

WestJet's 20th Anniversary IMC Campaign



Sheena Grant, Jiao Qui, Radner Reyes, Angela Sham, Alex Tanouye, and Jeff Yu



Set G | COMM 2202 | MKTG 2202

Linda Pashka | Geoffrey Bird

April 17th, 2014



Department of Marketing and Communications
British Columbia Institute of Technology
3700 Willingdon Ave.
Burnaby, BC, V5G 3H2

April 17th, 2014

Dear Geoffrey and Linda

Joint Marketing and Communications Anniversary Project

Enclosed is our final project which you assigned on January 30th, 2014. As a team, we are proud to present a national integrated marketing campaign for WestJet's 20th Anniversary in 2016.

In accordance with both of your requirements, this report will detail:

- Marketing and communication objectives
- A situation analysis on WestJet and its competitors
- Strategic decisions for this campaign
- Information on the company's marketing mix
- An integrated marketing communication plan that outlines promotional tools and tactics
- This campaign's overall message design and delivery, within a set budget of \$5 million
- An evaluation of how to measure the effectiveness of this campaign.

The purpose of this report is not only to fulfill two courses' criteria, but to also demonstrate what we have learned through our academic journey at BCIT.

In addition, the team would like to take this chance to acknowledge each and every member's professionalism and dedication toward this project.

Thank you, Linda and Geoffrey, for this opportunity. We hope that both of you will enjoy our work.

Sincerely,

Team Gettr' Dunn





Executive Summary

This report presents an integrated marketing communication plan and supporting research for a WestJet 20th Anniversary Campaign.

WestJet has faced serious challenges to gain ground on its main competitor, Air Canada. The company has achieved this feat by leveraging two significant competitive advantages: lower prices and a unique customer service culture. Despite impressive growth however, WestJet is seeing some limitations to its past business model. In a proactive move, WestJet rolled out a new three-tier pricing system with an emphasis on “Plus Seating” and fare bundles in 2013. In the same year, WestJet Encore became a way to provide more domestic destinations to travellers. These changes are designed to ensure WestJet’s current market position while preparing itself for a further shift that targets business and international travellers down the line. Today the focus is on the new pricing and domestic destination features. This is especially important because there have been hiccups in implementation, and a lack of awareness—even among some regular WestJet loyalists.

An anniversary celebration is a great way to thank WestJet regulars for their patronage. Strategically, it provides the opportunity to spread knowledge and encourage trial of new services. Ingraining the value and benefits of WestJet’s new features among the target audience is vital in ensuring success long after the anniversary is over.

The target audience for this campaign are people who have flown with WestJet and show preference for the company. WestJet has a unique relationship with its customers thanks to employees who go above and beyond. This dynamic will serve as the foundation for the campaign’s theme: “Celebrating 20 years with Friends and Family”. This is meant to be an inclusive celebration that expresses the importance of WestJet customers to the airline’s success. Emotional and sentimental appeals are inherent in the theme, but thanks to WestJet’s image as a fun company, humour will also make its way into certain message deliveries.

Findings will begin with a situational analysis and progress through a look at strategic decisions and the marketing mix. Advertising, sales promotion, and internet marketing will serve as primary IMC tools while direct marketing and public relations will be secondary. Vehicles will be chosen with consideration of their effectiveness with reaching the target audience. Messages will be specific—each designed to achieve a communication objective. There are no parts that are independent of one another. Every element will be integrated to form an overall campaign intended to reach the marketing objective of an increase of total net earnings by 14% to \$306 million from 2016 to 2017.

Overall, this is a campaign that recognizes the significance of the past, focuses on the importance of the present, and lays the groundwork for a profitable future for WestJet.



Table of Contents

Executive Summary 2

Introduction..... 7

Marketing Objective 7

Situational Analysis 8

 WestJet Now and Beyond 8

 Stakeholders..... 8

 WestJet SWOT..... 9

 Strengths 9

 Weaknesses 10

 Opportunities 10

 Threats..... 10

 Competitive Analysis..... 11

 Air Canada 11

 Porter Airlines 11

Strategic Decisions..... 12

 Communication Objectives..... 12

 Target Audience..... 12

 Demographic..... 13

 Geographic 13

 Psychographic 13

 Behavioral 13

 Positioning Strategy 13

Marketing Mix 14

 Product/Service 14

 Place..... 14

 Price 14

 Past Promotions..... 15

Marketing Communication Strategy..... 15

 Advertising (Primary) 15

 Sales Promotion (Primary) 16

 Internet Marketing (Primary) 16

WESTJET'S 20TH ANNIVERSARY IMC CAMPAIGN



Public Relations (Secondary).....	17
Direct Marketing (Secondary).....	17
Message Design.....	17
Campaign Theme.....	18
Creative Strategy for Stakeholders	18
Messages for Marketing Communication Areas	19
Advertising (Broadcast Media)	19
Advertising (Print)	19
Sales Promotion.....	19
Internet Marketing.....	20
Direct Marketing.....	20
Public Relations	20
Pretesting.....	20
Message Delivery	21
Source	21
Advertising.....	21
Broadcast Television	21
Broadcast Radio	21
Print	22
Sales Promotion	23
Internet Marketing.....	23
Public Relations.....	25
Direct Mail.....	25
Budget.....	25
Evaluation	26
Conclusion	26
Appendix A: WestJet Current Financial Information	27
Appendix B: Business Partners.....	28
Appendix C: Market Share	29
Appendix D: WestJet Destinations	30
Appendix E: Sample Pricing	31
Appendix F: Past Promotions.....	32

WESTJET'S 20TH ANNIVERSARY IMC CAMPAIGN



Appendix G: Airline Social Media Comparison	34
Appendix H: Logo	35
Appendix I: Super Bowl Commercial	36
Appendix J: Radio Commercial Script.....	39
Appendix K: Magazine Ads	40
Appendix L: Newspaper Ad Sample.....	42
Appendix M: Billboards	43
Appendix N: Facebook Posts	44
Appendix O: Website Landing Page.....	45
Appendix P: Banner Ads	46
Appendix Q: Direct Email	47
Appendix R: Blocking Chart	48
Appendix S: Budget Breakdown.....	50
Works Cited.....	52



List of Figures

Figure 1: WestJet Financial Information	27
Figure 2: WestJet's Airline Business Partners	28
Figure 3: Canadian Airline Market Share 2011	29
Figure 4: Communication Objectives	12
Figure 5: WestJet's Market Position	14
Figure 6: WestJet Destinations.....	30
Figure 7: Estimated Budget.....	25

List of Tables

Table 1: Sample Pricing.....	31
Table 2: Airline Social Media Activity.....	34



Introduction

WestJet Airlines Ltd. was founded in 1996 to fill a void in the airline industry left by Air Canada. Facing seemingly insurmountable odds, the company started with only three aircrafts and five destinations. Early footage shows one of the first WestJet planes: an as yet-to-be refurbished jet with the remnants of an Alaska Airlines logo on the side (Dematos, 2010). Also evident is the noticeable excitement among employees embarking on something special.

Today WestJet is poised to celebrate its 20th anniversary in 2016. Firmly entrenched behind Air Canada, and gaining ground, WestJet has expanded its target niche while developing a unique competitive advantage—WestJetter customer service. WestJet's mission is “to enrich the lives of everyone in WestJet's world by providing safe, friendly and affordable air travel” (WestJet, 2014a). It's the corporate culture based on the “Owners Care” concept that allows the company to profitably fulfill this mission.

In developing a creative theme appropriate for a milestone anniversary, ideas need to be tempered by realities. As such, this report outlines key research and analysis in the following areas:

- Marketing Objectives and their rationale.
- Situation Analysis: research, stakeholders, a WestJet SWOT, and competitive analysis.
- Strategic Decisions: communication objectives, target audience, and positioning strategy.
- Marketing Mix: the 3 P's, and past promotions.
- Marketing Communications Strategy: IMC tools and their effectiveness in relation to target audience, competition, and the nature of WestJet's business.
- Message Design: a central creative theme, strategy for stakeholders, message design and pre-testing.
- Message Delivery: contact points, message sources, vehicles, and media activities.
- Budget: a breakdown of the \$5 million budget and how it will be spent.
- Evaluation: how campaign effectiveness will be measured.
- Conclusion: a summary and justification of this report's suggestions.

Marketing Objective

The marketing objective is to gain an increase of total net earnings by 14% to \$306 million from 2016 to 2017.

Net earnings due specifically to the Anniversary Campaign of \$10 million from 2016 to 2017.

Breakdown: Net earnings for the previous year were \$268.7 million. Given that WestJet has recorded nine consecutive years of profitability, there is the assumption that 2016 will also be profitable. Last year's net earnings grew by 10.9% over the previous year. A conservative estimate of 10% increase of net earnings to \$295.50 million in 2016 is due to regular marketing that would happen regardless. The extra 5% growth and net earnings of \$10 million will be due specifically to



the Anniversary Campaign. An investment of a \$5million budget means an ROI of 100% for the Anniversary Campaign in 2016.

Situational Analysis

A successful Anniversary Campaign depends on a proper assessment of the current situation. The first step is to look at WestJet's business and the direction the company is heading.

WestJet Now and Beyond

In addition to WestJet's main service, the corporation has two consumer-oriented subsidiaries: WestJet Vacations Inc. and WestJet Encore Ltd. President and CEO of WestJet, Gregg Saretsky, is conducting business with the goal of becoming one of the top five [most profitable] airlines in the world by 2016 (Beedie School of Business, 2013). Further financial information can be found in Figure 1 in Appendix A.

With WestJet Encore in 2013, the company is focussing on domestic flights in under-served markets. Using the strategy of lower costs (thanks to more fuel efficient planes) and customer service, WestJet's domestic market share could grow from 36% to 45% by 2017 (Jang, 2012).

WestJet is counteracting economic pressures in a variety of ways. There is a new three-tier system of seating that includes Econo, Flex, and Plus options (CTV Calgary, 2013). This allows WestJet to maintain costs of flights with the only variable being bundled services that come with each option. As an added bonus, the company has been able to reconfigure their seating to accommodate these sections while adding more passengers per plane (Deveau, 2013).

Although the rollout of fare bundles and three-tier pricing has caused some confusion among customers, this new direction is key for WestJet's long-term plans (YYZ, 2013). Advertising campaigns designed to inform customers of new services are in the works (Deveau, 2013a), but this is also something that can be accomplished through an anniversary campaign. As such, the anniversary provides the perfect opportunity to draw in customers for a celebration while educating them about fare bundles, three-tier pricing, and more domestic destinations—all intended cornerstones of WestJet's business after the 20th anniversary celebration is over.

Stakeholders

There are several important stakeholders directly concerned with the success or failure of WestJet. The ones who will be most impacted by the Anniversary Campaign include:

- **Employees**—WestJet employees hold a unique position as both stakeholders and shareholders. With a personal vested interest, they will play a direct role in the success of the campaign, and either reap the benefits or suffer the failure. Currently there are nearly 10,000 WestJet employees, 8,000 of whom have full-time status (Beedie School of Business, 2013).
- **Customers**—customer response will make or break the campaign. The “Big Idea” must connect with the intended target audience, and hopefully those beyond, by being either



universal, adaptable, or both. A total of 18.5 million guests flew on WestJet in 2013 (Newswire, 2014).

- **Business Partners**—as shown in Figure 2 in Appendix B, WestJet has partnerships with 33 airlines that expand its network by 140 destinations. Additionally, a high profile piece of marketing that stems from a strong business relationship is the “Disney Magic Plane” that connects Alberta to Disneyland (NYCAviation Staff, 2013).
- **Travel Agencies and Services**—WestJet has recently signed a new deal to stay on Expedia and Travelocity (Johnson, 2014). The company has also traditionally had a strong relationship with travel agencies, boosted by contests for agents and high commission rates. A lowering of commission rates in 2012 brought about a response from ACTA which represents 18,000 travel professionals across Canada (ACTA, 2012).
- **Boeing**—the aircraft manufacturer and the cost-efficient planes they provide are a key factor in WestJet’s Success. WestJet has plans to buy even more planes to expand its fleet with long-term contracts already in place (WestJet, 2013a, p. 4).
- **Community**—WestJet is involved with organizations such as WestJet Cares for Kids, The Airport Giving Program, Boys and Girls Clubs of Canada, Big Brothers Big Sisters of Canada, Hope Air, and Make-A-Wish Canada to name a few (WestJet, 2013a, p. 33).

