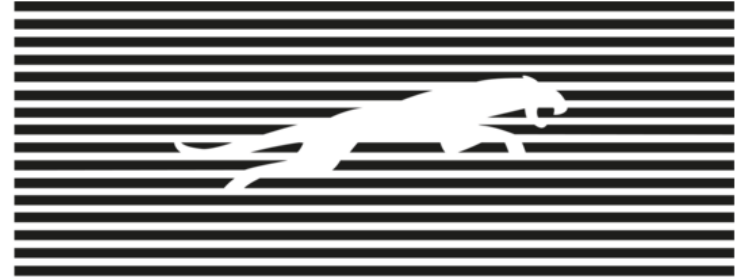




Podcast Fact Sheet: Jaguar

Date: October 26, 2025



Jaguar's Self-inflicted Crisis: From Manageable Decline To Catastrophic Collapse

1

Peak to Crisis:

39,886 US sales (2017) to 49 units in Europe (April 2025) — a 97.5% collapse following controversial rebrand that eliminated cars from advertising and alienated core customers

2

Internal Opposition:

25-30 designers warned leadership in September 2022 about rebrand strategy, criticizing Accenture outsourcing and calling new logo "too rounded and playful" — concerns were dismissed

3

Production Gap:

Discontinued all models before replacements ready, creating 12-18 month showroom vacuum with only F-PACE remaining — 395 US dealerships (2,500 global) face empty inventory

4

Market Rejection:

42.7% negative consumer response, political backlash (Trump called it "stupid"), and cultural ridicule (Elon Musk: "Do you sell cars?") destroyed decades of brand equity in months

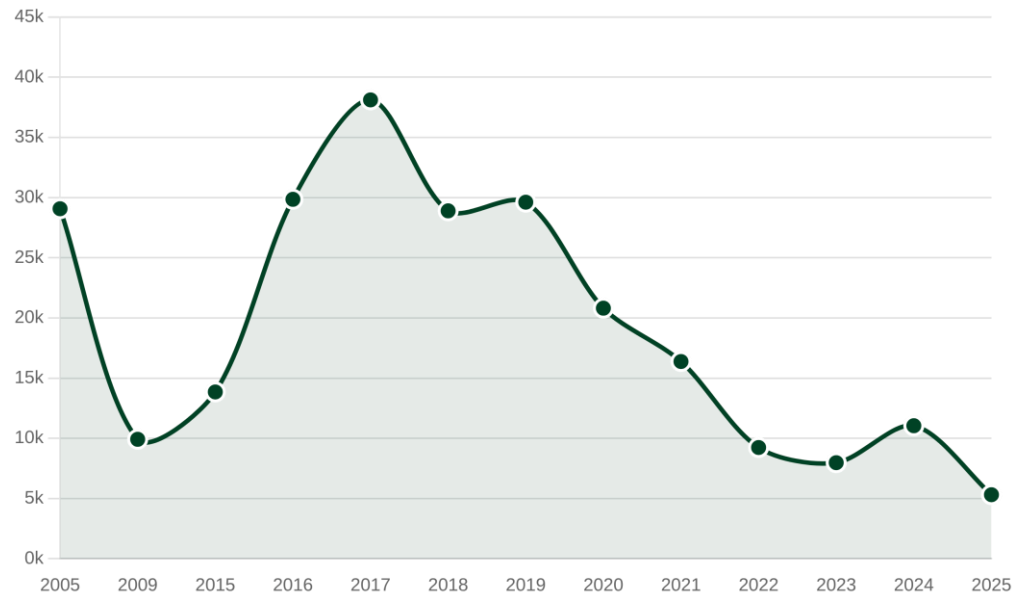
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Leadership Exodus:

CEO Adrian Mardell departed 8-9 months after rebrand launch despite "planned retirement" narrative; incoming CEO P.B. Balaji from Tata Motors inherits damaged brand, frustrated dealers, and product gap until late 2025

From 'Hottest Brand In America' To Near-total Market Collapse

Year	Units	Context
2005	30,424	Pre-crisis peak
2009	10,380	Tata acquisition
2015	14,496	Pre-SUV era
2016	31,243	+115.5% F-PACE launch
2017	39,886	PEAK year
2023	8,348	-79% from peak
2025	5,564	-51.9% YTD



Internal Warnings Ignored, Market Rejection Confirmed, Sales Collapsed

SEPTEMBER 2022

Internal Revolt

25-30 Jaguar designers formally complained to Chief Creative Officer

Criticized outsourcing rebrand to Accenture Interactive

Called new logo "too rounded and playful" and "generic"

Argued it failed to embody "Copy of Nothing" ethos

Warnings came 2 years before public launch

NOVEMBER 2024

Campaign Launch

No cars shown in advertising campaign

Androgynous models in fashion-forward imagery

"Copy Nothing" slogan launched

42.7% negative consumer response in research

Political backlash: Trump called it "stupid"

Elon Musk asked: "Do you sell cars?"

