Case Analysis on Technology Driven Transformation At Compare Limited

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## Was the change at Comair of a technical or adaptive nature?

## Evaluate how organizational culture ay be a barrier or enabler of the implementation of change and suggest strategies for interventions.

## How do you frame and communicate an organizational change agenda?

## Consider the issues in joint (dual) leadership, especially in the implementation of organizational change.

## Would the company be able to provide the cultural underpinnings necessary for increased employee performance?

## What strategies would you recommend for Venter to use to sustain organizational growth?

Summary

* Introduction
  + Comair Limited is a South Africa’s largest private airline carrier
  + Case is on 2014 June
  + Total comprehensive income rises from R79,128,000 to R153,440,000 from 2012 to 2013 (94% increase)
  + Share price diagram
* Background
  + Domestic passenger air travel services
  + By 1992, 200 departures per week and 100,000 leisure travellers per year.
* Increased Complexity
  + Julula.com, South Africa’s first low-cost airline carrier.
  + Air travel in South Africa had increased by 70 per cent due to the proliferation of low-cost airlines.
  + Fuel is a major contributor to operational costs.
  + Firm was exposed to the risk of potential fuel-price increases.
  + Operational methods and processes were solution-focused.
  + Duel – CEO has different approaches, leads to very little coordination of effort.
  + Rising fuel price cause the need to buy new fuel-efficient airplanes.
* The Imperatives for Change
  + Company did not have uniform data feed, different units used different measurement systems, making information sharing impossible.
  + There were 90 non-integrated IT system that could not integrate with other airlines.
  + To create organizational efficiencies, the company had to re-engineer 10,000 different processes.
  + Semi-Automated Business Reservations Environment (SABRE) , holistic software overhaul of the company’s IT system started in 2011
* Software-driven Organizational Change