

Executive Summary

Established in 1977 (Victoria's Secret, 2022), Victoria's Secret grew rapidly and became one of the largest lingerie brands. However, the recent impact of the pandemic meant they were forced to close more than 200 stores (Statista, 2022). During this period of isolation, consumers reflected upon their interests and desires. This meant the majority of Gen-Z consumers and Millennials became strong supporters of **sustainability** and **inclusivity.**

Brand Issues



Low Level of Sustainability



Lack of Inclusivity



Slow Innovation

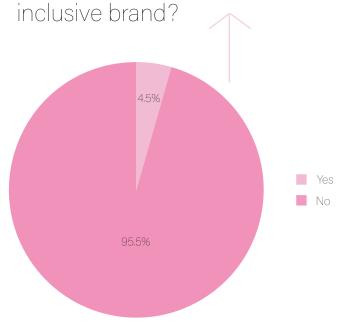


Outdated Brand

Brand Mission Statement

Behaving inclusively **Creating** equality **Acting** with integrity **Behaving** ethically

Do you think Victoria's Secret is an inclusive brand?





The brand's mission statement is not being sincerely met therefore establishing a new strategic direction which targets current consumer demands would significantly improve the current brand perception and generate future profits. VS will use **market penetration** to focus attention on a transparent supply chain, be more inclusive in their products and marketing while demonstrating **innovative** technology.

New Objectives

Increase Market
Share

Improve Brand Loyalty

Improve Brand Perception

PACKAGING DEVELOPMENT STRATEGY



Executive Summary

Victoria Secret (VS) is one of the leading brands within the lingerie market. Since its foundry year in 1977, it has reached significant success through delivering high quality, fashionable lingerie garments which express sexiness and beauty. However, multiple scandals and controversial statements expressed to the media alongside marketing outdated ideals are drivers to negatively impacting their brand image and market success (Strategic...Report, 2022). A key issue of VS is their lack of sustainable methods implemented within their supply chain.

The report follows the set object, to improve VS' brand perception through following a product developmental strategy. Sustainability is only possible once transparency has been achieved (Fashion Revolution, 2021). Therefore, VS will focus on achieving the objective and directing the strategy through focusing on transparency and implementing this further into VS. As a result, VS will deliver transparent product labelling within store on all products, where detailed supply chain information can be accessed via the digital tool, a QR code.

Focus Objective

3

Improve brand perception by 60% by 2027



Transparency

Sharing of "credible, comprehensive & comparable" information regarding supply chains, social and environmental impact (Fashion Revolution, 2022).

Transparency Labels

Transparency product labels aim to provide detailed information regarding the products environmental and social impact (Bennett, 2020). With consumers becoming more ethically aware and favouring transparent companies, the demand of transparent labels has grown (The...Industry, 2021). Transparency labels are being established through a combination of a physical and digital forms (e.g. QR codes). These labels are helping to interlink the need for transparency and digitalization from consumers within the brands shopping experience.

Best Practice - Pangaia

In 2021, Pangaia partnered with EON, a connected products innovator (Pangaia... industry, 2021). Pangaia adopted EON's digital passports for its products which are activated through a QR code. These are printed on each of Pangaia product care labels (Pangaia...industry, 2021). Consumers can scan this code using their phone in order to access the garment's unique journey through the supply chain and its environmental impact (Pangaia... industry, 2021). This digital information is updated in real-time which enables Pangaia to maintain their relationship with their consumers as well as the consumers continuing to learn about their product (Pangaia...industry, 2021).

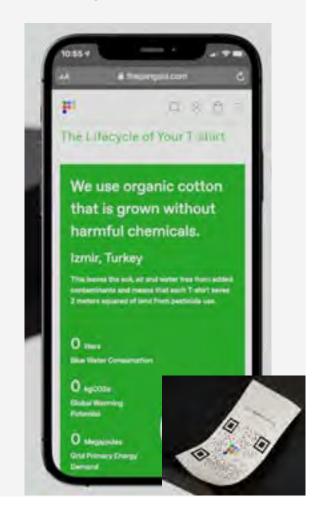
Key Macro Factors Influencing Fashion Transparency

Motivating Factors

- Boohoo under investigation for paying garment workers in Leicester £3.50/hour (Duncan, 2020).
- Consumers now wanting transparency and honesty from brands regarding products (Bapna, 2020).

