Brand Doctor

Brand Check-up

Jaguar

As of December 3, 2024

Status: Bleeding

Jaguar stopped selling new cars in the U.K. before its next models exist, and filled the gap with a rebrand that won attention but not yet buyers.

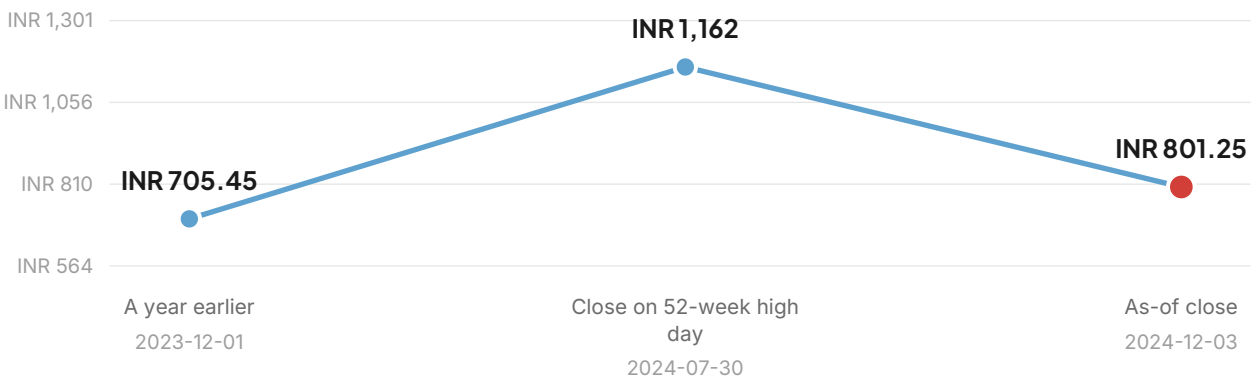
About this check-up

Brand Doctor reviews well-known brands the way we review a client's marketing: symptoms, diagnosis, treatment. This check-up uses public information available on December 3, 2024. It is brand and marketing analysis, not investment advice. Sources are listed at the end.

Vital signs

Share price

INR, at the dates shown [4, 2, 3, 1]



Share price

INR 801.25

Tata Motors close on the NSE, December 3, 2024 (JLR's parent group, not Jaguar alone) [1]

Change from July 30 close

-31.0%

From INR 1,161.85 on July 30, 2024, the day of the INR 1,179 intraday 52-week high [1, 2, 3]

Change over one year

+13.6%

From the INR 705.45 close on December 1, 2023 [1, 4]

JLR annual revenue

£29.0 billion

Year to March 31, 2024, up 27.1% [5]

Jaguar retail sales

About 66,900

Year to March 2024, down from 180,198 in the year to March 2019 [6, 8]

Jaguar wholesales

About 6,000

July to September 2024 quarter, against 13,500 a year earlier [7]

Timeline

2019-03	JLR's fiscal year closes with 180,198 Jaguar retail sales, about 31% of the group's 578,915. [8]
2021-02	JLR announces its Reimagine strategy, which sets out to reimagine Jaguar as an all-electric luxury brand from 2025. [17, 9]
2024-03	Fiscal year ends with about 66,900 Jaguar retail sales out of 431,700 for JLR, and JLR revenue of £29.0 billion. [5, 6]
2024-07	Jaguar confirms XE, XF and F-Type production ended in mid-2024; Adrian Mardell tells investors JLR is not in mass premium. [11]
2024-07-30	Tata Motors shares reach a 52-week high of INR 1,179 intraday and close at INR 1,161.85. [2, 3]
2024-09	Jaguar wholesales fall to about 6,000 in the July to September quarter, from 13,500 a year earlier. [7]
2024-11	New Jaguar sales end in the U.K.; the first new model is not due on sale there until 2026. [10]
2024-11-19	Jaguar posts the 30-second Copy Nothing film and new identity; it draws 1.5 million views and wide criticism in four days. [12, 13, 14, 16]
2024-12-02	Jaguar reveals the Type 00 concept at Miami Art Week. [13, 15, 16]
2024-12-03	Tata Motors closes at INR 801.25 on the NSE. [1]

Symptoms

- Retail sales down about 63% in five years, from 180,198 to about 66,900
- Quarterly wholesales down to about 6,000, from 13,500 a year earlier
- No new Jaguars on sale in the U.K. from November 2024 until 2026
- A launch film with no car that drew wide criticism online

Diagnosis

1 Stuck in the middle of the market

Adrian Mardell told investors JLR tried to get into mass premium and it did not work, and Top Gear reported that the models being dropped were described as close to zero profitability. Jaguar retail sales fell from 180,198 in the year to March 2019 to about 66,900 in the year to March 2024. [11, 8, 6]

2 The minor brand in its own house

Jaguar's share of JLR retail sales fell from about 31% to about 15% over those five years. In the July to September 2024 quarter, Range Rover and Defender made up about 84% of JLR wholesales. [8, 6, 7]

3 A product gap in its home market

XE, XF and F-Type production ended in mid-2024, and new Jaguar sales in the U.K. ended in November 2024. The first new model will not go on sale there until 2026. [11, 10]

4 The message arrived before the product

The Copy Nothing film showed no car. It drew 1.5 million views and over 24,000 comments in four days, and the Associated Press reported complaints about the missing car and the confusing message. The Type 00 concept followed on December 2, but the production GT is not due to be revealed until late 2025. [12, 14, 16, 15]

Prognosis

As of December 3, Jaguar is in a planned gap. The old range is ending, U.K. buyers can only get approved used cars, and the first new model, a four-door GT expected above £100,000, is due to be revealed in late 2025 and go on sale in 2026. Profits from Range Rover and Defender give the group room to wait. What to watch: whether the Type 00 moves the conversation from the film to

the car, whether dealers and current owners stay engaged through the gap, and whether early interest comes from the wealthier buyer Jaguar now wants.

Treatment

- Put the car at the centre of every message from here on, starting with the Type 00, so the brand is judged on product rather than on a film.
- Keep current owners close through the gap with service, approved used stock and early access to the new GT.
- Describe the new target buyer in plain terms and give them proof, such as range, charging and craft, instead of slogans.
- Measure the reset in orders and reservations, and report them, rather than in social media reach.

Lessons for growing companies

Launch the proof with the promise

A new brand story lands when customers can see and buy what it describes. If the product is a year away, show it first or keep the launch small.

Reposition by decision, not by slogan

Moving up market is a choice about who you serve and what they will pay. The logo and the film should come after that choice is visible in the product.

Plan the gap year

If you pause sales while you rebuild, decide how you will keep customers, partners and staff with you until the new offer arrives.

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About Brand Doctor

Brand Doctor is a marketing strategy consultancy founded by Cliff K. F. Lin. He has spent 17 years in marketing and managed more than $30 million in spend for SaaS, tech and lead-generation companies.

A Brand Check-up applies the method we use with clients to a well-known brand: the symptoms you can see from outside, the root causes behind them, and the treatment we would prescribe. For your own company, we look at six areas (positioning, messaging, customer journey, channel mix, budget and spend, and measurement) and rank what to fix first.

$30M+	135+	8×	17
In marketing spend managed	Campaigns treated	Growth achieved	Years in marketing

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