

GROUP 2A: LINN ERIKSOO, LUCIE SECRETIN, & ELISA LEITGEB

WHEN
REINVENTION
TURNS INTO ALIENATION

TIFFANY, WHO?

TIFFANY & CO.



A close-up photograph of various pieces of jewelry, including several pearl necklaces, gold chains, and rings, arranged on a dark wooden surface. The jewelry is illuminated by warm, golden light, creating highlights and shadows that emphasize its textures and designs. The image is partially obscured by a dark green gradient on the right side, where the text is located.

INHERITED JEWELRY?

FROM PARENTS,
GRANDPARENTS OR OTHER
RELATIVES?

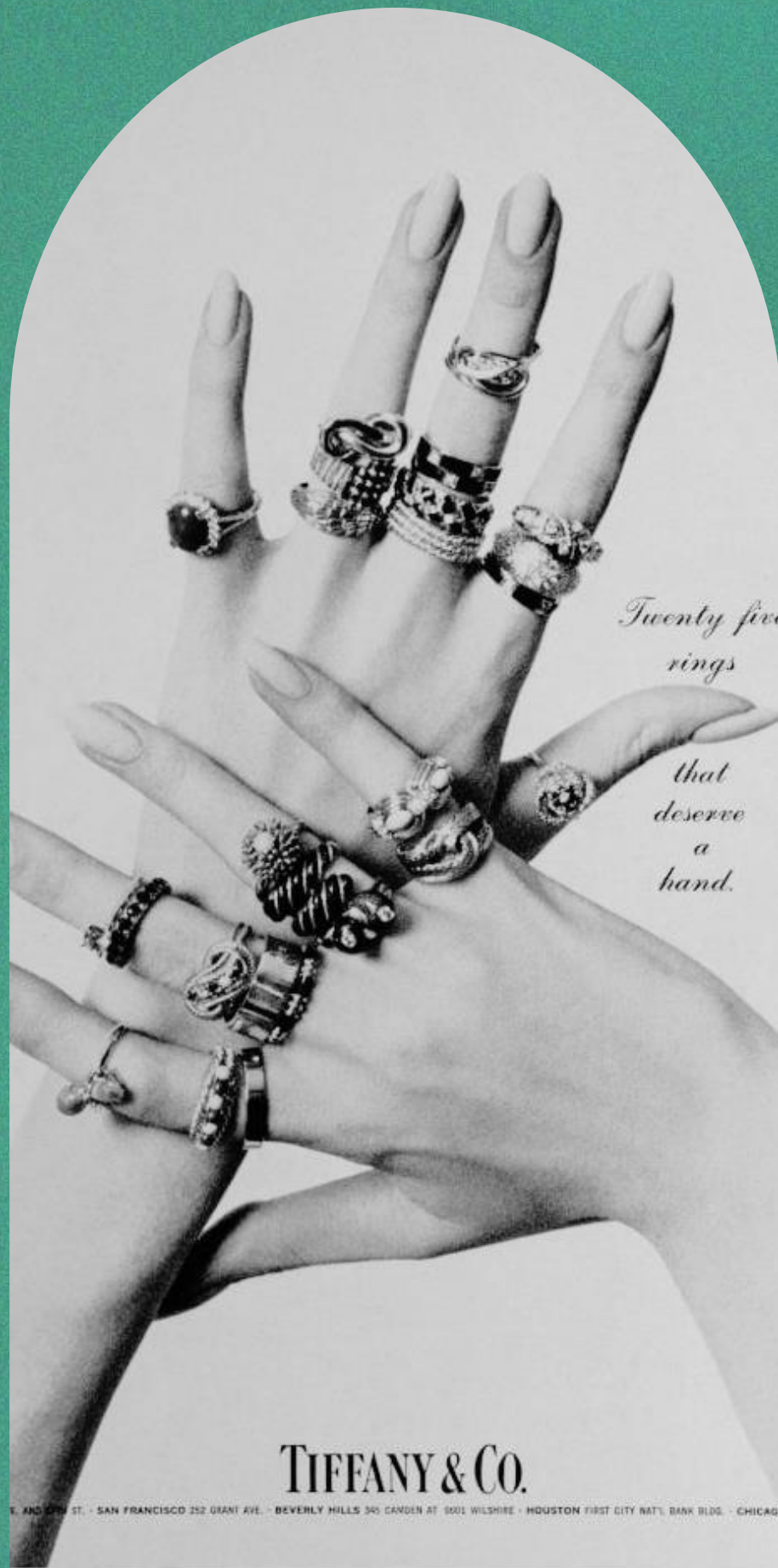
TIFFANY & CO.

