



WestJet Airlines: Information Technology Governance and Corporate Strategy

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INTRODUCTION

HEAD QUARTERS: CALGARY INT. AIRPORT, 1996.

AIM: LOW COST CARRIER.

SUCCESS STEPS: 1999 STARTED WITH SERVING 12 CANADIAN DESTINATIONS.

2002-2004- EVALUATION OF BOEING 737 AIRCRAFT.

2003- PARTNERSHIP WITH AIR TRANSANT BETWEEN CANADA & EUROPE.

2009- ADOPTED SABRE SYSTEM & CODE SHARING BETWEEN AIRLINE COMPANIES.

2011- CANADA'S SECOND LARGEST AIRLINES COMPANY.

MARKET: SHARE VALUE INCREASED FROM 7% IN 2000 TO 38% IN 2009.

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CHERYL SMITH

- 1973 PROGRAM ANALYST.
- 1994 CIO FOR BELL ATLANTIC CORP.
- CONTINUED AS CIO IN OTHER MAJOR COMPANIES TILL 2006 LIKE McKESSON corp.
- CONSIDERED BY WESTJET FOR SENIOR VP & CIO POSITION.

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HER FIRST ASSIGNMENT

- IDEA OF TRANSFORMATION OF IT.
- RIGHT TECHNICAL.
EXPERTISE,PROCESS,PROCEDURES &
OPERATING STRUCTURE.
- INCREASED REVENUE & SYSTEM
FUNCTIONALITY.

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SABRE

WHY NEW SOFTWARE WHEN OLD IS EXISTING?

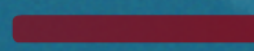
- AIRLINE REWARD PROGRAM.
POOR CUSTOMER SERVICE.

MAJOR ISSUES WITH SABRE TO IMPLEMENT.

- PRIVATE AGENCIES USING SAME SOFTWARE
FOR BOOKINGS.
- SELLING FOR LESS PRICE FOR COMMISSION.

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SMITH'S STRATEGY

- ASKING SOBER TO CANCEL THEIR CONTRACT WITH AGENCIES USING THIS SOFTWARE.

-RESTRUCTURE COMPLETE IT MODEL AS PER PRESENT BUSINESS REQUIREMENTS.

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INFORMATION TECHNOLOGY

- NO CHIEF INFORMATION OFFICER (CIO).
- PLANNING & BUDGET.
 - PRIORITIES
 - TIME
- CHALLENGES FOR BUSINESS AND IT.
- MISMATCH OF NUMBER OF EMPLOYEES WITH SKILLS.

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OTHER PROBLEMS IN IT

- NO DIRECT CONNECTION.
- LITTLE VISIBILITY.
- CONSTANT COMPETITION.
- MINIMAL IT ACCOUNTABILITY.
- NO SPECIFIC RESOURCES.

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