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VICTORIA'S SECRET

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BY RACHEL GRANGER
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Founded on June 12th, 1977 in San Francisco, CA by husband Roy Raymond and wife Gaye, Victoria's Secret has grown to become a renowned company in the fashion industry with a cult following for its lingerie, loungewear, activewear, and beauty products (Victoria's Secret, 2021).

Victoria's Secret aims to develop customer loyalty and an exceptional consumer experience through their high quality, sophisticated, and sexy products that appeal to every consumer's taste and budget with a variety of price points: bras from $19-$150, loungewear $29-$200, activewear from $20-$100, and beauty products from $10-$21 (Victoria's Secret, 2021). Their products are designed "by her for her" and for decades have defined "her" as an extremely thin, elegant, youthful Caucasian woman with no flaws nor blemishes on her skin or any other imperfections. The "her" Victoria's Secret built their brand on is entirely unattainable, unrealistic, and unhealthy.

In 2019, consumers finally started to speak up, pushing Victoria's Secret to cancel their annual Victoria's Secret Fashion Show for its lack of diversity, negative messaging, and affect on mental heath (Time, 2019). While Victoria's Secret did cancel the show, saying that they needed to "figure out how to evolve their market", they have failed to include any plus sized, transgender, or LGBTQ+ models in campaigns since. They have also failed to include extended sizing. In 2020, CEO Leslie Wexner stepped down from Victoria's Secret after telling Vogue, "transgender models will never be used because they don't fit the 'fantasy'" (The Cut, 2020). Over the past year, former models, such as Bella Hadid, have begun to speak out against the company, saying Victoria's Secret never made them powerful and many struggled with severe depression and eating disorders the entire time they were working with the company.

Currently, Victoria's Secret is experiencing a 7% decline in revenue, along with a decrease in customers and long-time supporters of the brand. Now more than ever Victoria's Secret needs to increase diversity, profitability, consumer trust, consumer loyalty, and overall likability.

Social Media

- https://www.instagram.com/victoriassecret/
- https://twitter.com/VictoriaSecret
A study at Florida State University delved into the psychological effects associated with fashion models, campaigns, and the fashion industry. It was revealed that when average or plus sized women were used in campaigns, "women made fewer social comparisons, felt increased body satisfaction, paid more attention to, and remembered average and plus-size models more" (Clayton, 2017). The study also encouraged the utilization of plus size models and claimed that it "might be a useful persuasive strategy for media to employ if the goal of the campaign is to capture attention while also promoting body positivity" (Clayton, 2017). For my Senior Project, I wanted to capitalize on the fashion industry's non-inclusive nature and curate a campaign that has never been done before, even from the most praised and inclusive lingerie brands. Along with a campaign, I wanted to implement a research aspect of how the lingerie industry, along with fashion shows, psychologically affects women. My project dissects the media's perception and utilization of framing and introduces a multitude of concepts I have learned throughout my four years as Journalism student such as paid/earned media, digital strategy, PR campaigns, social media campaigns, SWOT analyses, business models, etc. Victoria's Secret currently has the unique opportunity to capitalize on their criticism and launch a body positive collection / campaign that will be remembered as the most effective and iconic initiative in the history of lingerie. Remaining true to Victoria's Secret's signature sexy and sophisticated look and utilizing it's previously failed body slogan "a body for every body", as it featured bodies that all looked the same, Victoria's Secret will launch A Body for Every Body Collection that encompasses shape wear and lingerie with extending sizes, ranging from XS to 4XXL. More importantly, the collection will feature a campaign that includes transgender women, WOC, members of the LGBTQ+ community, women over 60 years old, and women with disabilities. For the first time ever, Victoria's Secret will use real women, rather than supermodels, in an effort to be as authentic, relatable, and accepting as possible. Additionally, all women's bodies in the photoshoots will remain untouched, stretch marks and all, to coincide with said authenticity. The collection will offer various nude shades to promote diversity, along with velvet and silk patterns to match the competitive market and offer a transition from day to night vibe so customers can wear the shape wear and lingerie under their clothes or simply alone. This campaign will undoubtedly redeem Victoria's Secret's reputation, increase their brand awareness, and reach an entirely new market of consumers.
SWOT Analysis

**Strengths**
- Victoria's Secret is one of the largest and most known, sought after brands worldwide, with global net sales accounting to $7.4B IN 2019 (Gajanan, 2019).
- As one of the largest worldwide lingerie brands, Victoria’s Secret has a strong presence across all media and social platforms.
- Victoria's Secret has the means, resources, and budget to evolve and remain iconic within the lingerie space.