WestJet SWOT

A thorough SWOT gives a snapshot of where WestJet stands while factoring in external conditions. This section begins with a look at strengths of the company.

Strengths

- **Brand Image**—WestJet has been able to develop a strong brand image among Canadians through great customer service, creative advertising, green initiatives, and community spirit (WestJet, 2014b, p. 1).
- **Excellence in Customer Service**—WestJet employees have earned many awards for their exceptional customer service. In 2012, WestJet was awarded the Randstad Award for Employer of the Year (Smolkin, 2012). In 2013, WestJetters were awarded the Stevie Award for Sales and Customer Service in the field of transportation (WestJet, 2013b).
- **Non-Union Airline**—unlike most airlines, WestJet employees are not unionized. Instead of unionization, WestJetters have the opportunity to take part in an Employee Share Purchase Plan (ESPP), which allows each employee to become a partial owner of the airline (Smolkin, 2012). The ESPP creates unique competitive culture in which the airline values the input of the employees (Deveau, 2012). Having non-unionized employees allows WestJet to keep both costs and risks of labour disputes low (MBASkool.com, 2014).
- **Low Price Point**—WestJet is able to maintain a competitive advantage in the Canadian airline market through offering low prices for their service. As previously mentioned, WestJet is able to offer low prices because of their non-unionized employees, single fleet of Boeing 737s, as well as through cost-cutting measures (Deveau, 2012a). As a result of these actions, WestJet is one of the most profitable airlines in North America (WestJet, 2014c).



Weaknesses

- **Destinations**—WestJet does not offer as many destinations as its competitor, Air Canada, and has only one transatlantic destination. WestJet offers access to 88 destinations in North America, Ireland, Central America and the Caribbean (WestJet, 2014d, p. 5), whereas Air Canada has access to 181 destinations on five continents (Air Canada, 2013).
- **Quality**—the level of services offered by WestJet is considered to be lower quality than its competitor, Air Canada. The airline cuts costs through: limiting free snacks and beverages, charging for blankets, and soon, charging for Wifi access (WestJet, 2014e).
- **Fleet**— WestJet has a fleet of 105 Boeing 737 NGs and eight Bombardier Q400 NextGen aircrafts (WestJet, 2014d, p. 5). Comparatively, Air Canada has a fleet of 193 different aircrafts at its disposal (Air Canada, 2013, p. 4). With a variety of different aircrafts that can seat from 97 to 458 guests, Air Canada is able to easily redeploy capacity when changes in demand occur (Air Canada, 2013, p. 5).

Opportunities

- **Economic Conditions**—Global airlines are expected to grow due to improving economic conditions with a forecasted increase by 78.1% since 2012 (Research and Markets, 2013). New trends in travel also see people sharing costs of services that include hotels and airline tickets, especially if they are packaged together (CTC News Staff, 2014).
- **Alberta's Oil Sands**—the Alberta Oil Sands employ 420,000 Canadians, roughly 2.4% of total employment (Burt, 2013). 112,000 of these employees are not residents of Alberta and need to travel from other provinces for employment (Government of Alberta, 2014). With growing employment in this area, WestJet could partner with Oil Sand companies, and transport employees to the Alberta Oil Sands and back to a main airport hub.
- **Technology**—an increasing number of travelers browse for information and book for flights online, while engaging in social media to share their experiences (CTC News Staff, 2014).

Threats

- **Fuel Prices**—WestJet is greatly dependent on jet fuel; high fuel costs, and disruption in fuel supply can seriously affect the airline (WestJet, 2014d, p. 33).
- **Declining Tourism Industry**—Canada has experienced a 20% decline in international travelers since 2000 (CBC News, 2013).
- **Canadian Dollar**—the depreciation of the Canadian Dollar negatively affects WestJet. Every one-cent drop in the Canadian Dollar takes \$14-million from WestJet's operating income (Keenan, 2014). The dollar also has an impact on fuel purchases which represents approximately 1/3 of airline costs (Keenan, 2014).
- **Unexpected Events**—unexpected events can quickly change the safety perceptions of the airline industry. After the September 11, 2001 terrorist attacks, the airline industry experienced a decline in guest traffic and revenue (WestJet, 2014d, p. 19).



Competitive Analysis

WestJet has progressed impressively in the face of Air Canada, but its main competitor is always a threat given its size and reach.

Air Canada

Under the original name, Trans-Canada Air, Air Canada was founded in 1936. With the domestic market share of 77% at the end of 2000, Air Canada was considered the largest provider of scheduled passenger service in Canada (Jang, 2012b). Market share has dropped as seen in Figure 3 in Appendix C, but the airline is still currently at number one. Not only is Air Canada among the 20 largest airlines in the world, they were one of the founding airlines of Star Alliance. They are also connected to the Olympic Games as a proud partner. Their mission: “Connecting Canada and the World”.

Including the Express and Rouge branches, Air Canada has a total of 193 airplanes in their fleet. Being the oldest founded Airline in Canada, their fleet consists of planes aging from five to twenty years old. Internationally, Air Canada covers over an impressive 181 destinations in five continents. With a load factor of 83.5%, Air Canada has approximately 1500 non-stop flights per day (Airlines, 2013).

Air Canada's seating is split into three categories: starting at the cheaper class, economy travelers can upgrade to premium economy and then business. As flyers upgrade in class, they are given improved features from larger seats, wine selection, and priority services. There are also five categories in ticket purchase, each with its own individual benefits. Tango, Flex, and Latitude cover the economy and premium economy seating, while lowest and flexible cover the business seating.

To promote customer loyalty, Air Canada has the Aeroplan program which allows frequent flyers to collect points as they travel, and can be redeemed for a variety of rewards or donated to charitable causes. Air Canada has also developed apps for smartphone devices so customers can have easy access to flight schedules and ticket purchases.

Air Canada has faced recent financial challenges in addition to a loss in market share that has prompted the airline to sever a 20-year relationship with a single ad agency partner (Lloyd, 2013). With a possible new marketing direction in place for Air Canada, there is an opportunity for WestJet to strengthen their position since they can maintain the tone of their current marketing.

Porter Airlines

Headquartered in Billy Bishop Toronto City Airport, Porter Airlines was founded in February 2006. Although receiving a World Airline Star Rating of 4, Porter Airlines has less than 8% of domestic market shares (Jang, 2012). Porter's philosophy is to make travelling easier for their customers. With 26 planes, averaging at about 4.6 years old, Porter Airlines covers mostly Eastern Canada and North Eastern United States. Their 26 daily roundtrip flights in Canada average at about a 58.1% load factor (Airlines, 2013).



As WestJet expands, they could face the same problem that Air Canada had as the number one Canadian airline. That is, increasing costs, and leaving certain niches unfulfilled as they try to grow their business. Porter is an airline that deserves attention. If WestJet extends its position to a point that alters its image, Porter could potentially do what WestJet did to Air Canada. Porter already boasts low costs, spacious seating, great services, and high customer loyalty (Preville, 2013). This is why WestJet must position itself accurately, and deliver on its promises—especially for a high-profile anniversary campaign.

Strategic Decisions

Based on the research that has been presented so far, this section will outline key strategic decisions, which include communication objectives, target audience, and position strategy.

Communication Objectives

The communications objectives of the Anniversary Campaign are intended to generate awareness, knowledge, liking, preference, and repurchase of WestJet services as seen in Figure 4:

Communication Objectives. The overall objective is for the target audience to prefer WestJet's new services and feel good about making a repurchase under this system.

- **Awareness**—Generate awareness of WestJet's 20th anniversary among target audience by 90% in 2016. After the target audience has been drawn in with the excitement of this Anniversary celebration, the focus will shift to inform them about WestJet's newer services— the success of which will determine if the company can reposition itself to capture more market share in the future.
- **Knowledge**—Achieve knowledge of WestJet Encore, domestic flights, and new three-tier fare structure among 75% of the target audience.
- **Liking**—Achieve favorable attitude towards these WestJet services among target audience by 50% in 2016.
- **Preference**—Generate preference towards WestJet services among 40% of the target audience.
- **Repurchase**—At least 15% of the target audience books a flight to fly with WestJet again with at least one of the new services as a motivating factor for purchase.

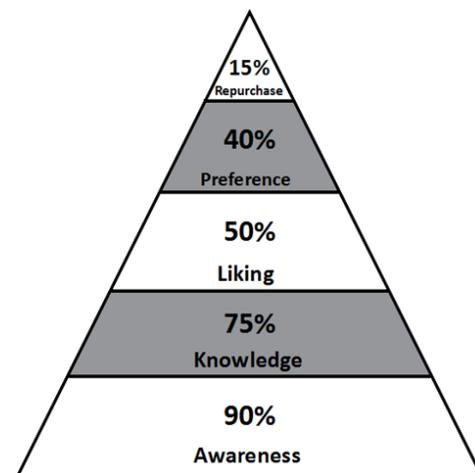


Figure 4: Communication Objectives

Target Audience

WestJet's Anniversary Campaign will focus on individuals labelled as "Avid Up!"—these are repeating WestJet flyers that have an appreciation for the 20th anniversary.



Demographic

The Anniversary Campaign will focus on a mixture of Generation X and Baby Boomers between the ages of 34 and 54. With approximately 5,020,500 males, and 5,001,500 females, this age group represents about 29% of Canada's population (Statistics Canada, 2013). With 40% who have a household income of about \$120,000, they are considered to be in the middle to upper class range, with a postsecondary education, and own a home.

Geographic

The main geographic focus will be based on the cities with the largest operating base in Canada holding high WestJet market shares. On the western side of Canada, the cities would include Calgary, Edmonton, and Vancouver. Toronto and Winnipeg will cover the eastern side (Maslen, 2010).

Psychographic

The Anniversary Campaign will focus on individuals who have an interest in cultural events, health, dining out, and home & garden projects. Travelling is at the top of their passions, and while 46% will travel for business next year, 97% will also travel for leisure (WestJet, 2014f).

Behavioral

Frequent flyers within Canada and brand loyalists will be the main target as they are more susceptible to the significance of the 20 year mark of WestJet's operations. These are people who, while having a healthy income, also appreciate good deals when it comes to travel and leisure. It is important to determine who has flown with WestJet in the past and might have a favorable attitude towards the brand in order to narrow down the target audience. To achieve this, statistics related to the loyalty program, "Up!" Magazine subscriptions, social media activity, and a survey will be used.

Positioning Strategy

At the time of WestJet's inception, Air Canada was a juggernaut, but there was just enough space to fill a need. Despite the dominance of Air Canada, one important segment was left unsatisfied and looking for options—families who travelled with children by vehicle (NAV, 2010). By concentrating on a narrower segment and controlling costs, WestJet was able to generate a profit and get the ball rolling. Along the way, the company partnered "low cost" with a unique type of customer service to develop a distinct competitive advantage. As an added bonus, WestJet customers saw that service was even better than expected, and this prompted a shift in marketing position that the company capitalized on with the "WestJetters are Owners" campaign. This campaign solidified the company's image and shaped the way it has dealt with employee recruitment, training, and empowerment (McCullough, 2009).



A market position that reflects on WestJet's competitive advantages of low cost and superior customer service will continue to be the keys to success. By adding a new fare structure and increased domestic destinations; WestJet brings itself closer to Air Canada's positioning as it hopes to capture more market share in the future as seen in Figure 5: WestJet's Market Position.

