

A **JAGUAR** WITH NO TEETH.



The end of a 100-year-old cat.
Stop wasting money.



JOCHEN SENGPIEHL
FORMER GLOBAL CMO

1 BARRIER 01 · THE DELETED BRAND

It deleted itself.

A 100-year-old marque scrapped its logo, its leaper and its heritage — before proving a replacement existed. You don't relaunch a brand by erasing it. You orphan it.

EVIDENCE

April 2025: Jaguar registered just 49 cars in all of Europe — a 97.5% year-on-year collapse.

100yrs

OF EQUITY · SWITCHED OFF
NOT FIXABLE · IDENTITY IS
IRREVERSIBLE



BACKPLATE: DROP JAGUAR CAR / AD PHOTO @ 30% (CANVA)

2 BARRIER 02 · THE FIRED ARCHITECT

The architect is gone.

Gerry McGovern — 21 years, chief creative officer — was removed, reportedly escorted out. The author of the relaunch left before the first car ever shipped.

EVIDENCE

His exit came weeks after a new CEO took over; the lead agency was put under global review.

21yrs

WALKED OUT MID-RELAUNCH
NOT FIXABLE · TRUST IS BROKEN



3 BARRIER 03 · THE BURNING BANK

The bank is on fire.

JLR funds the entire relaunch — while posting a £559m quarterly loss and cutting margin guidance from 7% to 0–2%. Reporting: Margret Hucko, manager magazin.

EVIDENCE

A September 2025 cyberattack froze UK plants for five weeks — £196m in direct costs alone.

-99%

PROFIT DROP · MANAGER MAGAZIN
NOT FIXABLE · CYCLE-DEPENDENT



BACKPLATE: DROP JAGUAR CAR / AD PHOTO @ 30% (CANVA)

4 BARRIER 04 · THE EMPTY SHOWROOM

Nothing to sell.

For the first time since WWII, Jaguar halted sales. Zero revenue. The brand now lives on Range Rover and Defender — the only models keeping the lights on.

EVIDENCE

Those SUVs (RR +21%, Defender +53%) are now exposed to US tariffs and falling China demand.

£0

JAGUAR REVENUE TODAY
NOT FIXABLE · STRUCTURAL



5 BARRIER 05 · THE NEWCOMER MATH

Desire isn't for sale.

Reset to zero, Jaguar is a newcomer. Genesis spent ten years and Hyundai's balance sheet to sell 2,455 cars across Europe. Lexus needed decades to reach 75,000.

EVIDENCE

Jaguar itself expects 80–90% of buyers to be first-timers — building desire from scratch.

2,455

GENESIS · EUROPE · FULL YEAR
NOT FIXABLE · TIME ISN'T FOR SALE



6 BARRIER 06 · THE WRONG POWERTRAIN

Wrong bet. Worst time.

100% electric — exactly as pure-EV demand stalls. Even Genesis is retreating to hybrids and range-extenders. JLR keeps Range Rover flexible — and denies Jaguar the same lifeline.

EVIDENCE

The first model — a four-door GT — opens at \$130,000, above Jaguar's entire past range.

EV-ONLY

NO HYBRID · NO BRIDGE
NOT FIXABLE · DOGMA WITHOUT FALLBACK



7 BARRIER 07 · THE GUERRILLA BUDGET

Outgunned 30 to 1.

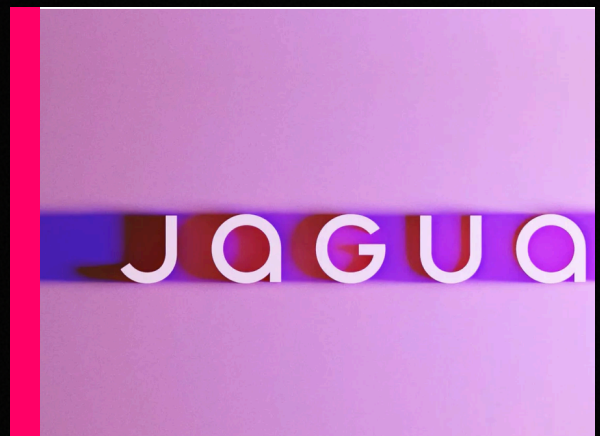
Jaguar fights a desire war against rivals spending \$2.5–3bn a year. Its own budget is a fraction. Earned outrage isn't earned love — and it does not build a brand.

EVIDENCE

The global auto-ad market runs at \$37.5bn a year. Jaguar's slice is a rounding error.

10–30x

RIVAL MEDIA FIREPOWER
NOT FIXABLE · ASYMMETRY



BACKPLATE: DROP JAGUAR CAR / AD PHOTO @ 30% (CANVA)

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BARRIER 08 · THE CHINA PREDATOR

The predator is already here.

While Jaguar shows concepts, BYD's Yangwang — 1,000+ hp, Nürburgring-tested — lands in Germany this year. Built, priced, shipping. The speed Jaguar no longer has.

EVIDENCE

The U9 tops 386 km/h; the U8 turns on the spot and briefly floats. Tech theatre Jaguar can't match.

1,000hp

YANGWANG · GERMANY · 2026
NOT FIXABLE · SPEED LOST



Eight barriers. None removable.

Would you green-light another billion?

I wouldn't.

BrandZ 2026 measures perception plus financial performance across 22,000 brands in 54 markets. **Only three German brands remain in the Top 100.**

And the German premium segment — once the synonym for "Made in Germany" and the showcase of European value creation — **BMW, Mercedes, VW, Audi, Porsche: massive losses, all dropped out of the ranking.**

So why would Jaguar make it?

www.jsfuturecapital.com

JS FUTURE CAPITAL
BRANDZ 2026 COMMERCIAL ARCHITECTURE

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EXECUTIVE BRIEFING · CEO AGENDA

Brand Visibility

No Visibility = No Growth = No Future.

Made in Germany. Abgemeldet?

20-Jahres-Analyse der wertvollsten Marken der Welt 2006 vs. 2026. Europäische Brands -85%. Deutsche Marken sind die großen Verlierer.

— DEZ 1994 · BRANDZ TOP 100 · MAI 2026 — RISING · FALLING —

Google Mercedes NVIDIA BMW Apple Acenture
SAP Volkswagen ChatGPT Audi Siemens
Persehe Microsoft TCS Amazon Adidas Claude
Tesla Tencent Adobe Alibaba Nike TikTok
Deutsche-Bank Xiaomi Salesforce Samsung
Bayer Stripe ServiceNow Instagram Lufthansa
Anthropic Hugo-Boss Intel Beseh Meta Goea-Gola
Aldi Henkel Disney Opel Puma BASF
Allianz Continental Telekom Cisco Pepsi DB

BELLE · KANTAR BRANDZ MOST VALUABLE GLOBAL BRANDS · 21. AUSGABE · COVER · 01 / 31

BRAND VISIBILITY · EPISODE 04
Request the PDF. Coming soon.

SOURCES & METHODOLOGY

Kantar BrandZ Most Valuable Global Brands 2026 (21st ed.; n=22,000 brands, 54 markets). Interbrand Best Global Brands 2025. manager magazin — reporting by Margret Hucko. JLR Q2 FY26 results. ACEA new-car registrations. Company statements. Oxford University Saïd Business School.