

KINGFISHER AIRLINE GAP ANALYSIS

Product features	Curent state	Gap	Future state	Action plan
Premium in-flight service with luxury seating.	Most services were inconsistent or discontinued due to financial stress.	Product features were luxury-focused but revenue model was not sustainable.	Deliver sustainable, cost-effective premium services on key sectors.	Restructure Business Model – Shift from luxury-only to hybrid (premium + value).
In-flight entertainment systems (IFE) on domestic routes.	Aircraft grounded; in-flight entertainment and premium meals cut.	Operational costs were very high with low yields on routes.	Operate with streamlined fleet and optimized routes.	Financial Revamp – Secure sustainable funding, reduce debts, and focus on profitability.
In-flight entertainment systems (IFE) on domestic routes.	Severe cash flow problems led to salary delays and operational halts.	The brand promised premium quality but delivered inconsistently .	Offer consistent customer experience even in economy class.	Operational Excellence – Improve on-time performance and ground operations.
Personal valet service at select airports.	Reputation damage due to flight cancellations and poor service reliability.	No significant differentiation in a price-sensitive market like India.	Build a loyalty program with practical rewards and partner benefits.	Customer Re-engagement – Relaunch brand with clear communication and better service recovery.
Lounge access for Kingfisher First and Kingfisher Class passengers.	Regulatory issues and loss of operating license.	Expansion (including international) was too fast and underfunded.	Achieve compliance and rebuild stakeholder trust (employees, investors, DGCA).	Regulatory Compliance – Rebuild relations with authorities and meet all aviation standards.