

BRANDY MELVILLE: REBRAND

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INCLUSIVITY

DIVERSIFICATION

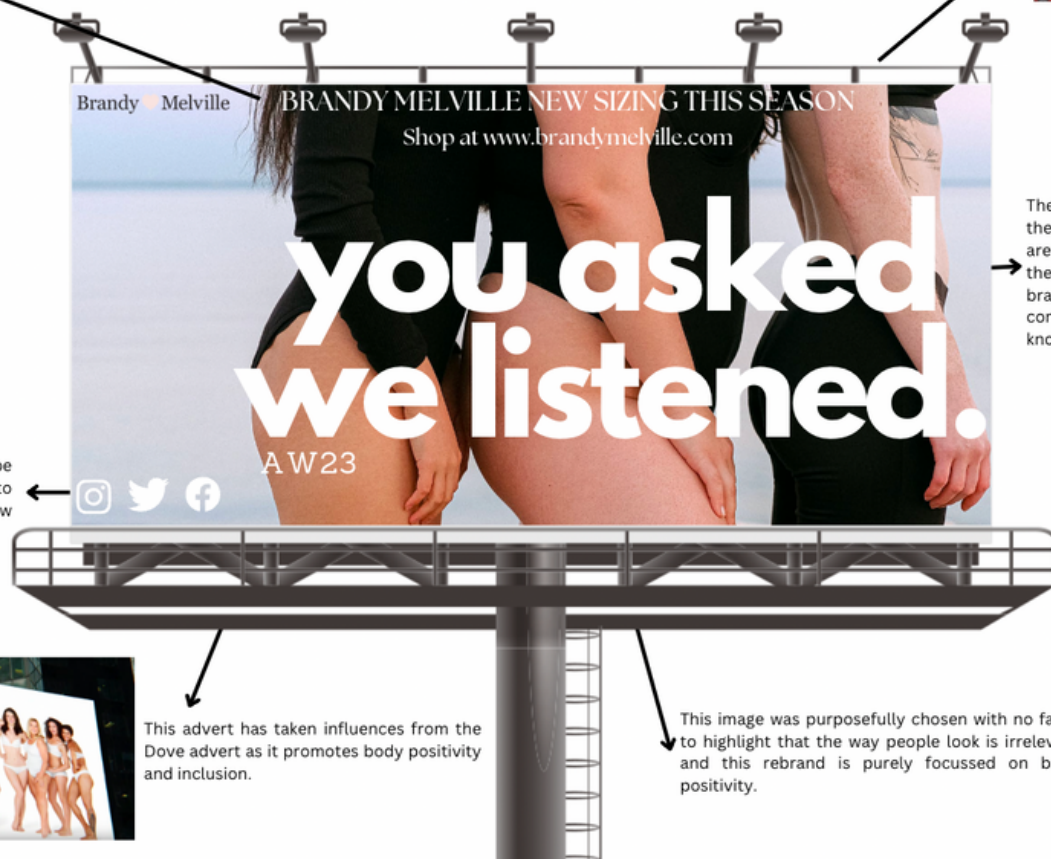
REBRAND

A Billboard

The strategic idea outlined in the group project suggests that Brandy Melville require an entire rebrand in order to keep up with the ever growing and ever changing fashion environment. Their business ethos is very outdated and the way they operate their brand is inevitably going to fail... In order for Brandy Melville to continue being a legible competitor in their market they need to change their business operations to be more inclusive and diverse. The strategic direction that will be taken in this report will be to advertise their new business change in the form of a billboard. The advertisements will entail women of different sizes and skin colours. This is vital because the purpose of these adverts is to ensure that every single consumer has the ability to shop at Brandy Melville if they wished to without feeling excluded due to their product offerings. or lack of representation.

Despite it being introduced in the next season the website will contain some pieces available for pre-order to persuade action amongst the new target audience because they may do this out of curiosity or it may be something that a certain group have been yearning for and they will be so excited and happy that they can finally wear Brandy Melville.

The best location for this billboard will be on the Sunset Boulevard in LA this location has two benefits to Brandy Melville. One, it is the most high traffic area in LA which will provide the billboard a lot of viewing time. The second benefit is, a highly concentrated area of consumers and potential consumers will be in LA as Brandy Melville provide the aesthetic that is popular all around LA.



The social media tags will be added to persuade people to further investigate their new rebrand

The slogan is used to underline to the consumer that Brandy Melville are taking full accountability for their previous exclusivity and brand architecture, they are now committed to the change they know has been desired.



This advert has taken influences from the Dove advert as it promotes body positivity and inclusion.

