

TABLE A-10

Case study: Juicero

(Innovation failure summary)

Variable	Description
Innovation	Juicero was a start-up that sold an expensive, Wi-Fi-connected home juicer that squeezed Juicero-branded produce packs to make organic juices, launched in March 2016
Radical or incremental	Radical
Category	Product
Sector	Household appliances
Failure timing	Launch stage, failure in September 2017
Failure root cause	<p>No market demand</p> <ul style="list-style-type: none"> • Bloomberg discovered consumers could squeeze the packets by hand and get most (7.5 ounces) of the juice out in about 1.5 minutes, without the use of the machine; the machine could get 8 ounces out in 2 minutes • Juicero originally cost \$700 (later reduced to \$400), which was significantly more expensive than other juicing techniques • Only Juicero-branded fruit packs (\$5–\$8 each) could be used with the machine, requiring consumers to purchase monthly subscription packages to get continued use out of their machine, a transparent way to force consumer loyalty to Juicero
Failure root cause timing	Product development
Outcomes	<ul style="list-style-type: none"> • High price point and knowledge of the uselessness of the machine caused demand to collapse • After announcing they would no longer be selling the machine or fruit pouches, the company offered full refunds to anyone who purchased a machine • The official cause of closure was cited as an inability to create an “effective manufacturing and distribution system for a nationwide customer base”
Business insight into the innovation process	<ul style="list-style-type: none"> • Innovation must address real market needs with compelling value proposition
Pivot	na
Pivot enabler	na

na = not applicable.

Source(s):

National Center for Science and Engineering Statistics and SRI International, special research (2020) of 2010–20 open-access articles, including *MIT Technology Review*, *New York Times*, *Fast Company*, U.S. General Accountability Office, and *Defense News*.