

VICTORIA'S SECRET

MASTECTOMY LINE

BRAND INNOVATION
& MARKETING STRATEGY

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Based on the SOSTAC Analysis

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Situational Analysis

The Brand

Founded by Roy Raymond in the 1970's, his vision was to create a space where consumers would feel comfortable shopping for women's underwear after he had a negative experience while shopping for lingerie for his wife. The first Victoria's Secret store opened in California and due to its approach being so different to the lingerie market at the time, it instantly revolutionised the way people thought about lingerie. The Victoria's Secret brand elevated lingerie into being fun and sexy in addition to functional and practical. Women of that time no longer reserved their underwear for occasions such as honeymoons and anniversaries, but instead began to enjoy their lingerie as an everyday garment.

The success of the brand grew, as did its US branches. However it was during 1982 that the company's income began to decline and therefore businessman Leslie Wexner took charge, buying the company from its original founder, and turning it into the household brand we know today. According to Elitereaders.com Wexner, chief executive of L Brands, identified the company's error and put the decline of sales down to the stores targeting its male customers as opposed to its female ones. "Wexner surmised that women were as uncomfortable in Victoria's Secret as Raymond had been in the fluorescent-lit department store." (Elite Readers, 2018).

Wexner turned his attention to the female consumer, looking into how the Victoria's Secret brand could attract and maintain a strong and loyal female consumer base. Through identifying the needs of the female customer the brand was able to provide them with product that would reflect what they wanted. The company now understood the consumers desire to feel independent and glamorous and therefore their new branding and advertisements were designed to reflect these qualities. All aspects of Victoria's Secret, from promotional materials, poster imagery, store layout and new products were designed to radiate luxury, mystery and allure. As a result of this transition, sales began to increase once again and the Victoria's Secret brand became one of the "most recognisable brands", according to elementthree.com. (Element Three, 2014).



As the brand developed worldwide, gaining a global consumer base, their product range also grew. No longer was the company only offering lingerie, but they had expanded to offer nightwear, swimwear, gym and athletic gear such as leggings and sports bras. The company was offering their clientele garments for any occasion. In an attempt to ensure that the brand was targeting as many consumers as possible, the PINK range within the company was created specifically to target a younger female consumer, designed particularly for the teenage consumer. Additionally, Victoria's Secret had also expanded into the beauty industry, offering customers make-up, body lotions and perfumes.

It was during the 1990's that Wexner, owner of the globally successful lingerie company, decided to push the brand further in order to stand out amongst lower-priced competitors. This resulted in the creation of what is now known to be the infamous annual Victoria Secret Fashion Show.

The fashion show first debuted in 1995 and was structured in a traditional style, with models walking the runway wearing the brand's newest lingerie collection. However, it was three years later that high-fashion model Tyra Banks walked the runway wearing an extravagant pair of angel wings that the brand became known for this iconic choice of accessory. As each year passed the production behind the annual fashion show grew bigger, incorporating the industry's most well-known models such as Miranda Kerr, Heidi Klum, Adriana Lima and Candice Swanepoel, all becoming known as the brand's 'Angels' due to the impressive angel wings that accompanied the lingerie worn by the models.

By the year 2000, the 'Fantasy Bra' was introduced as supermodel Gisele Bündchen wore the ruby and diamond encrusted bra, estimated to have been the most expensive piece of lingerie ever, being worth \$15m, as cited by business reporter Elizabeth Anderson for the telegraph.co.uk. (Anderson, 2014).

The development of the Fashion Show continues today and has become a household name. No longer is it known to be a traditionally structured fashion show as some of the biggest artists within the music industry perform during show as the models walk. These artists have previously included Lady Gaga, Harry Styles, Bruno Mars and Rihanna.

It is as a result of their extensive product range, an impactful marketing statement and imagery that showcase their self-proclaimed "Sexy. Iconic. Powerful" lingerie, in addition to the phenomenon brought by their annual fashion show, that makes Victoria Secret the leading specialty retailer of women's lingerie, as referred to by company owner, Limited Brands. (Lb.com, 2019).



The Lingerie Sector and Where Victoria's Secret Sits Within It

As of previous, the lingerie sector was primarily known to be full of simply designed garments with neutral shades. To help the underwear remain subtle and invisible under clothing, there was minimal focus on detailing and textured fabrics such as lace and suede. However, the wants of today's consumer have changed as they look to purchasing underwear that is vibrant, edgy, sexy and exciting.

Today's lingerie market is filled with a vast combination of colours and fabrics as women want to wear underwear that will not only look good under clothing but also look good on their own. Lingerie and hosiery buyer at Arnotts Department Store, Dublin, Rachael Armstrong expresses her thoughts to Drapers online on what she feels is driving the lingerie market, "Lingerie has become more fashion-focused and more fun. Colours and prints are now just as important in your range as the core basics." (*Geoghegan and Fish, 2014*).

The approach taken by this sector is to gather inspiration from the fashion industry and the current trends around to decipher what styles, colours and prints to include within designs.

As so many brands now include lingerie and general undergarments within their product range, the underwear industry has become larger than ever resulting in a large competitor market. Stores specialising in underwear only are now competing with high street retailers, online brands and supermarkets as consumers can now buy their lingerie in the same destination as their other clothing products. As a result of the mass amount of lingerie available from various brands, Statista announced within one of their online articles that 'the global lingerie market was valued at 38 billion U.S. dollars in 2017' (*www.statista.com, 2018*).

This is estimated to grow as fashion continues to influence the sector, making it more diverse than ever. Consumers now use their lingerie as a multi-purpose item as the fashion trend of 'underwear as outerwear' continues to boom. Lingerie that has a flattering shape and fashionable design is in high demand as customers no longer only wear the garments under clothes but instead use them to as the core piece of their outfit.



“One of the leading players in lingerie.”

(Statista.com, 2017)

Although this sector of the industry is continually developing, Victoria's Secret has managed to remain “one of the leading players in lingerie” as named by Statista.com, generating an estimated 7.4 billion U.S. dollars in the year 2017. The brand has also managed to maintain popularity amongst its consumer as it was named number 1 on the The Love List: 2018 Brand Affinity Index from Condé Nast, this is an annual research study that examines the shifts in purchase motivation and shopping preference amongst the Millennial and Gen Z consumer base. After participants were asked what their favourite brand, store or website was in each retail category it was Victoria's Secret that was named triumphant within the lingerie category. Not only does this study clarify consumer brand preferences but chief revenue and marketing officer of Condé Nast, Pamela Drucker Mann has also commended its ability to “clearly demonstrates brands that have unique identities and create personalized experiences have more influence and win among next gen consumers,” (Mann, 2018).

Contradictory to this result, the brand has recently had to deal with numerous declines in many sections of its business as negative press, a decrease in its fashion show viewership and a drop in sales leads to an uncertain future for the widely recognised lingerie brand. Although the brand has seen numerous declines in the past, one being a reported as an “unexpected drop in June comparable sales for its lingerie brand, despite a lengthy semi-annual sale and deep price cuts.” (Helmore, 2018). As explained by Guardian journalist Edward Helmore, it is the negative press surrounding the brand which seems to be having the largest effect.

After having previously made its mark within the lingerie industry for its unmistakably confident approach towards marketing, Victoria's Secret has always approached its consumers with a ‘sex sells’ attitude. From store layout, product designs, brand ambassadors and promotional material, every aspect of the brand has an air of seduction, so much so, that there have been collections named, ‘Bombshell’ and ‘Very Sexy’. After re-directing its target consumer and shifting the brands focus onto its female clientele, this also saw shift in its advertisement approach. The company focused highly on its brand ambassadors, aka the ‘Angels’, along with the other models that were shown wearing the Victoria's Secret products. As cited on elementthree.com, “advertisements were designed to exude luxury, allure, and envy.” (Element Three, 2014).

The models used all showcase flawless skin, toned slim figures and long flowing hair, all acting as a contributing factor to persuade the customer to purchase. The brand has approached its marketing strategy in a way which focuses strongly on persuasion and consumer behaviour. The representation of the flawless models wearing the lingerie indirectly influences the consumer, making them think that through purchasing a VS garment they will embody the model wearing it. “Customers don't always buy things based on product specs or price points alone. They buy based on their perception of what they're getting and how it will benefit them.” (Element Three, n.d.).

This marketing approach may have helped maintain sales throughout majority of the brands existence, however the mindset of today's consumers are changing as does their perception on women, bodies and sex appeal. They now look beyond the perfection portrayed by the brands models and instead lean more towards a realistic appearance where they can feel a sense of familiarity and relatability. Online article written by The Business of Fashion titled *Victoria's Secret is still Advertising to Women Like It's 1999* addresses this as they refer to how it has impacted the brands position within the lingerie sector.

“the idea is sexiness isn't something reliant on being a glamazon or having long hair, there's lots of different kinds of sexy,” said Cora Harrington, editor of the Lingerie Addict blog. “The one vision Victoria's Secret has of sexy is out of place.” (The Business of Fashion, 2018).