This image was purposefully chosen with no faces to highlight that the way people look is irrelevant and this rebrand is purely focussed on body positivity.



AIDA MODEL

The AIDA framework is used as a marketing strategy that focusses on transactions and purchases performed by consumers (Hassan, et al., 2014). A rebrands success is all based on whether profits and sales increase at the end of the strategy execution. The AIDA framework is often effective because it thinks about the consumer at each stage of a marketing campaign (Banerjee, 2022). Below there is each stage of the AIDA model and how the billboard will use it to ensure they can gain the most traction possible.

Justification

Diversification

To ensure the audience are committed to diversifying their brand, it is vital that the billboard models are of all ethnic backgrounds and there are a range of models, as the process model suggests it is fundamental that the billboards are representative of the objectives set. Initially, it is an image which captures the attention so by having a range of models it will have the potential to tap into the desired target audience.

Inclusivity

Further from diversification, there is inclusivity which descends from diversification, but it develops a sense of involvement and inclusion. It ensures the new target consumers that they are rebranding because they care not because they have to. Inclusivity proves a commitment to change because a brand may diversify to be politically correct but can still subliminally project their archetypal consumer.

Rebrand

Naturally diversification and inclusivity leads itself to a rebrand, to ensure both of these objectives are met it also provides an assurance from Brandy Melville to admit to their previous mistakes and commit to an effort to rectify them. There are many reasons brands undergo a rebrand, for Brandy Melville they will be doing it to admit to their outdated values, if successful a rebrand can cut ties with a brands previous reputation (Kimbravosky, 2023). Therefore, the billboards will demonstrate a fresh brand to inspire potential consumers to support the rebrand.



Brand inspiration



Brandy Melville

Beauty is not a size small

BRANDY MELVILLE NEW SIZING THIS SEASON

Shop at www.brandymelville.com



INDIVIDUAL BRAND CONCEPT SUMMARY

ELLA DARCY CLEARY | 10664285

INDIVIDUAL BRAND CONCEPT CONTEXT

In alignment with the group strategic development report, this individual brand concept synthesises the overall strategic direction. The concept is to encourage a healthier attitude towards body image, resisting the pressures the fashion industry seemingly puts on models and brands alike, to align with this idea of the “*thin ideal*” (Bogár. N, Túry. F, 2019).

Brandy Melville’s global pop-up store concept is encapsulated with a quote by Christian Dior, which suggests “*a dress is a piece of ephemeral architecture, designed to enhance the proportions of the female body*” (Pochna, 1996). Each individual venue will be meticulously chosen because of its unique beauty and characteristics. The idea of the pop-up store underpins the fundamental aims of Brandy Melville’s re-brand which focusses on the implementation of diversity and inclusion across a variety of different marketing functions including advertising, promotional video and PR.

The pop-up store is in place to act as a promotional tool for Brandy Melville to use in order to gain competitive advantage over other brands who offer similar products and services. The transitory nature of the pop-up shop stirs excitement surrounding it, creating a global media reception with the intention of raising awareness regarding diversity and inclusion making it accessible to the target consumer.

As aforementioned, with inclusivity at the forefront of Brandy Melville’s new strategic direction, it is important this is reflected through each venue. The location of the pop-up shop will be utilised to mirror the idea that despite looking different, uniqueness is beautiful and should be embraced.

EXAMPLE OF BRAND CONCEPT ANALYSIS AND RESEARCH

The concept of the pop-up store historically derives from the Vienna December market of 1298, and in the European markets that followed (Hayes, 2023). The more modern concept of the pop-up store was first erected in Los Angeles during the late 1990’s. This installation was originally nameless, but nevertheless sparked the attention of larger brands, who saw potential in creating short-term, unique experiences to promote their product to target audiences (James, 2023). According to Business Insider (2019), the pop-up store acts as an awareness builder for the brand’s offerings, with nearly 66% of respondents citing increasing brand awareness as a reason for launching a pop-up (Keyes, 2019).

The transitory nature of the store is part of the trend. The concept can be utilised to deliver a memorable brand experience, reinforcing a brand message through positive consumer engagement (Moore, 2019).

For Brandy Melville, employing the pop-up store method would be beneficial to use as a promotional tool to enhance engagement surrounding the launch of their re-brand, as its portability can improve their global reach.

The TOWS Matrix [Figure 1], evidences Brandy Melville’s proposition to diversify, taking advantage of their already well established consumer base.

It conveys the importance of the development of a new marketing communications strategy with a focus on the implementation of a pop-up store in order to further grow their consumer base by opening more stores worldwide. The pop-up store will act as a marketing tool for Brandy Melville to launch their new and improved brand identity – focussing on inclusivity and diversity across various dimensions of promotion and sizing breadth, with a view to expanding their product range to include unisex and gender-neutral clothing in the future.