Through the Anniversary Campaign, WestJet's current market position will be strengthened while making inroads to guide the company to its future position. This depends on capturing the attention of the target audience, educating them about new services, and gaining their support for future endeavors.

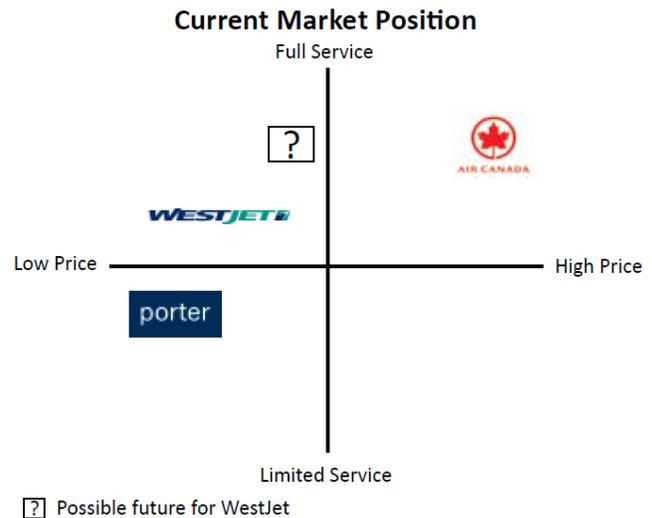


Figure 5: WestJet's Market Position

Marketing Mix

An inward look at product (service), place, and price gives an idea of what WestJet has to work with. Past marketing demonstrates how WestJet has handled its marketing mix thus far.

Product/Service

WestJet is a Canadian company that provides the service of low-cost domestic and international air-transportation. As the second largest airline in Canada (behind Air Canada), WestJet has positioned itself as an airline with international award winning customer service and a spot among the best employers in Canada (Connelly, 2011). The company's most recent service is three-tier pricing designed to offset costs for the company while maintaining low prices for customers. The shift from a flat fare, the addition of a "Plus" section, and removal of "first-come-first-serve" seating are big moves for WestJet in its future strategic position (Geddes, 2013). This along with WestJet Encore, more domestic destinations, and attracting business travelers make up the current direction that the company is heading.

Place

Customers can book flights online through the company's website, sites like Expedia.com, or through a travel agent. WestJet has built their network to include 155 destinations across Canada, USA, Mexico, the Caribbean, and Europe as seen in Figure 6 in Appendix D.

Price

Like any other airline, WestJet's rates are constantly changing on a daily basis with price fluctuations during times of a higher volume of air-travel such as Christmas. With that being said, WestJet fares



are still low enough to have earned the company “2014 Value Airline of the Year” (PRNewswire, 2014a). A sample of prices in comparison to Air Canada is given in Table 1 in Appendix E.

Past Promotions

By far the most successful of WestJet’s promotions is the “Christmas Miracle” campaign. Within only a few days, the campaign attracted an audience of over 13 million viewers in over 200 countries (Bender, 2013). WestJet also had successful promotions with the “Magic Plane” partnership with Disney, and the WestJet Television channel (purchased from Rogers) that ran 24/7 for 13 weeks on Channel 206. A more comprehensive detailing of past promotions can be found in Appendix F.

Past promotions must be carefully considered because of the incredible viral success of the “Christmas Miracle” campaign, in addition to other internet marketing. WestJet has built up a unique image, and it is important to remain consistent without getting stagnant.

Marketing Communication Strategy

In order to implement this IMC campaign, the primary promotional tools that will be used include advertising, sales promotion, and internet marketing. Secondary tools are public relations and direct marketing. This section will examine each promotional tool and their advantages and disadvantages in relation to the target audience.

Advertising (Primary)

Broadcast advertising will take the form of one commercial aired during the Super Bowl before WestJet’s official Anniversary date, February 29th. Last year’s Super Bowl had an average audience of 8 million viewers on CTV (PRNewswire.com, 2014). While far larger than the target audience, this number is indicative of one of the strengths of broadcast advertising—overall coverage. Additionally, 30% of tweets sent during the Super Bowl are about the ads (Gordon, 2014). An advertisement that takes advantage of another strength—creative expression—can reach the intended target audience, and many more.

The key disadvantage of television is absolute cost which is estimated to be 10% of the budget. There will also be heavy competition from high profile ads competing for attention.

Radio advertising will be used to reach members of the target audience commuting to and from work. Statistics show that the average Canadian spends 17.5 hours a week listening to radio (Cross, 2013) and 63 minutes in commute (Coyne, 2011). This includes members of the target audience who own cars, drive, and are employed. There are many radio stations to choose from, but ones with listener profiles similar to the target audience will be selected.

Print advertising will be used to narrow focus on the target audience by selecting appropriate magazines and newspapers. Combinations of strong visuals and informational copy in magazine ads allow for the spread of knowledge of key services. Magazines also have a longer shelf-life since the pass-along effect comes into play. And with the right selection of publications, studies show that



newspapers and magazine ads are traditional advertising platforms that consumers still trust (Fox, 2014).

On the downside of print media, cost is again a factor. The proposed plan will only be able to afford five months of magazine advertising and three months of newspaper advertising. Additionally, a decrease in newspaper circulation by 20% since 2003 means fewer members of the target audience will be reached in comparison to previous years (Bonini, 2013). For full effectiveness, the Anniversary Campaign will ensure precise and timely blocking of print ads to maximize exposure.

Sales Promotion (Primary)

Sales promotion will be used to encourage purchase through discounts. A sweepstakes will also be used to reward members of the target audience, and to generate excitement during certain periods of the campaign. By integrating with the internet and making discount purchases fast and easy, sales promotions encourage consumers to make an immediate purchase (Peter & Olson, 2012). The loyalty program will be used to reach the target audience, but it will also receive promotion itself in order to attract more participants.

As a weakness, sales promotions may fail to generate loyalty among customers as they may only be bargain hunters and abandon the brand when the promotion is over (Mack, 2014). Airline promotions have also triggered fare wars in the past with the result being lower ticket prices that cause crowded planes and unsatisfying services (Castaido & Luxen, 2013). In order to overcome such weaknesses, there should be a clear idea of when a promotion should start and end. In addition, supporting the promotion with brand building advertising is necessary to ensure that consumers appreciate what makes WestJet distinctive, and not just the savings it offers.

Internet Marketing (Primary)

In 2011, 98% of Canadian households had access to the Internet (Coletto & Morrison, 2012). At the moment, WestJet has a strong online presence, which can be attributed to events like the Christmas Miracle video that went viral and generated 14,000, 000 views in just three days (Bysani, 2013). A similar event involving members of the target audience will be staged in hopes of going viral. Through this video's success, it is evident that internet marketing can be both a strong and inexpensive way to gain an advantage over Air Canada.

WestJet has an edge when it comes to social media as outlined in Table 2 in Appendix G. Social media gives WestJet an opportunity to interact with customers (Belch, A., & Guola, 2011) while building brand equity. Communication on the web is instant, and the most current method to branch out to a larger audience (Enfield, 2013).

The Internet will be used to showcase other IMC elements of the Anniversary Campaign. Whether it is a promotion, an advertisement, a public relations event, or a simple announcement, it will likely end up on WestJet's social media network or the company website.

Unfortunately, the WestJet name has been linked to several scams, and one in particular involving Instagram (O'Rourke, 2013). This makes it more difficult to connect over the internet if the audience is wary of the source. And just as positively-perceived promotions can go viral, so can



negative ones, as information can easily spiral out of control in a short amount of time. There is also a vast amount of clutter and competition online (Enfield, 2013) that makes it more challenging to catch people's attention. To overcome those disadvantages, communication with the audience over the internet will be consistent, carefully monitored, and constantly updated to give the impression that WestJet really is on the other side listening.

Public Relations (Secondary)

Due to WestJet's internet marketing history, the company may have the challenge of differentiating between public relations and marketing in the eyes of consumers (Tucker, 2013). However, public relations events still represent an opportunity to reach a wider geographic distribution, since one story might be picked up by other news sources (KnowThis, 2014). As such, public relations will focus on WestJet's charity work to build goodwill towards the company. If these events are picked up by the right media, a large audience is also more likely to perceive the story as credible (Belch, A., & Guola, 2011).

There is a lack of control when it comes to public relations with factors such as exact details and timing (KnowThis, 2014). Since the events featured will have more of a focus on charitable endeavors, corporate image building may be diluted or non-existent (Belsky, 2013). This is why public relations will be a secondary tool—if brand image building occurs, then it is an added bonus. However, there are other tools that can achieve this goal with a better ability to sell the service and its features

Direct Marketing (Secondary)

Since direct marketing usually involves looking for a behavioral response from the target audience, it is most beneficial when used with current customers (Belch, A., & Guola, 2011). Direct marketing for the Anniversary campaign will target members of the WestJet Rewards program, which will reduce waste coverage. While they are likely to purchase from WestJet already, direct marketing can contain information about new services and pricings that they may not be aware of. This also allows for personalized and customized messages, which may potentially attract stronger loyalty and word of mouth (Brayfield, 2010). Since this marketing will come in the form of emails, it offers advantages in terms of frequency, scheduling flexibility, and various creative forms (Belch, A., & Guola, 2011).

Direct marketing will rely heavily on WestJet's current consumer data base, and as thus, limits reach at first. There is also a lot of clutter with competition from other companies and a conditioned response among some people to ignore marketing emails (McDonald, 2014). To compensate, direct marketing will be delivered at times that coincide with other promotions so that the audience might have an idea of what to expect. The email flyer will also contain pertinent information, a clear outlining of savings, and a link to the website for more details or a chance to purchase.

Message Design

The overall theme of WestJet's 20th Anniversary Campaign will link all messages and IMC tools to create a cohesive marketing plan.



Campaign Theme

The underlining message that this campaign aims to communicate is that WestJet will be “Celebrating our 20th Anniversary with Friends and Family”. In this sense, friends and family are defined as loyal customers and WestJet staff. There will be an emphasis on the fact that this is an anniversary and not a birthday, because the idea of an anniversary includes more than one subject, which demonstrates how strongly the company values their customers—just like they are part of the family.

For this campaign, the message will be supported through an emotional appeal, which is heavily influenced by customers’ perception of the brand. By concentrating on positive feelings, WestJet can further associate itself with a favorable brand image that aligns with their past marketing efforts. The target audience knows what the airline is capable of, so a celebration “WestJet style” will inspire thoughts of “fun”, “partying”, “humour”, and “savings”.

In support, the theme will center on the tagline: “Time Flies When You’re Having Fun”. Simple and direct, the term “time flies” playfully references WestJet’s 20-year journey. Since the tagline is a well-known idiom, it will be easier for the target audience to remember. Furthermore, the expression can inspire a sense of celebration and fun.

Along with this tagline, a special anniversary logo as seen in Appendix H will be used throughout the campaign to further connect the dots and act as a visual reminder that WestJet is celebrating its 20th anniversary.

Creative Strategy for Stakeholders

A campaign is unlikely to succeed if essential stakeholders are unaware of goals or implementation. This section describes the creative strategy for various stakeholders mentioned previously.

- **WestJet Employees**—WestJet’s employee culture and structure provides a strong mechanism to communicate the goals of the Anniversary Campaign. Details will be provided at training facilities, and during meetings that coincide with parties to spread the word. Employee input and feedback will also be encouraged at brainstorming sessions that conclude with surveys and comment cards.
- **WestJet’s Other Shareholders**—there will be a report specifically detailing the Anniversary Campaign. A shortened version of this report will also be given to other stakeholder groups.
- **Business Partners**—partners will be informed of future marketing plans and discussions will be held regarding how they might utilize campaign buzz for their own purposes. The Anniversary Campaign has a domestic focus, but if “trial” and “regular use” objectives are achieved, there can be profitable residual effects for international partners.
- **Travel Agencies**—reports, promotional materials, and personal emails will be sent to Travel Agents. Phone calls will be given to top sellers in large markets. WestJet has a solid relationship with travel agents, and the goal is to get them excited about promoting the Anniversary. Along with an increase in commission for a short period, the tradition of selling-contests will continue to further provide incentive.



