

Eliel Morales

Ariele Leon

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Brand Image Marketing BUF 3500

Case Study: What Causes Brand Failure

The brand that was selected to do the brand failure case study was Juicy Couture. In this case study one will describe the brief history of the brand, how they first established their brand and who did it target as a way to further explain how the brand may have changed from then to now. One will then explain out of the four causes by consultant Matt Haig which one has caused brand failure for Juicy Couture and why. Lastly one will explain what the brand Juicy Couture can do in order to re-establish themselves and bring back the relevance of the company.

Juicy Couture was established in 1996 by Gela Nash and Pamela Skaist-Levy who in fact first named the brand Travis Jeans and was created for pregnant women as maternity pants, later they decided to change the name to Juicy Couture, (Citation). A few years passed and Juicy Couture became the must have in every celebrity's closet. Business Insider explains that because this era was the start of celebrities being photographed by paparazzi and shown images of them all over magazines off the red carpet and special event, for female celebrities Juicy Couture was worn on the regular and this became very significant for the brand, (Sherman, 2013). With the hype of celebrities wearing Juicy Couture tracksuit everywhere and paparazzi constantly sharing their photos this gave the brand the exposure needed. It became a priceless marketing technique

for the brand due to the fact that celebrities were reaching out to Gela Nash to buy their clothes, (2013) and not the other way around.

By 2003, Gela Nash-Taylor and Pamela Skaist-Levy sold the brand for \$53.1 million to Liz Claiborne, (Syme, 2018). Gela Nash explained that they had to sell the brand because they believed that Liz Claiborne would be able to help the brand in a way they weren't able to (Sherman, 2013), because of this they lost a large amount of say with what went on in brand but still worked closely with insided before they eventually decided it would be best for them to leave. Due to the era of celebrities being idealized and constantly being exposed by paparazzi, one may assume this leads to brand ego. In addition, Bill McComb chief executive of Liz Claiborne Inc. said that during the 2008 recession, Juicy Couture had an impact on their brand positioning (Sherman, 2013). After the recession, fashion took a more serious tone in the way people were dressing. Since Juicy Couture represented the glamorous 2000 of celebrities and extravagant colors, consumers were no longer interested in buying designer clothing that made them stand-out. Before the 2008 recession, Juicy Couture focused on the comfortability of clothing and status of their brand. The status of their brand made it luxury because many celebrities state the fact that Juicy Couture could be worn for a red carpet event or at home buying groceries.

This image of the brand continued to be advertised even after the recession, which is identified as Brand Ego and then led the company to Brand Irrelevance. According to Matt Haig, Brand ego is described as a tendency for overestimating their importance, and their own capability (Haig, 2019). Juicy Couture's mistake after the 2008 recession was to continue pushing an agenda that could have only worked before the time of the recession. Matt Haig's

definition of brand irrelevance is when a market radically evolves, the brands associated with it, risks becoming irrelevant and obsolete (Haig, 2019). Juicy Couture did not completely go irrelevant or obsolete, they became the early icons of 2000's fashion because brands like Victoria Secret, Dior, Calvin Klein and many more are adding tracksuits to their collections.

Juicy Couture's Brand Ego after the 2008 recession made their sales drop which caused them to become irrelevant for a few years. The brand can reposition themselves by applying the right publicity, licensing and promotional mix by informing consumers about the impact they made within the fashion industry and convince them to invest in clothing regardless if there is a recession or not. The right consumers originally were the maternity market, but these consumers who wanted to dress comfortably while taking care of their children, now all have their kids grown up, which means the tracksuit can make a comeback for busy moms. However, their target market is not only for women who had children or pregnant, Juicy Couture proved that anyone from celebrities to the common people can feel comfortable and be fashionable with some Juicy Couture. This is why the right publicity, digital advertising through social media with macro/micro influencers may be a key to repositioning the brand, as well as the right promotional mix with modifications of their products. One major downfall for Juicy is their elaborate colors. Their eye-catching colorful tracksuits were necessary during the recession. Since most brands went back to more minimalistic colors and designs, Juicy Couture continued to produce bright colors which was the total opposite of what every other brand was manufacturing. Licensing can also be a solution to repositioning Juicy Couture. If Juicy Couture partners up with the right luxury fashion brands, the customers will truly see the value of the brand and provide the true brand positioning by who they collaborate with. The consumer will associate the brand with a more

luxurious look if they decide to make a track suit with brands like Pyer Moss or a new fragrance with Prada.

Reference

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