Limiting Factors

- COVID-19 caused consumers to consume more, specifically online.
- Russian-Ukrainian war causing some brands to hide information regarding manufacturing in Russia (Seares, 2022).





Target Consumer Summary

Consumer 5058



Most agree that shopping online makes their life easier

Age: 26-35

Occupation: Creative job/Marketing

Lifestyle: Sociable, Value inclusivity, have children



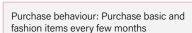
34%

Streams TV services



52%

Less likely than average to worry about online security



Hobbies: Running

Salary: 30, 000







Millennial Cohort

\$600 billion collective annual spending (Karapetian, 2017).

Purchasing decisions stem around personal, social and environmental factors (Karapetian, 2017).

Will show stronger loyalty to brands that are transparent (Karapetian, 2017).

Require more indepth information regarding the product (Karapetian, 2017).

Competitor Label Analysis

M&S



Plastic string attachment Manufacturing Tocation

Product description

RFID indication

Ann Summers



Plastic string attachment Brief product description Fire hazard warning Manufacturing location

- Recycling certified logo indicates sustainable label.
- No fabric composition, environmental/ social information.
- Fabric sewn in label could cause textile waste if thrown away.
- No indication of recyclable label.
- No fabric composition, environmental/social information.
- Fabric sewn in label could cause textile waste if thrown away.



Final Output



Justification Summary

VS will introduce a transparency tag on their products. The Pangaia X EON partnership is the inspiration for the function of the output. Consumers will access the product information through the scanning of the OR code via their mobile camera. This technology-orientated delivery stems from the millennial consumer being digitally connected and choosing to seek out information via the internet if it is not provided via a label (Karapetian, 2017). The analysis of VS' current product label indicated their need for a more sustainable construction alongside implementing more detailed information. The QR code is additionally printed onto the products fabric. By consumers often removing all product labels due to comfort reasons, the printed OR code will avoid this limitation (The... Brands, 2021). Consumers would also be able to access the real-time data of the product, therefore will forever be informed about the product's lifecycle and impact.

VICTORIA'S SECRET

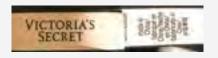
- Brand name/logo in large font
- Cardboard material
- Signature pink colour

THIS GARMENT IS MADE WITH PARTIALLY RECYCLED MATERIALS

- Indication garment is sustainable
- Does not specify what sustainable materials are used



- Product's barcode & ID
- Price in £, CA \$, US \$
- Size included
- Plastic string attachment to product



- Brand name/logo in large font
- Small but long label, could cause discomfort when wearing



- Brief fabric composition breakdown
- Brief product description
- Manufacturing location given



- Size of product given
- Small RFID logo, can easily be missed

Transgender Range Plan S/S 23

An exploration into the transgender lingerie market

H

It's really good when you feel safe and you can be whoever you want to be

- McKinsey & Company (2015)





The transgender market struggle to find underwear that specifically considers both their functional requirements such as their unique measurements, and aesthetic needs and wants. This proposed range plan for transwomen will accommodate for their individual requirements by developing underwear which contain a tuck and constructing bras that have removable pads of all sizes. The collection will follow a specific trend which will be **colourful**, **cheerful** and **sexy** to encourage transwomen to express their identity.

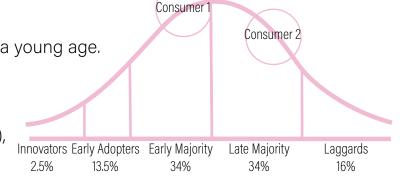
Consumer 1 Age 16-31

'Early majority' category.

Transition and express new identity at a young age.

Consumer 2 Age 32-60

'Late majority' category May be averse to risk (Lundblad, 2003), and less confident in new identity.