CONDÉ NAST

Brands About Careers

The Love List: 2018 Brand Affinity Index from Condé Nast in Partnership with Goldman Sachs

Question: What is your favorite brand, store, or website in each of the following categories?

RANK	BRAND	CATEGORY
1.	Victoria's Secret	Lingerie
2.	Sephora	Beauty Retail
3.	Nike	Athletic
4.	Ulta	Beauty Retail
5.	Nordstrom	Luxury Retail
6.	Kate Spade	Handbags
7.	Michael Kors	Handbags
8.	Adidas	Athletic
9.	Gucci	Luxury Brand
10.	Coach	Handbags

The “Perfect” Body Campaign

The emotional response that this form of marketing has on its consumers is no longer one filled with admiration and idolisation, but instead sparks a negative response of envy and unrealistic expectations. Consumers have begun to feel as though they can no longer relate to the brand unless they look like the supermodels within their campaigns. An article by Tariro Mzezewa for *The New York Times* supports this outlook as she states that results from a 2017 consumer study conducted by Wells Fargo revealed that 60% of respondents thought the brand felt forced and fake. (Mzezewa, 2018).

As competitor companies begin to promote a more diverse selection of products and models, consumers now feel reassured that every form of the female body is unique and should be celebrated. Online retailer ThirdLove is a strong competitor company that rivals the Victoria’s Secret brand. Offering a vast 74 sizes, including half sizes and nursing/maternity bras for new mothers, the company aims to provide products for women of any shape, size and colour. Their positive outlook on the female figure along with using their platform to confront cultural taboos has helped strengthen the relationship between brand and consumer. Contradictory to Victoria’s Secret, which according to consumers has restricted its customer base by only showcasing their product on models with the ‘ideal’ body type, ThirdLove aims to include real women within their campaigns. (Mzezewa, 2018).

One woman that has been involved in numerous ThirdLove campaigns is 38 year-old Nikki Leigh McKean. McKean has undergone a double mastectomy and therefore no longer wears bras, however this hasn’t restricted her from being involved with the lingerie company as an image of her was once used on the brands social media sight to help bring to light the lived realities of some women. As cited within the online article by *The New York Times*, McKean discusses how she feels a brand can impact its consumer, “I want to shop from a brand that stands for body positivity”. (Mzezewa, 2018). She then continues by saying, “Victoria’s Secret’s angels are so stunning. But they are not real. I mean they are real people, but they are not a reflection of how we should look at our bodies and at women.” McKean prides ThirdLove on their brand ethos of inclusivity and puts this down to their success.

An example of this is the brand’s 2014 The “Perfect” Body Campaign which received a lot of backlash from the public. At the time this campaign was running, the retailer was referring to their ‘Body’ lingerie line; however the use of tall, slender framed models all representing similar body shapes, used to advertise the range, is what prompted the negative response from the public. So much so it inspired the hashtag #iamperfect on Twitter.

In an article by Hayley Peterson for the *Business Insider*, she refers to *Daily Mail* writer Sarah Vine and how she described the campaign,

“There is a line between aspiration and thinspiration, and this campaign clearly oversteps the mark.. As for their use of the word ‘perfect’, it’s not only offensive to the 99.9% of the female population who don’t share the models’ ‘perfect’ proportions, it’s also deeply irresponsible, if not downright cruel.”
(Peterson, 2014).

This campaign contributed to the brands negative image which also led to its consumer feeling less connected to it. The controversial reaction from this campaign led to plus size retailer Lane Bryant and their campaign, #I’mNoAngel which, contradictory to Victoria’s Secret , featured plus-size models all wearing the brand’s new lingerie and displaying their curves. The campaign purposely branded itself in a similar manner to the Victoria’s Secret campaign in order to create an impact and prove the point that embracing diversity is important and that beauty can be within all body-shapes/sizes.

The campaign stated,

“The women who wear Cacique know that sexy comes in many shapes and sizes. They’re no angels—and they own it. Join the women who are redefining sexy by posting your personal statement of confidence using the hashtag #ImNoAngel.” (Akbareian, 2015).

THE PERFECT "BODY"
 PERFECT FIT. PERFECT COMFORT. PERFECTLY SOFT.
 EXPLORE THE COLLECTION >

LONG LINE DEMI NEW! UNLINED DEMI PERFECT COVERAGE DEMI RACERBACK WIRELESS MULTI-WAY PERFECT SHAPE NEW! PERFECT COMFORT DEMI PUSH-UP PUSH-UP

LANE BRYANT

NEW ARRIVALS APPAREL LIVI ACTIVE DESIGNERS 6TH & LANE SHOES & ACCESSORIES SWIM CACIQUE INTIMATES SALE 🔍

#ImNoAngel

JOIN US >

The Mastectomy Lingerie Sector of the Industry

According to Breast Cancer Care, their 2019 statistics show that breast cancer is the most common cancer in the UK with one person being diagnosed every 10 minutes.

It is also stated that 1 in 8 women in the UK will develop breast cancer in their lifetime. (Breast Cancer Care, 2019).

After undergoing breast surgery it is vital to purchase suitable materials that will both support and bring comfort, whether the individual has undergone breast reconstruction, has chosen to use a prostheses, or has had a full or half mastectomy.

As each individual will differ from the next it is important that the choice of underwear available reflects this. The lingerie should be suitable and endear their needs while also making them feel good and contribute to their confidence. As time passes post-surgery, the style of bra needed will change as the individual's body heals and strengthens. According to Breast Cancer Care, the first few weeks after surgery will call for a very soft bra that won't irritate or feel too restrictive.

As time then passes and the nerves and skin surrounding the breast repair it is advised to move on to a bra with some of the following features;

- Wide underband.
- Soft seams and no underwire.
- Minimal detailing.
- Adjustable straps.
- Full cup.

Each individual will heal differently and at a different pace, additionally, each individual will require a bra that will fit their specific shape and size perfectly to ensure comfort and support. To help certify a high level of comfort and support it is advised not to wear a wired bra as this will apply pressure and irritate the breast area.

This will be advised to each patient, whether they have undergone reconstruction or have chosen to use a prosthesis. It is usually a year after the procedure that the patient will be able to wear less restrictive bras. It is vital throughout this first year that they are seen by an experienced lingerie fitter as they purchase their garments as this will ensure that the fit is suitable, comfortable and isn't putting pressure on the area. Specialist lingerie stores, chain shops and high-street department stores can usually provide their customer with trained fitters to help. (Breast Cancer Care, 2019).

Competitors

Many of the competitors within this sector of the industry usually also provide a fitting service for their customer to help ensure that the garment they are buying is the correct fit, size and shape for their body. Competitors vary from being online sites, high-street retail and department stores, clothing sections of some supermarkets and specialised lingerie shops/brands. The fitting service can vary depending on each brand, with some needing an appointment and some being able to provide the service at any time. There have been previous collections designed by high profile celebrities and designers that have created capsule collections specifically for consumers that are looking for mastectomy lingerie.

This includes Rosie Huntington-Whiteley's x Marks & Spencer's 20 piece post-surgery range which has been included within their post-surgery collection created with the Breast Cancer Now organisation, and also, Stella McCartney who has also designed a post double mastectomy compression bra named Louise Listening after her late mother who died from the illness. As high profile names begin to include garments of this sort within their collections or campaigns it helps to bring light to this section of the industry, showing that there's a strong need for it.



From left: Rosie Huntington-Whiteley's post-surgery pink lace bra and polka dot bra in collaboration with Marks & Spencer. Right: Stella McCartney's post-double mastectomy bra, Louise Listening.

Due to the variation of online and retail based competitors, each one provides its consumer with a different service and different access point to product, with some only being available online, some in-store and others have varied retailers around the country that carry their stock.

The perceptual map below shows the varied brands that are currently competing against each other within this sector of the market. I have separated them based upon their high-street and online presence, along with price range. Many of the online brands carry a similar price range and therefore there are placed very close against one another on the map. Although these are primarily online based brands, a few of them do provide their stock to certain high-street stores in order for customers to purchase.

High Price

John Lewis

MARKS &
SPENCER

DEBENHAMS

Sainsbury's

TESCO

ASDA
George.

High-Street

ELOISE

NICOLA JANE

FIGLEAVES
amoena

Pinkribbonlingerie Online

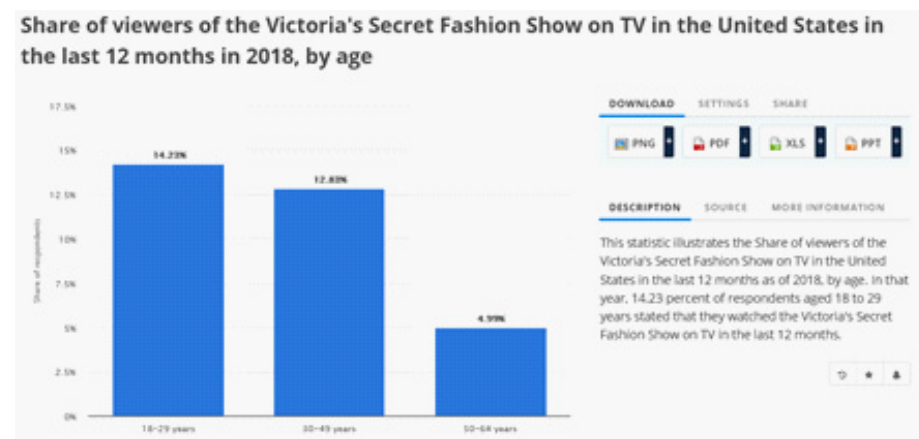
Silima®

Low Price

Current Consumer

The current target consumer for Victoria Secret is largely made up of young females from the ages 18 to 29. The combination of the Victoria's Secret lingerie in conjunction with their PINK range which offers sportswear, pyjamas and relaxed jumpers and tracksuits each aims to target the younger demographic and has led to a wider target consumer age. Additionally, the marketing behind the brand is largely focused on the brand image. Their annual runway show along with their social media accounts are two platforms that the company focus on most as it is these platforms that draw the attention of their target consumer.