**Weaknesses**
- Victoria's Secret lacks diversity in all areas.
- The cancellation of the Victoria's Secret Fashion Show decreased viewership by 50% (Gajanan, 2019).
- Negative association with Victoria's Secret for its over sexualized, out of touch advertising (Bhattarai, 2020).
- There is a current decline of shopping malls and rise in athleisure wear.

**Opportunity**
- The lingerie market has continued to evolve, with new opportunities for Victoria's Secret to enter the athleisure, body-positive space.
- While there is a new movement for more athleisure, athletic bras/underwear, there will always be the need for sexy lingerie which Victoria's Secret will always provide.
- There is the unique opportunity to capitalize on the brand's lack of diversity and utilize all negative feedback/customer association to put towards innovation.
- Social media and online shopping presents Victoria's Secret with new marketing avenues and techniques.

**Threats**
- Strong competition in the global lingerie market.
- Rihanna's Savage X Fenty line has quickly garnered popularity and is widely sought after (Ell, 2019).
- Aerie has released innovative campaigns that have put them above Victoria's Secret in terms of likability.
- New companies like Parade are arising with unique, innovative marketing tactics that rely on earned media rather than paid and sustainable angles that appeal to the lingerie audience.
- With the CEO stepping down, new management poses a threat in company direction.
- Counterfeit products.
- Media criticism if campaign fails.
Before the cancellation of the Victoria's Secret Fashion in 2019, views had dropped from 6.7 million in 2016 to 3.3 million in 2018, due to criticism regarding lack of diversity. Journalists framed the story of the view's decline as a response to the show's negative impact on the audience's and model's mental health, along with the unrealistic standards the show promoted. The cancellation was followed by a 7% decrease in sales during the last quarter in 2019 which is when the show usually took place (Gajanan, 2019). Quality of product lead to a 9% decrease in market share between 2016 and 2018 from 33% to 24% (Hanbury, 2020). Even with e-commerce performance rising by 22%, retail sales still faced a decline in 2018 due to retail stores not executing excellent service and relationships with customers lessening (Clark, 2018). Operating expenses continue to remain the same and even increase as Victoria's Secret continues to expand their marketing tactics with social media campaigns, earned/paid media, and in-store advertisements (Navera, 2019). With the ever evolving world of social media and influencer strategy, Victoria's Secret needs to implement a very successful campaign to secure their financial state and succeed in the industry.

Victoria's Secret's main competitors are Aerie, Rihanna's Savage X Fenty and Parade. Unlike Victoria's Secret, each competitor prioritizes body positivity, extended sizes, and inclusivity. Rihanna's Savage X Fenty fashion show has garnered much higher ratings and appeal for its diversity and positive messaging (Ell, 2019). Media has also framed the show in a positive light and praised Rihanna for her empowering take on lingerie by including supermodels of all sizes. Savage X Fenty's success can be attributed to Rihanna's influential presence on social media and her involvement in each line which has built trust among her customers and led them to recommend Savage X Fenty products to others (Ell, 2019). American Eagle's Aerie line has grown to become very successful for it's filter free and no airbrush campaign #AerieREAL. Since 2013, Aerie has more than doubled their market share from 1.6% to 3.2% in 2018, however Victoria's Secret remains the top women's intimate retailer with 24% in 2018 (Stych, 2019). Fenty brings in an estimated revenue of $150 million (Stych, 2019) as the global lingerie market continues to increase, leaving room for growth and new competitors (Marsia, 2019).
Victoria's Secret's final competitor is Parade, a new line of underwear and bralettes that capitalizes on normal women of all shapes, sizes, and Instagram followers for their marketing tactics and market appeal. What also sets them apart is their sustainability stance, with their underwear being the first "edgeless carbon neutral underwear" (Lodi, 2021).
TREND ANALYSIS

