixing the flexibility with Agile and PMI's structure can give the best of two worlds. Before settling for the best project delivery model, managers are expected to evaluate their organizational maturity and external requirements. The principles of flexibility, responsiveness, and cross functional collaboration should form an integral part of principles under which the enterprise operates.

4.4.7 Culture of Continuous Improvement

Finally, managers need to understand that digital transformation is not a one-time activity but rather a process which never ends. Organizations should make feedback mechanisms part of their system to monitor the satisfaction of users, effectiveness of the system, and workflow congruence. After implementation reviews, analysis of performance data, and open forum suggestions can propel relentless changes and creativity (Shahzad et al., 2024).

Leadership will need to create a culture which will reward experimentation, accept change, and learn from mistakes. When workers feel safe to share insights and to take initiative, transformations efforts are more sustainable

and powerful. Managers should set up an environment that builds connections between digital wares and professional development as well as organizational robustness.

To summarize, practical implications from this study indicate that holistic inclusive and context aware digital transformation strategies are necessary. Managers from IT and Finance industries need to coordinate their work with organizational priorities, users' skills, regulatory instruments, and cultural norms to make digital technologies serve to their maximum potential (Teece, 2010).

4.5 Limitations and Future Research

Although the present study reveals important aspects on digital transformation experiences of IT and Finance sector professionals, several limitations must be recognized. Awareness of these limitations allows the findings to be put in perspective and opens a way for more rigorous and focused future studies.

4.5.1 Methodological Limitations

This research targeted a qualitative approach using the semi-structured interview (SSI) concerning their small sample sizes. Although comprehensive insights were obtained, the small number of participants, five professionals in IT and Finance, may not encompass all experience in these areas. Qualitative results are necessarily context-specific and cannot be translated to larger population and industries. In addition, the interviews were carried out with the participants in a particular geographical location such as Australia, UK, Sri Lanka and Oman. This may affect the kinds of digital tools, compliance issues and cultural practices mentioned.

In addition, all interview data used self-reported perspectives. Even though attempts were made to have some objectivity and consistency, there is still the possibility of volunteer/bias; recall problems; or socially desirable responses by participants. Such limitations are common in qualitative research, and they point out that in coming studies there is need of triangulation of methods (DiCicco-Bloom & Crabtree, 2006).

4.5.2 Thematic Scope and Sector Boundaries

Another limitation is thematic boundaries of the study. The research mainly addressed project management in digital transformation, although comprehensive could not account for other factors playing influential roles such as customer experience, marketing or innovation management. On the same note, the study differentiated on IT and Finance sectors but failed to consider inter-sectoral partnerships and new emerging hybrid industries (e.g. fintech) possibly exposing different dynamics.

Public sector organizations, NGOs and start-ups – organizations that might experience quite different digital transformation and limitations in resources, were not represented in the study. The scope of future research must pursue such inclusion of a wider range of industries and the sizes of organizations to enhance comparative analysis (Kraus et al., 2021).

4.5.3 Technological and Temporal Constraints

Digital transformation is a rapidly changing discipline. The tools, platforms and best practices mentioned in the present study refer to the technology landscape around the time of data collection. With new platforms and changing organizational contexts – especially after COVID-19, some insights may seem irrelevant. What is more, the research did not consider

the effects of artificial intelligence, machine learning, or blockchain that are becoming inherently important to digital strategy (Himeur et al., 2023).

Moreover, this study took a single point when digital transformation is a dynamic process. A longitudinal method would enable researchers to follow organizational learning, system upgrade and long-term cultural changes caused by digital involvement. Subsequent research should engage longitudinal case studies to catch up with digital maturity development progress.