The graph below which, according to Statista (2018), states that the viewing age of the 2018 Victoria's Secret runway show was largely made up of females aged between 18-29 years, therefore this supports the current age of their target consumer.



In addition to their runway show, the brand also focus highly on their social media accounts as this is an important platform to target in order to communicate with their target consumer. Victoria's Secret take advantage of social media platforms largely being used by the younger demographic and therefore use these accounts as a marketing platform.

With currently 11.6 million followers on Twitter and a 65.8 million on Instagram, Victoria's Secret are able to advertise and communicate with their consumers 24/7 on a global scale. The brand utilise their platforms effectively and use the attention which surrounds their brand ambassadors in order to make their posts interesting. The brand is aware that their consumers not only follow them but also follow the Victoria's Secret Angels and as a result posts are customised with content which will bring attention to both the models and the product.

Their PINK range which includes sportswear and other fashion garments has meant that they have elevated their target consumer and therefore now target a consumer that is into fitness and health while also being fashion conscious.

Social media content reflects their target consumer's personality with creative posts that include behind the scenes of the fashion show, make-up tutorials and 'How to' workout videos.

Pen Portrait

Name: Lilia Watson.

Age: 25.

Star Sign: Leo.

Occupation: Personal Trainer.

Location: Surrey/London.

Hobbies: Cooking, Yoga, Tennis, sketching.

She enjoys: travelling and visiting family in Australia. Fashion, Movies, Reading crime novels, nights out to various restaurants, nights out with friends, walking her dog Stella (a young King Charles spaniel) in the nearest park.

She's vegan and health conscious but loves pizza and chocolate.

Enjoys music by: Ariana Grande, Khalid and Justin Timberlake.

TV shows she enjoys include: Made in Chelsea, The Graham Norton Show & Fleabag.

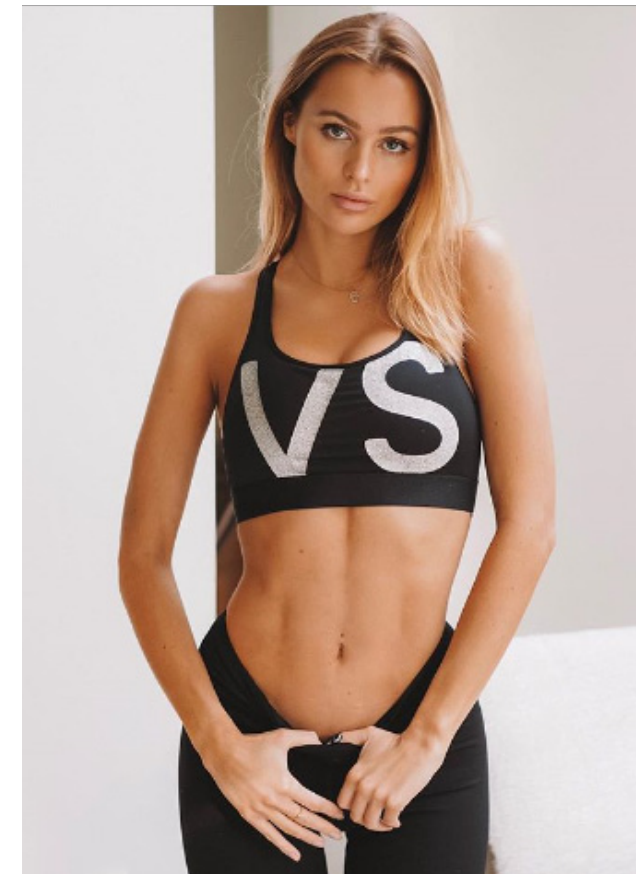
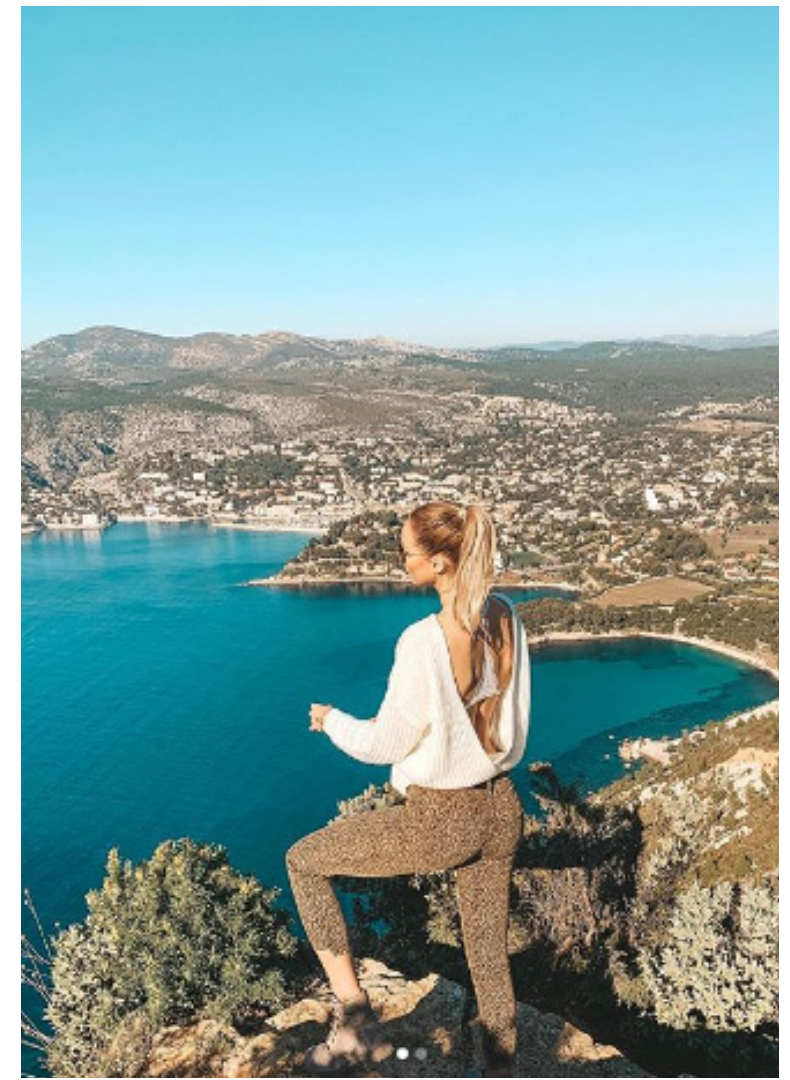
She drives a black Mini Cooper Countryman.

Spends her summers on holiday in Corfu, Northern Italy or Barcelona.

Her favourite fashion brands include: Zara, Nasty Gal, Urban Outfitters, House of CB.

Personality: Her Leo star sign is a true reflection her personality, she's fiery and passionate and isn't afraid to let her voice be heard or opinion known. She wants to make a difference and works hard to do so, be it a difference for herself, her family or the wider world. Her vegan diet and love for the environment reflects this.

She's bold, sexy and vibrant with good conversation skills and an aura of presence around her as she enters the room.



Target Consumer

The large emphasis and focus on the brand ambassadors of Victoria's Secret, the perfectly toned, tanned models, aka The Angels, are naturally what many think of as the target consumer of Victoria's Secret. Supporting this is their target demographic, which are young females from the ages 18 to 29. The store markets to this age gap with the help of the hot pink brand colour which features within the extravagant retail design, shopping bags, perfume bottles and body lotion packaging, the annual runway show and the lead up to it which includes videos of the models' makeup, pre-show work out routines and food diaries, and lastly, their social media presence. The brand is aware that social media is a large part of the target customers' life and therefore they use this as one of their prime platforms from communication and promotion.

Through researching the brand and analyzing the results of my survey, it is evident that most agree that Victoria's Secret often get trapped in marketing towards the 'perfect 20-something slim, toned female' that their models represent, and forget to market towards a wider female audience. Responses from my survey reflect this, in particular when answering the question titled, 'Do you think the Victoria's Secret brand have restricted their consumer base due to their 'perfect' brand ambassadors, aka the Angels?' - Almost 75% of responses said yes.

