

**IMPACT OF VERTICALLY INTEGRATED SOFTWARE
SYSTEMS TO THE MANAGEMENT OF ADVENTURE
TRAVEL INDUSTRY: A CASE STUDY**

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Master of Business Administration in Information Technology

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January 2018

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Thesis submitted in partial fulfilment of the requirements for the degree Master of
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Declaration of the candidate & Supervisor

I declare that this is my own work and this thesis/dissertation does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

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Dr. Amal Sheahn Perera:

Date:

Acknowledgements

I would like to extend my deepest gratitude to my supervisor and Head of the Department, Computer Science and Engineering Dr. Amal Shehan Perera for his continuous guidance, advice and support throughout my research work. I am also grateful to my research coordinator Dr. Chandana Gamage who made us skilled on the research, providing all the comforts in terms of knowledge and guidance.

My sincere gratitude goes to all the lecturers and panel of supervisors of the Department of Computers Science & Engineering, University of Moratuwa, Sri Lanka for the encouragement and support extended throughout the study. I also thank my dear friends and batch mates of MBA 2014 for their assistance and encouragement.

My heartfelt gratitude goes to Mr. Anurudhdha Karunathilake, General Manager of Intrepid Group Colombo for his advice and guidance from the beginning of this research.

I gratefully appreciate the support extended by Ms. Michelle Beveridge CIO of Intrepid Group, Ms. Sarah Wallace lead system training specialist of Intrepid Group and managers of Intrepid Group Colombo, who have shared their experiences and views at interviews.

I also gratefully appreciate the support extended by all the staff in Department of Computer Science and Engineering.

I am very much grateful to my beloved wife Kumudika, for her love, patience, sacrifice and assistance throughout the duration of my MBA.

Abstract

The Travel and tourism industry has started adopting information technology widely than ever. It expands applications of information technology across the whole supply chain and it is important to study the impact of software systems use for their business since most of the travel companies are unable to afford a colossal amount from their budget for the development of information technology resources due to several reasons. The main objectives of this research are to find out the critical success factors that affect the implementation of vertically integrated software systems and finding out the business impacts of it. This research is based on qualitative case study methodology for Intrepid group which is the world's largest small group adventure travel company. This research uses a conceptual framework which covers key success factors affecting the implementation of vertically integrated software system and management of adventure travel industry as the main components. Data was collected from senior positions of Intrepid Group through face to face interviews by using semi structured questions.

The result of this study indicates that management activities of adventure travel industry are affected by all factors identified in the literature review. The study also found that integrating multiple specialized systems with the core system is the most suitable system development approach for the adventure travel industry rather than developing all functionalities on top of the core system from scratch. The result also shows that the business nature of the industry (such as being a 24x7 globally operated company) is significantly dependent on using a vertically integrated software system for its operations.

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List of abbreviations

| Abbreviation | Description |
|---------------------|--------------------------------------|
| SCM | Supply chain Management |
| TSCM | Tourism supply chain management |
| CRM | Customer relationship management |
| ERP | Enterprise resource planning |
| DMC | Destination Management Company |
| ECMS | Enterprise Content Management System |
| API | Application Program Interface |
| KPI | Key performance indicator |
| FIT | Fully independent traveler |
| AWS | Amazon Web Servers |
| GMSL | General Manager Sri Lanka |
| CIO | Chief Information Officer |
| MTOSL | Manager Travel Operations Sri Lanka |
| LBSS | Lead Business System Specialist |
| MTSL | Manager Technology Sri Lanka. |
| MDMC | Manager DMC Sri Lanka |
| SEO | Search Engine Optimization |
| ROI | Return on investment |
| BST | Business Support Team |
| POS | Point of Sales |
| ESB | Enterprise System Bus |
| NPS | Net Promoter Scores |