

Memo

To: Dr. Morton
From: Ashland Gravi
Date: October 5, 2020
Re: Pandora Jewelry Analysis

Background

This memo provides you with my analysis of the Pandora Jewelry case from the New York Times newspaper. Based on the facts of the Pandora Jewelry case, this summarizes the situation analysis and an overview of the strengths and weaknesses of the brand.

Purpose

I have reviewed the Pandora jewelry case and have itemized the components of the situation analysis per your request.

Brand Business Problem

According to the article, Pandora is facing a decline in the value of its company shares on the Copenhagen stock exchange driven by weak demand and decreased sales in China and the U.S.

Situation Analysis

The decrease in demand and sales has shown itself evident through various symptoms.

- Company analysis: the company represents liberty in fashioning jewelry to one's own preference. In other words, a brand that gives a voice to the people.
 - History: its shares on the Copenhagen stock exchange lost two-thirds of their value in a 16-month period. There has also been a string of departments by top management,

- which motivated a reconstruction. Pandora was stuck between abiding by their brand purpose and giving customers what they wanted. When they stopped catering to customers to think about their brand purpose, it became problematic. They realized their brand needed to cater to giving the people a voice.
- Pandora was facing a lack of brand relevance
 - The company is concerned with whether its investments in the market will revive its fortunes.
- Product analysis: product attributes are customizable and collectible sterling charms jewelry used for items as rings and bracelets. The brand relies on their customized benefits, which also helps in creating personal compatibility.
 - Promotions used: pandora has positioned itself in the market as selling high caliber jewelry using med-premium pricing tactics. Although this makes it more affordable than premium priced jewelry from other companies, this contributed to Pandora downplaying their competitors. Over the years, the jewelry market has expanded in having more affordable, quality items as well. Another promotion tactic was painting downtown streets pink to signify a brighter next chapter.
 - Distribution: Pandora is a danish, global organization that uses social media platforms to promote their merchandise. Because they control their own manufacturing in Thailand, they are able to melt and recycle unused jewelry quicker, while operating their own store network
 - Competitive analysis:
 - Direct competitors would be Instagram jewelry boutiques
 - Indirect competitors are Swarovski and Tiffany & Company. H&M is a clothing retail company that sells cheaper jewelry, while Tiffany & Company sells premium priced jewelry.
 - Consumer analysis:
 - Consumer stakeholders include the Warner Bros. and Disney, and those with interests in Harry Potter and Frozen II.
 - Their new Me line is aimed at Generation Z.
 - Pandora consumers are those that aspire to emotionally bridge jewelry while expressing themselves through their purchase. Because of the collectible charms, consumers would also be those who aspire to be unique while keeping up with trends.
 - Market analysis:

- Based on demographic trends, they are able to sell roughly 100 million pieces of jewelry in more than 100 countries. This global brand has been able to do that annually.
- Environmental conditions:
 - Pandora went through a rebranding phase. The brand acknowledged new social trends such as layered jewelry and featured an O pendant on their website.

Strengths and Weaknesses

- Pandora had been really ambitious in creating retail stores, but that was a weakness because it cost them a lot of money, placing them in a deficit. They are now closing down stores that aren't performing well, which is a strength since they are working to fix that issue. This was a part of their cost saving activities.
- When the demand and sales decreased in 2016, that was a weakness because the company was not creating a heavy social media presence for themselves.
- A strength is that they have a new chief executive, and the company are going back to their roots to figure out who they are again, while also tying it back to the needs of customers.
- A strength is that investors returned 1 billion dollars to the market value, putting Pandora in a better financial standing. This would make them more desirable as a company for investors to partner with.

Memo

To: Dr. Morton
From: Ashland Gravit
Date: November 1, 2020
Re: Alaska Air Group Analysis

Background

This memo provides you with my analysis of the airlines industry, specifically Alaska Air Group. Based on the facts of the case, this summarizes the situation analysis and an overview of how the brand is attempting to solve their problem.

Purpose

I have reviewed the Alaska Air Group case and have itemized the components of the situation analysis per your request.

Brand Business Problem

According to the [article](#), Airlines', specifically the Alaska Air Group, are facing a decline in its profits driven by the pandemic-inspired collapse in travel.

Situation Analysis

The decrease in demand and profits has shown itself evident through various symptoms.

- Company analysis: Alaska Air typically runs 10 to 12 big promotions year-round. Due to these challenges, they've been offering 3 promotions a month.

- Circumstances: A circumstance of this problem is the stay-at-home orders that have been implemented to help stop the spread of the virus. Consequently, the company is also facing a cash burn due to the net loss of millions.
- The Alaska Air Group is attempting to solve this dilemma by drumming up demand to get travelers more comfortable with flying again. This will also help keep cash flow coming in the door. The goal at hand is to fill up the planes that they are still flying in order to break even. For example, their buy-one-get-one-free offer allows a pair of passengers travelling together to get their own row for the price of one seat.
- Brand Ad: Alaska airlines company had different promotions located on their airlines.
 - Based on the advertisement, they do not have a compelling differentiation of customer segments. They target their offerings to consumers seeking low airfare costs.
 - Attributes stressed in the ad: pricing, safety and next-level care are attributes that are stressed in the ad. In a time period of a global health pandemic, these are attributes that consumers are looking for. These attributes show that the company has also helped change the travel experience in order to give consumers a “peace of mind”, as they also mention in their ad.
 - Benefits promised: a peace of mind is a benefit that’s been promised.
 - There are elements of the marketing mix beyond promotions that can be identified in the ad message such as price, and product.
 - Price: it is mentioned that there is no change in fees. A lack in additional fees will also position the company to be more competitive against other airlines.
 - Product: The seat selling on their flights are the major product selling in the ad. The routes and service that is provided is also a category of the product.