Another source which addresses this is an online article by journalist Leanne Bayley, in which she describes how she sees the Victoria's Secret customer as being;

"20-something mega babes. Girls who opt for style over comfort, who like a fruity floral fragrance and watches the Kardashians on repeat. The Victoria's Secret girl - who I have in my head - would happily send a photo of herself in (matching) underwear to a guy she met the night before. She's the type of girl who'd get on Love Island without even needing a second audition, and she definitely doesn't do Spanx. In fact, she only knows about ugly big pants because they were in Bridget Jones's Diary, a movie she watched once when she was "little". (Bayley, 2018)

The new target customer is far from Bayley's description. I have decided the new customer will be an older woman as this is not currently a demographic that the brand target. She is a woman that feels she must walk past Victoria's Secret due to her not being the brand usual consumer. Additionally, the new customer will be suitable for this mastectomy campaign as NHS explains that the risk for breast cancer increases as one gets older. (nhs.uk, 2019).

Pen Portrait

Name: Nikki Allen

Age: 57

Location: Devon

Occupation: Barclays bank manager

Marital Status: Married with 3 children and 2 step children. Her step children are from her husband's previous marriage; they are older and have families of their own. Her children with her husband include Jack 17, Nancy 15 and Jordan 10.

Hobbies: Walking their Border Terrier dog named Winston on the nearest beach. Reading magazines like Hello!, Good Housekeeping and Elle. She has a passion for interior design and loves to create her own DIY pieces for the family home.

Her fashion style is: Updated and current, she loves adopting the newest trends and tailoring them to suit her own style and wardrobe.

She shops at: H&M, Mango, & Other Stories.

Her fashion influences include: Victoria Beckham, Kate Middleton and Holly Willoughby.

Her favourite cuisine is: French and she loves to cook special occasion desserts and cakes on various holidays or birthdays.

Her current situation when shopping for suitable lingerie: She was diagnosed with breast cancer in 2010 and has been searching for pretty, feminine mastectomy bras that will be comfortable for everyday wear. Her go-to store for her underwear is M&S but she finds the range of styles and patterns boring. She is open to trying new brands and fits to see what suits her shape and makes her feel confident.



Primary Research

Cardiff & Dublin City Centre Store Visits

As part of my research I made a store visit to the Cardiff City Centre Victoria's Secret store, placed within the St David's Shopping Centre and the Dublin City Centre store which is placed on Grafton Street. My time within both stores was similar to one another, with each one providing a positive and negative shopping experience.

As I approached the Cardiff store, its presence is unmistakable as the vibrant hot pink colour which epitomises the Victoria Secret brand fills the store front space, appearing larger than any other store space around it. The bold black writing which reads Victoria's Secret is placed against the hot pink walls making the stores logo hard to miss as you pass by. Contrary to other retail stores, Victoria's Secret does not use its store windows to showcase stock or new collections, but instead uses it to screen the annual runway show on a loop. Passing trade are able to watch the show as the brands 'Angels' models strut confidently in the newest underwear collections. Additionally to this, the runway show is also projected on to a large screen that fills the back wall of the store. It's ubiquitous re-run is inescapable, giving an unrealistic illusion that it's possible to emulate the models if you wear the products.

The entrance of the store is a wide open space with a table that carries a large product display. Mannequins are dressed in the newest lingerie with the infamous wings attached onto the back of them. The interior of the store has been decorated with a colour palette of black and pink; a reflection of the brand identity. Although the company has transformed itself from being the old fashioned Victorian-style boudoir that it originally had been, there is still an essence of traditional French inspired boudoir-esque interior as the underwear is displayed in open box-shape windows, with spotlights placed above to help showcase them.

Contributing to the theme are the black cabinets underneath, with opulent detailing and large pull out drawers which hold the rest of the lingerie which isn't out on display. Similarly to a traditional boudoir, only a certain amount of product is out on display for the customer to see. One of each style and colour is displayed within the open wall displays, while the other sizes are placed in the drawers underneath. This element of the store provides the customer with a different experience as most retailers place all products on railings for the customer to see.



Cardiff City Store

Due to there being a lack of railings like in most retailers, the large wall displays on which the lingerie hangs from truly provides a showroom feeling, with the product being hung like pieces of art work. Due to this, as I was shopping I felt as though I couldn't pick up any product from the wall displays, almost as if they were forbidden pieces which were for display only. This made me feel less connected with the brand as I wasn't shopping with ease.

On the left side of the store is where the extended section of the Victoria's Secret brand, PINK, is placed. As the PINK collection is tailored towards a younger consumer this is very evident as you walk through this section of the store. The interior here contrasts the main section of the store as it focuses on pale shades of pink, striped wallpaper, bright lighting and a big bold, neon letter sign which reads PINK hung on the wall. The visual merchandising has been tailored to suit the target audience and therefore mannequins are placed together in a relaxed and playful way, all showcasing the choice of comfortable sportswear and pyjama sets.

Overall, I had a mediocre visit at the Victoria's Secret store. My shopping experience was memorable due to the layout and interior design of the store being very different to its competitors on the high street. However, as a consumer I didn't feel a strong connection with the brand or its product and I feel the reason behind this is partly due to the brand image. The constant reminder of 'Angels' wearing the lingerie made me feel distant from the brand itself due to the fact I knew I wouldn't look like that when wearing the underwear. My desire to purchase was low and I feel this is also partly due to product placement. As the lingerie is placed high on the wall, it felt as though it was there to look at and not touch.





Survey Results

This survey was to determine what the truthful opinion of the Victoria's Secret brand is by consumers within the UK. All answers were made anonymous to help participants feel as though they can express their opinions clearly and answer truthfully.

My aim with this survey was to discover if consumer felt as though the Victoria's Secret brand was restricting its consumer base due to its product range and choice of marketing. Developing a clear answer to this will help support the new mastectomy range, showing that there is a need and a space for it within the retailer. Additionally, I wanted to discover if the brands use of 'Angels' and lack of diverse models made an impact on consumers. After researching the brand and understanding that their use of models is to help appeal to their young target consumer, I wanted to discover if consumers really do find this an effective marketing tool or if it has the opposite effect, making them not want to shop there.

When asked 'in your opinion, do you think the Victoria's Secret brand have restricted their consumer base due to their 'perfect' brand ambassadors, aka the Angels?' almost all answered with yes. There were a few responses which expanded their opinion, with one revealing that they come out of the store with low self-esteem however this still doesn't deter their loyalty to the brand as they continue to shop there. Another respondent answered by saying that they feel if the brand incorporated all body types when marketing that this will attract more customers.

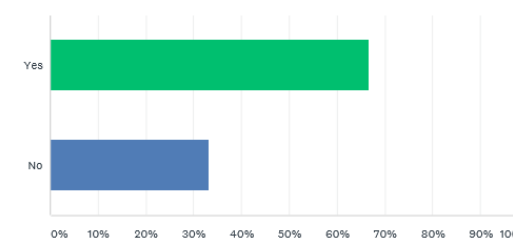
The answers I received for the following questions reflect the answers above, as well as my own in-store experience. When asked if they feel it difficult to connect with the brand due to their mage, over 60% agreed, answering yes.

This is the answer I had expected to receive as the brand is very restrictive with their brand ambassadors and the product range they offer. The following question coincides with this as I asked if they agreed that Victoria's Secret have a restricted product range. Over 45% said they agreed while 20% said they strongly agreed. Due to the results of the previous questions, this answer was not a surprise. The strong brand image that Victoria's Secret has adopted since it was bought by L.Wexner has resulted in them not being able to offer a diverse range of product as it would not be appropriate for its current image and models.

Although this contributes to a strong brand identity, it is beginning to affect the brand negatively as many of its competitors begin to embrace diversity. Current consumers expect this and look to Victoria's Secret as being a negative influence due to them not doing the same.

Do you find it difficult to connect with the brand due to their brand image

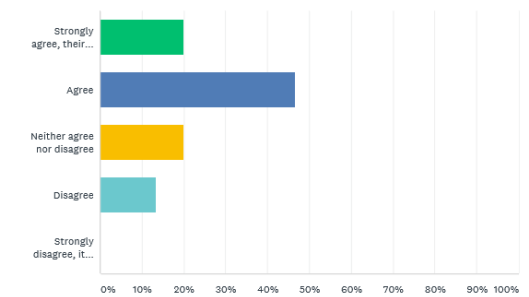
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	66.67%
No	33.33%

Would you agree that Victoria's Secret have a restricted product range?

Answered: 37 Skipped: 0



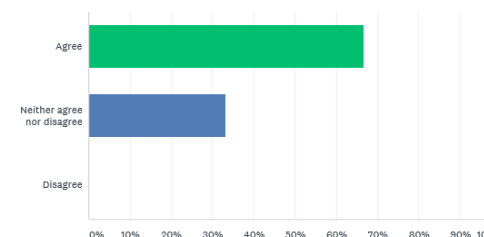
ANSWER CHOICES	RESPONSES
Strongly agree, their product is only suitable for women of a certain age/size	20.00%
Agree	46.67%
Neither agree nor disagree	20.00%
Disagree	13.33%
Strongly disagree, it's suitable for anyone	0.00%

The following questions of the survey were tailored towards the new mastectomy range that Victoria's Secret could offer. I wanted to decipher if this was of interest to the consumer and whether they feel the retailer would benefit by incorporating it into their product range.

