

1. Identify and describe the problem discussed in this case. What management, organization, and technology factors contributed to the problem?

The sources of the problem were political upheavals and economic conditions that directly impacted the profitability and occupancy rates of the business. After a while, the economy recovered; however, the tourism industry lost almost 1.3 billion dollars after an aircraft crash that occurred over the Sinai Desert. The fluctuations in foreign exchanges and political issues are the factors that are beyond the control of the company. However, monitoring operations and costs are under the supervision of the company's management team. Previously, the firm was using an excel-based system that involved manual handling of data in order to comprehend the drivers of profitability and accurate decision-making. Because of the manual manipulation, Excel-based system made the work even more challenging for the management team.

2. Why was an ERP system required for a solution? How did having a cloud-based ERP system contribute to the solution?

As mentioned in the case study, Mohammed Serry, the CFO of the company, and his team decided to use the JD Edwards Enterprise One system. The first reason is that the system offers them to generate consistent business processes throughout functional areas. Another reason is that the system is also able to provide the team with up-to-date reports that show the profitability of the business units using a standard diagram of accounts. The system is good at identifying the profitability and growth potentials of the company. Another contribution of the program to the business is its ability to combine data from different areas, namely, operations, ledger, and financial ones.

Moreover, the other contributions of Enterprise One cloud were that it makes it easy to create cash flow, project management, accounts receivable, aging, facility management reports, and key performance indicators within Soma Bay's distributed organizations. Besides, when a water flood damaged the data centers of the company, the firm was able to restore data and continue its operations because it stored their backups in Oracle Cloud.

3. What were the business benefits of Soma Bay's new enterprise system? How did it change decision making and the way the company operated?

The new software supports a wide range of business processes that are accessible on tablets and mobile phones. Also, the system supports both IOS and Android. Besides, Enterprise One generates currency-neutral financial reports. It helps the company neutralize the effect of different currencies on financial statements. Another benefit of the system is that the software provides information about cash management and cash flow operations. With the help of the software, the company is able to display the cash flow and payments to contractors. Due to the fact that the system provides the accurate cost management profitability capabilities, it helps the company minimize losses and manage the fixed costs. Finally, it provides the management team with the clear understanding of expenses and profitability even though the revenue came from various markets and currencies.

4. What was the problem at Kenya Airways described in this case? What management, organization, and technology factors contributed to this problem?

According to the case study, the problem of Kenya Airways was its relationships with customers. The company did not know enough information about its customers. As an illustration, the firm even did not know people who clicked the email campaign. Apart from that, data were not centralized in one system, they were located in various places such as reservation systems, partner travel agencies, and airport check-ins. For this reason, the airline company was unable to define the needs, wants, and personal characteristics of customers. For instance, the company sending a greeting to customers who are not mothers during Mother's Day is a basic example of this confusion. Furthermore, the management team did not know what the company's representatives in various locations were doing.

5. What was the relationship of customer relationship management to Kenya Airways' business performance and business strategy?

According to the case study, in 2014, the company automated and integrated all of its customer data. Therefore, Kenya Airways used Oracle's Marketing, Sales, Data, and Cloud Services. Oracle Marketing helps the firm connect its marketing data and engage with the right audience. In terms of customer engagement, the software includes tools for managing marketing campaigns, creating content, and customer conversation for the products and services the company provides, known as social marketing. Besides, the impact of the new system was sensible in the performance of the firm. The first effect was that after implementing the system, the marketing team was able to follow

the revenue flow induced by the campaigns and recognize the new sources of data to target the upcoming campaign more efficiently. In addition, according to statistical data, the portion of reachable contacts raised to 89 percent from 40 percent, while open rates on marketing emails rose from 40 to 65 percent. Also, there was a significant reduction in running campaigns. Furthermore, the execution process of those campaigns took only 30 minutes, while previously, they would take three days.

6. Describe Kenya Airway's solution to its problem. What management, organization, and technology issues had to be addressed by the solution?

From the technological side, the system allowed the company to link its data to the central repository. In terms of the management, the team achieved to handle the data more efficiently and effectively. For example, the marketing team is now able to track their customers and sort them according to their age, income, education level, and several other patterns. Moreover, from the organization's perspective, the company creates better relationships with its customers and employees. For instance, after implementing this system, the employees felt rewarded and comfortable working with those cloud systems. From the customers' side, the company achieved to sustain and create loyal relationships with its customers.

7. How effective was this solution? How did it affect the way Kenya Airways ran its business and its business performance?

It is essential to note that the system creates convenience for the company management. To be more precise, the system helped the company improve business performance and efficiency. The first one is now the organization is able to identify and track its high-value customers by knowing how much each of them generates revenue for the business. Before implementing, much of the work was manual and took more time than needed. However, with training the management team properly, now they are able to handle all of the work particularly digital CRM tools.