

# Tropicana Rebranding Failure Case Study

Tropicana is a brand specializing in fresh fruit juices. It was established in 1947 by Anthony Talamo Rossi in Bradenton, Florida. He wanted everyone to enjoy the kind of fresh orange juice he had growing up. Fast forward to 1952, and they launched 'Tropicana Pure Premium' which was frozen orange juice concentrate. Then, just a couple years later, they came up with this cool flash pasteurization thing. It keeps the juice tasting really fresh because they heat it up slower but for a bit longer than usual.

The brand really took off when they ditched frozen concentrate and went all-in on their unique juice. That's when they became Tropicana Products, Inc. in '57 to show how big they were getting. The founder, Rossi, hung it up in '78 and Beatrice bought them out. PepsiCo grabbed Tropicana in '98, but then in 2021 sold most of it to PAI Partners, keeping a chunk for themselves. Tropicana Products, now part of PepsiCo, is still a huge player in the juice business.

## STP – Segmentation. Targeting. Positioning.

An STP strategy is very helpful in identifying potential consumers and formulating a unique proposition for them. This ensures that we know who we want to sell to, how we want to sell to them and what will make them buy.

### Segmentation

Coca Cola's audience is divided into segments in order to cater to their specific needs:

- **Geographic:** Their juices sell all over the globe including United States, Canada, United Kingdom, Ireland, France, Germany, Argentina, Japan and various Latin American & Asian countries.
- **Demographic:** Their audience majorly includes people from all age groups with middle or higher income groups.
- **Psychographic:** The brand majorly leverages the increasingly health-conscious mindset of people.
- **Behavioral:** Tropicana caters to those consumers who look for healthier options and take proactive efforts towards maintaining their health.

### Targeting

Tropicana goes full-swing on the fact that their juices are "100% Natural". This has been labeled everywhere including their website, packaging and campaigns. Leveraging the authenticity of their product, they reinforce a positive brand image in front of the health-conscious buyer.

### Positioning

Tropicana aims to be the top pick for people who want healthy drinks globally. We're focused on offering a better option than sugary stuff, highlighting how our products are good for your heart and cholesterol.

PepsiCo India's given Tropicana a makeover. It used to feel like an international brand, but now they're aiming it at busy millennials who want quick and easy ways to be healthy. They even got Katrina Kaif to be the face of the brand.

## The Rebranding – Failing to Understand the Consumer

So, Tropicana tried a sleek new look in 2009, ditching their iconic orange and straw. Big mistake. They ended up losing \$20 million in just a month. Talk about a branding blunder. They spent \$35 million on marketing, and it still backfired horribly.

Tropicana tried a new look for their juice packaging. They swapped out the straw-in-orange pic for a glass of juice on a plain background, tweaked the logo to be more minimalist, and added a tagline about being freshly squeezed. Thing is, even though the juice was still the same, people felt like it wasn't as fresh anymore. Goes to show how just changing the packaging, without touching the actual product, can really mess with how customers see your brand.

People missed that the orange was supposed to be the star of the show. Instead, it just looked like a lid, and nobody paid much attention. Because of this, Tropicana's packaging, both the old and the new versions, didn't really connect with the people they were trying to reach.

People knew Tropicana for its fresh, pure, and not-from-concentrate orange juice. The packaging redesign showed just a plain glass of juice, which missed the mark on those key features.

The logo redesign backfired. Moving the text to the right made it hard to read. Big mistake, since people read left to right. Because of this, the logo and brand name lost focus. It's like having an awesome product but the name is unreadable on the box – no one will notice it.

Furthermore, the new packaging tried this cool thing where the glass image stretches across two sides, but it ended up being a bit confusing. The old box had everything laid out clearly on each side, like the orange in front and people on the side. The new design didn't really work from the user's point of view; it was tough to get the whole visual.

## Key Takeaways

Tropicana's big packaging change didn't go as planned – it actually backfired and hurt the brand. Customers hated the new look so much, Tropicana had to bring back the old one. Sadly, the agency behind the redesign didn't fare well either, eventually shutting down. Definitely a big learning moment for Tropicana and the marketing world in general. Let's dive into these learnings:

- Rebranding is a solid marketing move that lets brands refresh their image without overhauling everything. Seriously, though, you've got to do your homework with market research to get a feel for how your audience sees your brand. Although Tropicana did hire Arnell in 2008, it's a classic example of what can happen if you skip the research and strategy.
- Stick to your brand's core visual stuff like the logo and colors when you're changing things up. Big changes can mess with your customers. Just make some cool, small updates to what you already have so people still recognize you.
- Customer loyalty is all about how people *feel* about a brand. So, big rebrands, especially changing up the packaging, got to be handled super carefully. You don't want to mess with that emotional bond and accidentally push away loyal customers who dig the current vibe. Seriously, sudden changes can feel like a slap in the face and totally break that trust. Customers might end

up feeling like they don't even know the brand anymore. Keeping the customer front and center is key when thinking about any tweaks to the packaging design.

- Tropicana tried a new, simpler packaging design with more white space and less pictures. Turns out, customers didn't like it at all. They said it looked like a cheap, store brand and couldn't tell it was Tropicana anymore. Good packaging is supposed to make your product stand out, but this redesign just made Tropicana blend in and lose its special identity.
- Good design means getting your message across clearly and simply. The old packaging did this well by labeling it "no-pulp," but that important detail got lost on the new design.