

AIR CANADA



A TRULY CANADIAN NAME IN GLOBAL TRAVEL CONFRONTS THE CHALLENGES OF THE FUTURE

In the fiercely competitive and fast-changing world of civil aviation, innovation is the key to success.

Innovation in terms of major marketing alliances with other carriers, thus expanding on a shared-risk, shared-gain basis.

Innovation in offering the public a superior product at competitive prices, delivered by committed and motivated employees.

And innovation in securing new routes and maximizing fleet potential for improved productivity.

Nowhere is this more evident than at Air Canada, committed to representing its country with pride for the past 57 years. A company proud of its past, but determined to confront the challenges of the future. With vision and the entrepreneurial spirit that is essential for success in the private sector.

On these pages, Jean-Jacques Bourgeault, Executive Vice President and Chief Operating Officer,

Air Canada, explains how and why the carrier is currently investing in change at an unprecedented rate.

As the traditional flag carrier of Canada, long synonymous with the maple leaf, why has Air Canada invested heavily in creating a whole new look and image for its aircraft?

This new identity is a reaffirmation of our commitment to promote Canada's interests wherever possible. And our new livery reinforces the link between airline and country. Evergreen evokes the beauty of the Canadian wilderness, white its purity, and red the warmth and hospitality of the national character.

One component of the old look is retained, however. For both employee and consumer focus groups were emphatic. We had to keep the maple leaf on the tail! It is there, more textured and natural-looking than before, the way the new Air Canada wishes to be perceived.



Jean-Jacques Bourgeault
Executive Vice President and
Chief Operating Officer
Air Canada

Once inside the aircraft, there also appears to have been a major change. How did this come about?

Indeed. We are offering more than just a seat on an aircraft. We are offering a total travel experience and that includes everything from the timetable, to the seat pitch, to inflight meals and Aeroplan awards. We have named it Project Value and it is a complete overhaul of our total service package.

To be more specific?

To begin with, this redesign will mark the phasing out of one great international product and the introduction of another. At a time when most corporate executives fly in Business Class or Economy, First Class is an anachronism.

In consequence, Air Canada's First and Executive Class cabins are gradually being replaced by a new, premium intercontinental Business Class with many of the virtues of First Class. These include sleeper seats, superior meals served on fine china, personal TV monitors, two-way international telephone and fax service, plus limousine transfers.