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**Strategic Plan**

**Mission**

 Air Canada is the largest and flag carrier organization of Canada by passengers carried and fleet size. The mission statement of the company has continued to strengthen after enhancing the competitive position. For instance, the reduction in the overall risk profile by adopting an aggressive approach to gain significant surplus position is the manifestation of the steps taken to align the strategies with the mission plan.

**Vision**

The essential mission of the corporation is promoting and protecting the brand by strategic communication to ensure the culture of accountability, reliability, luxury and safety to the stakeholders in a profound manner(“Air Canada - About Air Canada,” n.d.).

**Values**

The core values of the company are harnessing the efficient management strategies and practices. The national identity of Canada is explicitly reflected in the operational and business ventures of the airline. Primarily, the attachment with the nation is utilized to expand the corporate brand.

**External Analysis**

 First, Air Canada’s head office is in Canada and thus requires paying a significant amount of taxes. It has adverse implications on the overall growth of the airline. Second, Air Canada requires complying with several safety standards to compete with the rest of the carriers. They act as the cornerstones to differentiate the corporation form the competitors and to be ranked in top 2% in North America. Moreover the potential online presence of the corporation further contributes towards gaining a competitive advantage.

In addition, several airline carriers are striving to enter the market as the substitutes. The smaller airline carriers have advanced to align themselves with the popular trends as cheapest airline flights. It has cast adverse impact on the industry by making the passengers cost-sensitive.

WestJet neither excels nor lacks the customer satisfaction or cost efficiency. It primarily considers the price factor to compete with Air Canada which is a flawed and unsustainable strategy in the long run.

**Internal Analysis**

 The employee engagement of the corporation has played an instrumental role to strengthen the internal culture of the corporation. The culture of the corporation is measured in regards to the stable union agreements, employee surveys and employee stock options. Moreover, the management has successfully ensured the provision of a sustainable customer relationship management system.

The sense which is customer-focused altitude propagated by the employees within the organization is imperative to make the operational management seamless. The fundamental training of the employees on a persistent basis to improve the internal management practices is a key factor. Air Canada is essentially a unionized corporation which has an average of ten years commitment from the unions. Therefore, the turnover time of the employees is low and their tenure is expanded for longer period of time. It allows the human resource management practices to easily streamline the operational flow throughout the organization.

**Formulating Strategy**

 The formulation of strategic alliance with other airlines has potentially benefited the corporation. The advanced technology results in the increased travel period and convenience for the passengers serve as the powerful selling point for carrier. The tendency to meet the IOSTA and IATA safety standards for more than 8 years is exploited by the corporation as an effective advertising tool.

 The fluctuation in the oil prices often increases the operational cost for the corporation.

Because of the unionized human resource, the corporation requires paying more wages than counterparts.

**Strategy Implementation and Evaluation**

 The operational cash flow is the key to seek capital and extract shares form the potential investors. The strategic management must focus on ensuring that customers must listen to and problems are solved. The establishment of the complaint department to cater to the complaints will be a positive venture. The customers will have to visit a single department instead of moving through diverse dimensions.  **References**

Air Canada - About Air Canada. (n.d.). Retrieved February 9, 2019, from https://www.aircanada.com/ca/en/aco/home/about.html