Appendix

Overview of critical events in our case ordered according to abstracted stages of case narrative		Year of our case								
Stage	**Critical events**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
Strategizing for IT transformation (cf. sections 4.3. – 4.6.)	Key lessons from examining and analyzing past IT projects and internal IT architecture									
	Conclusion drawn that major IT transformation was needed									
	Idea was born to design a new target IT platform that would provide a better foundation for IT-enabled competitiveness in the new age of digital banking									
	Workshops with a short-list of software providers, ending in negotiations with SP									
	The merger with Bank2 was announced by Bank1's top management team									
	Strategic IT asset evaluation activities at Bank2: IT platform of Bank2 a valuable asset									
	The notion of 'IT transformational merger' was coined by Bank1's IT management and a tentative 'IT transform & merge' plan was designed									
	A feasibility study was conducted for the possible implementation of a packaged software									
	Lengthy negotiations between IT and business to seek mutual accommodation of interests									
	IT wins the commitment of the business for an IT transformation program, in parallel to ongoing merger talks									
Preparing the transition to program execution (cf. section 4.8)	Merger talks stagnate, while Bank1 decides to kick-off an IT transformation program									
	Mobilization of IT resources and program ramp-up, involving over 500 members									
	Merger talks are resumed only a few months into the IT transformation program									
	Negotiation of a cooperation agreement between Bank1 and Bank2 to prepare for merger									
IT transformation program execution (cf. sections 4.9. – 4.11.)	Resistance on behalf of initiated IT projects to adapt their planning, conflicts and tensions between IT projects and IT program management									
	Resistance of IT projects and attached PMOs to give away their autonomy to cross-project functions and roles, conflicts and tensions surface									
	New outcomes of merger-related IT integration planning: first IT program roadmap refinement workshop									
	A cross-project IT program control unit (PCU) is implemented, conflicts and tensions resurface, PCU leader is replaced									
	IT delivery teams fail to coordinate their delivery of components with other teams, conflicts and tensions surface									
	Implementation of a new IT program delivery management role									
	IT transformation program execution starting to run more smoothly, second and third major milestones achieved									