- **Suppliers**—Boeing will be given projections of increased load capacity and maintenance, and updates of the effectiveness of current modifications. Gas, food, and amenity suppliers will be given similar reports to ensure a stable supply of operational necessities during a period of heightened business.
- **Community**—WestJet's Community Investment Team is responsible for WestJet Cares for Kids, WestJetters Caring for Our Community, Airport Giving, and WestJet Hero Holiday (WestJet, 2013c, pg. 58). This team will be consulted during the planning process of the campaign, and subsequently informed of all key elements through reports that highlight upcoming plans and promotions. Consultations will continue to determine the best way to sync the goals of the Anniversary Campaign with the objectives of each program.

Messages for Marketing Communication Areas

Each message associated with an IMC tool is intended to bring about a specific communication objective.

Advertising (Broadcast Media)

Advertising through broadcast media is a powerful way to reach a mass audience and garner awareness and interest for an upcoming event.

- **Message:** "WestJet is celebrating its 20th Anniversary!"
- **Objective:** to generate awareness and excitement among a mass audience

Advertising (Print)

Advertising through print presents an opportunity to relay more information and details to the target audience.

- **Message:** "Here are the services that you'll love!"
- **Objective:** increase customer knowledge about the new pricing system, more destinations, and other pertinent selling features.

Sales Promotion

Sales promotion will be used to reinforce the notion that the campaign is a celebration that benefits customers.

- **Message:** "Take part in the WestJet celebration through purchasing discounted tickets."
- **Objective:** attach a positive association (great value) with new features (three-tier pricing) to encourage purchase.
- **Objective:** build on a unique brand image that generates attachment and preference among viewers.



Internet Marketing

Internet marketing will be used to keep target audiences informed about upcoming events and promotions. Social Media will also provide an opportunity for online sharing that highlights other members of the target audience. Viral videos will continue WestJet's strong presence on YouTube to build public image, while promoting the anniversary.

- **Message:** "Reflecting on the past", "This is our family now", "We celebrate like no one else".
- **Objective:** generate liking and brand preference by creating a sense of community. The internet will serve as the bridge between other IMC tools, and the culmination will be on the website where all five communication objectives can be achieved.

Direct Marketing

Direct marketing will be utilized to create awareness of IMC efforts, 20th anniversary, and to communicate with the target audience.

- **Message:** "Get involved with the WestJet promotions in 2016".
- **Objective:** to generate awareness, knowledge, and purchase from WestJet reward members.

Public Relations

PR activities will be associated with regularly scheduled WestJet charity events and sponsorships.

- **Message:** "We are a company that cares".
- **Objective:** to generate preference and liking of the WestJet brand that will hopefully transfer to the company's new features.

Pretesting

In order to enter a campaign with the appropriate tools, pretesting is necessary to determine the potential effectiveness of each.

- **Television**—rough tests will be used in a laboratory setting to determine the effectiveness of the message. It is essential that the audience understands WestJet's 20th anniversary is upcoming, and is excited about the possibilities of the upcoming campaign. The finished ad will be tested in a theatre setting, with a sample made of half of those in the target audience and half of those outside.
- **Print**—this type of advertising has the important role of relaying information that includes promotions and features of WestJet's services that are available after the anniversary is over. For awareness-related print, consumer juries will be asked for their opinions about design and visual elements. For informational print ads, focus groups will be given comprehension tests of various versions. The main elements tested will be the level of detail in the copy and its effectiveness.



- **Surveys**—these will be given to target audience members in the WestJet database. Featuring questions that determine preferences, these will help gather predetermined opinions regarding WestJet and how closely related they are to the messages in the campaign. Information will be used in the concept design and refining stages.

Message Delivery

With the theme, messages, and tools selected, effective delivery is important in communicating with the target audience.

Source

The source for all the proposed messages is WestJet. The company has created an image of caring about customers and making them happy in special ways, thanks in no small part to the “Christmas Miracle” campaign (Siracusa, 2013). There is brand equity in the WestJet name that inherently communicates value, customer service, fun, and standing out from the crowd. Coming from this source, messages are injected with these qualities which make delivered information designed to spread knowledge easier to digest.

Advertising

Advertising will be divided into four different components: television, radio, print and billboards.

Broadcast Television

With a high amount of viewers and a touch of fortunate timing, the Super Bowl is the perfect opportunity to air a commercial.

Contact Points: Television.

Vehicle: Super Bowl—CTV.

The main message will be to reflect on WestJet’s history with their customers and to raise awareness that something special is coming. The intention is to remind viewers that WestJet is capable of fun and meaningful surprises, and to indicate a special event that is to come. Without full details, the commercial is purposefully mysterious with the goal of driving viewers to the company’s website. Once there, a landing page will provide an opportunity to enter a sweepstakes in exchange for some information that will be used for marketing purposes.

See Appendix I: Super Bowl Commercial Storyboard.

Broadcast Radio

The first radio spot will mirror the message and tone of the television commercial. The second radio spot, airing months later, will use humor to engage the audience while relaying information.



Contact Points: Radio.

Vehicle: QMFM 103.5 Vancouver, CHFM KiSS 95.9 Calgary, CITI 92.1 FM Winnipeg, CHFI 98.1 Toronto.

Placements of ads will be during the morning and afternoon drive when people commute to and from work.

See Appendix J: Radio Commercial Script.

Print

Full-page color print ads will be featured in Reader's Digest and Maclean's magazines. Factoring in the pass-along effect and overall budget, five months of advertising will be staggered with an empty month in between.

Contact Points: Magazines, Newspapers.

Vehicle: Reader's Digest and Maclean's Magazine.

Images will convey the theme of celebrating with the family, while the copy will focus more on information. With awareness generated through other media, the purpose of magazine ads is to spread knowledge of WestJet's new services and pricing structure.

See Appendix K: Magazine Ad Sample.

Vehicle: UP! Magazine.

WestJet's in-flight magazine provides an opportunity to write more detailed stories without the cost or space constraints associated with other publications. A special Anniversary Edition will be created that accounts interesting stories relating to WestJet's past, present, and future. The online edition will also feature these stories in addition to a chance to access videos, promotions, and social media.

Vehicle: Calgary Herald, Vancouver Sun, Toronto Sun.

Newspaper ads give the ability to relay more information regarding specific pricing and destinations. Narrower targeting can also be achieved by advertising in the travel section of each newspaper. Three main cities will receive the focus: Calgary, Vancouver, and Toronto. While Toronto audiences are geographically distant from the Western base, the large market is difficult to ignore. Time wise, placement will be strategically staggered to coincide with concurrent promotions.

See Appendix L: Newspaper Ad Sample.

Vehicle: Billboards.

To raise awareness in the initial month of the campaign, 100 panels will be purchased in Calgary and Vancouver. Reaching 100 GRPs is not a goal in these markets because WestJet's presence is already strong. However, in addition to other awareness-raising promotions, billboards are intended to drive people to the website. As previously mentioned, this is important because those who participate in the sweepstakes provide an opportunity for specific targeting during the campaign. After the

WESTJET'S 20TH ANNIVERSARY IMC CAMPAIGN



Anniversary date, 300 panels will be purchased in Toronto to pick up the slack for a presumed lag in awareness out East.

See Appendix M: Billboard Sample.

Sales Promotion

The initial sweepstakes will be featured on a new landing page that precedes the company site (with an option to go right to the regular site as well).

Contact Points: company website, social media, in-flight announcements.

Vehicle: WestJet.com.

Those who wish to participate simply have to fill out a questionnaire and answer questions such as:

- What do think WestJet's Anniversary surprise will be? (multiple choice)
- Is WestJet your preferred airline?
- Would you like to receive promotional material updating you on great deals throughout the Anniversary celebration?

Information collected will help in communicating with the right audience, and a grand prize of a "Dream Getaway" package will be awarded randomly.

Vehicles: Direct E-Mail, WestJet.com, Facebook, YouTube, Instagram, Twitter, and UP! Magazine.

On February 29th after the release of a viral video (The Big Anniversary Surprise), there will be a 20 hour 20% off sale. Also on February 29th, \$20 travel credits will be issued to all guests flying.

Coupons will be used in April to take advantage of summer vacation bookings. The coupons will be for 20% off and issued to WestJet Reward members via email.

Throughout the year of 2016, there will be a sweepstakes giveaway for guests on 20 flights per a month. The prizes will have two ranks: "secondary prize" (where some winners can earn a gift card) and "grand prize" (which includes a 2016 Honda FIT, a \$20,000 WestJet travel credit, as well as vacation packages for four with WestJet Vacations).

Internet Marketing

The purpose of Social Media will change as the campaign and communication objectives move along the timeline. Awareness of "something special is coming up" will be spread through the use of teaser images shared on Facebook, Twitter, and Instagram.

Contact Points: The Internet to PCs, smartphones, and tablets.

Vehicles: Facebook, Twitter, and Instagram.

After the Anniversary celebration is revealed, social media will serve a dual purpose of educating the target audience about special deals and instilling a sense of "WestJet family"—both with the intention of incentivising ticket sales. Key features of the social media campaign include:

WESTJET'S 20TH ANNIVERSARY IMC CAMPAIGN



- Photos of WestJet starting up in 1996 and asking people to share their own photos from the same year.
- Profiles of the most popular WestJet employees with a matching customer profile.
- Highlights of community and charity endeavors and asking people who WestJet should help next.

See Appendix N: Sample Facebook Page Posts.

Vehicle: Website.

After the initial sweepstakes is over, a new landing page will precede the current one. It will feature the “Time Flies When You’re Having Fun” slogan, vibrant images, and an option to go to the main website, or a special section that highlights the details of the anniversary celebration.

See Appendix O: Sample Landing Page

Vehicle: Google Adwords

A Google Adwords campaign will be instituted after buzz about the anniversary has been created through advertising and public relations. This way, inexpensive keywords such as “WestJet Anniversary” and “WestJet Birthday” can be pursued. While people searching for these words might initially be more interested in learning about the viral videos, it is a chance to get them to the new landing page. Awareness can be raised to put WestJet into their evoked set for possible flights later.

See Appendix P: Sample Banner Ads

Vehicle: YouTube

On Feb 26th, 2016, an event called “The Big Anniversary Surprise” will showcase a colossal multi-flavoured cake that will create a new Guinness World Record. The cake will be at the Calgary Airport and have 20 different flavours, including gluten and lactose free portions so nobody is left out. While there are dozens of different records for biggest cakes, this will be the first of its category. Along with just eating the cake, guests will have the option to help make the cake while waiting for flights, and everyone who helps, can sign their names to be a part of this world record. A three-minute video of “The Anniversary Surprise” event highlights (including clips, prizes, and smiling faces of families) will be uploaded to YouTube on February 29th, 2016.

A second YouTube event will take place on December 1st as the campaign winds down. This will be called “The Flight from 1996” where former WestJet passengers will be invited to a party in Vancouver. Participants will be encouraged to dress like they would have 20 years ago, and the party will feature the sights, sounds, and fads of 1996. The big reveal will be a WestJet plane that touches down, and as the doors open, celebrities and bands popular in 1996 will come pouring out. The event culminates in a concert as WestJet staff mingle with loyal passengers as they celebrate together.



Public Relations

WestJet is directly involved with, or sponsors, several charitable events throughout the year. Public relations endeavors will not seek to turn these into blatant marketing ploys. However, there will be an increased effort to inform news media of these events.

Contact Points: News Media.

Vehicle: Press Releases.

Press packets containing pertinent details, contact information, and anniversary details will be given to news outlets before events. If a story gets picked up, the goal is a simple mention along the lines of “An exciting event sponsored by WestJet, celebrating its 20th Anniversary...”