This WGSN trend, 'Intimates Fun in Love', is forecast for S/S 23. It has three main action points; **Design for less waste, communicate a hot summer vibe and encourage self-expression**. It draws on the idea of sustainability and using recycled materials; suitable for the strategy. Also, 'clashes of colour express individuality', in keeping with encouraging inclusivity (Lynch 2022).



How?

This is a transgender tuck thong, it gently 'tucks' the genitals in place. It is a high-waisted design to enable transwomen to cover up their hip region to offer a more feminine appearance by transforming the silhouette. The tuck will be within each underwear garment offered in this range.



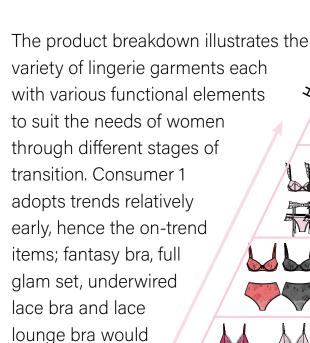
Every bra offered in this range will also contain three different sized pads for filling. The reason being, it offers various choices for transwomen throughout every stage of the process. The pads will be fitted through the inside of the bra and can also be removed at the same place.



This range plan consists of various lingerie garments, each with various functional elements to suit the needs of women through different stages of transition. The basic collections are soft

providing comfort, whereas the fantasy bra is full of intricate embellishments to offer a detailed aesthetic look.

Basics



appeal to them.

Consumer 2 is later to adopt trends and is often sceptical and averse to risk.

This consumer adopt products after they have been tried and tested, this way they have social proof from other consumers (Lundblad, 2003). The basic items and the floral underlined bra will be of interest to them as it suits their needs and wants of functionality over aesthetic elements.



Average Bra = **£32.28**

Average Underwear =

£11.28

Market Competition



There are limited products within the market for transwomen and the current products lack any real detail or in some cases functionality. No brands incorporate sustainability into their process, a concept consumers are increasingly demanding (Augustsson and Granberg, 2022). There is no consideration for aesthetic appeal as the designs are simplistic, ultimately making it difficult for transwomen to feel confident in expressing their identity. By creating products that the target consumer will want and enjoy wearing, Victoria's Secret will fill this gap in the market, creating a competitive advantage.

Meeting Brand Strategy Objectives

1

Objective

Widening the target market and providing more opportunity for sales to increase will ultimately drive market share.

2

Objective

The range plan will improve brand perception as it demonstrates a genuine approach to achieving inclusivity and making change.



Product devlopment

mastectomy bras

'Cancer takes so much away that is feminine, our hair, eyelashes, some or all of your boobs. I just thought, this is so unfair, why does it have to take away lingerie as well? Tine Doueihi, 2016.

Concept overview

In order for Victorias Secret (VS from here on) to ensure that it meets the ojectives of increasing market share, improving brand loyalty and increasing brand perception. It is critical that a focus is put onto sustainability and inclusivity. This is an area which as a brand is currently not included enough and is now more important to its target market. The introduction of a mastectomy bra range which fits within the current product lines to ensure the feeling of sexiness for all consumers will help to break down the body image issues which often present themselves post mastectomy. Currently breast cancer affects 1 in 8 women in the UK (NHS, 2022) with 43% having a mastectomy (breast Cancer Care, 2015). Currently the bras offered are of a medical or plain nature increasing the feeling of difference felt by survivours. The main aim is for the mastectomy bra to increase the perception of body image for post mastectomy consumers and to increase the feeling of sexiness within their underwear. The number of diagnosed people under 50 is currently rising which can prove a more isolating experience due to the majority of information and mastestomy product being targeted at over 50s (Breast Cancer Now, 2022). The VS consumer is within the under 50s age category and therfore, if they are diagnosed can be further isolated due to being unable to shop underwear that previously provided a positive body image to them.



Mastectomy bra market

The currect mastectomy market is relatively small and focused on functional designs rather than sexiness. The market leader is Aneoma which offer both post-surgery and mastectomy bras as well as knowledgable information for both consumers and doctors on their products however, many of these designs heavily focus on functionality and can have a basic or medical look to them. The purpose of the VS collection is to bring back a level of normality for post mastectomy underwear.