4.5.4 Recommendations for Future Research

To counteract these constraints, in future research, it could be expanded as follows:

- **Quantitative Validation:** Use big surveys in different industries and geographies to validate and quantify the results of this study.
- **Comparative Case Studies:** Compare digital transformation practices in the public sector or private sector or developed and emerging countries.
- **Longitudinal Research:** Follow digital transformation journeys over years to detect success factors, transforming challenges, and institutional learning.
- **Cross-Functional Perspectives:** Integrate perspectives of the HR, legal, customer support and marketing departments to get a better overall perspective about organization wide change.
- **Technological Focus:** Explore the role of emerging technologies, such as AI, robotic process automation (RPA) and the blockchain in defining the digital project management organization.

- **Psychosocial Factors:** Have an in-depth look on the effect of digital stress, employee well-being, and hybrid work models on transformation outcomes.

4.5.5 Final Reflection

Despite its limitations, this research offers important insights into how digital transformation is lived and performed in practice. It shows the difference between individual sectors concerning transformation, the role of adaptive leadership, the role of change management, security, and transparency. With gaps and directions for future study, this section highlights the need for further studies that would direct organizations in the challenging and evolving terrain of digital change.

4.6 Summary

The results from five in-depth interviews with professionals from the IT and Finance domains were presented in this part, providing the textured image of how digital transformation is understood, experiential and managed in the real world. Based on thematic analysis framework of (Westerman et al., 2014), five major themes summary of findings are: (1) Organizational resistance and change management, (2) integration complexities and legacy systems, (3) training support skill development, (4) security privacy regulatory compliance, (5) transparency efficiency decision making.

Through both sectors, participants named resistance to change as a principal challenge, which was in most cases connected to habit, job redundancy's fear, or digital illiteracy. Effective change management strategies comprised utilizing internal champions, rolling out of a nature incremental,

and empathetic leadership. Complexities related to integration were determined to be based on technical constraints as well as on organizational structures. In IT, the integration process demanded customization to the systems, while on finance, integration faced policy and compliance dictates.

The study also showed that the proactive training and support tended to dominate in IT, while the Finance teams were usually reactive in their learning practices. As a commonality, the requirement of having continual professional development and digital literacy was a common concern, regardless of sector. Neither security nor compliance became negotiable pillars of transformation and Finance professionals emphasized audit readiness and data residency, while IT leaders referred to architecture-level safeguards and GDPR compliance.

Transparency allowed via real time dashboards and working spaces transformed project visibility and contributed to evidence-based decision making. It, however, needed cultural changes to avoid micromanagement, and build trust. These results confirm the idea that digital transformation is indeed a factor of cultural, rather than only technological evolution.

The section then compared these themes with well litigated theories and models such as (Westerman et al., 2014) digital transformation change model and Agile project frameworks. This synthesis vindicated the relevance of these models but also revealed the need for contextual and sector specific modification.

The practical and managerial implications placed a key role in inclusive change leadership, strategic system design, and training investment; governance-aligned security practices. Finally, the limitations section provided methodological and thematic constraints and directions for future research,

including cross-sectoral comparisons and tracking overtime and the study of emerging technologies.

As a total, section 4 sets a robust empirical and theoretical base that shows how digital transformation is in the process of emerging within various organizational settings. It highlights that effective transformation does not require an implementation of new technologies only, but also the willingness, the readiness, and cooperation of those people who apply them.

5. Conclusion and Recommendations

This concluding section synthesizes the central findings of the research completed on the role digital transformation plays in transforming the discipline of project management in the IT and finance sectors. The main purpose of the study was aimed at finding out how digitalization is shaping organizational' workflows, group dynamics, compliance systems and decision- making in two separate yet interwoven areas. Based on qualitative perspectives obtained from five in-depth interviews with sector professionals, this research sought to address a research void related to tangible, no shelf applications of digital tools in project-based contexts, especially in emerging and regulated economies.

This section provides a synthesized overview of the key findings found and their theoretical and practical relevance is discussed. It also summarizes focused recommendations for practitioners, describes the study's contribution to literature, provides some of the study's limitations, and identify some points of future research. The conclusion of the section in this case is a personal account of the research of journey and its more general implications for digital transformation initiatives.