OPPORTUNITIES

1. Offer a more diverse range of sizing to improve inclusivity
2. Influencer collaborations, much like Motel who offer similar product range
3. Expand physical presence - perhaps in the form of a pop-up store/ campaign
4. Diversify their product range

THREATS

1. Product: Experienced controversy for their 'ONE SIZE FITS ALL' concept
2. Competitors who offer a gender inclusive product range
3. More sustainable brands available on the market which perhaps appeals more to the Brandy Melville consumer

STRENGTHS

1. Strong brand identity
2. 3.2 million followers on US Instagram - strong social media presence
3. Omni-channel presence (brandymelville.com + global stores)
4. Established target consumer (Gen-Z)

S1+S2+O2+O4 - they already have a strong consumer base, established via word-of-mouth. This is combined with, influencer collaborations and **pop-up shop installations** could grow their consumer base further
S3+O3 - their strong omni-channel presence suggests their stores will have high footfall, by opening more nationwide across the UK and US: **pop-up store** beneficial to test the market

S1+S4+T1 - Despite their strong brand identity they do lead a risk of losing their consumer to competitors who have more inclusive and diverse ranges. Once their consumer group grows out of their size offerings, they will lose that market segment
S2+T2 - They only have Instagram as a strength whereas other brands have more to offer - the **implementation of a pop-up shop** can gain website traffic amongst other things such as consumer expansion

WEAKNESSES

1. Inclusivity
2. Diversity
3. Product Offering 'ONE SIZE FITS ALL' - only caters to females
4. Sustainability: fundamentally a fast fashion brand

W1+W2+W3+O1 - Begin to become more inclusive in all areas to have a better chance at retaining consumers against competing brands
W2+W4 - Diversify their products to gain a new market segment so they don't only keep their consumers, but they can gain new ones, thus increasing sales

W1+T1+W2+T2 - They have already missed out on a huge segment of the market by being exclusive, introducing more sizes and a 'male' section, will increase their consumer base
W4+W3 - By becoming more transparent with their supply chain, they could gain a more environmentally conscious shopper

Figure 1: TOWS Matrix (Strategic Development Concept, 2023)

EXAMPLE OF BRAND CONCEPT OUTPUT VISUALISATION

The example below is extracted from Loewe's collaboration with Paula's Ibiza, creating a collection with an aim to reflect the epitome of "freedom and ease" (Loewe, 2023). Although the message is not entirely identical to that of Brandy Melville, the concept still aligns. The idea surrounding the Loewe example is to evoke the sense of Ibiza, creating a multi-sensory experience for the consumer, paying homage to the summer spirit that define Ibizan craft and culture (Harrods, 2023).



Loewe Paulas's Ibiza Pop-Up Store Concept (2022)

Brandy Melville's pop-up shop can take inspiration from this, selecting locations such as the example below, and installing their pop-up store there. A pop-up shop is inherently unique, much like the message aiming to be portrayed in their new strategic direction. Each will be recognisable as a part of this campaign [Figure 2], but the juxtaposition of the pop-up store with the surroundings will allow it to reflect this message underpinning the idea that, although you may look different to 'surrounding beauty', YOUR beauty isn't compromised.

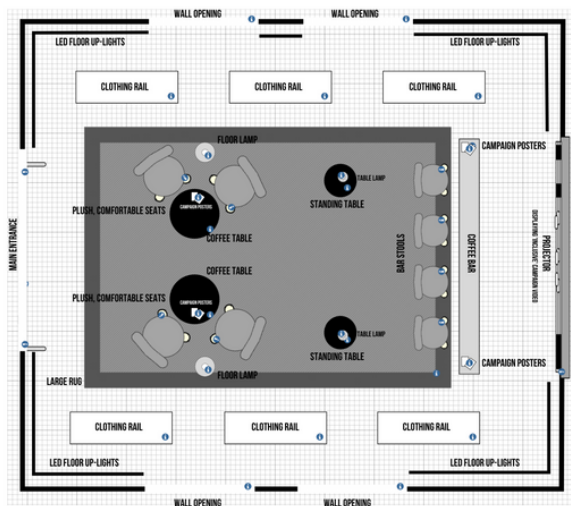


Figure 2: *Store Design* (Strategic Development Concept, 2023)