Athleisure lingerie and wearable, more comfortable lingerie have come into fruition in recent years within the lingerie industry. Emerging trends include that of biker shorts and bralettes, nylon materials, nude color patterns, and subtle hints of lace. Velvet and silk are also emerging pattern trends along with high-waisted, sexy shape wear with extended sizing. Undoubtedly, Victoria's Secret's **A BODY FOR EVERYBODY COLLECTION** would utilize these key items, fabrics, and shades, while ensuring each product has extended sizing and is flattering on each body type.

ALL IMAGES SOURCED FROM GOOGLE
A BODY FOR EVERYBODY COLLECTION IGNITES A NEW WAVE OF VICTORIA'S SECRET CUSTOMERS AND SUPPORTERS, INCLUSIVE OF LONG TIME SHOPPERS AND NEWCOMERS...

THEY ARE CONFIDENT.
THEY ARE DIVERSE.
THEY ARE SOPHISTICATED.
THEY ARE MINDFUL.
THEY ARE DARING.
THEY ARE SEXY.
THEY TRUST THEIR LINGERIE AND SHAPEWEAR.
THEY ARE CULTURAL COHORTS.
THEY CARE FOR COMFORT.
THEY CARE FOR AESTHETICS.
THEY CARE FOR INCLUSION.
THEY ARE ASPIRATIONAL.
THEY ARE ELEVATED.
THEY ARE ENGAGED WITH THEIR COMMUNITY.
THEY ARE INTERESTED IN THE NEWEST TRENDS.
THEY ARE INTERESTED IN CULTURE.
THEY ARE SAVVY.
THEY ARE FROM DIFFERENT GENERATIONS.
THEY ARE OF DIFFERENT BODY TYPES.
In 2018, Victoria's Secret Chief Marketing Officer, Ed Razek, explained to *Vogue* that their annual fashion show is a "fantasy" and therefore, should not include transgenders nor plus size models (Munzenrieder, 2018). This comment received backlash as competitors of the brand, such as Savage x Fenty, are not only utilizing transgender women and plus sized models in their campaigns, but also on the runway. Victoria's Secret new campaign will capitalize on such backlash by introducing ambassadors, customers, and models of all ethnicities, genders, sizes, sexual orientation, religion, age, and even women with disabilities.

Thus, meet Emma: a 20 year old Norwegian transgender blogger. Emma loves all things beauty and fashion, and promotes body positivity along with transgender positivity across her social media channels. She advocates for a safe space for transgender women and asserts that all trans women are beautiful, sexy, and just as womanly as non-trans females. Emma supports the "Body for Every Body Campaign" as she supports Victoria's Secret switch to inclusivity.
BRAND AMBASSADORS.
Inspire a cult-like community of new brand ambassadors that stray away from Victoria's Secret traditional models. Include diverse influencers and VIPs who we can leverage throughout the full launch process for testimonials, social posts and assets.

SEEDING.
Build brand awareness, affinity, and buzz about the collection through organic product seeding and alignment with on-brand influencers.

PAID PARTNERSHIPS.
Amplify or promote key marketing/campaign goals via paid influencer support.

EXPERIENCES.
Creating IRL + virtual moments to amplify brand awareness and create intimate experiences between the brand and influencers such as launch dinners, etc. etc.
PRE-LAUNCH.
Facilitate a total of 200 orders to targeting influencers and VIPs at least 2-3 months ahead of actual launch for accurate testing, testimonials and teaser posts. Measure success through a 40% conversion rate for social shares (85% stories, 15% static) and 65% conversion rate for testimonials.

LAUNCH.
Seed out 300 orders for launch (with a 1-2 week roll out) to key influencers/VIPs within the US and outside of the US who best represent all tiers of the brand’s new & improved core values. Measure success through a 50% conversion rate for social shares (80% stories, 20% static).