The structure of this section mirrors the orderliness of ideas from empirical observations, to theoretical fit, and to practical insights. By doing this, it creates a consistent end to the search while giving scholars and practitioners who seek to enact or study successful digital transformation a set of marching orders.

5.1 Summary of Key Findings

This work identified five important themes that together demonstrate the complex and dynamic nature of digital transformation of project management within IT and Finance sectors. Each theme is comprised of a fundamental aspect of organizational behavior, system design, and leadership philosophy, context-situated in response to the unique contextual factors for each sector.

The first theme, being an organizational resistance and change management, thematic area appeared as the fundamental theme. The IT and finance professionals both pointed to resistance to change as a major obstacle to successful implementation of digital. In this IT sector, resistance usually comes from the disruption of workflow and the hassles of learning new systems. In Finance, issues associated with job security and low level of digital literacy were more evident. Productive approaches such as early engagement, open communication, and the use of internal champions helped in overcoming opposition.

The second topic, integration complexities and legacy systems revealed the technological and procedural complexities of implementing new digital tools. IT professionals spoke about the trouble with APIs, system compatibility and middleware development; while Finance managers highlighted the compliance limitations, regulatory bottlenecks and requirements for audit-ready data management. These findings were an affirmation of the fact that integration must be viewed as an integrative strategy covering technical assessments and coordination of stakeholders and policy alignment.

Training, support, and skill development was the third theme. IT sector organizations were likely to provide structured training specific to a role,

continuous professional development (CPD), and digital mentorship. By contrast Finance professionals mentioned a more reactive and fragmented approach, which was often triggered by mistakes that had happened. Throughout these two sectors, there was great need for adaptive user-centered training programs and long-term digital skill-building.

The fourth theme pertaining to security, privacy and regulatory compliance matter was obvious with a particular emphasis on the Finance sector. In here, compliance considerations pervaded all instances of tool adoption from system design down to workflow approval processes. IT experts focused on architectural and GDPR-based safeguards as well as layered security protocols. In both sectors, cybersecurity training and forward risk management were required to maintain digital trust and continuity in operations.

Furthermore, the fifth theme, transparency, efficiency, and decision-making, captured the transformability of digital tools. Both sectors affirmed that tools like Oracle ERP, Zoho, Azure DevOps and JIRA enhanced project visibility as well as providing access to real time data as well as empowering managers to make quick, evidence-based decisions. Yet, these advantages also needed cultural changes as transparency needed to encourage cooperation, and not micromanagement.

These results directly answer the research questions formulated in the present study. They demonstrate the way in which digitalization is transforming approaches to projects, employees' engagement, compliance structures, as well as leadership approaches. Most importantly, the results define the need for context-based approaches that recognize human, technical, and organizational transformational aspects. Building from these themes, the study helps to the understanding of the workings of digital change in

divergent fields, reinforcing the fact that transformation is a technological development and cultural metamorphosis.

5.2 Theoretical and Practical Contributions

This research also presents both theoretical value and practical advice, enhancing academic learning on digital transformation and sector-specific guidance for IT and Finance specialists. The dual contribution works to close the gap between modeled phenomena, and the intricacy of real-world organization struggles during the process of digital change.

Theoretically, the findings would reinforce the frameworks such as (Westerman et al., 2014) digital transformation theory, which speaks about the integration of leadership, culture and technology. The themes emerging – especially the change management, integration and decision-making – exemplify the way these dimensions play dynamically in practice.

Additionally, the research provides a sectoral perspective to these models recognizing that transformation is often disproportionate between departments or industries. For instance, the IT sector enthusiastically adopted the agile approach to its work and learning continuously, while the Finances professionals were limited by compliance and policy-centered procedures. This emphasizes the need for adaptive frameworks taking into view maturity levels and regulatory contexts.

On the application side, the study provides non-trivial tips for the digital leader. Such factors are the early stakeholder involvement, context-based training depending on the user profile, and integration of security issues into the operational workflow immediately. The success of digital champions

and phased rollouts illustrates where transformation prosperity lies in technical capability, this is where it resides in human behavior.