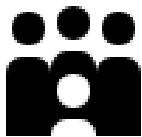
Plaza de España, Seville

JUSTIFICATION

The overall brand strategy, as highlighted in the collaborative group strategic development report, will be to diversify with the addition of product development as a secondary strategy to underpin it. The brand will need to tailor to consumer demands for inclusivity and diversity through their new products (Strategic Development Report, 2023). With inclusivity being the predominant focus, it is vital to discover an engaging method to promote these products and the overall strategic message. The pop-up store, influenced by McCarthy's 4P's theory, is justifiable as a means of promotion to engage the Brandy Melville consumer. Its unique ability to create a memorable in-store shopping experience for the consumer will allow Brandy Melville to differentiate against their competitors, reinforcing a brand message through positive consumer engagement (Moore, 2019). Employing the pop-up store method would be beneficial to use as a promotional tool to enhance engagement surrounding the launch of their re-brand, as its portability and distinctive identity can improve global reach through footfall and social media.

INTERNAL MARKETING VIDEO

The proposed individual strategic concept harmonises with the critical issues underlined within the strategic development report (2023):



Minimal Diversity



No Inclusivity

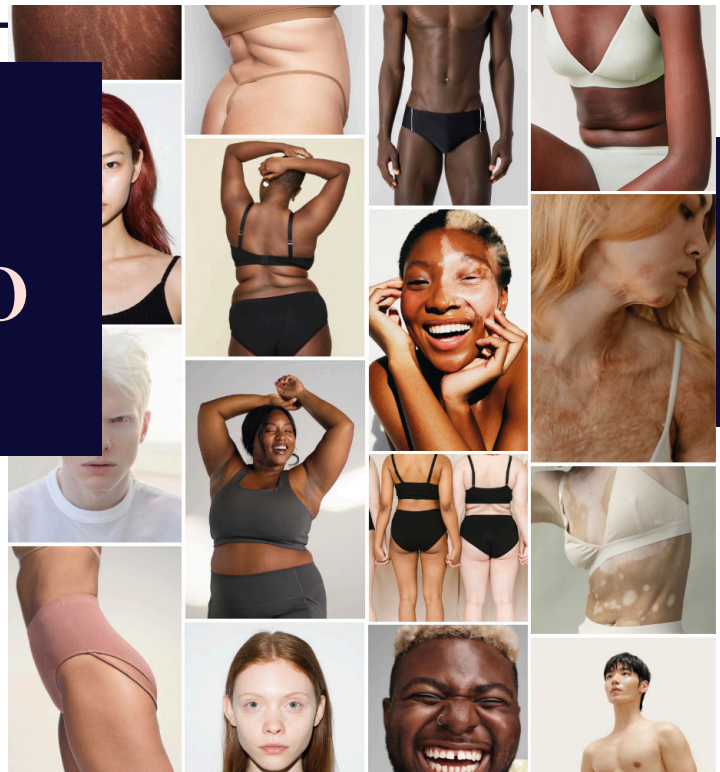
Evidence affirms the brand's philosophy as 'racist' and 'sexist' (Peters, A. 2021). In turn, inclusivity and diversity are paramount objectives that must be executed to enhance Brandy's business ethos and practices, ensuring successful growth and improved credibility.

The Concept

The concept is to educate all Brandy Melville's personnel on the importance of championing body, gender, and ethnic diversity using a "marketing-like approach," stimulating "employee motivation for implementing and integrating organisational strategies toward customer orientation" (Ahmed, P. et al. 1993).

Consumer Views on Inclusivity and Diversity

- 90% of people believe fashion industry images lack a diverse spectrum of diverse bodies (Walker, G. 2021)
- 73.4% of people feel that ethnicity, age, disability, gender, and religious expressions are depreciated by the fashion industry (Walker, G. 2021)
- 81% of Gen Z call for increased gender equality in fashion (Wightman-Stone, D. 2022)

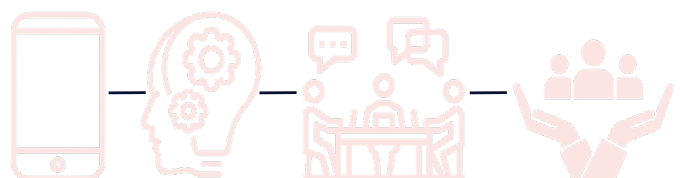


The Strategy

There has been a remarkable augmentation in video marketing, with progressively more people using it as a learning tool besides a source of information (Kramer, A. et al. 2017). Brandy will leverage the video marketing tool to apprise all personnel of their strategic direction of inclusivity and diversity.