All answers reflected a very positive response, with over 60% and 80% answering yes to the new range.

Would you agree that Victoria's Secret are missing out on targeting a large consumer base by not offering mastectomy bras as part of their product range?

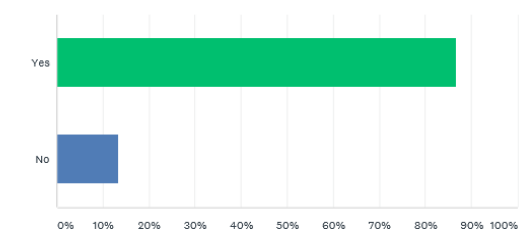
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
Agree	66.67%
Neither agree nor disagree	33.33%
Disagree	0.00%

Through offering different ranges of product, e.g. a mastectomy line, do you think this will encourage more people to shop at Victoria's Secret?

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	86.67%
No	13.33%

SWOT Analysis

Strengths

- Current and fashionable style lingerie.
- Constant product turnover.
- Large celebrity following.
- High quality product.
- A different and on brand in-store experience
- Strong focus on customer engagement.
- The annual runway fashion show – The event brings attention to product, the models and performers and is a large scale televised event which travels around the globe each year.
- Strong focus on social media accounts. Constant updates and posts are informative, creative, innovative and engaging.
- Strong advertising strategy – varied ways of advertising, be it through magazines, television, celebrity ambassadors, endorsements or collaborations.

Weaknesses

- Negative association. The brand has been criticised for its choice of models with many claiming they represent an unhealthy expectation for women and aren't diverse enough.
- Restricted product range.
- Expensive.
- Lack of stores. Most stores are only located in large cities, therefore the penetration into smaller areas and towns is extremely low, making it difficult for other customers to shop in-store.
- Overrated brand image.

Opportunities

- Larger product range – Increase in sizing/colour options.
- More varied product ranges – Maternity & Mastectomy.
- More diverse choice of women advertising the brand and its products.
- Growth in store openings – Providing more stores in smaller cities will increase their consumer base and allow consumers with no VS store near them have the chance to shop with the brand.
- Brand Awareness increase – Ever growing number of followers on social media will increase the brands consumers.

Threats

- Rival stores.
- An increase in online competitors.
- An increase in online consumption.
- Counterfeit goods

PEST Analysis

Political

- Brexit uncertainty.
- Lack of political stability.
- Trading deal uncertainty – Could this effect product manufacturing and shipping.

Economical

- Consumers are reluctant to spend excessively on lingerie.
- Rise in trading and manufacturer prices for the brand.
- A decline in the British Pound could lead to a loss for the brand when trading with the UK.
- High level of unemployment will lead to individuals being willing to work for a lower wage, leading to fewer costs for Victoria's Secret as they pay staff.

Social

- Brand Awareness increase – Openness in talking about sexuality is increasing and therefore fuels sales for lingerie.
- Product/Shopping experience reviews.
- Brand/product development will lead to the brand being a topic of conversation.
- The mastectomy range is tailored for a reasonably niche market and won't be suitable for everyone.
- Victoria's Secret will need to ensure they don't lose the loyalty of their current consumer as they promote and invest in a new mastectomy line.

Technological

- Increase in social media can increase the brands followers.
- Innovative product designs – New lingerie or sportswear designs that are able to include tech.
- Awareness of how competitor brands can copy and duplicate product improvements/products with technological features that VS are offering.

Reflecting on Research

Reflecting on research the following section will include suitable objectives that will need to be achieved in order to carry out this new product range successfully. Both my primary and secondary research has brought to light two factors that are consumers are currently calling for. These include; a larger range of attractive and fashionable mastectomy underwear that is easily accessible, and secondly, the desire felt by consumers that Victoria's Secret should elevate themselves in some way, shaking off the restricted brand image that they currently hold.

I discovered the latter based upon my own store visit and shopping experience and also based upon the results of my survey. Both my in-store experience and the results of my survey conclude that Victoria's Secret are offering a restricted product range that is only suitable for the restricted target customer that they have set themselves. Many have revealed that they feel as though they need to look a certain way in order to shop or purchase Victoria's Secret lingerie and this is primarily based on the strong focus on their supermodel ambassadors.

My research into online articles has helped clarify the desire amongst consumers for more attractive mastectomy underwear and their frustration at big name brands for not including a range of this sort. An online article titled *Dear Macy's and Victoria's Secret why don't you carry mastectomy bras?* By Catherine Gigante-Brown expresses this clearly as she explains how many survivors feel,

“forced to pass your frilly store windows with a shred of dread, knowing we can never again wear your bitchin' push-up bras and sassy strapless numbers.”
(Gigante-Brown, 2015).

Echoing Gigante-Brown's opinion is Allana Maiden, an American female that created an online petition urging Victoria's Secret to start selling “Survivor Bra's” (mastectomy bra's) after seeing the struggle her mother went through to find a stylish bra that fit her well post-breast cancer. Although the petition is now closed it made a high impact, receiving over 130 thousand supporter on *change.org*. (Maiden, 2013).

It also received a large amount of attention as *abcNEWS* spoke to Maiden and wrote an article about her fight to bring attention to this section of the lingerie industry. Maiden explained that her mother must resort to buying her bra's online due to the lack of mastectomy bras available on the high-street. However although these bras may be cheap they are unattractive. Maiden expressed her frustration on behalf of both herself and her mother, “She should be able to go to a store in her local mall with everyone else and buy a beautiful bra like everyone else.” During the interview Maiden also added that it was due to her positive experience with Victoria's Secret that she decided to target them in particular, however there remains to be large section of women that the brand aren't catering for. “Victoria's Secret is supposed to make women feel beautiful, and the women that deserve that feeling the most are excluded”. (Donaldson James, 2012).

Both of the opinions discussed above help to further support my idea, showing that there is a desire felt by women for Victoria's Secret to incorporate a range of this kind.

SMART Objectives

Specific

What is it?

This is a new Mastectomy line that Victoria's Secret can include within their product range both in-store and online. It will include stylish, feminine, fashionable designs which are in keeping with the Victoria's Secret brand while also being comfortable, supportive and flattering pieces of lingerie.

Who is it for?

This new range is targeting a new consumer base that Victoria's Secret currently doesn't cater to. Women that have suffered or are suffering from breast cancer and have undergone a mastectomy will be able to shop this range with the comforting reassurance that these pieces are made specifically for their needs, comfort and support.

Why should Victoria's Secret include this range?

The mastectomy section of the underwear industry is very restricted. From completing in-depth research online it is evident that many women desire a larger range of mastectomy underwear that is not only comfortable but fashionable and appealing. There is a large gap in the market for a product range of this sort, especially in the Victoria's Secret Company. Through including a mastectomy line within their product range, not only will this attract an older consumer demographic, due to the risk of breast cancer developing being larger with an older woman, (nhs.uk, 2019), but it will also attract the many sufferers of breast cancer that, up until this range, Victoria's Secret haven't been providing product for.

What needs to happen?

Victoria's Secret will need to be informed and sensitive when introducing this range. It is vital that the product is made specifically for women that have undergone a mastectomy and that the materials used are suitable and varied in style and sizes to help attract a large consumer base. Product information will need to be informative and clear to ensure consumers are aware who this product is for and why it will benefit them. It is essential and very important that in-store staff receive suitable training prior to the product being available as consumers will expect a high-quality fitting service once the product is on shop floor.

What is the outcome?

The outcome for this is that the new product range will encourage a new consumer into store, creating a wider, more diverse loyal consumer base. The brand will be expanding their product range as well as their target customers, catering to more individuals. The brand will be seen as being more inclusive; showing their awareness of what some women must go through.

Measurable

The success of this range will be able to be measured in a variation of ways. Continuous communication with store managers around varied cities and countries that VS are present in will clarify if there is an increase in store visits and whether customers are taking notice of the new product range. Store managers and staff will be the first to see if the customer's journey has changed upon entering the store, and if they're interested in the mastectomy range; this will include walking over to the range, enquiring about sizes, colours and/or fitting appointments.

As Victoria's Secret is a very well-known and well accredited brand within the lingerie industry, it will be possible to measure if the new range has had a positive or negative response through varied platforms like social media, online blogs, and newspaper/magazine articles. Reviews from industry professionals and members of the public will be known quickly, not long after the release of the product. These reviews will help bring additional attention to the range, in addition to the marketing campaign that the brand will produce.

Measuring sales and returns will be an important step when calculating the success of the mastectomy range. The prime goal when introducing a new range is that it will drive sales and help increase profit. To ensure this new range of product is doing so, number of sales and return will need to be measured.





Achievable

Although this is a new concept for Victoria's Secret, it is not a new idea/new type of product range. Competitor brands and stores that carry a successful mastectomy line are proof that it is achievable and therefore if Victoria's Secret carries out the objectives correctly, they can also carry a successful mastectomy line. The materials and resources that are necessary to create the product will be available to the brand as they already work alongside suitable manufacturers to create their products, this will allow for the creation of the product to be an achievable task.