Importantly, the study demonstrates that blanket digital transformation is not enough. Instead, organizations must create flexible strategies that will fit with their people, their goals and limits. These contributions make the study not a theoretical reflection, but a practical guide for implementation.

5.3 Recommendations

Based on these findings and cross-sectoral analysis, the present article makes the following recommendations to inform practitioners, digital leaders, and policymakers on their way in digital transformation in IT and Finance sectors. These recommendations are meant to respond to the subtle complexities that emerged from the study and offer strategic intelligence that can fold into different organizational set ups.

5.3.1 Inclusive and Adaptive Change Management

Meaningful change management processes must be emphasized by organizations. Since resistance became a pattern in the two sectors, change should not be imposed from above. Instead, they should co-create strategies for transformation with help from various departments. Managers need to identify digital champions on teams to encourage peer-to-peer support, run workshops to explain reasons behind change, and enable safe spaces to offer feedback and adaptation.

The importance of continued urgency, coalitions and short-term wins is evoked by the model. What this means in practice is dividing large digital projects into obvious milestones, incentivizing the early adopters and open discussion of employee fears. In such a case, for Finance professionals in which regulatory accountability is stressful, it is especially important that managers create psychological safety and ensure the teams that automation will be there to support – not replace – their positions.

5.3.2 Strengthen Pre-Implementation Readiness Assessments

Organizations should take in in-depth assessment of system infrastructure as well as user capabilities and process compatibility before any digital roll out. Integration problems were well documented, especially integrating modern platforms with legacy systems. IT departments will need to bring Finance and compliance teams into the design stage to chart interdependence and regulatory limitations.

A digital maturity must be assessed for readiness within the following areas: technological infrastructure, governance of data, employee digital competence, the alignment of leaders and compatibility of vendors. These observations can help in choosing appropriate tools and prevent implementation costly fixes. By developing phased targets-based roadmaps based on readiness, the success of transformation can be increased.

5.3.3 Create Sector Specific Training and Learning Ecosystems

Training should be personalized to consider differences in the roles play Professionals were advantaged by active, tiered training programs involving delivery of live demos and mentorship systems alongside continuous professional development (CPD). Finance participants by contrast were frequently recipients of reactive support.

Suggestions comprise developing modular training content for every job function, development of internal knowledge repositories, and provision of optional self-paced courses for deeper learning. Finance leaders should address basal digital literacy while IT teams might also need deep upskilling on agile, DevOps and security frameworks. A good learning culture promotes the use of tools, minimizes mistakes, and facilitates retention of the workforce.

5.3.4 Embed integrated Security

Security should be built into every part of digital transformation – from tool selection to regular use. Due to the increased compliance responsibilities within the Finance sector, new systems must also be designed to comply with audit and data residency at onset. The IT teams should use role-based access control, end to full encryption and periodic audits to keep a watch on compliance.

Companies should undertake all-round cybersecurity training for workers and not just technical workers. An effective reminder of vigilance could be periodic drills, phishing simulations and GDPR refreshers. In addition, managers need to develop plans to counter incidents the users need to know

how to report security breaches. The moment employees believe that security is a collective responsibility, the organization's digital resilience grows.

5.3.5 Design role-specific dashboards and analytics procedures

Transparency became one of the benefits, however, interviewees cautioned about micromanagement or information overload risks. Organizations need to develop role-specific dashboards – executives, analysts, project managers and operational personnel require different data view. Dashboard's alignment with KPIs results in fast and meaningful decision making.

Deployment will have to be accompanied by training in dashboard use and interpretation. Wherever possible AI or machine learning capabilities should bring forward trends and anomalies in an automated manner. Feedback loops – where a team can suggest dashboard improvement – create the sense of continuous refinement and engagement.

5.3.6 Digital Strategies: Fit with the Culture of Organizations

The speed and character of transformation are greatly affected by culture. Agile, innovative cultures allow for error, hierarchical organizations (more prevalent in Finance) may require structured and risk adverse paths. The leaders need to evaluate cultural fitness and align respective strategies.

