



Capstone Project - Winter Consulting 2022

Hola Peeps!

We hope all of you had a fantastic experience with Winter Consulting 2022 and had fun gaining knowledge and implementing it in the weekly assignments!

This brings us to the end of the course with a fun and insightful Capstone Project based on applications of every topic learnt in the form of a case study.

This year, we're giving you two options to choose from. You may select the Problem statement of your choice and work on it. But first, go through the **General Instructions** and **Resources** listed below.

General Instructions

1. This final and mandatory assignment accounts for 50% of the total weightage.
2. Your solution will be scored based on the content, creativity, structure, and quality of the research and the presentation design.
3. Do frequent healthy brainstorming for more accurate insights (this is key to a successful case). This is a learning exercise to help you improve.
4. Sources of information need to be cited at the end of the Appendix.
5. Use appropriate visuals to represent the information
6. The total slide limit is 15-18 slides (excluding the Intro page, Index and Appendix).
7. Don't restrict yourself to only the material provided; the Internet is an ocean of content, dive in for the perfect ones.
8. The Final Deadline for Submission is 11:59 PM IST on Dec 28, 2022.
9. Any plagiarism, copying of ideas or discussion on the group detected would lead to disqualification from the course.

Resources

1. Market Research
 - a. <https://www.youtube.com/watch?v=b-hDg7699S0>
 - b. <https://articles.bplans.com/how-to-write-a-market-analysis/>
2. Competitor Analysis
 - a. <https://www.mykpono.com/how-to-conduct-competitive-analysis/>
3. Target Market and Audience
 - a. <https://www.youtube.com/watch?v=LelePgFDAQI>
 - b. <https://blog.hubspot.com/marketing/target-audience>
4. Go-to Marketing Strategies
 - a. <https://www.apifonica.com/en/blog/marketing-message/>
 - b. <https://www.splashcopywriters.com/blog/types-of-marketing/>
5. Some Interesting Videos
 - a. Coca-Cola Case Study: <https://youtu.be/XhMVWzVXNNk>
 - b. Dunkin' Strategy: <https://www.instagram.com/p/CN4m-wxDqKA>
 - c. Starbucks: https://youtu.be/_FGUkxn5kZQ
6. Good Case Study Examples
 - a. <https://www.casecompetition.com/case-library>

Now, choose the problem statement of your choice and start strategising!

Problem Statement 1: The Future of Twitter (Type: Profitability/Growth)

Background

On April 14, 2022, Elon Musk announced his intentions to acquire Twitter, valuing the company at about \$43 billion. Following a series of legal battles, the deal was closed on Oct 28, 2022. A week later, Twitter cut roughly half of its 7,500-person workforce.

However, due to a revolving uncertainty, the company's turnover rate is also at an all-time high. This has caused an increase in time required for the resolution of service requests received by the company in addition to forcing remaining employees to work overtime – thereby widening employee dissatisfaction in the company. If left unresolved, this can negatively impact the company's reputation, after which chances of recovery might become unpromising.

Additionally, Elon Musk's controversial takeover of Twitter has led many commentators to wonder if the platform can be improved by its new owner, including turning Twitter into a “collective intelligence” platform and reducing hate speech and misinformation.

Client Goal

You've been approached to devise strategies to help stabilise the workforce count and develop a roadmap for improving Twitter functionally.

Additionally, make sure to answer the following questions.

Questions

1. Perform a **SWOT analysis** on Twitter. What unique resources does Twitter have access to, and what is Twitter's **unique selling proposition**?
2. What **challenges** are Twitter likely to face while stabilising its workforce? How can Twitter address these concerns? Specifically, suggest **strategies to improve diversity and inclusion among its workforce**.
3. Provide a clear idea of the company's primary **target audience**, its **features** and its **mode of functionality**.
4. Discuss the **possible revenue streams** and suggest a **primary revenue model** for Twitter. If possible, discuss the relevance of each stream and achievable year-to-year growth through each stream.

Useful Links

- [A timeline of Elon Musk's tumultuous Twitter acquisition - ABC News](#)
- [Twitter | TechCrunch](#)
- [The future of Twitter: Four scenarios](#)

Problem Statement 2: Air India Growth Strategy (Type: Growth/M&A)

Background

India's first commercial airline, TATA Airlines, was founded by the business tycoon and former TATA Group Chairman JRD Tata in 1932. The company later went public and was renamed Air India, the country's national airline, in 1946.

The Indian government nationalised the private airline in 1953, ran it with taxpayer money, repeatedly underwrote losses after 2007, and put the national carrier up for sale, which had accumulated debt exceeding Rs 50,000 crore and other liabilities by then. However, the government decided to hold on to 24% of the equity in the airline. It did not receive a single bid.

Air India was back on the strategic sale table in January 2022. The government said it would offload 100% of its stake in the company this time. TATA Sons clinched the deal, and after 68 years, on 27th January 2022, Air India was welcomed back to the TATA Company.

Client Goal

You've been approached to analyse the acquisition and devise strategies to improve the current conditions of the company.

Additionally, make sure to answer the following questions.

Questions

1. Perform a **SWOT analysis** on Air India.
2. Conduct **extensive market research** of the aviation Industry, but not limited to **competitor analysis** and finding the **target audience**.
3. Find the root cause of the decline of Air India and use the **Growth Strategy framework** to **devise strategies** for its **future growth**.
4. Now, it's almost a year since TATA acquired Air India. How, after the acquisition by TATA, is the **company performing** in terms of the number of customers & revenues generated?
5. Perform a simple **guesstimate** on the number of passengers travelling per day on Air India's flights within India.

Useful Links

- [Air India's history as Tata pours in money to revive the airline](#)
- [TATA's Plan for Air India](#)

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