APRIL 2025

Sales Collapse

Europe: 49 units sold vs 1,961 units (April 2024)

97.5% decline in European sales

US: -51.9% year-to-date

Global Q1: -47.7% decline

CEO departure announced shortly after

Brand equity destroyed in months

KEY INSIGHT:

From designer revolt to market rejection: A 2.5-year timeline of ignored warnings and predictable disaster.

From 0.23% US Market Share At Peak To <0.5% Global Luxury Share Today

Brand	2024 Global Sales	Market Position
Tesla	600,000 units	EV luxury leader
BMW	371,350 units	#1 traditional luxury brand
Lexus	345,670 units	Strong in Asia/US markets
Mercedes-Benz	324,530 units	German luxury leader
Porsche	~320,000 units	Sports luxury segment
Audi	~300,000 units	Premium segment player
Jaguar	~27,000 units	Collapsing challenger

Global Luxury Market Size

\$1.29 Trillion

2024 market size, projected to reach \$2.79T by 2032

Jaguar Peak Market Share

0.23% (US)

2017 peak when called "hottest brand in the United States"

Current Global Position

<0.5%

Lost 85% of sales volume since 2018, near-total market irrelevance

Empty Showrooms: Only F-PACE Remains While Waiting For 2026 EV Launch

Current Portfolio (2025)

Model	Status
F-PACE	In Production
F-TYPE	Discontinued
XF	Discontinued
E-PACE	Discontinued
I-PACE	Discontinued

Future Product

Model:	Type 00 (concept revealed Dec 2024)
Type:	Two-door GT, all-electric platform
Pricing:	\$175,000+ (ultra-luxury positioning)
Launch:	Late 2025 / Early 2026
Target:	Ultra-luxury EV segment
12-18 MONTH PRODUCTION GAP	

Dealer Network Impact

395

US Dealerships

2,500

Global Retailers

1

Model Available

CEO Departure, Internal Revolt, And Organizational Chaos

Adrian Mardell

Former CEO

Official narrative: "Planned retirement"

Actual timeline: Departed 8-9 months after November 2024 rebrand launch

Context: Sustained criticism and 97.5% sales collapse in Europe

Trump claimed CEO resigned "in disgrace"

Timing suggests direct connection to rebrand catastrophe despite official story

P.B. Balaji

Incoming CEO (from Tata Motors)

Inherits brand in crisis with damaged reputation

Damaged dealer relationships: 395 US dealerships frustrated with empty showrooms

Confused consumers: 42.7% negative brand perception

Product lineup gap until late 2025 with only F-PACE in production

Must rebuild trust with internal designers who opposed rebrand in 2022

Internal Discord Timeline

Sept 2022

25-30 designers formally revolt against rebrand strategy

Nov 2024

Rebrand campaign launches to widespread criticism

April 2025

97.5% sales collapse in Europe (49 units sold)

Mid 2025

CEO departure announced, new leadership from Tata

Brilliant Product Concept Destroyed By Catastrophic Brand Execution

The Product (What Works)

Dramatic, sophisticated design that captures British luxury heritage

Electric GT positioning in ultra-luxury segment (\$175K+)

Type 00 concept showcases genuine innovation and design excellence

Two-door GT format differentiates from SUV-dominated luxury EV market

Launch timeline: Late 2025/Early 2026

Represents everything Jaguar should be: performance, elegance, British craftsmanship

The Brand Damage (What Failed)

42.7% negative consumer response to rebrand campaign

No cars shown in advertising - confused market about core business

Political and cultural backlash damaged brand neutrality

Alienated core luxury customers who built the brand

Failed to attract new younger buyers despite Gen Z targeting

97.5% sales collapse in Europe (April 2025) proves market rejection

The Disconnect

Product excellence cannot overcome brand rejection and lost equity

Type 00 will launch into a market that has rejected the Jaguar brand

Empty showrooms and frustrated dealers undermine product launch potential

Recovery requires bold action beyond traditional luxury marketing

The gap between product quality and brand perception may be irreparable with conventional strategy

Seven Lessons From Jaguar's Self-inflicted Crisis

- 1 Manageable became catastrophic:** 6-year gradual decline (-79%) accelerated by rebrand into 97.5% collapse in months
- 2 Internal warnings matter:** 25-30 designers predicted failure 2 years before launch; leadership ignored them
- 3 Planning fundamentals:** Never discontinue entire product lineup before replacements are ready (12-18 month gap)
- 4 Brand equity is fragile:** Decades of British luxury heritage destroyed in months by poor execution
- 5 Market research works:** 42.7% negative response should have stopped the campaign before launch
- 6 Leadership accountability:** CEO departure timing (8-9 months post-rebrand) reveals connection despite official narrative
- 7 Product ≠ Brand:** Type 00 is brilliant, but brand damage requires disruptive recovery beyond traditional marketing

Critical Questions for Discussion

Was this rebrand a strategic necessity or a catastrophic misreading of the market and brand equity?

How can a luxury brand recover from alienating both internal talent and external customers simultaneously?

What does Jaguar's crisis reveal about the risks of outsourcing brand strategy to external agencies like Accenture?

Can the Type 00 save Jaguar, or is the brand damage irreparable regardless of product excellence?