Direct Mail

Throughout the year, different information regarding the Anniversary Campaign will be directly communicated to the WestJet Rewards members and those who indicated they wanted to receive such material. Direct marketing via email will be used to support the other IMC Campaigns initiatives in a timely manner.

Contact Points: Email.

Vehicle: Direct E-Mail.

Information will include details about promotion and key WestJet services. Email messages will be distributed two weeks prior to an event and the day of and day before a promotion.

See Appendix Q: Sample Direct Email.

See Appendix R: Blocking Chart.

Budget

The Anniversary Campaign has a budget of \$5 million. With the goal of at least 100% ROI, it is essential that funds are allocated accordingly. General numbers are given below in Figure 7: Estimated Budget.

The numbers in Figure 7 add up to \$4,937,462 with an extra \$62,538 leftover as contingency funds that can also be allocated to pre-testing and evaluation. A full breakdown of

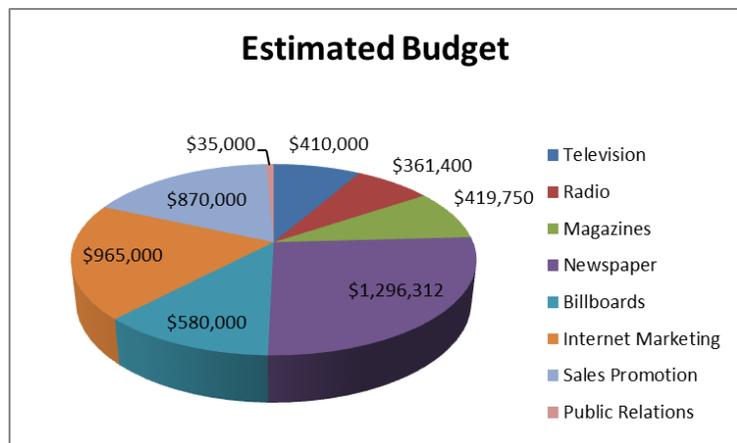


Figure 7: Estimated Budget



specific budget allocation can be found in Appendix S.

Evaluation

Key elements in the IMC will be evaluated to determine the success of the Anniversary Campaign.

- **Print Advertising:** surveys will be sent via email asking the target audience if they have seen the ads and what they remember about them.
- **Super Bowl Commercial:** website traffic and inquiries on the day of airing.
- **Sales Promotion:** accounting of the number of sales during the promotional period and participants in the sweepstakes.
- **Public Relations Event:** attendance at the event and subsequent views on YouTube.
- **Social Media:** the number of “likes”, “shares”, and new followers will be measured and compared to the beginning of the campaign.
- **Google Adwords:** the number of sales related to “clicks” on ads.
- **Direct Marketing:** the number of sales related to “clicks” on the website link.
- **Overall:** total sales due to the Anniversary Campaign estimated from website measurements, travel agent numbers, and a year-end survey.

Conclusion

WestJet has come a long way from its roots as a low cost airline. Along the 20-year journey, the company has grown into major competition for Air Canada. Bolstered by unique service and an inclusive attitude towards its customers, WestJet is looking to branch out domestically to capture even more market share. There are two key elements that the company wants to promote:

1. The new three-tier seating system and fare bundles designed to offer continued competitive pricing.
2. The fact WestJet is offering more domestic destinations through Encore.

Targeting an audience that has flown WestJet before makes it easier to get their attention. WestJet's brand image is such that when they announce a celebration, people expect something unique, and they know savings are in order. The campaign theme is to “Celebrate 20 Years with Friends and Family”, and once they are present; it is the perfect opportunity to educate people about the new services. While they have flown WestJet before, it is unlikely the majority know about three-tier pricing or more domestic destinations due to the simple fact they were only announced this year.

WestJet also has plans to attract business travellers and international passengers to shift its overall market position. But before this, educating the target audience is the perfect way to establish a base that knows the new direction of the airline. With a core group of “Brand loyalists” who firmly stand behind WestJet, the company is more likely to succeed in growing its customer base in the future. Therefore the Anniversary Campaign captures the spirit of togetherness that WestJet cultivates while also furthering long-term business goals.



Appendix A: WestJet Current Financial Information

WestJet is experiencing a period of growth as Figure 1: WestJet Financial Information shows.

	2012	2013	Increase
Net Earnings	\$242.4 million	\$268.7 million	10.90%
Revenue	\$3.4 billion	\$3.7 billion	6.90%
Diluted Earning Per Share	\$1.78	\$2.03	14.00%
Load Factor	82.80%	81.70%	N/A

Figure 1: WestJet Financial Information (WestJet, 2014b, p. 5)

The period outlined in Figure 1 is one of WestJet's most profitable to date. Such growth might be difficult to maintain during a regular year, but the Anniversary provides an excellent opportunity to sell tickets. Despite a small decrease in load factor, WestJet has a good rate with room to fill more seats. A higher load factor is assumed for the Anniversary year, and this should offset lost revenue due to increased promotions.



Appendix B: Business Partners

In order to compete internationally, WestJet has formed partnerships with the 33 companies shown Figure 2: WestJet's Airline Business Partners.



Figure 2: WestJet's Airline Business Partners (WestJet, 2013b, p. 6)

Figure 2 visually demonstrates just one set of stakeholders who are connected to WestJet through a codeshare agreement. They will ultimately be impacted by the success of the Anniversary campaign as well.



Appendix C: Market Share

Air Canada is still the leader, but WestJet has made a major impact in recent years as seen below in Figure 3: Canadian Airline Market Share 2011.

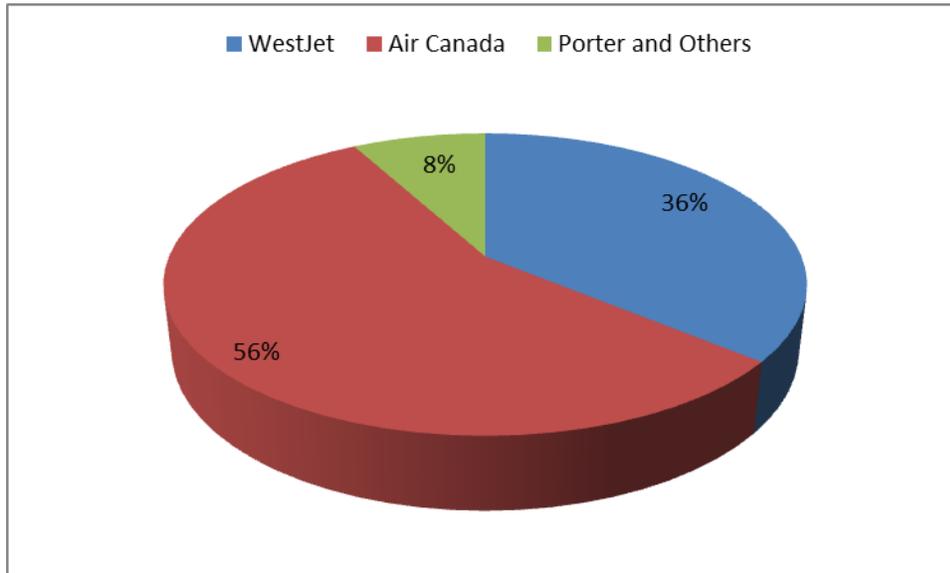


Figure 3 Canadian Airline Market Share 2011 (Jang, 2012)

As Figure 3 shows, Air Canada is only 6% away from holding over half of the overall market share. WestJet must be aware of possible implications of these numbers as well. The Anniversary Campaign is designed to help WestJet enjoy a banner year, but also to increase its share for the future.



Appendix D: WestJet Destinations

All current destinations are outlined in Figure 5: WestJet Destinations.

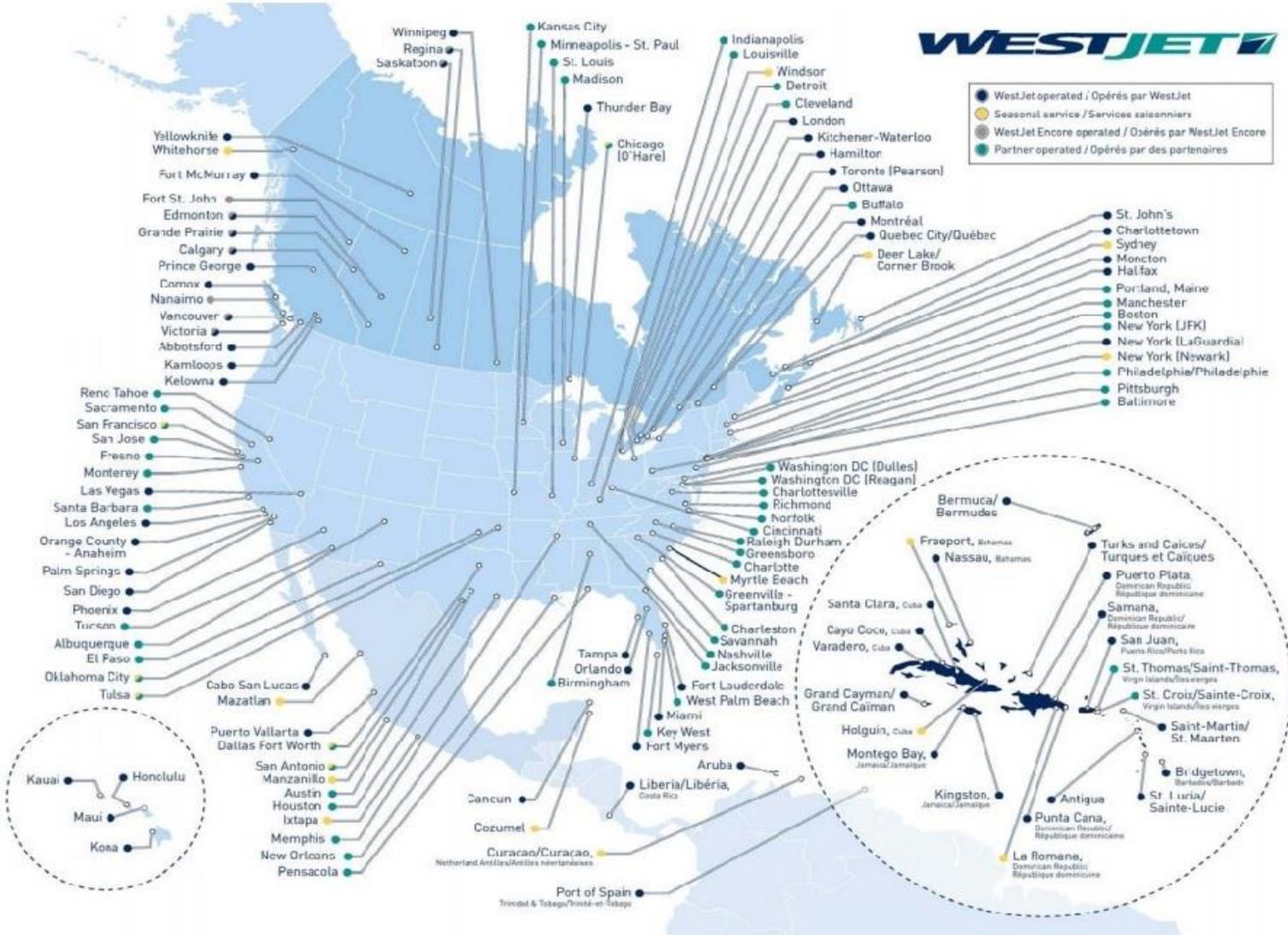


Figure 6: WestJet Destinations (WestJet, 2014d, pg. 3)

The figure above is a visual representation of destinations that breakdown as such: Canada (35), United States (82), Mexico (7), Cuba (4), Dominican Republic (4), and Caribbean (22).



Appendix E: Sample Pricing

Airline prices fluctuate regularly, but a snapshot of prices between popular destinations is shown in Table 1: Sample Pricing.