Realistic

Are the resources to achieve this objective available?

Yes. As a result of Victoria's Secret being one of the most well-known brands within the lingerie industry, the brand is aware of how to constantly produce new product and how to market it effectively. The brand has built strong relationships with global manufacturers and therefore has access to the resources and materials needed in order to carry out a high-quality mastectomy range.



Do they have the necessary skills to do the task well?

Yes. The brand will be able to take advantage of their large platform in order to promote the product and ensure that consumers are aware of it. Victoria's Secret communicates effectively with their consumer market and they use their varied social media platforms to do so. The brand can use informative and engaging promotional material to market the new product with the reassurance that their millions of followers will have access to the content that's being posted 24/7, anywhere in the world.

Can the concept be successful long-term?

Contradictory to the concept of collaboration that can only capture attention and interest for a limited amount of time, this will be a permanent product range where bra designs and styles can be continuously innovated and developed.

This product range is at the center of a current topic that many have had experience with. It reaches the consumer on a more personal and intimate level in comparison to the brand's other products and as a result this will contribute to consumer loyalty due to them building a closer connection with the brand. The link between the product range and Breast Cancer provides Victoria's Secret with additional elements to include when developing the product range further on down the line. Its potential is endless as the brand could; Collaborate with Breast Cancer Research, donate 10% of its profit to the charity every time a garment from the mastectomy range is sold, encourage the new range by incorporating the symbolic breast cancer colour of pink to work alongside the infamous brand colour of hot pink.



Time-bound

There is no specific date to this deadline as the process will take time to become a reality. The time it will take to design, manufacture and finalise the new product range will vary. However, although there is no specific deadline in place just yet, I hope that what I have put in place thus far will last and act as a strong element to the Victoria's Secret brand.

Financial

Internal Requirements

The development of the new mastectomy lingerie range will lead to the brand having to pay out for materials and creation of the pieces. It will be vital that high-quality materials are used and made correctly to secure longevity to the products and ensure comfort and support for the customer. The money invested to develop the new product range will need to be made back in purchases. This new product range will aim to increase and target more customers and therefore will increase the profit rate. This can be taken into consideration as a factor that will ensure the brand breaks even.

Marketing

External Objectives

To build and enhance the brand image that Victoria's Secret currently holds. This new product range will help the retailer shake off its reputation of not being diverse enough and therefore will bring a positive effect. Expanding the overall product range on offer will help to encourage new customers to shop with the brand and in time become as loyal as its retaining customers.

Internal Objectives

Increase market research and become aware of what the new target customer expects and desires from their lingerie. Building knowledge of the mastectomy sector of the industry will help ensure that the products on offer are made with the correct materials and offer the correct support. Staff will need extra training when it comes to fittings and will need to be aware of how to provide a high-quality service to their new consumer base. Overall marketing will need to be adjusted for this new product line. There will be a need for new, older, more diverse models and ambassadors to showcase the new product line as it will be important that consumers can feel that there's a relatable aspect to the brand. As the new range launches, stores within smaller areas/cities can streamline order fulfilment. Limited stock will help keep profit loss at bay while store managers and Head Office staff can witness if there is a need for more product before ordering.

Social

Social Responsibility & Relations with the Public

It is very important that this new product range contributes to building a positive image to the brand. It should encourage a new, wider range of consumers to shop with the brand while also encouraging staff to enhance their knowledge of the mastectomy sector of the industry as this will ensure they are able to adhere to customers' needs and wants. This new mastectomy line should encourage a stronger relationship and connection between both brand and customer. Customers will need to feel as though the retailer understands what they are going/have been through, and feel confident that these products will provide what they are looking for – supportive, comforting and attractive underwear that makes them feel good. To show unitedness between the brand and the new section of the industry that they are entering, it will be beneficial to collaborate and support relative charities and/or organisations. Potential collaborations between the breast cancer community and the retailer could include using their brand colour of pink to work alongside the symbolic colour of Pink for breast cancer, or donate a percentage of profits to Breast Cancer after each purchase.

Growth & Non-Growth Strategies

Ansoffs Matrix

High Level Objectives + Strategies

Growth

Market Penetration

Victoria's Secret will need to reflect and dissect their place within the market to understand what their successfully providing customers in order to ensure that this is not affected or sacrificed when the new product range enters.

An in-depth analysis of the mastectomy sector will build the brands knowledge of this section of the lingerie industry and will showcase the desire for it amongst consumers. Through incorporating a collection of mastectomy underwear that is wanted by its consumers yet is only currently at limited availability to them will help improve the Victoria's Secret brand and increase sales/profit rates. Strong execution in pricing, promotion and distribution will be required when undertaking market penetration and will help when standing out amongst competitors.

Product Development

Through undertaking market research (as discussed previously) the brand will be aware of the need for a more diverse selection of mastectomy underwear and how they have been involved within the discussion of including a range like this. This is essential information to know as the brand can already identify that there is a need for this product and therefore by offering it they are providing a solution. Once the range is available to customers and is in-store it will be necessary to observe sales and actively encourage feedback as this will inform the retailer of its success or if there is a need for adjustment.

Existing Market

New Market

Existing Product

Market Penetration

The Annual Fashion Show



Market Development



Annual Runway Show which
Tours Globally

Locations have included :

- New York
- Shanghai
- London
- Paris
- Cannes
- Miami

New Product

Product Development



Product/Market Diversification



- Beauty
- Fragrance
- Sport
- Nightwear

The new product range will sit within this section of the Ansoff Matrix grid as it is a new product targeting a new market.

Maintenance

Sustain current situation

As a new product range launches it will be equally important to maintain focus on the current ranges that are already present within store. The current clientele that Victoria's Secret is providing for must continue to be catered to in order to maintain a successful reputation and level of sales. The globally known brand that Victoria's Secret is currently known for will work as both a positive and a negative – Their strong brand reputation will mean they can quickly promote the new product range to their large consumer market and have its presence known.

Prepare for growth

Having a strong awareness of the new market that the brand will be targeting is essential and will provide security as it will provide support that there is a need for this new product range. Victoria's Secret will need to understand what this growth and overall brand extension will mean for the company and how its success will be of great benefit to them. Stores will need to prepare for the growth in product and be adjusted to make room for the placement of the new range. Developing and maintaining relationships with appropriate manufacturers will also be of great importance as the product on offer will always need to be of the highest standard possible, in particular when there is a need for mass stock. As this will be a new, sensitive area within the lingerie industry, the correct staff will need to be hired and trained in order to ensure that they are providing the correct information and advice as well as a suitable fitting service.

Retrenchment

Should the new mastectomy range not perform well there are factors that will need to be considered in order to ensure that the overall success of the brand doesn't suffer. These will include a drop in product and downsize in marketing. If the correct consumers aren't shopping with Victoria's Secret and purchasing garments from the new mastectomy line then it will be necessary to reduce the amount of product on offer both in-store and online. Communication will need to be had with manufacturers in order to limit its distribution as it will be important that there are no unnecessary outgoing costs. Should there be a need for Victoria's Secret to dramatically increase its profit, focusing on best-sellers and products that continuously sell while limiting those that don't will help the brand return to profitability.

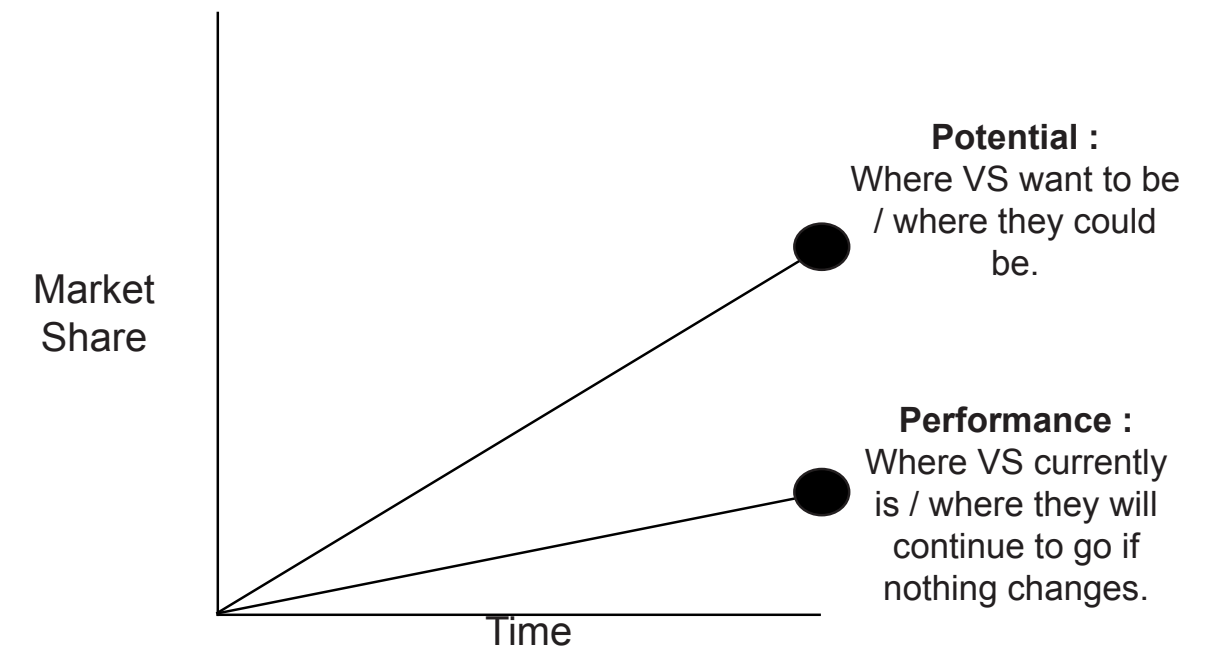
Gap Analysis

Current State

According to *cnbc.com* L Brands, owner of both Victoria's Secret and Bath & Body Works, reported negative results after the holiday quarter which has sent shares of the company down more than 5 percent. (Hirsch, 2019).