WHAT COMES TO MIND?

TIFFANY & CO.



1837



1961



BRAND HISTORY

- Founded in 1837 by Charles Lewis Tiffany & John Barnett Young, New York
- Pioneers in luxury goods and gemstones
- The world's oldest major jewelry brand

THE ICONIC ERA

- Preferred jeweler among American presidents, royals of Europe and cultural elite
- Designer of The Great Seal of USA, 1885
- Multiple iconic cinematics; "Breakfast at Tiffany's" 1961
- Trademarked color "Tiffany Blue 1837"



2015

A CALL FOR HELP?

After centuries of success, the brand experienced a significant revenue decline...

Was Tiffany & Co. on the edge of losing its prestige and legacy?

Had its iconic era drawn to a close?

Was the brand simply at risk of becoming a relic of the past?

*“We try to make the founders
turn over in their graves, but
in the best way.”*

Michael Burke, Chair of the Board of
Directors (2021)



- ✦ **LVMH is famous** for turning around aging luxury brands, with an excellent track record of Louis Vuitton, Dom Perignon, Fendi among others.
- ✦ **After several negotiations rounds**, and some disputes, Tiffany & Co. was finally aquired by LVMH for 15,8 billion USD.
- ✦ **A new management team** was implemented, with Arnault and Ledru in charge, aiming to make it more relevant for the younger generations.
- ✦ **The competitive landscape was changing.** Younger generations became the dominant drivers of growth. They also valued boldness and cultural relevance, something Tiffany's was missing.

THE AQUISITION BY
LVMH

the world's leading conglomerate of luxury goods and brands

2019





THE SCENARIO

Time: August 2021

Location: Tiffany headquarters on Fifth Avenue (NYC)

- ◆ You are the **Creative Director** of Tiffany & Co., responsible for the rejuvenation strategy and campaign execution.
- ◆ A **creative campaign** under your responsibility just launched weeks earlier → July 2021

THE INCIDENT

JULY 2021

“NOT YOUR MOTHER’S TIFFANY”

- ◆ New campaign, featuring young, casually styled women
- ◆ Youth, Individuality and Confidence to draw GenZ and Millennials
- ◆ Designed to spark conversation and signal generational relevance

Immediate **visibility**

Immediate **backlash**



THE BACKLASH

“TIFFANY IS CANCELLED”

2021



brodie_brodita Way to dilute your heritage and alienate customers of all generations.



yellowbrickrunway This is just rude. Sorry that the generation that made Tiffany into a brand has aged out and doesn't deserve to be marketed to anymore.
[@catherinegraceo](#)



nicolececkert Nope not feeling this at all I miss the old Tiffany's.... And my mother has amazing taste thanks



andreakirstyduff Insulting to mothers or non mothers.....
237 Wo. Antworten Übersetzung anzeigen



carpedamn13 [#Tiffanyiscancelled](#) sorry, but I respect my mom to buy anything from you again



rengrove 234 Wo.