Table 1: Sample Pricing

Sample Pricing - WestJet	Sample Pricing – Air Canada
Additional Baggage Fee - \$20-23	Additional Baggage fee - \$20
Vancouver to Calgary - \$529	Vancouver to Calgary - \$550
Vancouver to Toronto - \$933	Vancouver to Toronto - \$1032
Econo, Flex, Plus	Varies upon 3 economy types, Premium, Business
Misc.	Misc.
Refundable Specific Time	Refundable Policy Varies
Approximately 7 Flights a Day From Vancouver to Toronto	Approximately 10 Flights a Day to Toronto
Pay-per-view movies	Higher inflight entertainment
Toronto-Montreal: 10 Flights - \$214.84	Toronto-Montreal: 23 Flights - \$215.00

As indicated in Table 1, WestJet has an advantage over Air Canada when it comes to prices for these destinations. This will continue throughout the Anniversary Campaign thanks to even more savings from sales promotions.



Appendix F: Past Promotions

A look at past promotions provides a guide to tactics for the Anniversary campaign.

Christmas Miracle – Dec 9th, 2013

Asked travellers what they wanted for Christmas before getting on their flight. After they arrived at their destination and were awaiting their luggage at the baggage claim, the present that the travellers wished for was waiting for them

WestJet insists the stunt “wasn’t about branding,” but about its passengers and “creating a remarkable experience.” (Siracusa, 2013).

The video hit more than one million views on the very first day, and has been viewed on YouTube over 30 million times in under a week

Key Insight: “The most powerful way to build a brand is to connect with customers on an emotional level. Consumers respond to human, emotionally driven content, and they’re likely to share that kind of content with others” (Siracusa, 2013).

Magic Plane – December 2nd, 2013

In December of 2013, WestJet partnered with Disney to create the “Magic Plane”. A Mickey Mouse themed jet that flies all around north America with a sizable chunk of those flights to Orlando, Florida (location of Walt Disney World) and package discounts bundling hotel and flights to Walt Disney World.

Focused on families with younger children that want to take a family vacation as the target market.

The custom paint job covers every inch of the plane's surface and, apart from serving as a flying billboard for Disney, the airplane helps cement the long-standing relationship between WestJet and The Walt Disney Company

Follow on twitter at #MagicPlane

Spot the difference competition for anyone who sees the plane “The two sides of the aircraft are mirror images of each other in all aspects but one. We’ll leave it to our guests to determine what that is!”

If you see the plane, take a picture and tweet it to #MagicPlane

Other Viral Videos:

April Fools “Child-Free Cabins” – April 1st, 2012.

Christmas Flash Mob – December 4th, 2012.

Rogers Channel – Nov 4th, 2013 to Feb 2nd, 2014

WESTJET'S 20TH ANNIVERSARY IMC CAMPAIGN



WestJet purchased channel 206 from Rogers in order to run a 13 week long 24hour channel that is an infinite loop of WestJet's vacation packages/destinations and many other promotions. WestJet is the second Canadian company to implement this 24hour television strategy (Swiss Chalet was the first)

Targeting adults 25-54

Attracts audiences by promotion the channel on social media, online banners, and television ads on other Rogers channels

David Soyka (WestJet's Director of Marketing) said "The allure of travel is not only in the experiences but also in the visual beauty of where you go. The WestJet Channel focuses on providing a complete trip from the comfort of your couch" (Powell, 2013).

WestJet 12th Anniversary – 2008

Gave 80% off select one-way flights from Feb 28th to June 25th (RedFlagDeals, 2008).

WestJet 10th Anniversary – 2006

A month-long contest for every flight in February giving customers a chance to win prizes ranging from cars to travel credits (expressvoyage, 2006).



Appendix G: Airline Social Media Comparison

There is a large difference in social media presence between WestJet, Air Canada, and Porter as seen in Table 2: Airline Social Media Activity

Table 2: Airline Social Media Activity

WestJet	Followers/Subscribers	Posts/Tweets
Facebook	511,057	n/a
Twitter (@WestJet)	313,000	72,000
Instagram (@WestJet)	21,309	359
YouTube	25,614	120
Air Canada	Followers/Subscribers	Posts/Tweets
Facebook	843,574	n/a
Twitter (@AirCanada)	182,000	93,700
Instagram (@AirCanada)	12,243	232
Tumblr (@enroutemagazine)	123	n/a
Pinterest (@AirCanada)	649	1,314
YouTube	2,679	61
Porter	Followers/Subscribers	Posts/Tweets
Facebook	41,922	n/a
Twitter (@PorterAirlines)	53,100	14,400
Instagram (@PorterAirlines)	978	51
YouTube	374	27

While Air Canada has more Facebook followers, WestJet leads in all other categories outlined in Table 2. WestJet has established itself through interactions with customers on social media in addition to its popularity on YouTube. This has gone a long way in building a brand image of customer friendliness, and it is a main reason why social media is the “glue” that integrates all other IMC tools.



Appendix H: Logo





Appendix I: Super Bowl Commercial

	<p>We've had our ups...</p>
	<p>We've had our downs...</p>
	<p>It's been an amazing an amazing 20 years...</p>



And on February 29th, something special is coming...

WESTJET'S 20TH ANNIVERSARY IMC CAMPAIGN



Time flies when you're having fun.

www.WestJet.com



Appendix J: Radio Commercial Script

Broadcast 1:

“It has been 20 years since we have been connecting you to your friends... family... and colleagues. WestJet has something special in store on February 29th! There will be plenty of prizes and giveaways to show our appreciation to you for being a part of the WestJet community. Time flies when you’re having fun. Thank you for flying with WestJet. Please visit www.WestJet.com for more details.

Broadcast 2:

Girl 1: 20 years is a long time

Girl 2: Sure is, I can’t believe my hair used to be so big

Girl 1: Your hair is even bigger now

Girl 2: You know what else is big? WestJet’s 20th Anniversary celebration.

Girl 1: Nice segue way

Girl 2: Who needs a segue way when you’ve got prizes, promotions, and great new services like three-tier pricing and more domestic locations. All celebrated with WestJet flair.

Girl 1: Let me guess, the next thing you’re going to tell me is to go to the website.

Girl 2: How’d you know?

Girl 1: It’s showing on your phone, which you’re holding to my face.

“WestJet is celebrating their 20 year Anniversary this year with friends and family, and that means you. Go to www.WestJet.com to find out more of our new flight destinations, sweepstakes, coupons, and travel credit promotions.”



Appendix K: Magazine Ads



Time flies when you're having fun

Celebrating our 20th Anniversary with Friends and Family

We have reached incredible heights, and we could not have done it without you. WestJet is known for doing things differently which is why our Anniversary is something special. It's a chance to get astounding deals, win prizes, and travel to new destinations. And after that, our 3-tier pricing system, flexible schedules, and customer loyalty program are also designed to reward you even when the party is over.

For more details, visit westjet.com/business

Essence Flex Plus



WESTJET'S 20TH ANNIVERSARY IMC CAMPAIGN



For the past 20 years, WestJet has grown with you. You're a part of our family and WestJet treats its own well. This year we celebrate our 20th anniversary with a special sweepstakes, yearlong promotions, and savings for you. Throw in a new 3-tier seating system and more Canadian destinations, and you've got an Anniversary party worth talking about. Time flies when you're having fun – and so do we.

More details at www.westjet.ca





Appendix M: Billboards





Appendix N: Facebook Posts

 **WestJet**
21 hours ago ✨

This is WestJet Captain Jack Benny 20 years ago. Care to share your photos from 1996? #WestJet20



Like · Comment · Share

 **WestJet**
15 hours ago ✨

This is WestJetter Lucy Ball alongside her favourite frequent flyer, Jane Curtan. Go to www.WestJet.com to read their story.



Like · Comment · Share



Appendix O: Website Landing Page





Appendix P: Banner Ads

WESTJET

Celebrate our 20th anniversary
Time Flies When You're Having Fun

20% off
all 3-tier Pricing
including Plus!

Please click for more information.

WESTJET

Please click for more information

More Canadian destinations than ever all 20% off

Time Flies When You're Having Fun

Celebrating our 20th Anniversary with Friends and Family



Appendix Q: Direct Email

Time Flies When You're Having Fun.

Celebrate WestJet's 20th Anniversary with 20% off your next flight.



Book today
at
westjet.com

April 8, 2014

Hello Jane,

WestJet is approaching our 20th Birthday and we want to celebrate with you! Join our celebration by purchasing a flight to any of our destinations at a 20% discount!

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris imperdiet orci nec convallis vulputate. Aenean condimentum, justo vel dictum ullamcorper, augue ipsum dapibus velit, ut tristique elit libero id tellus. Mauris ac lacus vestibulum, consectetur lacus in, vehicula enim. Fusce cursus pellentesque ullamcorper. Sed at convallis quam. Fusce ligula fells, blandit vel consequat id, scelerisque et sapien. Aliquam non commodo mauris. Donec sodales semper orci, id ultrices libero blandit vel. Interdum et malesuada fames ac ante ipsum primis in faucibus. Duis varius in mauris eu elementum. Nulla ut diam dul. Morbi sodales pulvinar orci a euismod. Pellentesque congue orci arcu, eget mattis ipsum feugiat nec. Maecenas lacus ligula, congue non purus id, venenatis rutrum lacus. Donec tempus scelerisque lectus in faucibus.

Nulla facilisis ipsum turpis. Quisque eu turpis eu ante tincidunt sollicitudin at eget diam. Phasellus aliquam facilisis odio, nec tempor diam dignissim nec. Morbi varius placerat metus malesuada pulvinar. Nulla ut mauris eget neque consectetur ultrices quis sit amet tortor. Curabitur pharetra, eros pharetra malesuada molestie, mi quam rhoncus metus, at condimentum magna dul blandit libero. Maecenas ultrices, massa ac ultricies



Guest Name

Jane Smith

WestJet ID

123456789

IMPORTANT: Always use your WestJet ID when booking to ensure that your qualifying spend* for WestJet Rewards is applied to your account.

If you haven't already, you may wish to make a note of your WestJet ID or keep this email as your WestJet ID will be required to sign in to view your account details.

To access your account, click here:

SIGN IN

Questions?

For information about WestJet Rewards, including how to earn WestJet dollars and where your WestJet dollars can take you, visit westjet.com/rewards.

For full terms and conditions, please review the [Program Terms and Conditions](#).