It is claimed that same-store sales at the Victoria's Secret brand has struggled to compete with the changing tastes of consumers along with its competitors and therefore fell 3 percent. It is reported that a large reason behind this drop in sales is due to the fact that women now decide to shop with "brands that seem more inclusive." (Hirsch, 2019).

This new mastectomy product range aims to be the solution to this problem as it targets a more diverse consumer base. The Victoria's Secret retailer will therefore be able to compete confidently among its competitor lingerie brands, knowing that it is offering what the current female consumer is now looking for.



Both my primary research (survey results) and the brands quarterly sales reports reflect that the lack of diversification and inclusivity has resulted in a loss of sales and a lack of consumers.

Through conducting this Gap Analysis it is possible to see ;

Where the brand is currently - Dealing with a loss in profit and a backlash from consumers as they feel the brands restrictive image and product range has made them feel excluded.

Where they wish to be – To see a rise in sales, positive brand association and to re-establish a positive relationship with its customers.

How they should get there – The tool to bridge this gap will be the new mastectomy lingerie range. This will address the issue of exclusivity by incorporating a new consumer base, unlike their current target customer. Reaching out to a new consumer base will increase footfall within store and therefore increase sales and profit.

The 7 P's strategy will effectively showcase how Victoria's Secret can bridge this gap, showing in detail what steps need to be taken in order to reach their potential goal.



Product

Consumers are currently calling for brands to be more inclusive and this new product range fulfills that desire. The new mastectomy line will help to encourage a more diverse range of females into store as it will target consumers that have undergone a mastectomy/breast reconstruction. This specific consumer has not yet been targeted by the Victoria's Secret brand and therefore they have not been able to shop or purchase with them, due to their product not being suitable for their needs. Through including a product range of this sort the brand will adhere to the public's need of inclusivity while also adhering to the needs of a new consumer market; Breast Cancer survivors. This new line should be everything that its consumer expects it to be. As the retailer already holds a strong reputation for its lingerie, this line should be no exception and it should provide the customer with attractive garments that bring confidence and above all support and comfort.

Place

As the use of e-commerce continues to increase, the Victoria's Secret stores remain to be a big part of the overall brand experience and therefore the line will be stocked within both destinations. This will allow a larger amount of potential consumers to have access to it. The line will be distributed among all of Victoria's Secret stores worldwide, however flagship stores will be able to hold a larger volume of stock and therefore customers will be able to see a larger selection of the mastectomy line within these. All garments will be available to purchase on the store website as this will provide product to those that can't reach a high street store.

Price

When deciding on price there are three factors that need to be considered; the current cost rate of a Victoria's Secret product, the price of mastectomy garments available through competitor retailers and the overall manufacturing of the product line. Victoria's Secret is currently seen as a moderately priced retailer on the high-street, with product prices ranging from £15 to £55. Due to the care and materials taken into account when creating this line it will be vital that prices are enough for the retailer to receive a profit as each item is sold, yet it must be a suitable price that sits within the average price of the brand. The product will need to stand out amongst its competitors and therefore seen to consumers as being good value for money.

7 P's Strategy

Promotion

Physical

People

Process

Promotion

As this will not only be a new product range for the brand it will also be a new section of the industry that is being targeted, therefore using effective promotional skills will be vital within the success of this range. Victoria's Secret currently focus very heavily on their promotional marketing and therefore this will be of great benefit when promoting the new line as it will be noticed by many.

This section is analysed further on the following page within the AIDA Analysis

People

Hiring and training staff will be essential once the new product range is available in-store as they will now be servicing females with a more complex and different set of needs. Providing the new set of customers with a high-quality fitting service will be as much a part of the new launch as the products on offer will be. Staff should contribute to creating a positive shopping experience, and their fitting skills should ease the customer ensuring them that they are receiving a service from a trained member of staff.

Process

The process of shopping and purchasing the new line should be filled with enjoyment and ease. After the development of the products, in-store Visual Merchandisers should display them effectively at the front of the store in order to encourage maximum impact. Victoria's Secret currently have extravagant in-store displays placed around the store and therefore the new product launch should have a presence among these and stand out. A clear, visual display will grab the attention of the consumer, lengthening their time spent in-store and increasing their chance of purchase. The process of trying on should be enjoyable and fill the customer with ease that their garment is right for them. If requested, a fitting service shall be provided by a highly trained member of staff. The customer should feel confident in both the knowledge of the staff and confident within themselves when wearing the lingerie. Ensuring the bra fits correctly and is comfortable will be essential during fittings and should the customer want a different size or style, their fitter should provide this for them. The feeling of ease and fulfilment should continue when buying their product as they make the final stages of purchasing. Staff should be quick to provide a service at the till, conversing with them throughout to be sure that they have enjoyed their shopping experience and found everything they were looking for. Purchased items of lingerie should be packaged with care and wrapped in tissue paper before being placed within a shopping bag. The use of tissue paper contributes to the brand image of luxury while also being an additional element within the shopping experience, as the customer is not only paying for the product but also the service and experience.

