

THE HIGH PRICE OF RAPID GROWTH

MUCH IS AT STAKE: Expansion is great—but if brand value suffers, CMOs must be the ones to hit the brakes



David Becker,
President,
Philippe Becker
Design

GUCCI

In the 1980s and 1990s, it expanded too quickly and diluted the power of the brand, nearly becoming a parody of its former self. It has since started to recover—but the crawl back to legitimacy is taking far longer than the fall.



COACH

Coach has managed to reinvent itself in record time, boosting sales and attracting new customers without diminishing or watering down the perception of the core brand.