M&S



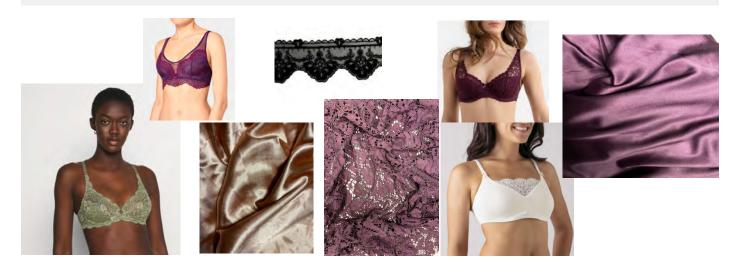




Bravissimo

Fabric and colour research

The collection will be launched in A/W 22/23 taking inspiration from the modern ocassion trend focusing on sleek, sexy and comfortable underwear (WGSN, 2022). The use of contrasing colours will be added to create more interest in the product and will include fabrics with different textures on the outside of the bra. The main fabrics will still be made from organic cotton and sustainable natural fibres such as lyocell. However, satin and lace can be used to embellish the ouside giving a sexy appeal and add the desired design aspects to match the current range.



Concept visualisation - prototype

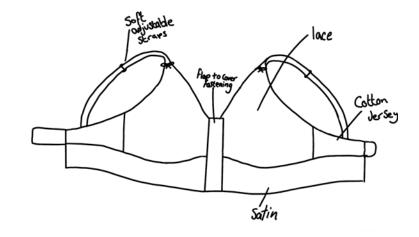


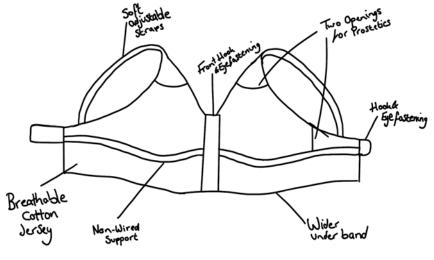
The prototype sample below shows the type of bra which VS can launch using soft lace trims and contrasting satin band to provide a more sexy appearance to the bra. Whilst still ensuring that it will still be comfortable by using organic cotton jersey for all the lining, having a front and back fastening and pocket for the prosthetic.



Information Leaflet

An information leaflet will be attached to each of the bras to detail the key features which have been included within the bra to improve the comfort for the wearer. This will also have simple line drawings to show where prosthetics can be inserted for ease of the consumer. The bra will also be in partnership with the Breast Cancer UK charity so a small amount of information will be provided here also. This will further help to raise awareness around breast cancer and continue to remove the stigma associated with it. The leaflet can also provide more information on how to get a specalist bra fitting and support.





Main objective met



3

Increase brand perception

The main objective for launching a mastectomy bra collection is to show consumers that VS want to portray a sincere message of inclusivity and ensure that their products can be worn by all. This will then help to increase our other two objectives of brand loyalty and market share.

Concept justification

The current mastectomy market fails to meet the wants of the consumer through providing a positive body image. The sample shows the potential to create a sexy bra which still provides all of the necessary comfort and functionality required by the user.

There are currently smaller brands which offer a sexy style of mastectomy bras however, this is at a high price point due to the relative size of the business. This provides a gap for VS to take advantage of as well as being an instore brand enabling consumers to try on the bras to ensure that they are most comfortable for them.

The risk is reduced within the collection by sharing the same colours and trimmings such as lace which can enable the knicker which match to be for both the main range and mastectomy collection.

Although the survival rate of breast cancer has been increasing in recent years due to advancements in treatments, the number of people getting breast cancer and needing a mastectomy is not declining. There is also the option for people with a high risk of breast cancer being offered a mastectomy further increasing the demand for this range.



CONCEPT RESEARCH

According to Statista (2022), the size of the sex toy market worldwide will be worth £33 billion by 2023, and £65 billion by 2030.