68% of people would prefer watching business videos that are less than 1 minute long (Safavina, A. 2022). Therefore, short-form video marketing will aid in enhancing employee engagement and interest. Tik-Tok will be leveraged as the communication channel since:

- 63% of successful ads on TikTok get the intended message across immediately (Shepherd, J. 2023)
- 92% of users were inspired to act after watching a Tik-Tok video (McLachlan, S. 2023)



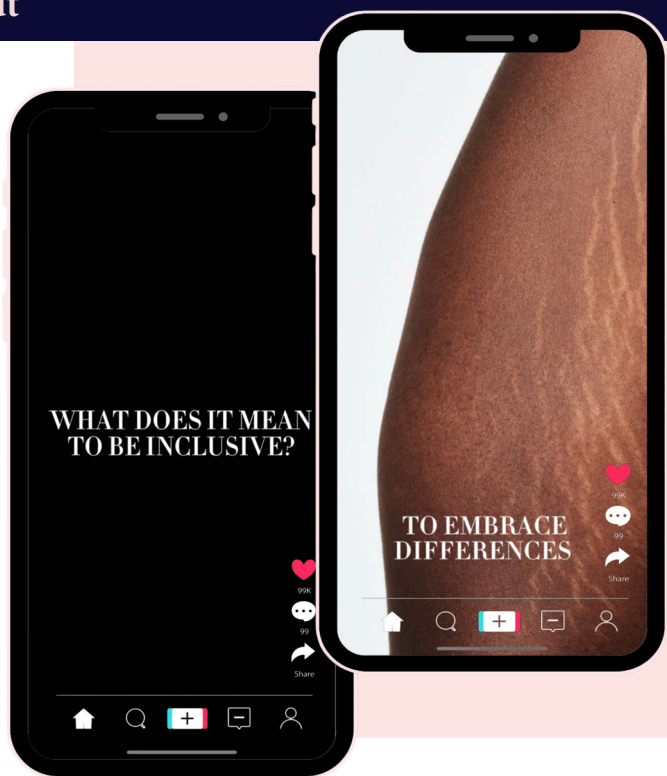
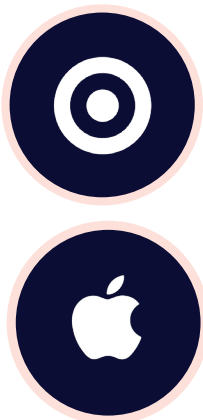
	<div>Strengths</div> <ul style="list-style-type: none">Strong brand identity3.2 million followers on US Instagram - strong social media presence (instagram.com)Omni-channel presence (brandymelville.com and global stores)Established target consumer (Gen Z)	<div>Weaknesses</div> <ul style="list-style-type: none">InclusivityDiversityProduct Offering: 'ONE SIZE FITS ALL'; only caters to femalesSustainability: fundamentally a fast fashion brandLack of presence on Tik-Tok (A detrimental video platform)
<div>Opportunities</div> <ul style="list-style-type: none">Offer a more diverse range of sizing to improve inclusivityInfluencer collaborations, much like Motel who offers a similar product rangeExpand physical presence: their only UK stores are in LondonDiversify their marketing efforts	<div>SO Strategies</div> <ul style="list-style-type: none">S1+O3 Comply to 'Civil Rights Act 1964' to diminish discrimination in the work place and stores, improving reputation and brand identityS2+O4 Leverage social media to implement the internal educational campaign to allow for greater reach and enriched communication (Qasim, A. et al. 2018) stimulating increased productivity	<div>WO Strategies</div> <ul style="list-style-type: none">WO+W2+O4 Promotional video should incorporate educational elements regarding the topic of inclusivity and diversity to motivate employees in devising marketing and product strategies towards customer orientation (Ahmed, P. et al. 1993)
<div>Threats</div> <ul style="list-style-type: none">Product: experienced controversy for their 'One Size Fits All' conceptCompetitors who offer a gender inclusive product rangeMore sustainable brands available on the market which perhaps appeals more to the Brandy Melville target consumer: Reformation	<div>ST Strategies</div> <ul style="list-style-type: none">S2+T2 Examine the ways in which competitors market their efforts towards inclusivity via social media to take inspiration for educational campaign	<div>WT Strategies</div> <ul style="list-style-type: none">WO+W2+T1+T2 Video should educate Garment Tech and Buying department on efforts to change their USP of 'One Size Fits All' to cater to all physiques including men, reducing threat of substitution against competitors and show their sincerity regarding the strategyW3+T1 Utilize Tik-Tok to promote efforts to actually include all sizes and genders

Research and Analysis

The TOWS strategies consider potential opportunities for Brandy to develop a plausible strategy. The highlighted processes corroborate approaches to diversify through internal promotional communications (leveraging Tik-Tok to enhance employee understanding of the concept of Inclusivity and Diversity). This marketing communication should strengthen employee knowledge and efficiency, activating the composition of inclusive promotional efforts, including the expansion of sizing and gender-neutral clothing, and improved marketing efforts through diverse models. This will enhance brand identity, consumer loyalty, and credibility, ensuring the brand upholds a competitive stance in fashion's cut-throat market.