Surveys, focus groups, and external culture assessments can shed light on diagnosis of readiness. Storytelling or sharing success stories internally normalizes change. Leaders should be transparent and vulnerable as a way of ruling out fear and enhancing adaptability. When strategy finds its ally in culture and the two are aligned, transformation becomes smoother, easier, and more sustainable.

5.3.7 Institutionalize Cross-Functional Teams and Governance

Collaboration is the aroma of change and yet silos persist as barriers to it. Organizations should institute the formal representation of cross functional digital steering committees comprising representatives from all key functions. Such teams should be empowered, be visible and have clearly defined mandarins.

Governance frameworks need to specify what the owners of data are, who approves changes and how decisions are escalated. Through regular reviews and collective responsibility, the decisions will be made at the right time and calls are balanced. When diverse groups plan and control transformation, implementation assumes practical operational requirements – and not just technical capabilities.

5.3.8 Develop Continuous Feedback and Improvement Loops

Last, digital transformation should be considered constant – not a one-time launch. Organizations should incorporate feedback collection mechanisms after rollout, measurement of tool use and ROI assessment.

Digital evolution ought to occur on the PDCA cycles. The new versions of the system changes, user feedback, and workflow changes should be stored centrally and cautiously communicated. Leadership should indicate celebration and normalization of iteration. Companies that will continually adjust will be stronger to changes in the market and regulations.

These recommendations create an overall scope based on the real-life experience of IT and Finance professionals. They are a roadmap for future-centric, employee-centric, and compliance minded digital transformation.

5.4 Future Research Directions

Although valuable for understanding the practices of digital transformation in the IT and Finance spheres, this study also suggests several areas requiring further research. As digital transformation is specific and fast evolving, further research is inevitable to adjust the strategies and tools to emerging trends, challenges, and innovations.

5.4.1 Broaden Industry and Geographical Scope

Future research should broaden the study so that it incorporates other industries including healthcare, education, manufacturing, and public sector institutions. Each of these sectors has distinct digital transformation issues and can use different tools, cultural practices, as well as governance models. Furthermore, by expanding the geographical range so that participants from other regions as well come into the picture such as North America, Africa, and Southeast Asia, there will be better understanding of how cultural, regulatory and economic settings shape transformation outcomes.

5.4.2 Employ Longitudinal and Mixed-Methods Designs

Digital transformation is not a one-time event but rather a continuous process. For this reason, longitudinal research would be useful in tracing the transformation of organizations throughout time while digitally maturity levels sway from planning, rollout, stability, or optimization phases. Long-term case studies provide insights into success factors, failures as well as the sustainability of change efforts.

Further, the use of an informal approach and merger of qualitative interviews with quantitative surveys can increase findings' validity. A mixed-methods approach would allow researchers to empirically verify hypotheses

produced by qualitative observations; to identify larger trends; and to generalize for the studied population.

5.4.3 Discover New Technologies and New Work Models

As technologies, including artificial intelligence (AI), robotic process automation (RPA), blockchain, and Internet of Things (IoT), proliferate in the future, these technologies' integration into digital project management systems could become a topic of future research. These technologies represent new benefits and threats, particularly in such areas as decision automation or data safety, and workflow optimization.

Similar significance is the emergence of the hybrid and remote model of work expedited by the disruptions in the world including COVID-19. The way distributed teams adopt digital tools, how they maintain collaboration, and how they manage performance, particularly when considering periods of time and organizational boundaries, are possible areas for future research.

5.4.4 Explore the Human and Cultural Dimension

Digital transformation is as human activity as it is a technological one. Although based on psychological and behavioral dimensions such as digital fatigue, resistance to automation, intergenerational differences in adaptation and employee well-being, future research should delve deeper into these aspects. Research into leadership styles and communication techniques taking place in digital change processes might provide finer-grained advice for managers.