Demographic:

Victoria's Secret's current target audience are women aged 18-35 with expendable income. According to Forbes (2018), It Girls (57%), all women (61%), Millennials (60%) and Gen-Zs (61%) put Victoria's Secret at the top of their list across all brands within the lingerie category. Victoria's Secret is one of the only lingerie brands left not creating products within this industry, therefore losing out on potential revenue. The main messaging for this sub-brand will be to focus on inclusivity, diversity, and aestheticism. Therefore, products on offer will focus on a female bias but are cross-gender suitable. Shhhh. will promote messaging on responsible safe sex by collaborating with Durex for an exclusive range of condoms – targeting gender-fluid people and women to take more control.

Marketing:

- Carefully curated press campaigns with strong self-love imagery will get the word out about this exclusive, subtle subbrand.
- Influencer marketing is crucial as Forbes explained (2018), customers will not listen to brands about their products anymore, instead they will listen to the reviews from influencers and celebrities.
- · Social media will play an important role within this new sub-brand, as VS will need to create this new Shhhh.

Product Development:

Shhhh. will start off only featuring five products, as we will want to make sure quality and consistency is key. According to Rolling Stone Magazine (2022), the most sought after sex toys within the past year have been vibrators. Therefore, we will create a range to appeal to as many different tastes and genders as possible.

- 1. My Pink Secret G-spot vibrator
- 2. My Tiny Secret Pebble vibrator
- 3. My Little Secret Bullet vibrator
- 4. My Double Secret Two-Step vibrator
- 5. My Safe Secret Collaboration with Durex to promote safe sex

Costings:

After speaking with Sammi Kwang (End Ordinary Group, Szechuan) who runs external product development for companies wanting to produce in China, costings for creating the Shhhh. range are as follows:

- To purchase 1,000 bullet vibrator products from a wholesaler like Alibaba, the cost per product equates to \$0.98.
- The average cost to enhance one of these products in a Chinese factory location (End Ordinary Group) costs roughly \$1.
- Luxurious packaging methods cost around \$1 (End Ordinary Group).
- Shipment of 1000 products cost \$0.40 on average each (End Ordinary Group).

Therefore, if Shhhh. were to market solely the bullet vibrator products at an average price of £30 each, the total margin would be around the 90% level. With that margin, the net return on investment is significant and highly cash generative. Shhhh. will be able afford to do a number of things such as acquire new customers with digital spend, investment within marketing and further product development.

Competitors:

Victoria's Secret's competitors are growing daily, and with more research into the sex-toy industry VS is leaving customers feeling unsatisfied as they are yet to produce a range. Lovehoney, NastyGal, LookFantastic, Boots, Ann Summers and ASOS have all recently listed intimate adult products, and now more and more consumers are asking the question 'Why isn't Victoria's Secret Selling Sex-Toys?' (Kruzic, 2011). There is such demand that VS release a range of these products that companies are now creating 'replica VS sex-toys' on marketplaces such as Etsy UK and Amazon. The reason for this? Customers trust the Victoria's Secret brand. There is a need for this product.



SELF'S SELF'S SUBJECT OF THE SELF OF THE S

SMITH
SMMM.



Soft liquid waterproof silicone Latex-free and Phthalate-free 3 speed settings and 7 vibrations Length 7.5"

MY PINK SECRET: your own personal choreographer to perfect your own dance of self-love



VICTORIA'S SECRET







NEW IN BRAS PANTIES LINGERIE SLEEP SPORT & LOUNGE SWIM ACCESSORIES

VICTORIA'S SECRET Ship.



FREE NEXT DAY HOME DELIVERY FOR ORDERS OVER £75*



justification:

Victoria's Secret has a loyal fan base who actively buy these products from other competitors. The intimate product space is dominated by 'tacky' offerings which push these products but do not bring the elements of fashion to this space. Unless, they are willing to pay for a premium product such as from a company like Agent Provocateur. By carefully curating a discrete offer to VS's existing customers, then VS can gain wallet share in this very high margin product sector. Equally by adding some fashion 'cool' to these products and leveraging the PR attention this would gain, it will bring in new 'eyes' to the brand which would lower the cost of acquisition of new customers.