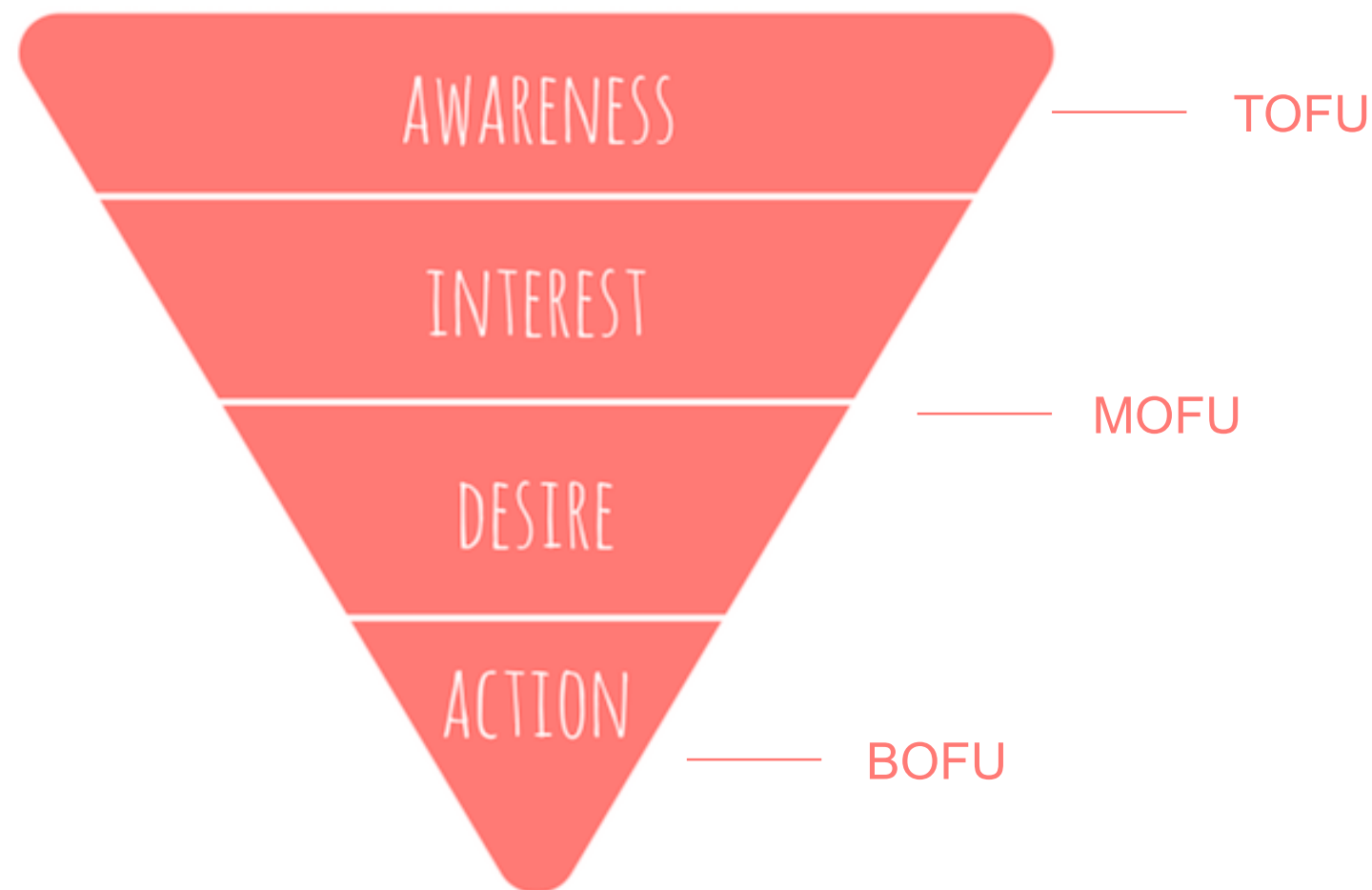
Physical

The prime physical element to this campaign will be the product itself and as this is what customers will be purchasing and wearing it is vital that each item is high-quality. Each garment will be made with the specific needs of a woman that has undergone a mastectomy or breast reconstruction and therefore the materials used will need to soft with minimal to zero visible stitching to help reduce irritation on the skin. In addition to the product, another physical element to consider will be the overall in-store experience. All senses, in particular sight, smell and touch should be considered to ensure the shopping experience brings a variety of layers for the customer. An impressive product display of the new lingerie line will provide an exciting sight for the customer, giving them inspiration as to how to mix and match each garment and incorporate different colours into each set. This display will be present on shop floor and therefore in reach of customer should they want to look closely at the shape of the garments or the materials used. As well as this, the presence of the brands beauty section will contribute to the sense of smell. The varied range of body sprays and perfumes are sprayed in-store daily to fill the store with a pleasant scent. Each of these factors brings an additional element to the shopping experience, helping it to be memorable and enjoyable.

AIDA Analysis

The 'Promotion' section of the 7 P's Analysis above has been extended into further detail below by incorporating the AIDA Analysis and Funnel Marketing.

This marketing sequence explains the messages that Victoria's Secret will deliver to the customer and how.



AWARENESS -

All platforms should be included in order to fully promote this product range, this will include in-store POS, billboards and guerilla marketing, TV/online advertisements and each one of the retailers social media platforms. Using a vast array will allow a larger amount of consumers to be aware of the company as well as the new product range, while the use of widely used platforms such as Twitter and Instagram will allow the brand to communicate closely with its customers. Each of these promotional tools will be used to communicate with suitable audiences in the correct manner.

INTEREST -

Building a relationship with customers through the use of this promotional material will be vital as the company is now targeting a new consumer market. The brand will need to reach out effectively and gain the trust and loyalty from the new consumer base, to do so messages will need to be tailored differently to what the brand is used to as it is now focusing on a more sensitive and serious concept. Educating the customer on this new range will be of great importance and therefore all promotional material will need to be clear, very informative and re-assure customers that this new line will be tailor made specifically for individuals that have undergone a mastectomy/breast reconstruction. Information present on all promotional aspects of this new line will need to be very detailed and address the needs of the customer. Customers that are looking for mastectomy lingerie should be aware that the new range at Victoria's Secret will include the aspects that they need within their underwear. Details such as materials used, sizing and support provided will need to be present.

DESIRE -

This should be communicated in an effective manner, aiming to appeal to the emotions of the customer and persuade them that Victoria's Secret Mastectomy range will be the correct products for them. Imagery used will need to be sensitive yet showcase the overall message of the campaign which is to encourage this clientele to feel confident and empowered. This will encourage purchasing as both emotional and rational needs are being met; Emotional needs will be fulfilled through the use of effective target marketing, while rational needs will be fulfilled by the product. Victoria's Secret should be able to see what sets them apart amongst other retailers as it reviews its competitors. Pricing and overall brand experience should be considered to ensure that the brand stands out amongst others, allowing customers to rule out any other retailer other than Victoria's Secret.

ACTION -

To initiate action and encourage purchases it will be beneficial to reassure the customer that this product is the correct product for them. Persuasive marketing in addition to bringing awareness to the mastectomy underwear sector and the lack of choice/accessibility within it will help convince the customer to purchase. A sense of urgency to the campaign will act as an incentive to buy; this can be done through creating a feeling of excitement as the product range launches. A launch countdown along with persuasive language encouraging individuals to be a part of this campaign will help contribute to the excitement surrounding the product range. Customers will want to be a part of this new movement for Victoria's Secret as they expand further into a new section of the industry. Highlighting potential collaborations with Breast Cancer UK and donating a percentage of profits to the charity will be an effective initiative for customers as they will be contributing towards a greater cause when purchasing their garments.

How They Think & Feel

- They no longer feel themselves since their procedure.
- Lack of confidence - physically and when shopping for the correct mastectomy bra.
- Feel less feminine.
- An outsider.
- Self-conscious about their body.
- Lack of choice and availability with lingerie makes them feel as though they're been forgotten about and discarded by the industry.
- Angry at their body and how they can no longer wear any form of underwear.

What They Hear

- "You can no longer wear normal underwear."
- "You can't shop at your favourite lingerie stores anymore."
- "You have to be more careful about your choice of bras."
- "I'm sorry we don't sell mastectomy bras here."
- "Is it a comfortable fit?"
- "Maybe try online."
- "We only have plain, neutral colours available in our range of mastectomy bras."
- "How does it feel?"
- "It looks great on you!"

What They See

- Non-Mastectomy lingerie available in almost all retail stores.
- Regular fit bras available in a diverse range of colours, styles and patterns.
- Lack of mastectomy underwear within stores.
- No post-surgery marketing of female ambassadors to represent this sector of the market.
- They see a different version of themselves in the mirror.
- Other consumers shopping lingerie with ease.



What They Say & Do

- "Do you offer mastectomy underwear here?"
- "Have you got any other colours or patterns available?"
- "I can't wear that anymore."
- "I'll have to look online."
- They get frustrated with their body.
- They get frustrated with retailers and their lack of mastectomy underwear.
- "It's like they forget about us."
- "We should be able to wear bras like that after what we've been through!"
- They'd rather shop on their own or in private.
- "I wish I could still wear bras that looked like that."
- "Why do they never include a model to represent me in their mainstream marketing?"

Pains

- Currently feel left out and excluded from the industry.
- Feeling as though they aren't wanted in-store or by brands.
- Current available underwear makes them feel as though they can't look or feel like a woman since their procedure.
- Stressful and frustrating when trying to look for suitable bras for their body.
- Lack of choice - Boring colours and fabrics that aren't attractive.
- They feel - Angry, Frustrated, Unfairness.
- Lack of inspiring ambassadors to represent women that have had a mastectomy or breast reconstructure.

Gains

- They will feel as though they are being thought of and considered by the industry.
- Increase in confidence both physically and in their ability to purchase a suitable bra for their body.
- A more enjoyable shopping experience.
- A sense of femininity and inclusion amongst other women.
- Feel a sense of ease when shopping - larger availability of mastectomy underwear will reduce the stress of searching online.
- Larger variety of garments.

Evaluating Marketing Progress

KPI – Key Performance Indicator

The following KPI's will be measured upon the overall goals and objectives of this campaign.

- Increase Consumer Market
- Customer Value
- Diversify The Brand
- Expand Product Range
- Increase Profitability
- Break Even - Covering all outgoing costs

ROI – Rate On Investment

The following ROI formula will be based upon an estimated cost of manufacturing against the sales price of the bra's.

Taking into consideration the size of the Victoria's Secret brand, their manufacturers locations abroad and their price negotiations when buying in bulk, this will effect the overall manufacturing price of a single bra.

ROI = (Current value of product - Cost of manufacturing) ÷ Cost of manufacturing

ROI = (£50.00 - £10.00 = £40.00 ÷ £10.00 = 4%)

Evaluate The Success Of The Campaign

Reflecting On Tactics

As the campaign for the new mastectomy product range launches it will be beneficial to reflect back upon the previously set goals and objectives in order to detect if these have been reached or intend on being reached within the future as the campaign continues and the product range develops. Looking back at the original aims and objectives will allow the brand to re-evaluate the purpose of the campaign and compare this to where it's currently at.

When evaluating the success of the campaign, this can't only be done by measuring sales and profitability but also by checking that each objective has been reached and accomplished.

Questions such as the following, should be asked prior and post campaign to help ensure it has done what it was intending to.

- Is the campaign clear?
- Is the product suitable for its target consumer?
- Is the marketing effective enough to communicate strongly with the consumer?
- Does the product bring value to the customer?

What To Do If The Campaign Is Unsuccessful?

Should the campaign be unsuccessful it will be important to reflecting back on the aims and objectives that were put in place during the planning of the campaign. This will be beneficial as the company will be reminded of what they wanted to achieve and the steps they intended on taking to achieve it. An additional step the brand could take is to re-allocate the budgeting of the campaign. Once discovering the flaw within the campaign the brand will then be able to shift focus onto what elements need further attention. An example of this could be to adjusting the budget, focusing more on the product instead of advertising. Prioritising the budget and using it to bring focus to the prime elements of the campaign will help increase levels of success and minimize loss.

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