# Business case:

Summary of the case（案例摘要）:

FlyDreamAir 是一家在国内与国际航线上运营的大型航空公司，其拥有庞大的旅行社和客户网络。为了保持竞争力并满足现代旅客的期望，FlyDreamAir 计划对其客户管理与订票流程进行数字化改造。拟定的项目《客户管理与订票系统》包含航班预订、预订管理、座位选择、购买机上服务（如餐饮）等功能。相比其他候选项目，该系统能够直接提升客户体验、增加公司收入并降低运营成本，因此被本小组选定为实施方案。本商业案例将通过现状分析、成本效益分析和可行性研究来评估该项目的合理性与可行性。

FlyDreamAir is a major airline operating on both domestic and international routes, with an extensive network of travel agencies and customers. To remain competitive and meet the expectations of modern travellers, FlyDreamAir plans to digitalise its customer management and booking processes. The proposed project, “Customer Management and Booking System,” will provide functionalities such as flight booking, reservation management, seat selection, and in-flight service purchases(such as food and drinks). Compared to the other candidate projects, this system was chosen because it can directly enhance customer experience, increase company revenue, and reduce operational costs. This business case evaluates the project’s justification and viability through a situation analysis, cost-benefit analysis, and feasibility study.

Situation analysis of the existing business（现状分析）：

**当前业务活动**

* **人工流程**：目前在多个客户交互环节（如订票、值机、购买机上服务等），仍高度依赖人工或低效系统。这不仅导致运营效率低下，也导致了人工成本高昂，还增加了出错的风险。
* **客户体验不足**：现有平台缺乏一体化与个性化功能。旅客在预订、改签、座位选择及购买机上服务时，往往需要多次拨打客服电话并长时间等待，造成体验较差，难以满足现代旅客对“无缝衔接”服务的需求。
* **数据利用不足**：用于老旧的信息管理系统对客户数据的收集与分析方面能力较差，难以开展个性化推荐、差异化定价等策略，削弱了潜在的营收增长机会。
* **内部协调障碍**：票务、客户服务、餐饮供应链等部门之间缺乏统一的信息管理平台，容易形成“信息孤岛”，阻碍跨部门协作与业务流程的顺畅运转。

**市场环境**

* **竞争压力**：多数航空公司已推出移动应用，其均提供在线订票、自助值机、一键购买等功能。凭借更佳的客户体验，它们正在逐步侵蚀 FlyDreamAir 的市场份额。因此，加快移动端的数字化转型已迫在眉睫。
* **客户期望升级**：旅客越来越期望获得便捷、灵活且个性化的服务体验，包括快速订票、顺畅的值机流程，以及更直观的机上服务购买方式。

**Current Business Activities**

* **Manual Processes**: Many customer-facing activities, such as flight booking, check-in, and in-flight service purchases, still rely heavily on manual operations or inefficient systems. This not only results in low operational efficiency but also leads to high labor costs and an increased risk of errors.
* **Insufficient Customer Experience**: The existing platform lacks integration and personalization. Passengers often need to call customer service multiple times and wait for extended periods in order to book, rebook, select seats, or purchase in-flight services. This leads to a poor overall experience and fails to meet modern travellers’ expectations for seamless services.
* **Limited Data Utilisation**: The outdated information management system has poor capabilities in collecting and analysing customer data, making it difficult to implement personalised recommendations or differentiated pricing strategies. This weakens potential opportunities for revenue growth.
* **Internal Coordination Barriers**: Departments such as ticketing, customer service, and the catering supply chain lack a unified information management platform. This results in “information silos,” which hinder cross-departmental collaboration and disrupt smooth business processes.

**Market Environment**

* **Competitive Pressure**: Most airlines have already launched mobile applications that provide online booking, self-service check-in, and one-click purchasing. With a superior customer experience, these competitors are steadily eroding FlyDreamAir’s market share. Therefore, accelerating digital transformation on the mobile front has become an urgent necessity.
* **Rising Customer Expectations**: Passengers increasingly expect convenient, flexible, and personalised service experiences, including faster booking, smoother check-in processes, and more intuitive access to in-flight services.

Cost vs. benefit analysis（成本效益分析）：

Feasibility study（可行性分析）：