Appendix R: Blocking Chart

WestJet Anniversary Campaign Blocking 2016		JAN	FEB	MAR	APR	MAY	JUN
Advertising							
Television	Feb-7 SuperBowl Commercial						
Radio Ad1	QMFM 103.5, CHFM 95.9, CITI 92.1, CHIFI 98.1						
Radio Ad 2	QMFM 103.5, CHFM 95.9, CITI 92.1, CHIFI 98.2						
Magazines	McLean's, Reader's Digest						
Up! Magazine	Anniversary Edition						
Up! Magazine Supplemental							
Newspaper	Calgary herald, Vancouver Sun, Toronto Sun						
Billboards	Vancouver, Calgary						
Billboards	Toronto						
Sales Promotion							
Dream Vacation Giveaway							
20 hour 20% off Sale							
Coupons							
Monthly Sweepstakes							
Internet Marketing							
Anniversary Cake Event	Feb-26						
Event Video Release	Feb-29						
Flight from 1996 Event	Dec-01						
Event Video Release	Dec-04						
Facebook, Twitter, Instagram	Teaser Posts						
Facebook, Twitter, Instagram	Birthday Announcement						
Facebook, Twitter, Instagram	Themed Sharing and Announcements						
Website	Launch New First Page						
Website	Launch Post 29th Page						
Google Adwords	Adwords Campaign						
Direct Mail							
Public Relations	Press Releases						

WESTJET'S 20TH ANNIVERSARY IMC CAMPAIGN



WestJet Anniversary Campaign Blocking 2016		JUL	AUG	SEP	OCT	NOV	DEC
Advertising							
Television	Feb-7 SuperBowl Commercial						
Radio Ad1	QMFM 103.5, CHFM 95.9, CITI 92.1, CHFI 98.1						
Radio Ad 2	QMFM 103.5, CHFM 95.9, CITI 92.1, CHFI 98.2						
Magazines	McLean's, Reader's Digest						
Up! Magazine	Anniversary Edition						
Up! Magazine Supplemental							
Newspaper	Calgary herald, Vancouver Sun, Toronto Sun						
Billboards	Vancouver, Calgary						
Billboards	Toronto						
Sales Promotion							
Dream Vacation Giveaway							
20 hour 20% off Sale							
Coupons							
Monthly Sweepstakes							
Internet Marketing							
Anniversary Cake Event	Feb-26						
Event Video Release	Feb-29						
Flight from 1996 Event	Dec-01						
Event Video Release	Dec-04						
Facebook, Twitter, Instagram	Teaser Posts						
Facebook, Twitter, Instagram	Birthday Announcement						
Facebook, Twitter, Instagram	Themed Sharing and Announcements						
Website	Launch New First Page						
Website	Launch Post 29th Page						
Google Adwords	Adwords Campaign						
Direct Mail	Email Blasts						
Public Relations	Press Releases						



Appendix S: Budget Breakdown

Anniversary Campaign Budget Allocation

Advertising			
Television	Superbowl Commercial		
	Production		\$250,000
	CTV fee		\$160,000
	Total		\$410,000
Radio	Months	2 times a day	
QMFM 103.5 Vancouver	5		\$90,000
CHFM-FM - KiSS 95.9 Calgary	5		\$90,000
CITI 92.1 FM Winnipeg	5		\$90,000
CHFI 98.1 Toronto	5		\$90,000
Production Cost			\$1,400
	Total		\$361,400
Magazines	Rate	Months	
Reader's Digest	\$40,770	5	\$203,850
Maclean's	\$38,180	5	\$190,900
Print Production			\$25,000
	Total		\$419,750
Newspaper	Lines	Rate	
Calgary Herald	310x10=3100lines/issue	\$5.47	\$406,968
	3100x2=6200		
	6200x12=74,400		
Vancouver Sun (Globe & Mail Western)	280x10=2800lines/issue	\$9.76	\$655,872
	2800x2=5600		
	5600x12=67,200		
Toronto Sun	160x10=1,600lines/Issue	\$6.08	\$233,472
	1600x2=3,200		
	3200x12=38,400		
Print Production			\$25,000
	Total		\$1,296,312
Billboards	Vancouver 100 Panels		\$100,000
	Calgary 100 Panels		\$100,000
	Toronto 380 Panels		\$380,000
	Total		\$580,000
Advertising Total			\$3,067,462

WESTJET'S 20TH ANNIVERSARY IMC CAMPAIGN



Internet Marketing	
Website	cost
Anniversary Sitelet and Landing Pages	\$50,000
Social Media Strategist 1-year contract	\$60,000
Google Adwords	
3 month campaign	\$40,000
Youtube Event	
Cake Production	\$200,000
Event Production	\$100,000
Cost of Flights	\$15,000
Prizes	\$100,000
Youtube Event 2	
Production costs	\$100,000
Celebrity Appearance Fees	\$200,000
Prizes	\$100,000
Internet Marketing Total	\$965,000

Public Relations	
Press Kits and Media Packages	\$10,000
Packages and Promo for Stakeholders	\$25,000
Public Relations Total	\$35,000

Sales Promotion	
Prize	Cost
Dream Vacation Package	\$10,000
220 * Grand Prizes	\$440,000
220* Vacation Packages	\$220,000
Minor Prizes/ opportunity costs	\$200,000
Sales Promotion Total	\$870,000

Totals	
Television	\$410,000
Radio	\$361,400
Magazines	\$419,750
Newspaper	\$1,296,312
Billboards	\$580,000
Internet Marketing	\$965,000
Sales Promotion	\$870,000
Public Relations	\$35,000
Grand Total	\$4,937,462

*There are no costs associated with direct marketing



Works Cited

- ACTA. (2012, April 27). *ACTA reacts to WestJet Vacations' commission cuts*. Retrieved March 27, 2014, from <http://acta.ca/>: <http://acta.ca/news-releases/WJAcommissioncut>
- Aerospace, Press Release. (2014, March 27). *WestJet Encore Purchases Five New Bombardier Q400 NextGen Aircraft*. Retrieved from <http://www.bombardier.com/>: <http://www.bombardier.com/en/media-centre/newsList/details.westjet-encore-purchasesfivenewbombardierq400nextgenaircraft.html>
- Air Canada. (2013). *Annual Report 2013*. Retrieved April 6, 2014, from AirCanada.com: http://www.aircanada.com/en/about/investor/documents/2013_ar.pdf
- Airlines*. (2013, April 3). Retrieved April 3, 2014, from Reuters: <http://www.reuters.com/article/2013/04/03/canada-airlines-loadfactor-idUSL3N0CQ53120130403>
- Beedie School of Business. (2013, April 25). *WestJet head talks effective employee engagement: CEO Series*. Retrieved March 23, 2014, from <http://beedie.sfu.ca/>: <http://beedie.sfu.ca/blog/2013/04/westjet-head-talks-effective-employee-engagement-ceo-series/>
- Belch, G. E., A., B. M., & Guola, M. A. (2011). *Advertising & Promotion: an Integrated Marketing Communications Perspective*. McGraw-Hill Ryerson Limited. Retrieved March 24, 2014
- Belsky, G. (2013, December 3). *The Downside of Corporate Social Responsibility*. Retrieved March 29, 2014, from <http://business.time.com/>: <http://business.time.com/2013/12/03/the-downside-of-corporate-social-responsibility/>
- Boehmer, J. (2011, February 16). *WestJet Targets Business Travelers With More Eastern Triangle Services*. Retrieved from <http://www.businesstravelnews.com/>: <http://www.businesstravelnews.com/article.aspx?id=14407&ida=Airlines&a=btn>
- Bonini, J. (2013, July 17). *Your Traditional Marketing Tactics Don't Work on Millennials: Here's How to Adjust*. Retrieved April 2, 2014, from Hubspot: <http://blog.hubspot.com/marketing/adjust-traditional-marketing-tactics-millennials-var>
- Brayfield, L. (2010, Feb 1). *Eight reasons why direct mail still works*. Retrieved from MultChannel Merchant: <http://multichannelmerchant.com/marketing/channel-integration/eight-reasons-why-direct-mail-still-works-01022010/>
- Burt, M. (2013, December 4). *The oil sands are not just an Albertan benefit*. Retrieved April 6, 2014, from Globe and Mail: <http://www.theglobeandmail.com/report-on-business/economy/economy-lab/the-oil-sands-are-not-just-an-albertan-benefit/article15746512/>



- Bysani, V. (2013, December 13). *How the WestJet Christmas Miracle Video Warmed Hearts and Won the Internet*. Retrieved from SimpliFly: <http://simpliflying.com/2013/westjet-christmas-miracle-statistics/>
- Castaido, J., & Luxen, M. (2013, July 19). *Canada's three new discount airlines get ready to rumble*. Retrieved March 29, 2014, from Canadian Business: <http://www.canadianbusiness.com/companies-and-industries/air-wars/>
- CBC News. (2013, November 14). *Canadian tourism declines despite world travel boom*. Retrieved April 6, 2014, from CBC News: <http://www.cbc.ca/news/business/canadian-tourism-declines-despite-world-travel-boom-1.2426675>
- Coletto, D., & Morrison, J. (2012, January 22). *R U Ready 4 Us? An Introduction to Canadian Millennials*. Retrieved April 5, 2014, from Canadianmillennials.ca: <http://canadianmillennials.ca/wp-content/uploads/2012/01/R-U-Ready-for-Us-An-Introduction-to-Canadian-Millennials.pdf>
- Coyne, A. (2011, January 11). *Stuck in Traffic. Our Rush Hour Ranks with the World's Worst*. Retrieved April 4, 2014, from <http://www.macleans.ca/>: <http://www.macleans.ca/news/canada/stuck-in-traffic/>
- Cross, A. (2013, October 3). *The Latest Stats on Canadian Radio Listening from the CRTC*. Retrieved April 4, 2014, from <http://ajournalofmusicalthings.com/>: <http://ajournalofmusicalthings.com/the-latest-stats-on-canadian-radio-listening-from-the-crtc/>
- CTC News Staff. (2014, January 3). *Three travel trends to watch in 2014*. Retrieved March 27, 2014, from <http://en-corporate.canada.travel/>: http://en-corporate.canada.travel/content/ctc_news/travel-trends-2014
- CTV Calgary. (2013, March 6). *WestJet maintains tiered ticket option system will benefit passengers*. Retrieved March 22, 2014, from <http://calgary.ctvnews.ca/>: <http://calgary.ctvnews.ca/westjet-maintains-tiered-ticket-option-system-will-benefit-passengers-1.1185105>
- Dematos, F. (2010, April 6). *WestJet First Anniversary Raw Video Part 1*. Retrieved March 22, 2014, from <http://www.youtube.com/watch?v=1oarfGaSIII>
- Deveau, S. (2012, February 14). *WestJet employees amped for change*. Retrieved March 26, 2014, from Financial Post: <http://business.financialpost.com/2012/02/14/westjetters-amped-for-change/>
- Deveau, S. (2012a, December 6). *WestJet looks to cut spending as cost advantage over Air Canada shrinks*. Retrieved April 6, 2014, from Financial Post: <http://business.financialpost.com/2012/12/06/westjet-looking-to-cut-costs-as-cushion-over-air-canada-shrinks/>
- Deveau, S. (2013, March 23). *The Great Seat Squeeze: How airlines are trying to pack more people on a plane without anybody knowing*. Retrieved March 24, 2014, from <http://business.financialpost.com/>: <http://business.financialpost.com/2013/03/23/the-great-seat-squeeze-how-to-pack-more-people-on-a-plane-without-anybody-knowing/>



- Deveau, S. (2013a, November 15). *WestJet's new premium class creating confusion among workers, customers*. Retrieved March 24, 2014, from <http://business.financialpost.com/http://business.financialpost.com/2013/07/17/westjets-new-premium-class-creating-confusion-among-workers-customers/>
- Eisa, Q. (2013, May 16). *What is Publicity?* Retrieved from Marketing-Diary: <http://marketing-diary.com/2013/05/16/what-is-publicity/>
- eMarketer. (2013, October 17). *Understanding Canada's Millennial Audience*. Retrieved from eMarketer: <http://www.emarketer.com/Article/Understanding-Canadarsquos-Millennial-Audience/1010304>
- Enfield, T. (2013, March 20). *Pros and Cons of Online Marketing*. Retrieved March 28, 2014, from Spur: <http://spurnorthfield.com/pros-and-cons-of-online-marketing/>
- Expedia . (2013, September 12). *Millennials spend more freely, complain more loudly and crave mobile devices for travel*. Retrieved from Expedia ViewFinder Travel Blog : <http://viewfinder.expedia.com/features/future-of-travel-report>
- expressvoyage. (2006, January 13). *WestJet Marks 10th Anniversary Milestone*. Retrieved April 3, 2014, from http://www.expressvoyage.ca/http://www.expressvoyage.ca/reportages.php?&sequence_no=7277
- Financials*. (2014, January 13). Retrieved from CNW: <http://www.newswire.ca/en/story/1288467/westjet-named-value-airline-of-the-year>
- Findthebest.com. (2014). *Side by side: Air Canada and WestJet*. Retrieved April 6, 2013, from Findthebest.com: <http://airlines.findthebest.com/compare/1-122/Air-Canada-vs-WestJet-Airlines>
- Fox, Z. (2014, Jan 13). *Consumers Still Trust Traditional Media Ads More Than Online Ads*. Retrieved April 7, 2014, from Mashable: <http://mashable.com/2014/01/13/traditional-ads-online/>
- Geddes, L. (2013, March 5). *WestJet grounds two bag policy, introduces three-tier ticket pricing*. Retrieved March 25, 2014, from <http://globalnews.ca/http://globalnews.ca/news/403983/westjet-grounds-two-bag-policy-introduces-three-tier-ticket-pricing/>
- Gordon, K. (2014, January 27). *Women Are the Dominant Media Voice During the Super Bowl*. Retrieved March 29, 2014, from <http://www.adweek.com/http://www.adweek.com/news/advertising-branding/women-are-dominant-media-voice-during-super-bowl-155227>
- Government of Alberta. (2014). *Alberta's Oil Sands*. Retrieved April 6, 2014, from Alberta.ca: <http://oilsands.alberta.ca/economicinvestment.html>
- Jang, B. (2012, August 23). *Report on Business*. Retrieved April 3, 2014, from The Globe and Mail: <http://www.theglobeandmail.com/report-on-business/westjet-closing-gap-with-air-canada/article1472230/>