Visual Output

The video will be implemented via Capcut, allowing for a smooth and direct transfer to Tik-Tok.



Justification

Employing the means of Tik-Tok will aid employee motivation and engagement, leading to a broader knowledge surrounding the critical concept of inclusivity and Diversity. An effective strategy will be executed by thoroughly analysing inspirational and educational videos, the market climate, the consumer, and employee research, leading to an ameliorated brand image, enhanced credibility, and increased consumer loyalty.

The overall objectives of the video campaign:

- Increased employee understanding (increased productivity cross-department)
- Increased employee engagement
- Ameliorated brand image and credibility

"Inspiration is a vehicle for brand growth and should be considered a tool for implementing a strategy in fashion's erratic market (WARC, 2021)."

Taking inspiration from Target and Apple, who have successfully executed promotional videos that accentuate and educate on 'what it means to be Inclusive,' will stimulate productivity and creativity, driving the brand towards goal implementation.

Brandy Melville

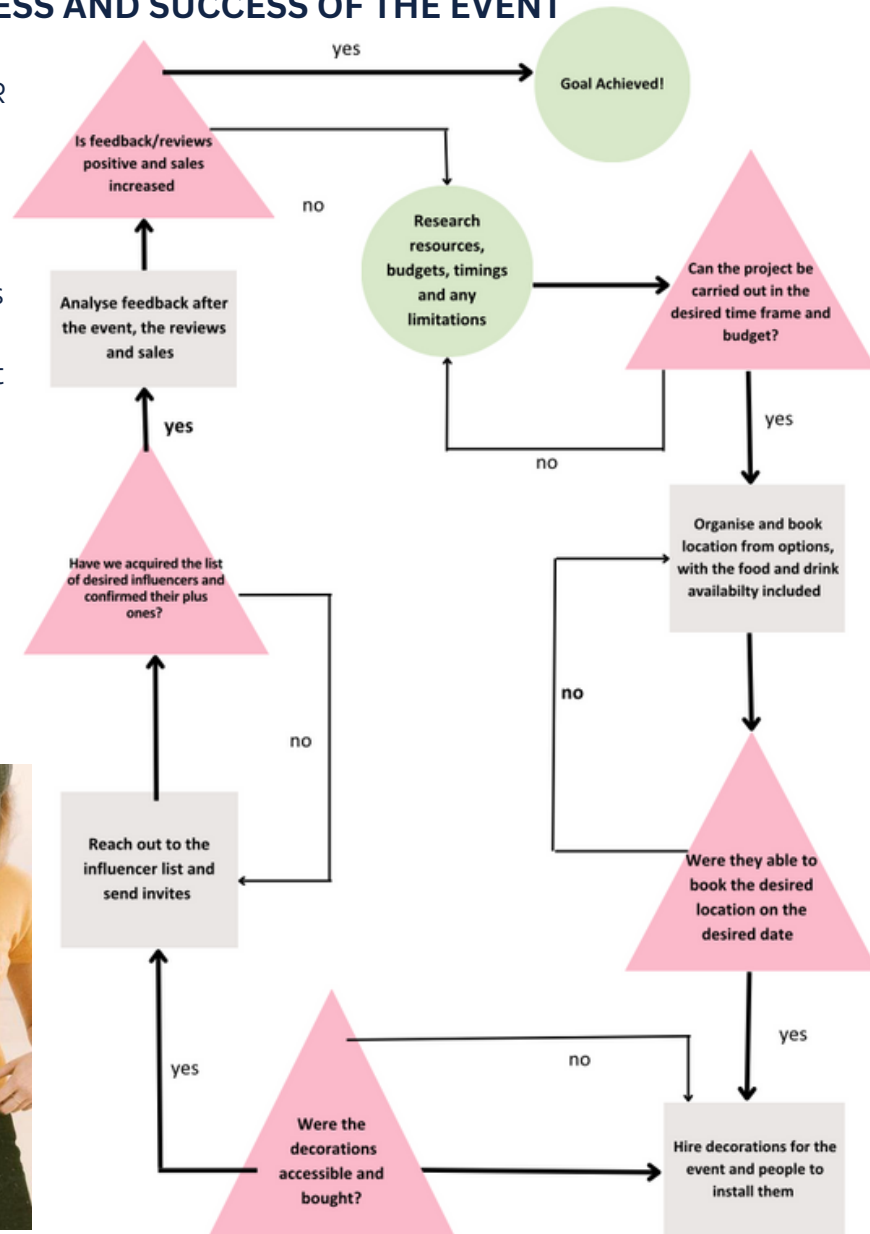
Daisy Fenton

BRAND CONCEPT

Brandy Melville requires a rebranding in terms of adding diversity to the brand, by incorporating new larger sizes into their product ranges and employing a diverse range of people to work in their stores and to model their clothes. Brandy Melville will achieve this by organising an event that will use influencer marketing to portray a group of women and men from all cultures and sizes with different story to have fun and celebrate the brand's new image.