Well this Mother won't be buying Tiffany! I will take my money where I feel respected no matter my age or position in society!



tiffanyandco • Folgen



ldp.nyc Err, my mom called. She said "F**k you, Tiffany!"
237 Wo. Gefällt 2 Mal Antworten Übersetzung anzeigen



alifelivedlaya This ad campaign is brainless. And btw congrats on rebranding yourself to a brand that disrespects moms.
237 Wo. Gefällt 1 Mal Antworten Übersetzung anzeigen



cor.innestagram This caption doesn't even make sense....please tell me you didn't go to school for this or anything
238 Wo. Antworten Übersetzung anzeigen



carolynhatchell Makes me want to melt all of my Tiffany pieces & never set foot on the store again. Will someone please explain to this guy that you DON'T touch Tiffany?
238 Wo. Antworten Übersetzung anzeigen



samdrozdowski No no I WANT my mothers Tiffany jewelry- it's classic and timeless. This is the opposite- it's tasteless and disrespectful
238 Wo. Gefällt 1 Mal Antworten Übersetzung anzeigen



Michael J. Miraflor
[@michaelmiraflor](#) • Follow



People are really going on two thousand word rants on LinkedIn about how much they hate the Tiffany & Co "not your mother's Tiffany" campaign.

I've never seen anything like it.

WHAT TO DO?

As the Creative Director of Tiffany & Co., you are called into an executive board meeting two weeks from now to present a concrete action plan following the backlash to the “Not Your Mother’s Tiffany” campaign.

- 1. Now that the campaign has triggered backlash and alienated part of the traditional customer base - what strategic path should Tiffany follow next?**
- 1. Should Tiffany prioritize the customers of the future, or the customers who built its past?**
- 1. How should Tiffany respond publicly, if at all, to address the backlash and criticism?**

Founding of Tiffany & Co.
Charles Lewis Tiffany & John Barnett Young open the first store at 259 Broadway, New York City. Start of iconic American luxury jewelry brand.

Revenue Decline
Tiffany's profits dip despite industry growth; aging customer base signals need for modernization.

New Management Team
Anthony Ledru (CEO), Alexandre Arnault (EVP), Michael Burke (Chair) take leadership; Ruba Abu-Nimah becomes Creative Director. New vision for modernization begins.

Backlash
Loyal customers, especially older women, express outrage on Instagram and social media. Hashtags like #TiffanyIsCancelled spread. Even younger audience expresses discomfort over disrespectful tagline.



Prestige & Heritage

- Tiffany's craftsmanship gains international recognition, reinforcing brand prestige.
- The brand expands its influence in luxury design.
- Fifth Avenue flagship store features in films ("Breakfast at Tiffany's), strengthening brand's cultural identity.
- Brand known for its engagement rings, timeless jewelry, sterling silver and iconic Blue Box gifts.

Acquisition by LVMH
After negotiations, Tiffany & Co.. was acquired by LVMH. Strategic goal: modernize brand, attract younger consumers while maintaining heritage.