- Jang, B. (2012, September 6). *Report on Business*. Retrieved April 3, 2014, from Globe and Mail: <http://www.theglobeandmail.com/report-on-business/westjet-sets-sights-on-air-canada-stitle/article1358801/>
- Johnson, T. (2014, January 24). *WestJet reaches deal to stay on Expedia, Travelocity*. Retrieved March 24, 2014, from <http://www.cbc.ca/>: <http://www.cbc.ca/news/canada/calgary/westjet-reaches-deal-to-stay-on-expedia-travelocity-1.2509414>
- Keenan, G. (2014, January 28). *Analyst's downgrades hit Air Canada, Westjet*. Retrieved April 6, 2014, from The Globe and Mail: <http://www.theglobeandmail.com/report-on-business/analysts-downgrades-hit-air-canada-westjet/article16547137/>
- KnowThis. (2014). *Disadvantages of Public Relations*. Retrieved April 6, 2014, from KnowThis.com: <http://www.knowthis.com/public-relations/disadvantages-of-public-relations>
- Krashinsky, S. (2014, January 31). *Marketing*. Retrieved from The Globe and Mail: <http://www.theglobeandmail.com/report-on-business/industry-news/marketing/buzz-worthy-super-bowl-ads-to-bypass-canada-again/article16645096/>
- Lloyd, J. (2013, May 24). *Updated: Air Canada in Review*. Retrieved March 22, 2014, from <http://www.marketingmag.ca/>: <http://www.marketingmag.ca/news/accounts-in-play/air-canada-in-review-79652>
- Mack, S. (2014). *The Disadvantages of Marketing & Promotional Strategies*. Retrieved April 3, 2014, from Chron: <http://smallbusiness.chron.com/disadvantages-marketing-promotional-strategies-35199.html>
- Marowitz, R. (2014, February 14). *WestJet unveils in-flight entertainment plans*. Retrieved from <http://globalnews.ca/>: <http://globalnews.ca/news/1150593/westjet-unveils-in-flight-entertainment-plans/>
- Maslen, R. (2010, August 19). *Breaking News*. Retrieved April 4, 2014, from Routes Online: <http://www.routesonline.com/news/29/breaking-news/94249/westjet-continues-to-grow-international-services/>
- MBASchool.com. (2014). *WestJet Airlines*. Retrieved March 26, 2014, from MBASchool.com: <http://www.mbaskool.com/brandguide/airlines/5087-westjet-airlines.html>
- McCullough, M. (2009, November 1). *Most Respected Corporations 2009*. Retrieved April 6, 2014, from <http://albertaventure.com/>: <http://albertaventure.com/2009/11/most-respected-corporations-2009/5/>
- McDonald, L. (2014). *Email Marketing Mistake #6: Mailing Too Much, Or Not Enough*. Retrieved March 27, 2014, from <http://www.silverpop.com/>: http://www.silverpop.com/newsletters/digitalmarketer/frequency_07_08.html
- NAV. (2010, September 21). *WestJet's Competitive Advantage*. Retrieved April 1, 2014, from <http://www.abonarconsultants.com/>:



<http://www.abonarconsultants.com/blog/2010/09/21/west-jet%E2%80%99s-competitive-advantage-2/>

Newswire. (2014, January 6). *WestJet reports December load factor of 81.7 per cent*. Retrieved March 25, 2014, from <http://www.newswire.ca/>: <http://www.newswire.ca/en/story/1285655/westjet-reports-december-load-factor-of-81-7-per-cent>

NYCAviation Staff. (2013, December 3). *Video: WestJet Introduces New Disney-Themed 737*. Retrieved March 26, 2014, from <http://www.nycaviation.com/>: <http://www.nycaviation.com/2013/12/westjet-introduces-new-disney-themed-737/#.UziZxvldWa9>

O'Rourke, P. (2013, March 22). *Beware of the WestJet Airlines Instagram scam*. Retrieved April 1, 2014, from <http://o.canada.com/>: <http://o.canada.com/technology/internet/beware-of-the-westjet-airlines-instagram-scam/>

Peter, J., & Olson, J. (2012). *Consumer Behavior and Promotion Strategy*. Retrieved March 29, 2014, from McGraw Hill Education Answers: <http://answers.mheducation.com/business/marketing/consumer-behavior/consumer-behavior-and-promotion-strategy>

Powell, C. (2013, November 14). *Westjet is the Next Canadian Brand to try Branded TV Channels*. Retrieved from Marketing Mag: <http://www.marketingmag.ca/news/media-news/westjet-is-the-next-canadian-brand-to-try-branded-tv-channels-93962>

Preville, P. (2013, September 25). *Porter Airlines: Air shark*. Retrieved April 3, 2014, from <http://www.canadianbusiness.com/>: <http://www.canadianbusiness.com/companies-and-industries/air-shark/>

PRNewswire. (2014a, January 13). *WestJet named Value Airline of the Year*. Retrieved April 5, 2014, from <http://www.prnewswire.com/>: <http://www.prnewswire.com/news-releases/westjet-named-value-airline-of-the-year-239949271.html>

prnewswire.com. (2014, February 3). *SUPER BOWL XLVIII is Second Most-Watched on Record in Canada with 8 Million Viewers on CTV and RDS*. Retrieved March 28, 2014, from <http://www.prnewswire.com/>: <http://www.prnewswire.com/news-releases/super-bowl-xlviii-is-second-most-watched-on-record-in-canada-with-8-million-viewers-on-ctv-and-rds-243412641.html>

PRNewswire.com. (2014, February 3). *SUPER BOWL XLVIII is Second Most-Watched on Record in Canada with 8 Million Viewers on CTV and RDS*. Retrieved March 28, 2014, from <http://www.prnewswire.com/>: <http://www.prnewswire.com/news-releases/super-bowl-xlviii-is-second-most-watched-on-record-in-canada-with-8-million-viewers-on-ctv-and-rds-243412641.html>

RedFlagDeals. (2008, February 28). *Hot! WestJet 12th Anniversary Sale: Select Flights Over 80% Off (Fares As Low as \$12!)*. Retrieved April 3, 2014, from <http://www.redflagdeals.com/>: http://www.redflagdeals.com/deal/travel/westjet_12th_anniversary_sale_select_flights_over_80_off_fares_as_low_as_12/



- Research and Markets. (2013). *2013 Global Airlines*. Retrieved March 24, 2014, from [file:///Users/satoshiqi/Downloads/global_airlines%20\(1\).pdf](file:///Users/satoshiqi/Downloads/global_airlines%20(1).pdf)
- Shum, D. (2014, January 7). *Delays continue after ground stop lifted at Toronto's Pearson airport*. Retrieved April 6, 2014, from Global News: <http://globalnews.ca/news/1066117/westjet-not-landing-at-pearson-airport-due-to-bad-weather/>
- Simons, P. (2013, December 10). *WestJet's Christmas promotion earns high marks on social media*. Retrieved from O Canada.com: <http://www.canada.com/travel/WestJet+Christmas+promotion+earns+high+marks+social+media/9268311/story.html>
- Siracusa, J. (2013, December 30). *What Financial Marketers Can Learn From WestJet's Christmas Miracle*. Retrieved from The Financial Brand: <http://thefinancialbrand.com/35755/westjet-christmas-miracle/>
- Smolkin, S. (2012, June 12). *Why WestJet is a great employer*. Retrieved April 6, 2014, from TheStar.com: http://www.thestar.com/business/personal_finance/2012/06/12/why_westjet_is_a_great_employer.html
- Statistics Canada. (2013, November 25). *Summary Tables*. Retrieved April 5, 2014, from Statistics Canada: <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo10a-eng.htm>
- Tucker, E. (2013, December 10). *WestJet Christmas Miracle stunt ad won't make people buy their flights: profs*. Retrieved March 29, 2014, from <http://globalnews.ca/>: <http://globalnews.ca/news/1021171/westjet-christmas-miracle-stunt-ad-wont-make-people-buy-their-flights-profs/>
- WestJet . (2014b, February 3). *Management's Discussion and Analysis of Financial Results 2013*. Retrieved from <http://www.westjet.com/>: <http://www.westjet.com/pdf/investorMedia/financialReports/WestJet2013-MDA.pdf>
- WestJet. (2013, May 7). *WestJet Annual General Meeting* . Retrieved March 26, 2014, from WestJet: https://attachment.fsbx.com/file_download.php?id=809057845774590&eid=ASu3rS_dQ1ZYMrDGMFEtcSHmDMSlzSUOL6211qA3B3tf5hszBan4tckgyRffBUN3tbU&inline=1&ext=1396802640&hash=ASvhn6X0EeFsFMK-
- WestJet. (2013a). *Management's Discussion and Analysis of Financial Results 2013*. Retrieved March 18, 2014, from <http://www.westjet.com/>: <http://www.westjet.com/pdf/investorMedia/financialReports/WestJet2013-MDA.pdf>
- WestJet. (2013b, May 7). *WestJet 2013 Annual General Meeting*. Retrieved March 34, 2014, from <http://www.westjet.com/>: <http://www.westjet.com/guest/en/media-investors/2012-annual-report/2012-annual-report/index.shtml>
- WestJet. (2013b, July 4). *WestJet collects Stevie Award*. Retrieved April 6, 2014, from Newswire.ca: <http://www.newswire.ca/en/story/1194397/westjet-collects-stevie-award>



- WestJet. (2013c, pg. 58, October 16). *Corporate Social Responsibility Report*. Retrieved from <https://www.westjet.com/pdf/responsible-growth-en.pdf>
- WestJet. (2014). *Deals*. Retrieved April 6, 2014, from WestJet.com: <http://www.westjet.com/guest/en/deals/hotels.shtml>
- WestJet. (2014a). *About WestJet*. Retrieved March 18, 2014, from www.westjet.com: <http://www.westjet.com/guest/en/about/>
- WestJet. (2014b). *Backgrounder*. Retrieved March 26, 2014, from WestJet.com: <http://www.westjet.com/pdf/investorMedia/westjetBackgrounder.pdf>
- WestJet. (2014c). *Fact Sheet*. Retrieved March 6, 2014, from WestJet.com: <http://www.westjet.com/pdf/investorMedia/factSheet.pdf>
- WestJet. (2014d). *WestJet Annual Report 2013*. Retrieved March 26, 2014, from WestJet.com: <http://www.westjet.com/guest/en/media-investors/2013-annual-report/WestJet-Annual-Report-2013.pdf>
- WestJet. (2014e). *Buy-on-board*. Retrieved April 6, 2014, from WestJet.com: <http://www.westjet.com/guest/en/travel/basics/inflight-services/food-selection.shtml>
- WestJet. (2014f). *Media Kit*. Calgary: Up! Magazine. Retrieved April 5, 2014
- YYZ, H. t. (2013, August 26). *Does WestJet Plus Make WestJet a Business Travel Player?* Retrieved March 25, 2014, from <http://first2board.com/>: <http://first2board.com/hometoyyz/2013/08/26/westjet-plus-business-fare/>