RESEARCH AND ANALYSIS OF THE PROCESS AND SUCCESS OF THE EVENT

This flow chart style model visualises the steps which Brandy Melville should take to achieve a successful PR event. In between each organised stage of the process, it reiterates to analyse and provide feedback on the stage before, by following a gate with a question, if the answer is no to the question, you must repeat and go back to the previous stage. This is to ensure the business can evaluate its success of it, before carrying on; if there was not enough success, it is recommended to go back and attempt to try again, perhaps taking new methods, or just approaching it differently. If the prior stage was successful after analysis and the question is answered yes, Brandy Melville takes the next step in the process, in an efficient manner. This technique looks out for any overlooked mistakes, and chooses the best route possible, for the best outcome.



JUSTIFICATION

Influencer marketing is "a communication strategy in which a firm selects and incentives online influencers to engage their followers on social media in an attempt to promote the firm's offering" (Leung, Gu, and Palmatier 2022). The firms select and pay (e.g., pay-per-post) online influencers who have built networks of followers on social media (De Veirman, Cauberghe, and Hudders 2017). It is heavily used nowadays, with 'Over 75% of marketers intending to dedicate resources to influencer marketing by the end of 2022' (Influencer Marketing Hub 2022). Followers know influencers are paid, but influencers still appear authentic, display leadership, and provide communication value to those followers (Leung, Gu, and Palmatier 2022). Brandy Melville is using a diverse group of influencers and targeting them by personalising this event to show the brand is catering for their needs, with options of different sized clothes to pick from, personalised names for food and drink, a motivating female DJ playing empowering music, and inspiring speeches by a handful of the guests. The consumers will see the influencer's approval and involvement in the event and be reassured that they can too shop at Brandy Melville. This will reach the Brand's objectives of gaining a wider audience of their current 18-24-year-old market, and gaining more sales through this. It is a great way to take advantage of the influencer's large platforms to promote their new image, and show that Brandy Melville is for everyone.

A

With the billboard and online advertisements, consumers will see the new available clothes sizes, and more diverse models and see the brand is being rebranded, causing people to talk about it. The event will gain attention through influencer guests' social media when they post themselves and the surroundings on the day.

I

Brandy Melville Instagram followers will also be aware of the event in their competition they will post 3 months before it. Following the online advertisements they will be interested to see and view how the event will portray their new image.

D

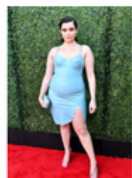
Consumers will see their favourite influencer wearing and promoting Brandy Melville garments, and think if it is accessible and good enough to their influencer they follow, then it is accessible and acceptable for them to wear it too.

A

The ultimate goal of this campaign was for Brandy Melville to draw in a wide audience by making their clothes fit more bodies and for anyone, by taking away their 'one size fits all' limit. When they see an influencer at the event of their similar size or background, knowing it fits and looks good on them and they are having fun at the event wearing it, they will be desired to purchase it too, and relive their influencer's actions.

OUR INFLUENCERS

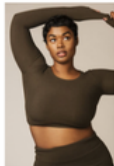
PLUS SIZED BEAUTIFUL WOMEN TO CONTACT -DOES NOT INCLUDE THEIR PLUS ONES



Barbie Ferreira
Well known plus size model and actress
5.7 million Instagram Followers



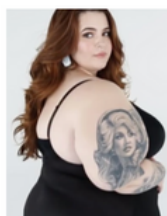
Candice Huffine
Plus size model and designer
She is 'an encourager of being yourself'
270k Instagram followers.