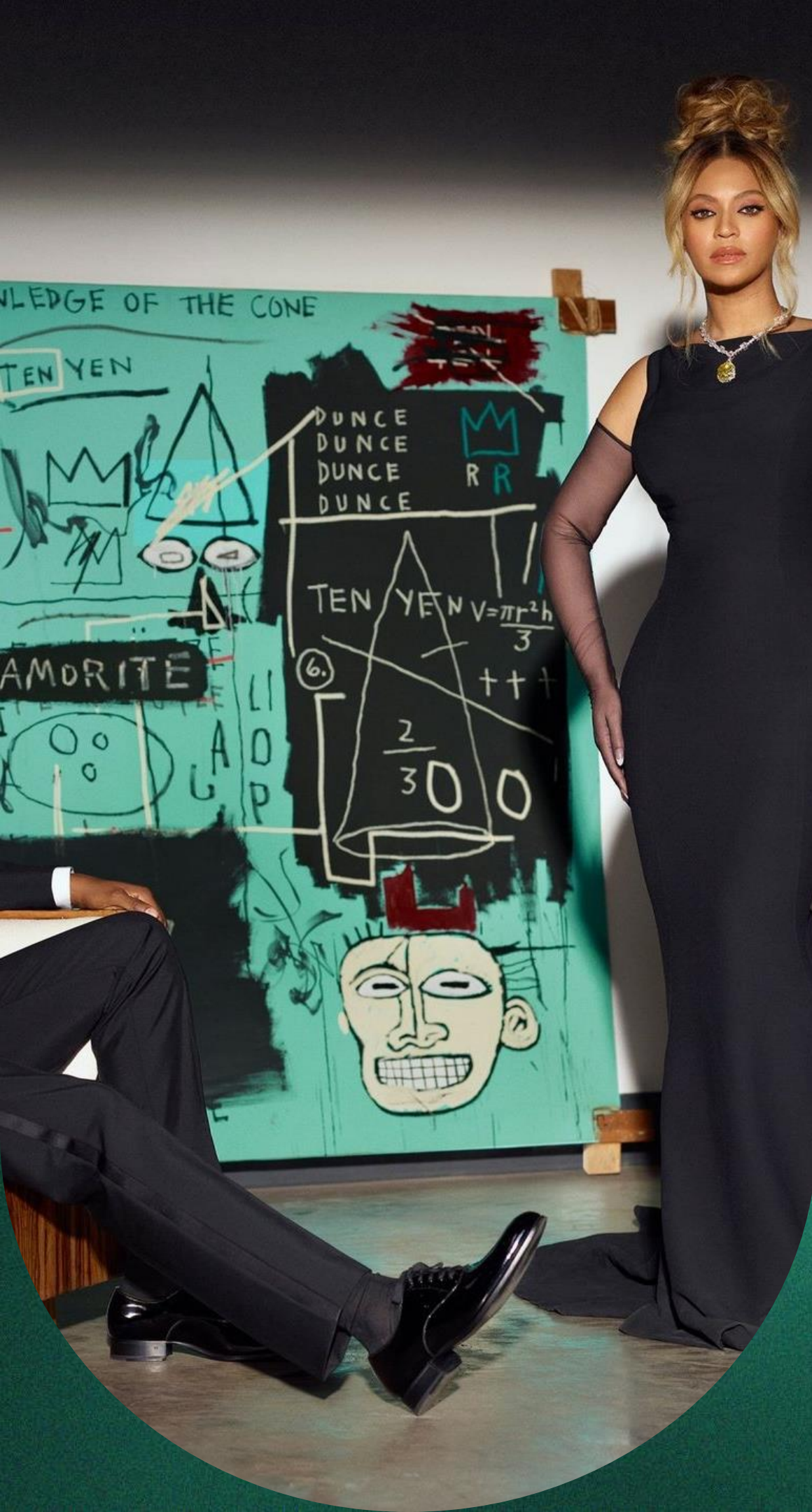
Not Your Mother's Tiffany"
Campaign Launch
Bold, youth oriented campaign emphasizing generational relevance. Headline phrase triggers mixed reactions.

TIFFANY & Co.

WHAT
ACTUALLY
HAPPENED?

MANAGERIAL DECISION





ACKNOWLEDGEMENT

- Discrete acknowledgement from Alexandre Arnault regarding the backlash
- *"It also had people who had never thought of Tiffany talk about us, which I view as a good sign."*
- Radical rejuvenation- common trend within luxury industry
- Core customers seemed offended, but no significant effect on their product or brand experience



BRIDGING THE GAP

- "ABOUT LOVE", Tiffany & Co x Beyoncé & Jay-Z
- Traditional and iconic features mixed with modernization
- A means of bridging gap between older and newer customer bases

RECOVERY

- Boosted engagement and investment
- LVMH: 167% of growth within the category was thanks to Tiffany & Co.
- Might have even helped the brand more than it hurt?

ENDING REFLECTION

The strategic approach first gained backlash, however the rejuvenation was successful at the end – How could they have initially approached the transformation in a better way?

THANK YOU!

ANY QUESTIONS?

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