



Agenda

- 1. Background
- 2. Challenges
- 3. Operational Audit
- 4. Key Performance Indicators
- 5. SWOT Analysis
- 6. Investment Strategy
- 7. Financial Performance

Operational Audit

- 1. Operational Audit
- 2. Operational Audit

SWOT Analysis

- 1. SWOT Analysis
- 2. SWOT Analysis

Key Performance Indicators

- 1. Key Performance Indicators
- 2. Key Performance Indicators



Financial Performance

- 1. Financial Performance
- 2. Financial Performance

High Competition

- 1. High Competition
- 2. High Competition

Operational Audit

- 1. Operational Audit
- 2. Operational Audit

SWOT Analysis

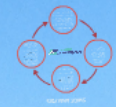
- 1. SWOT Analysis
- 2. SWOT Analysis

Cost of Operational Services

- 1. Cost of Operational Services
- 2. Cost of Operational Services

Operational Audit

- 1. Operational Audit
- 2. Operational Audit



ORGANIZATIONAL CHANGE

- 1. Organizational Change
- 2. Organizational Change

Solution & Recommendations

- 1. Solution & Recommendations
- 2. Solution & Recommendations



**Westjet Airlines Ltd.:
Investment Strategy
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Agenda

1. Brief History
2. Current Strategy
3. Operational & Financial
4. Market of Air Sector
5. SWOT Analysis
6. Strategic Objectives & Culture
7. SWOT Analysis
8. Organizational Design
9. Recommendations



High Competition

- Low fares
- High quality of service
- High frequency
- High reliability

Lack of International Services

- Limited flight routes
- Limited flight frequency
- Limited flight times
- Limited flight destinations



ORGANIZATIONAL CHANGE

- Incremental changes in technological capabilities and Productive Services over the past 5-8 years
- Ordered 60 Boeing 787 Max jets in 2013, and will have more than 100 by the end of 2017, and to improve operational base of the Air Technology
- Over 40 million dollars invested in their IT Department
- New Flight Services for International Services Customers

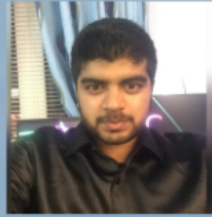
Solution & Recommendations

1. Operational & Financial
2. Market of Air Sector
3. SWOT Analysis
4. Strategic Objectives & Culture
5. SWOT Analysis
6. Organizational Design
7. Recommendations

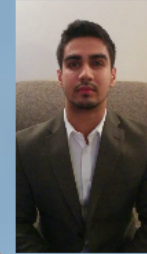


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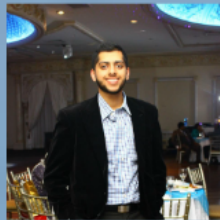


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Agenda

1. Brief History
2. Current Strategy
3. Organizational Life Cycle
4. Porter's Five Forces
5. Key Challenges
6. Organizational Culture
7. SWOT Analysis
8. Organizational Change
9. Solutions and Recommendations



History "Who we are?"



Eight hundred WestJet employees led by president and CEO Greg Saretsky (lower right) celebrate the unveiling of their Walt Disney World-branded B737-800

1996



2004



2007



2009



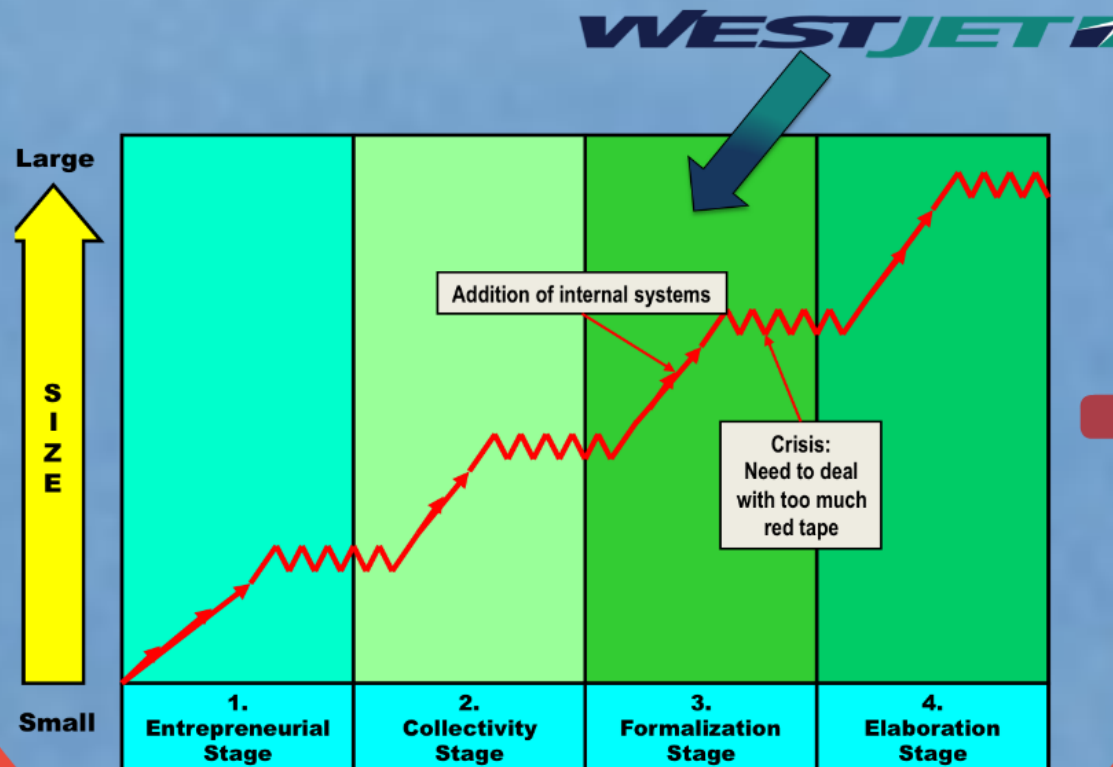
2011



2014



Organizational Life Cycle



ORGANIZATION STAGES OF DEVELOPMENT

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Formalization Stage

- More bureaucratic
- Staff groups are added
- Incentive Systems implemented
 - ↳ "Owner's Performance Award"
- Main Goal: Internal stability & Market Expansion





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Threat of New Entrants



Low

Barriers to Entry:

- Capital Requirements
- Economies of Scale
- Switching Costs