The products in this sector are durables rather than consumables and due to their nature are non-returnable, which again enhances margin. Without a doubt, there are risks to this strategy if managed poorly whereby the brand could be dragged down. However by focusing on discrete, classy recyclable packaging, and not overtly pushing the end-product, VS will be seen as a natural adopter of these products in line with its core brand and therefore matching the key focus of inclusivity.

- media, influencer marketing and ads.
- Marketing communications will a crucial with the release of this ne sub-brand via the right F companies, influencers and curate ocial media to push carefull



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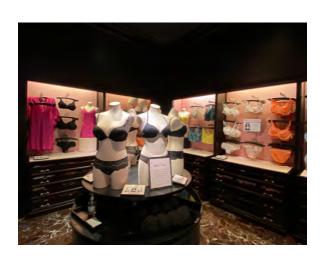


Visual Merchandising Marketing Strategy

It is crucial the proposed strategy for Victoria's Secret is visible throughout all brand activities, including the in-store-environment. **Visual Merchandising is a marketing tool used by retailers to communicate brand values** (Mondol et al, 2021). This will help Victoria's Secret demonstrate it's new sincere approach. As the UK is rapidly increasing in online sales (Statista, 2021) retailers are re-focusing on store experiences (Choo and Yoon, 2015) for **sustainable competitive advantange** (Wernerfelt, 1984) to build a loyal consumer base. The visual merchandising strategy proposed **will focus on targeting the current lack of inclusivity and innovation in stores**.

Current Store Issues

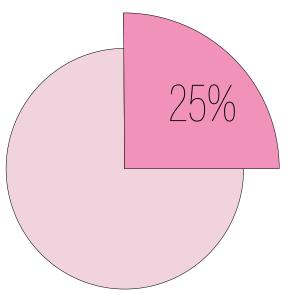
Dark interior - hard to shop Limited size range available Lack of innovation One size for all mannequins Stores are not well stocked



Research and Context

A key area of research is the consumer, understanding what motivates their demands and how they like to shop. Additionally the impact of the in-store-environment is a crucial consideration for Victoria's Secret in successfully achieving the objectives.

Understanding and responding to consumer demand will improve brand perception.



"25% of consumers find lingerie hard to buy" due to a lack of inclusive sizing and representation in stores.

The average woman in the UK is a size 16, with the plus sized market forecast to grow 5-6% every year (Fashion United, 2020) and yet this is not normalised within VS stores. To improve brand perception VS must make 'bold transformative moves (Burns et al, 2021). It is essential to re-imagine the store environment to reflect the consumer.



S-O-R Model (Mehrabian and Russel, 1974)



The S-O-R model demonstrates that consumer buying habits are directly influenced by the in-store-experience (Janini et al, 2022). **Lighting, colour, mannequins and floor merchandising choices must reflect consumer needs** to generate positive stimulation and to increase the likelihood of purchase (Janini et al, 2022).

Concept Visualisation



the visual design." (Nobbs, Moore, and Sheridan, 2012)

Lighting: Brighter lights will help consumers see the products better

Mannequins: Increased range of sizes to remove consumer pain point

Floor Merchandising: Product adjacency will remain strong

Technology: Digital screens showing marketing communications, QR codes for ease when shopping - direct to website

Senses: VS perfume scent to remain in stores **Colour:** Lighter colour palette to move away from exclusive look (Jacobs et al, 2019)