Precious Lee
One of the few black curve models to make it up in the industry
440k Instagram followers



Jenny Runk
NYC plus size model that also supports LGBTQIA+ community
47K Instagram followers



Tess Holliday
Big face in the makeup artist community and does plus size modelling
2.6 million Instagram followers



Denise Bidot
A big Puerto Rican figure, making it up in the plus sized modelling world and reaching success with her curves
726k Instagram followers

Brandy Melville

MELVILLE MARGARITAS
BE HAPPY HAPPY HOUR
WINE AND BEER:
-MEXICAN LAGERS
-PROSECCO
-RED/WHITE
-DRAFT BEER
-A RANGE OF SOFT DRINKS
AVAILABLE

HAPPY HOUR MENU

EATS

SIDES AND SIZES OF ALL SIZE

CHEESE QUESADILLA
QUESO FUNDIDO W/ CHORIZO
QUESO FUNDIDO W/ SOYRIZO
CHIPS & GUACAMOLE
CHIPS & SALSA

WACO TACOS

CHICKEN TINGA
SLOW ROASTED CARNITAS (3)
RED BIRRIA & CHEESE W/ DIPPING CONSUME (3)
JACK FRUIT W/ SALSA
PICKLED CABBAGE, CARROTS

19



BRANDY ♥ MELVILLE PRESENTS

Sparkle

our inclusivity event

food and drink provided
Empowering music and speeches
The chance to interact with so many amazing people
7pm-10pm Pacific standard time
1 plus one allowed and for other queries email:
inclusionevent.org.co.uk
Zipcode 90017
Clothes racks and goodie bags provided!

Email sent personally to choose 10 items you can wear on the day...shipping done by us!

12

dig02_ A chance for you and 2 friends to win a night at our Brandy Melville rebrand event! All you have to do is tag your 2 besties below and a sentence on what you most love about yourself. Good luck, can't wait to see you there! 💕

1 minute ago

CONCEPT STRATEGY

STRATEGIC OBJECTIVES

- 1 Re-brand
- 2 Inclusivity
- 3 Sustainability

STRATEGY DEVELOPMENT

With the growing concerns with the ethics behind Brandy Melville it's vital to look to the TOWS matrix (Strategic brand development report, 2023) which identified opportunities for them to address their weaknesses and external threats. The key brand issues discussed were minimal diversity, 'one size fits all', lack of sustainability and no inclusivity. This report will aim to address these concepts through an overall re-brand from a marketing perspective. this report will focus on increasing inclusivity and diversity, widening target audience and increasing sustainability. In this report, the re-brand will be conveyed through a digital lookbook. A lookbook is method of marketing, where storytelling is used to portray brand essence and values through a series of well-styled images (Omotoso, 2023). Transparency is key in this re-brand. When shifting towards sustainable practices, it's important to avoid greenwashing, to gain the consumers trust it's vital to give them as much information as possible to make informed purchase decisions.



WHY SUSTAINABILITY?

- Is a key emerging theme in society
- Consumers are increasingly aware of sustainability issues in the fashion industry
- 78% of US consumers say that a sustainable lifestyle is important to them (McKinsey & Co, 2023)
- The altruistic values consumers feel from sustainable purchase increases brand loyalty (Panda et al, 2020)

WHY INCLUSIVITY?

- 61% of Americans think diversity in advertising is important (Forbes, 2020)
- 38% of consumers are more likely to trust brands that successfully display diversity in their advertising (Forbes, 2020)
- Ensuring inclusivity both internally and externally of the brand is vital for customers to see themselves within the brand, and for the brand to better understand its consumer (Forbes, 2020)
- Inclusive brands are 35% more likely to outperform their competition (Tas, 2022)

CONCEPT VISUALISATION



Outfit 1 details

- Top 50% recycled cotton
50% recycled polyester
- Jacket 100% organic cotton
- Cargo pants 100% recycled nylon



Click here to see who made your clothes!

- Lookbook has been designed to reflect the sustainability developments in the re-brand
- Details of the fabric composition of each garment have been outlined besides the images
- Each page design is slightly different but follows a continuous theme throughout
- The circle at the bottom of each page is a clickable link to information on the factory where each garment was made and who made it
- The lookbook is interactive and shoppable, links to each garment will appear when customers click on the image
- It will be promoted through social media and take customers to a URL with the completed lookbook



Outfit 2 details

- Bandeau 50% recycled cotton 48% recycled polyester 2% elastane
- Jacket 100% organic cotton
- Skirt 100% recycled cotton

Outfit 3 details

- Top 100% recycled polyester
- Jacket 100% organic cotton
- Cargo pants 50% recycled cotton 50% recycled polyester

Click here to see who made your clothes!

JUSTIFICATION

- A digital look book as part of a marketing strategy looks to be successful as they build excitement for new product launch through short pieces of content
- Interactive lookbooks encourages consumers to engage with the brand through well shot images of upcoming garment collections
- The lookbook gives the consumers a snapshot of the new personality of the brand, easing the adjustment as well as enticing new consumers

Brandy  Melville