Works Cited:

Katz, Benjamin, et al. "Airlines' New Pricing Strategy: Buy One, Get One Free." *The Wall Street Journal*, Dow Jones & Company, 1 Nov. 2020, www.wsj.com/articles/airlines-new-pricing-strategy-buy-one-get-one-free-11604226600?mod=hp_lead_pos7.

Alaska Airlines. "Fly Smart. Land Happy. Find Cheap Airline Tickets and More - Book Today." *Alaska Airlines*, www.alaskaair.com/.

No more revenue over Marginalized Groups

Ashland Gravil | February 8, 2020

GAINESVILLE, FL, February 7, 2019, *AdWeek*

In the an era of *cancel culture*, public outrage is now considered as a form of profit. In the wake of the Superbowl season, PETA in their defense expressed that their cartoon commercial “pays homage to Colin Kaepernick” and his kneeling campaign that reflects injustice to the African American and Black community.

Writing for Adweek, Ashley Richardson-George writes “PETA is the latest company to monetize the black experience for its benefit, and I’m wondering why we’re still asking how this keeps happening.” PETA attempted to compare animal rights to the Black Lives Matter movement. Understanding race is essential in the mass media field, as this is an example of cultural appropriation.

This controversial ad will spark conversations about the ethics of benefiting off of cultural currency from a movement that is demanding legal reform. Does Black lives really matter if those lives aren’t being used as a media strategy?

Agencies are working to become more accountable so that they don’t fall into this paradigm. This creates an ethical dilemma for modern companies and campaigns: is it ethical to promote marginalized groups if it translates to profits. On the contrary, this commercial was an attempt to dismantle and confront systemic racism according to PETA. Only time will tell how other companies and campaigns will respond to this issue.

AdWeek is an advertising trade publication with a vast reach of over six million industry specialists and readers on a multi-platform scale.

For more information, contact:

Ashland Gravil

Agavil@ufl.edu

Publication can be found at: <https://www.adweek.com/agencies/4-tips-to-move-brands-away-from-monetizing-outrage-over-black-experiences/>



Figure 1 Picture courtesy of Twitter, PETA

Charities VS Self-Promotion

Ashland Gravil | March 23, 2020



Figure 1 Picture Courtesy of Getty Images/Burger King

GAINESVILLE, FL, February 7, 2019, Adweek

During this pandemic of the Coronavirus, companies are working to create solutions for today and tomorrow. Many companies and even colleges are donating supplies, and various products to help the community during this new wave. The question at hand here is if all of this is a marketing scheme, and are there strings attached?

Writing for Adweek, Robert Klara writes “It’s no accident that nearly all of these giveaways have strings attached—even if they’re the merest threads”. This may just be a form of native advertising. There are companies like Burger King for example, who are offering two free kid’s meals *with* the purchase of an adult meal *through* the app. Two things are taking place in this scenario:

- An initial purchase is required, which may in fact be increasing original revenue for the company
- Burger King is increasing brand awareness through their app usage

Brands face the possibility of consumers feeling taken advantage of.

This controversial ad will spark conversations about the ethics of charitable giving. During this economic turmoil, stores and manufacturing companies are shutting down for a period of time. Thus, brands may need to veer towards other advertising tactics to survive.

For more information, contact:

Ashland Gravil

Aggravil@ufl.edu

<https://www.adweek.com/brand-marketing/dont-look-now-but-companies-are-giving-away-everything-they-used-to-sell/>

Merging of Health and Lifestyle

Planning for the Future

Ashland Gravit

PRESS RELEASE UPDATED APRIL 6, 2020

Many companies are being negatively influenced by the COVID-19 pandemic; however, health brands have an efficient platform to create and/or enhance positive relationships with consumers. Hand sanitizer, soap and toilet paper are not the only household items seeing an increase in demand during these times. Within the apex of the COVID-19 pandemic, *Welly*, whose main products are band-aids and first-aid kits has been a fortunate company during the pandemic, receiving an increase in sales. The merging of health and lifestyle are taking place.



Figure 1 Picture courtesy of Welly

Writing for Adweek, Paul Hiebert writes “Revenue aside, Ryan said the current crisis has brought about a ‘tremendous opportunity’ for those in his industry, as young shoppers especially have already largely moved toward defining health as a lifestyle pursuit.” Many companies can take example from *Welly*, as they have proven that going silent in times of a crisis will not help build relationships with consumers, but rather harm their reputation.

In stressful times, affirmations from health brands and companies are more appreciated. Stressful times gives companies the opportunity to prove their loyalty and help in addressing situations.

If you are interested in Welly’s products, check out their site at: <https://www.getwelly.com/>.

For more information, contact:

Ashland Gravit

Agravil@ufl.edu

Publication can be found at: <https://www.adweek.com/brand-marketing/coronavirus-will-alter-people-relationship-health-brands-welly/>