Store colour palette

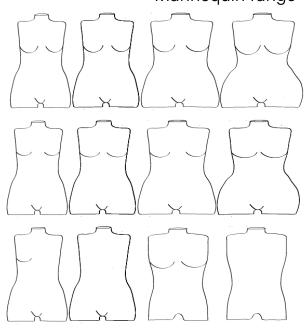


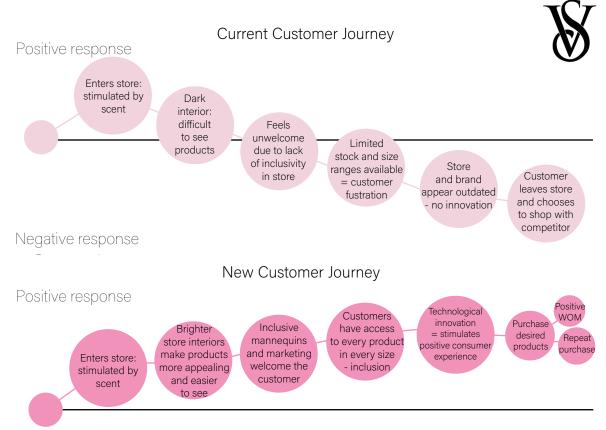




The improved in-store environment will be used as a **communication tool** for Victoria's Secrets' new brand identity focused on **inclusivity** and **innovation.**

Mannequin range





Negative response

Meeting brand strategy objectives: The In-store-environment will focus on improving brand perception in order to meet the other two objectives.



The new environment will improve brand perception, demonstrating in-store experience will a sincere commitment to inclusivity and change.

This will improve brand loyalty - as a positive increase the likelihood of repeat purchase.

Ultimately this will increase Victoria's Secrets market share and create sustainable competitive advantage.

By re-designing its visual merchandising Victoria's Secret is taking advantage of the gap in the lingerie market for customer-centric in-store-experiences. The brand is responding to consumer needs and demands providing positive store experiences that reflect who the consumers really are. The introduction of the overall brand strategy in stores demonstrates a tangible change for consumers. This highlights the brand's new sincere approach to inclusivity through innovation creating sustainable competitive advantage.





Vs.Vs Concept

VS.VS (Victoria's Secret Virtual Show) will be a reinvention of their once hugely successful fashion show. The event will help the brand to reinstate it's USP of an aspirational, yet affordable lingerie brand focused on feeling 'sexy', while reframing it to fit in LGBTQ+ with changing consumer needs. **BAME** The younger Gen Z consumer will be targeted to ensure a future for the brand, who's expectations include technological innovation and genuine, inclusive marketing. The focal point of VS.VS

will be to alter public per-

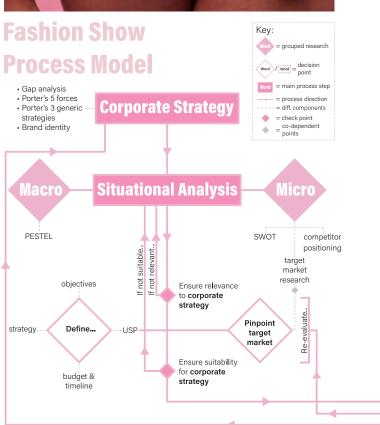
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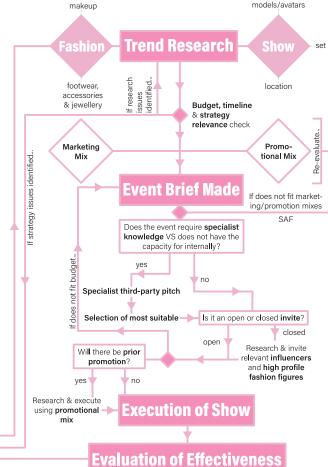
ception of what VS

stands for, reframing it to measure up to smaller new entrants who are redefining diversity in the lingerie market. Category A (see fig.1) has been identified as the main groups of people who should be featured in VS.VS if it is to be fig.1 truly inclusive. Research found that these groups Plus Sized hold immense spending pow-Disabled er that they will withhold if they feel a brand is not representative of them, while advantaged groups will shop the same or more at brands that increase their

