BIM400 WK4 ASSIGNMENT8 CASE STUDY

**ASSIGNMENT8 CASE STUDY**

|  |  |
| --- | --- |
| **Instructions** |  |

**Background**

The end of chapter case studies provide the opportunity to synthesize the concepts learned in this module.

**Instructions**

At the end of each chapter are two case studies (six per module). After reading all required textbook chapters assigned for Module 4, select one (1) of the following case studies to review and elaborate, and answer its discussion questions.

* Write a 3-5-page APA formatted paper that reviews the selected case study and answers its discussion questions.
* In addition to the APA formatted separate title page (page numbered “1”), provide an Introduction (page numbered “2”) consisting of 2-3 paragraphs describing the background of the case study.
* The review and answers should follow the standard 3-5 page essay format.
* The body of the paper should consist of the answering of all questions posed at the end of the selected case study.
* A Conclusion should be included as should citations and a properly formatted Reference(s) page.
* In addition to the textbook, at least one other scholarly paper should be used.
	+ At least one in-text citation is required for all referenced sources (textbook and additional other scholarly paper).
	+ **APA format must be strictly followed.**

**Chapter Ten Case Studies**

* Equifax: A Massive Data Breach at a Consumer Reporting Agency (p. 318)
* Community Policing on the Internet: Spamhaus Targets Worldwide Spammers (p. 319)

**Chapter Eleven Case Studies**

* Baby Steps toward Scrum: How BabyCenter.com Made the Cultural Transition to Agile Software Development (p. 349)
* Extreme Programming at the US Strategic Command (p. 350)

**Chapter Twelve Case Studies**

* Predicting the Future: Gartner’s Research Informs Strategic Planning (p. 379)
* JetBlue and WestJet: A Tale of Two Software Implementations (p. 381)

**INFORMATION:**

**Chapter Twelve Case Study**

**JetBlue and WestJet: A Tale of Two Software Implementations (p. 381)**

JetBlue and WestJet: A Tale of Two Software Implementations

The airline reservation system is more than just automated ticketing for an airline; it is the interface that customers come to know and love (or hate) as they find cheap flights, select seats, upgrade for more leg room, and cash in their frequent flyer points. Two discount airlines, JetBlue and WestJet, both chose to replace their aging systems with software from Sabre, the company that handles reservations for more than 200 other airlines. The similarity in their software implementation projects ends there, however, and the differences between them offer some important lessons.

WestJet’s Bumpy Software Implementation

WestJet, Canada’s second-largest airline, was in the unfortunate position of going first. Company executives wisely decided to make the cutover during the winter, when passenger count was lower, but they didn’t try to lower the volume further by limiting the number of tickets sold. They also decided against warning passengers that a change was coming until the go-live date. WestJet VP Bob Cummings commented, “We didn’t want to telegraph dates so a competitor would put on a big fare sale.”

For the cutover, WestJet had to transition 840,000 customer accounts to the new system for passengers who had already purchased tickets, migrating the data from WestJet’s servers in Calgary to Sabre’s servers in Tulsa, Oklahoma. The migration suffered from glitches, and WestJet’s website crashed. Customers suffered long waits, and angry bloggers posted their complaints.

JetBlue Learns from WestJet

WestJet had kindly invited JetBlue staffers to observe the transition, and the visitors eagerly absorbed the lessons. First, they knew they could handle any website crash by bringing up a backup site. They also learned to emphasize communications and they alerted customers and other stakeholders weeks ahead. The JetBlue blog was the platform they used to explain how the company was preparing for the software implementation. JetBlue managers wanted to keep the number of passengers low when the cutover occurred, giving employees more time to troubleshoot problems, so it precanceled 56 flights and restricted ticket sales on the remainder. To make sure customers didn’t have to wait in long phone queues, the company hired 500 temporary reservation agents and kept them on board for two months. Rick Zeni, the JetBlue VP who led the project, said the extra agents were “one of the wisest investments we made.”

Although glitches occurred and not all kiosks functioned properly immediately, observers gave JetBlue high marks. The whole company pitched in, and even executives were in the airport in shifts, solving problems and helping out. Changing an airline’s reservation system is an enormous project with major risks, one that airlines do very rarely. JetBlue learned from WestJet’s missteps, so its “brain transplant” caused minimal disruption.

Since the software implementation, WestJet’s performance began lagging owing to increased expenses and labor shortages in Canada. Its net profit margin dropped to under 2 percent (Figure 12.27). JetBlue is doing better, with increasing sales and revenues. But both may enjoy the growth in airline travel in the United States, Canada, and across the world, now that their software implementions are behind them.



**Discussion Questions**

12-30. What are some key differences between the JetBlue and WestJet software implementations?

12-31. What are the advantages and disadvantages of communicating a major project in advance?

12-32. What are the advantages and disadvantages of adjusting business volume during a major business project?

12-33. Beyond not being the first firm to implement a particular piece of software, what other more general lessons apply for software implementation?

**WK4 Module 4 Required Resources:**

Textbook

Wallace, P. (2021). *Introduction to information systems: People, Technology and Processes*(4th ed.). Pearson.

* Read: Chapters 10-12