ONGOING.
Proceed with approximately 100 orders each month to notable influencers/VIPs in order to continue building relationships, measuring success through a 40% conversion rate to social shares (85% stories, 15% static).
Given a six month timeline, Victoria's Secret has more than enough time to make the collection come to fruition. Victoria's Secret will produce creative storytelling through both press and influencer to secure interest, attendance, and participation in the collection + campaign.

On the editorial end, Victoria's Secret's PR Team will formulate unique pitch angles with targeted outreach to editor contacts. Coverage will be spanned across top tier media, comprehensive of national, regional, and trade outlets.

Influencer wise, Victoria's Secret's Digital Team will conduct outreach to a diverse mix of influencers, including the most prominent VIP creators, to produce organic and paid content. There will be a blend of static Instagram posts, unboxing Instagram stories, TikTok content, YouTube vlogs/videos - and much more!

Victoria's Secret will support the campaign digitally with varying marketing levels, including Instagram Posts and Instagram Story Concepts, such as "Find YOUR Body", where followers can take a quiz to find their perfect size and vibe.

All content will feature the hashtag #ABODYFOREVERYBODY.
THE TALENT STRATEGY FOR VICTORIA'S SECRET A BODY FOR EVERYBODY CAMPAIGN INCLUDES DEFINING NEW VICTORIA'S SECRET VALUES AND CONNECTING THOSE TO INFLUENCERS AND VIPS, ALONG WITH ONLY SELECTING INFLUENCERS AND VIPS WHO SHARE AND PERSONIFY THOSE VALUES WITHIN THEIR ONLINE AND OFFLINE IDENTITY. TALENT WILL RECEIVE THE THRILLING OPPORTUNITY TO GROW THEIR AUDIENCE, CREATE NEW RELATIONSHIPS, AND CURATE EXCLUSIVE CONTENT UNIQUE TO THEIR ACCOUNTS. AS STATED ABOVE IN STRATEGY, ORGANIC AND PAID SOCIAL CONTENT WILL BE IMPLEMENTED ACROSS INSTAGRAM, TIKTOK, AND YOUTUBE. EDITORIAL PITCHES WILL BE CRAFTED GARNERING COVERAGE ACROSS TOP TIER MEDIA, AND TALENT WILL RECEIVE PERSONALIZED MERCHANDISE. ALL STRATEGICALLY PLANNED TACTICS WILL RESULT IN MILLIONS OF IMPRESSIONS, PRESS HITS FROM SOUGHT AFTER PUBLICATIONS, AND UNDOUBTEDLY, AN INCREASE OF BRAND AWARENESS, ENGAGEMENT, AND BUSINESS FOR VICTORIA'S SECRET.

ALL IMPRESSIONS, SOCIAL CONTENT, COVERAGE, AND OVERALL CAMPAIGN SUCCESS WILL BE MONITORED BY VICTORIA'S SECRET AND PlACED INTO A RECAP FOLDERS TO SECURE AND UTILIZE ASSETS FOR THE VICTORIA'S SECRET WEBSITE, SOCIAL CHANNELS, ADVERTISEMENTS, ETC.
Selected WORLDWIDE based Influencers and VIPs will be fun, positive, diverse, inspirational, plus size, disabled, and members of the LGBTQ+ community in an effort to pivot the current association with Victoria's Secret and their well-known rage of skinny, Caucasian, professional models who are unrelatable to most audiences. They are passionate about comfort, fashion, lingerie and have strong relationships with their followers. Each curates unique, authentic content and accumulates hundreds of thousands to millions of impressions and engagement rates. Chosen VIPs have millions of followers and are currently the most coveted individuals on social media. Macros have anywhere from 75k-500k but still amass impressive buzz and therefore business. From TikTok moguls to OG Instagram it-girls, moms, and YouTube personalities, this is a diverse range of creators that covers all faucets of Victoria's Secret adjusted targeted audiences.
Macro INFLUENCERS

@serenakerrigan  
@mayemush  
@tess_daly  
@gabifresh  
@jessimalay  
@tenillemurphy
Macro INFLUENCERS

@themariaherobinson
@brenna_anastasia
@try.lyaria
@itsreallynana
@delaney childs
@simply cie
VIPs

@lizzoheating  @emmachamberlain  @jacinmariesmith

@claudiasulewski  @jordynwoods  @lavernecox
VIPs

@jaustookes  @itsmetinx  @brittanyxavier

@addisonrae  @thegigigode  @nataliarnel
DELEVERABLES FOR INSTAGRAM INFLUENCERS / VIPS
- In feed carousel with minimum 6 static pictures OR reel featuring one or more of the collection items by X date.
- Story unboxing inclusive of what you received.
- Caption to include relevant Victoria's Secret messaging that mentions body positivity and personalized code for x% off with the hashtag #ABODYFOREVERYBODY.

