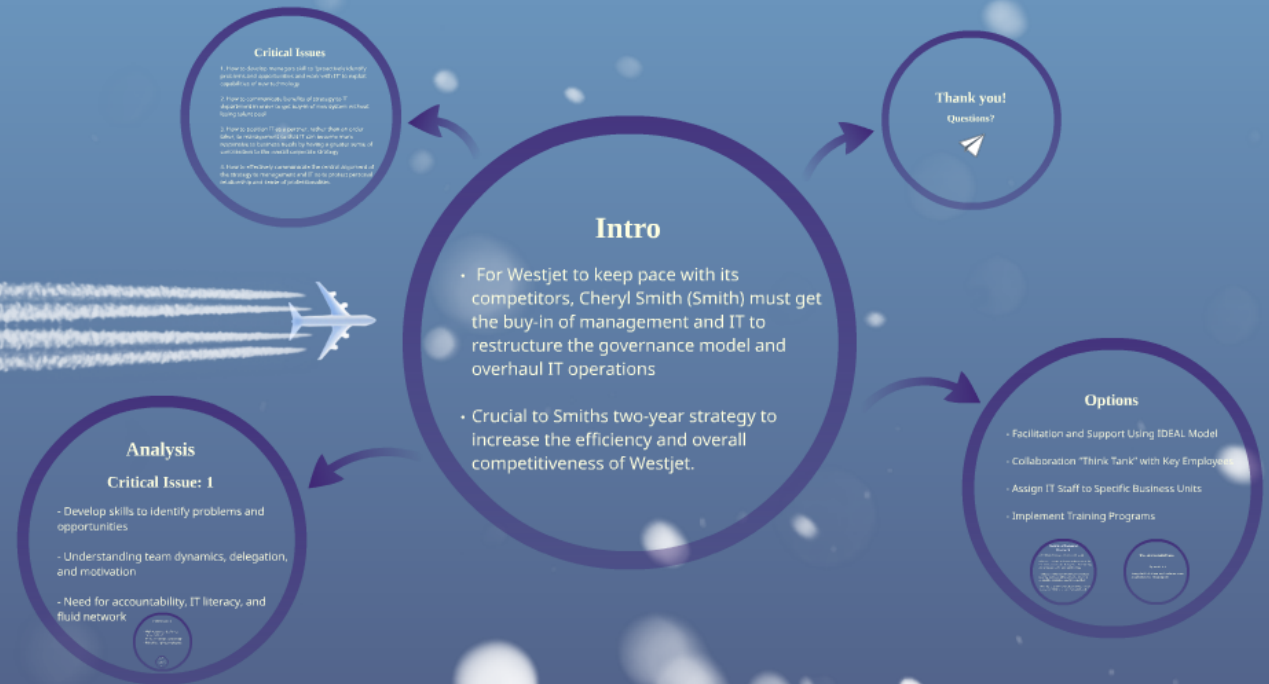


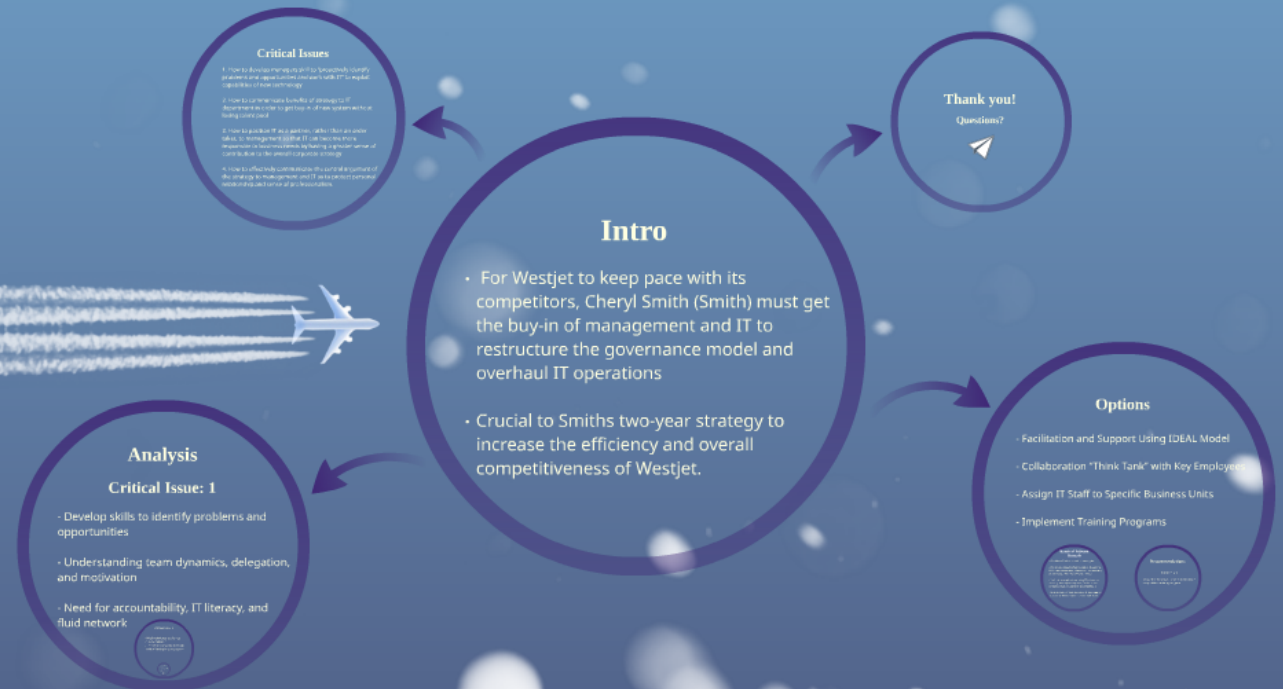
# Westjet Airlines: Information Technology Governance And Corporate Strategy

WestJet Case



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# Intro

- For Westjet to keep pace with its competitors, Cheryl Smith (Smith) must get the buy-in of management and IT to restructure the governance model and overhaul IT operations
- Crucial to Smiths two-year strategy to increase the efficiency and overall competitiveness of Westjet.

## Critical Issues

1. How to develop managers skill to “proactively identify problems and opportunities and work with IT” to exploit capabilities of new technology
2. How to communicate benefits of strategy to IT department in order to get buy-in of new system without losing talent pool
3. How to position IT as a partner, rather than an order taker, to management so that IT can become more responsive to business needs by having a greater sense of contribution to the overall corporate strategy
4. How to effectively communicate the central argument of the strategy to management and IT so to protect personal relationship and sense of professionalism.

# Analysis

## Critical Issue: 1

- Develop skills to identify problems and opportunities
- Understanding team dynamics, delegation, and motivation
- Need for accountability, IT literacy, and fluid network

### Critical Issue: 2

- High resistance to change
- "Hero Culture"
- Threat of competition is high
- Risk of losing key employees



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