To: Kimberly Jang

Re: Handling Turbulence

Air Canada is an airline company that exists in an extremely competitive and volatile environment. The industry is described as “harsh and unforgiving” (Nelson Education Ltd., 2019) and must deal with different environmental forces to stay viable. Although dealing with the environment is a concern (not only for Air Canada but for all other airline companies), Air Canada’s main issue is customer-focused. Specifically, how can Air Canada build and maintain strong customer relationships?

Air Canada has made efforts over the past two years to focus on customer-related areas. A strength of the company are their Corporate Social Responsibility endeavours, focused on operating for the good of people, planet, and profits. In their CSR efforts, they have launched many initiatives that promote the health and wellness of children, as well as improving environmental impact – all for the betterment of the world and its citizens. However, although “Air Canada has put an effort into being a good citizen” (Nelson Education Ltd., 2019), a weakness is that they still do not have a strong relationship with customers. Customers often complain about Air Canada’s service quality and delays – customers often feel disgruntled and anonymous when interacting with Air Canada; another weakness is that Air Canada does not do a great job of keeping track of customers and their ongoing experiences with Air Canada.

As mentioned in the case, the environment is demanding, and there exists different opportunities and threats. Competition from other airlines are a constant threat; customers can easily choose another airline to fly with. With ongoing complaints and poor company experiences; Air Canada is not building positive and strong relationships with their customers, despite their efforts to focus on the people and planet. However, there exists opportunities in the marketplace; improvements in technology to help their call centres exist in the form of programs and tracking systems (Customer Relationship Management). Furthermore, CSR still is top of mind for consumers; Air Canada needs to better leverage their efforts in this area and connect their activities to consumer engagement and satisfaction.

Two recommendations follow this analysis. Firstly, to better maintain and track relationships, Air Canada should implement Customer Relationship Management strategies and technologies to better track their customers and their overall experience. By implementing this tracking system and understanding ongoing experiences, Air Canada can start to analyze customer experience and improve in the weak areas. This will help Air Canada build long term relationships with customers. Secondly, Air Canada should better connect their CSR efforts to the customer through a communications strategy and marketing campaigns. By increasing customer awareness of their CSR efforts, this may help improve the overall opinion of Air Canada to consumers, and help build customer understanding that Air Canada has their customers in mind.

**Reference List**

[ADD REFERENCES HERE]