

**NANYANG BUSINESS SCHOOL  
NANYANG TECHNOLOGICAL UNIVERSITY**

**BC3406: BUSINESS ANALYTICS CONSULTING**

**Case: Technology Driven Transformation at Comair Limited**

*Learning Objectives*

- Gain insight into the difference between technical and adaptive change
- Develop an understanding of the impact of organizational culture in the effective implementation of change in technology driven projects
- Enhance an understanding of communicating vision and strategy
- Explore leadership roles, identity, and power in joint leadership situations
- Consider strategic entrepreneurial options to sustain growth in profitability

*Case Questions*

1. Was the change at Comair of a technical or adaptive nature? Substantiate your answer by referring to the change challenges and influences at various stages of the change journey. (Hint: read literature on leadership during change).
2. Evaluate how organizational culture may be a barrier to or enabler of the implementation of change and suggest strategies for interventions.
3. How do you frame and communicate an organizational change agenda?
4. Consider the issues in joint (dual) leadership, especially in the implementation of organizational change. (Hint: read literature on shared leadership).
5. Conclusion:
  - a. Would the company be able to provide the cultural underpinnings necessary for increased employee performance?
  - b. What strategies would you recommend for Venter to use to sustain organizational growth? (Hint: read literature on entrepreneurial growth).