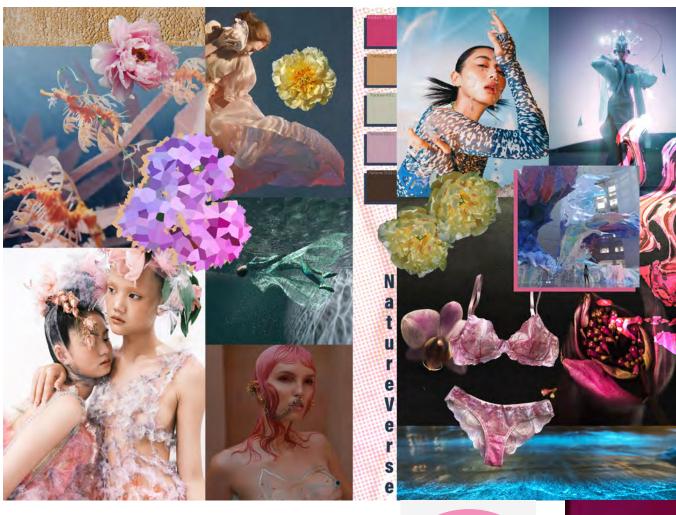
perceived allyship.

models/avatars









Virtual reality was identified as a growing trend among fashion shows and was especially popular with younger consumers. Digitisation allows for integrated marketing experiences, capturing ever decreasing attention spans and making viewing more accessible. Savage x Fenty was recognised as the only competitor for the mass market lingerie fashion show. Virtual shows have currently only been utilised by aspirational brands such as Balenciaga, who's A/W '21 runway show was hosted on Vimeo. This leaves a gap in the market that VS.VS can fulfil. VS has already proven its ability to host annual fashion shows, and with its new ownership by Next introducing higher budgets, it is plausible that the company can hire third parties to carry out the digital elements of the virtual show.

October 2023 was identified as the optimal time for the first launch of VS.VS as it is both Breast Cancer Awareness month and the start of the lead up to Christmas. The A/W 22/23 macro trend 'NatureVerse' was chosen for its relevance to VS.VS, encompassing both the feminine nature of the brand and the virtual world. Spaceage desert-capes, bioluminescent sea life, unusual flora and fauna and mirrored soft metallics twist real-world elements into dream-like new worlds, redefining VS's aspirational brand personality from unattainably skinny models into a futuristic yet sexy feel.

66% of survey respondents said they would strongly consider shopping with VS if they felt they had become more inclusive (author's own, 2022).

97% of category A respondents said they would be more likely to buy clothes shown on models more representative of them (author's own, 2022).

54% of Gen Z interested in gaming vs 42% in TV (GWI, 2022).









Digital avatars have become increasingly popular, with CGI influencers such as Lil Miquela gaining mass followings on social media. Hyper-realistic models have sparked intrigue as well as outrage, with some consumers worrying they take away jobs of real-life people. Research has disproven this theory, as it takes a team of individuals to create the avatars. VS.VS models should be representative of category A and be realistic enough to depict 'imperfections' consumers may have themselves. The MetaHuman program has been used to create samples of the models as it has the capacity to generate extremely detailed visuals, which is useful for the create of skin 'imperfections'. The avatars will showcase digital twins of real-life garments available to buy in-store, however in the future this could be expanded to digital assets as well.

The hair, makeup and accessories of the models should also be considered within the planning of the virtual show, taking into account the diverse skin tones of the avatars. Hot pink on the eyes was identified as a key trend, seen in the Valentino A/W 22/23 catwalk. This look links well with the hyper-brights of the NatureVerse trend, as well as the physique of VS's future identity prism, and delivers impact on digital screens. Set design should take inspiration from NatureVerse, and a metaverse host could be used to simulate the interactive elements of VS.VS, allowing users to move through the virtual world.

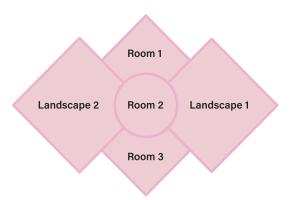






Dream Angels
Transgender Friend1 J. Balcony Bra and Particle
1 100%

VS.VS fulfils the identified need for innovation and inclusivity whilst primarily achieving the objective of improved brand perception. It is designed to capture the interest of consumer 4k35 by repositioning itself as a technology leader, an identified area for improvement in the existing lingerie market. The virtual show will redefine sexy, allowing consumers to feel represented by VS's marketing communications whist maintaining the brand's hyper-feminine personality. VS.VS is the solution to the growing demand for change within the fashion industry as a whole, rejecting the standards of beauty once heavily perpetuated by the VS brand.







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