DELEVERABLES FOR TIKTOK INFLUENCERS / VIPS
- 1 MIN - 3 MIN video featuring try-ons of one or more of the collection items by X date.
- Caption to include relevant Victoria's Secret messaging that mentions body positivity and personalized code for x% off with the hashtag #ABODYFOREVERYBODY.
CULTURAL CALENDAR

- Surrounding key events, holidays, and cultural moments that provide key recommendations for additional packaging components which will make for more of a unique experience as they unbox their items. For example:
  - Body Positivity Month (February)
    - Give the ultimate body positive complete with the exclusive Victoria's Secret line, a branded candle, Spotify playlist, yoga mat, booty bands, journal, etc.

HANDWRITTEN NOTES (for more of intimate experience)

- Thanking influencers and VIPs for receiving product, along with crafted messaging to encourage them to share their experiences using the products.
Hi X,

I hope all is well! Reaching out with a niche campaign opportunity for Victoria's Secret, this time featuring A BODY FOR EVERY BODY campaign that entirely revolutionizes the lingerie industry and aims to make a difference. Inclusive of plus sizing, luxurious fabrics, unique designs, and body positive messaging, Victoria's Secret is curating a new kind of sexy. We absolutely love your content, vibe and believe you'd be the perfect fit for this campaign. In exchange for some social love, we'd be thrilled to send you whatever you like from the collection. Let me know if this is of interest and we can go from there!

Warmly,
X

DELIVERABLES:
- In feed carousel with minimum 6 static pictures OR reel featuring one or more of the collection items by X date.
- Story unboxing inclusive of what you received.
- Caption to include relevant Victoria's Secret messaging that mentions body positivity and personalized code for x% off with the hashtag #ABODYFOREVERYBODY.
As stated at the beginning of this campaign, there is a direct correlation of fashion models, campaigns, and the fashion/lingerie industry and the downfall of mental health amongst women (Clayton, 2017). Victoria's Secret's "A Body For Everybody Campaign" changes this narrative by employing a different type of lingerie messaging and an entirely new definition of what "sexy" means. Within the span of six months, Victoria's Secret is projected to increase sales, likability, and build an entirely new spectrum of customers, audiences, and brand ambassadors, celebrities, and influencers. They've had iconic fashion shows, sexual campaigns and advertisements that sell their product, but never something as genuine, unique, and marketable as this: real untouched women, of all shapes and sizes, modeling their product and transforming Victoria's Secret into a company that revolutionizes the fashion/lingerie industry by utilizing their global reach and influence to begin reversing the negative psychological effects that have plagued the industry and their brand thus far.

LOOKING AHEAD...

CELEBRITY AMBASSADORS
Post launch and once Victoria's Secret has created a groundswell of awareness across the digital influencer, VIP and media world, they will present, contract and introduce 20 celebrity ambassadors, positioning them as the face of the brand.

MIRROR PARTNERSHIP
Partner with a mirror company to amplify the #ABODYFOREVERYBODY messaging, with phrases and affirmations such as "you look good" "repeat after me: I am sexy", etc. These mirrors will be gifted, along with the new line, to an impactful list of influencers/VIPs, encouraging them to share selfies throughout their A Body for Every Body journey.

REPLENISHING
Continue to build unique relationships with influencers who don't necessarily match the typical "Victoria's Secret image" but rather influencers who are curvy, who are women of color, and who are women with disabilities. Victoria's Secret will check in from time-to-time, share replenishments, inquire for testimonials on their latest results and find key moments to build larger partnerships.


