

## Kellogg Case Publishing Case Leads

Interested in a lead? Email Katharine Kruse [k-kruse@kellogg.northwestern.edu](mailto:k-kruse@kellogg.northwestern.edu)

<b>Lead number</b>	25-1
<b>Date received</b>	April 2025
<b>Company</b>	Perplexity
<b>Industry</b>	IT, Artificial intelligence
<b>HQ location</b>	San Francisco, CA
<b>Possible discipline(s)</b>	Information technology, Marketing, Strategy, Sales, Leadership, General management
<b>Source</b>	Field research/company interviews
<b>Challenge (i.e., decision, turning point, crisis, opportunity, or innovation)</b>	Founded in 2022, Perplexity is an AI-powered general search engine with a reputation for a high-quality, ad-free user experience. Amid a rapidly evolving industry littered with powerful legacy players and new competitors, the company is contemplating its future moves.
<b>Topics/main questions</b>	CEO Aravind Srinivas is open to exploring a number of directions for the case, which could include: <ul style="list-style-type: none"> <li>• Platform strategy</li> <li>• User adoption/growth</li> <li>• Product development</li> </ul>

<b>Lead number</b>	25-2
<b>Date received</b>	May 2025
<b>Company</b>	Telefónica del Perú
<b>Industry</b>	Telecommunications
<b>HQ location</b>	Lima, Peru
<b>Possible discipline(s)</b>	Marketing, Strategy
<b>Source</b>	Publicly available research, along with the personal experience of two former employees (one KSM alumnus)
<b>Challenge (i.e., decision, turning point, crisis, opportunity, or innovation)</b>	After 3 decades of operation, Telefónica del Perú, once a market-dominating telecom giant with \$1B in revenue in prepaid mobile services alone, sold for just \$1 million in 2025. Its downfall came about from a toxic mixture of poor customer service and reputation, legal disputes with the federal government, and a lax response to aggressive competition.
<b>Topics/main questions</b>	<ul style="list-style-type: none"> <li>• Managing (or failing to manage) regulatory risk in emerging markets</li> <li>• Strategic planning in the face of known competitive threats</li> </ul>

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<b>Lead number</b>	25-3
<b>Date received</b>	June 2025
<b>Company</b>	Southwest Airlines
<b>Industry</b>	Airline
<b>HQ location</b>	Dallas, TX
<b>Possible discipline(s)</b>	Organizational Behavior, General Management
<b>Source</b>	Publicly available research, along with the personal experience of a former employee (a KSM alumnus)
<b>Challenge (i.e., decision, turning point, crisis, opportunity, or innovation)</b>	Since its founding, Southwest was known for its “people-first” company culture, living by the credo that a healthy business starts with treating your employees well. However, in June 2024, activist hedge fund Elliott Management gained a \$1.9 billion stake in the airline. It demanded restructuring and cost-saving measures to increase profitability, culminating in Southwest’s first-ever mass layoffs in February 2025, reversing its 53-year-old strategy of placing its employees’ welfare first.
<b>Topics/main questions</b>	<ul style="list-style-type: none"> <li>• PE firm exerting influence through ‘active investorship’</li> <li>• Goal of increasing profitability at war with a company’s long-standing belief system</li> <li>• Can Southwest recover its people-first reputation?</li> </ul>