Also, further research regarding how organizational culture can influence the speed at which digital transformation occurs along with its effectiveness would be of benefit. What part, for example, does openness, innovation, or risk aversion play in determining transformation outcomes?

5.4.5 Evaluate challenges of policy, ethics and governance

Following the increasing complexity of data privacy regulations such as GDPR and CCPA in the past few years, the upcoming research may assess how the organizations develop a governance framework to address compliance, the ethical use of data, and algorithmic transparency. Comparative studies of digital compliance and oversight in different jurisdictions may be of particular interest to finance sector organizations.

Along with the moral issues regarding algorithmic bias, automated decision-making, and workforce surveillance, ethical issues are becoming more important. A set of further academic perspectives on the topic will be critical for generating responsible digital strategies that will neither threaten the integrity of organizations, nor the rights of their stakeholders.

Overall, this study offers important insights into the current situation with digital transformation in IT and finance sectors and can be used as a starting point for future research activity. Addressing the above areas will enhance understanding, implementation and sustenance of digital transformation in the ever evolving and interwoven world by academicians, practitioners and policy makers.

5.5 Final Reflection

It has been a high learning experience both academically and professionally to undertake this research on digital transformation within IT and the Finance sectors. The experience of interacting with professionals who are currently experiencing change in their respective organizations provided a rare, firsthand look at the realities of strategic planning, technologic integration, and human conduct in moments of change.

Among the most significant lessons one can take is that digital transformation is not all about technology; it is in the deepest sense about people. Although platforms, systems, and tools may be essential for operational improvement, they are ultimately the embrace of individuals to adopt, adapt, and interact with such tools that guarantee either the success or failure of transformation initiatives.

In addition, variation in methodologies across the two IT and Finance sectors highlighted the need for context during strategy formation. IT experts were prepared to experiment and iterate while the managers in Finance preferred structure, compliance, and stability. These differences demonstrated that transformation is not a standard route, but a customized journey informed by sectoral expectations, regulations and cultural norms.

This study also emphasized the importance of listening – listening – to stakeholders. The rich stories from interviewees not only validated existing theories but also provided detailed, grounded perspectives that went beyond definitions as they would appear in textbooks. Their experiences reminded me that beneath each transformation initiative is a web of individuals going through uncertainty, learning from doing, and hoping for improved results.

Overall, this research journey has broadened the understanding of digital transformation as a multi-faceted process that keeps on changing. It has expanded my regard towards qualitative inquiry, and the coercive power of storytelling in research. I hope the insights provided in this study will become a worthwhile resource for future researchers, practitioners, and leaders dedicated to understanding digital change with empathy, clarity, and purpose.

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APPENDIX

Research Question 1

How do companies adopt effective means of integrating digital project management tools into their operating systems effectively?

Interview Questions (General)

1. How has digitalization transformed project management practices and improved operational efficiency? What digital tools and technology do you use to manage projects effectively?
2. What challenges have you encountered when integrating digital solutions into project workflows and how did you manage it?
3. What steps do you follow when introducing a new digital project management tool to your organization, and how do you ensure user adoption across teams?
4. How do you assess the readiness of your company's existing systems and workflows before integrating new digital project management solutions?
5. What strategies do you use to train and support staff during the transition to new digital project management tools?

Research Question 2 (Finance Sector)

How does digitalization influence project management effectiveness and risk management in the finance sector?

Interview Questions (Finance Managers)

1. How has digitalization changed the way your finance projects handle compliance and regulatory requirements?
2. What impact has digitalization had on budgeting and cost control within your finance projects?

3. How do you measure the success of digital tools in improving financial project outcomes and stakeholder satisfaction?

Research Question 3 (IT Sector)

How has digitalization transformed project management methodologies, collaboration, and delivery in the IT sector?

Interview Questions (IT Managers)

1. How have digital project management tools enhanced transparency and real-time decision-making within your IT projects?
2. What role does automation play in improving the efficiency and accuracy of IT project management?
3. How do you handle challenges related to data security and privacy when implementing digital project management solutions in IT?