

**VS&Co**  
VICTORIA'S SECRET & CO.

**BRAND  
REVITALIZATION AND  
REINFORCEMENT**

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## Introduction

Victoria's Secret, founded in 1977, is a leading American retailer of lingerie, womenswear, and beauty products. The brand has been known for its glamorous and sexy image, catering to a wide range of customers and has been a leader in the industry for years. This presentation will delve into the challenges, strategies, and successes of Victoria's Secret's brand transformation, highlighting its journey toward becoming a brand that empowers and celebrates all women.



# New Era. New Opportunities. An All New Victoria's Secret.

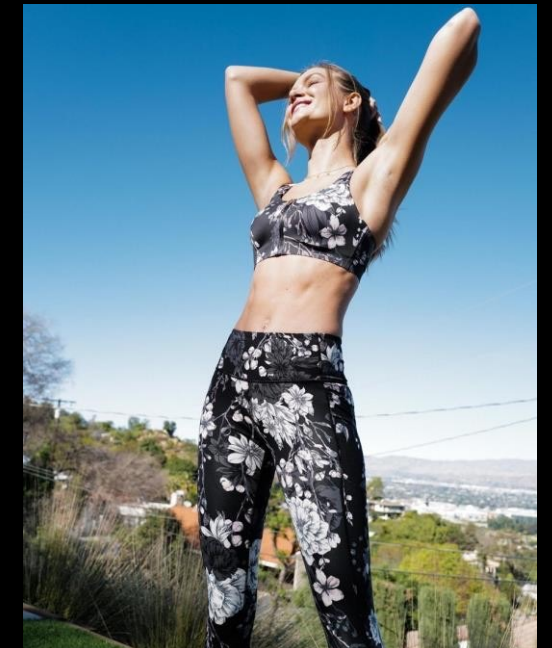
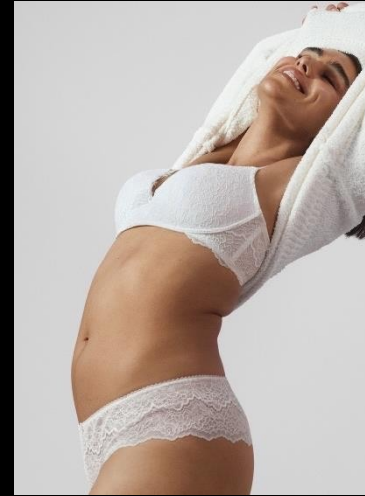
Revolutionizing The Brand

Victoria Secret has repositioned the brand because they lost relevance with the modern woman.

Victoria's Secret was long associated with a narrow and unrealistic representation of beauty, centered around very slim and traditionally idealized female models. As societal norms evolved to embrace diverse body types, the brand's messaging became outdated and alienated many potential customers who didn't identify with this limited standard of beauty.

One of the reasons why they lost that level of meaningfulness is because they continued focusing on the external look.

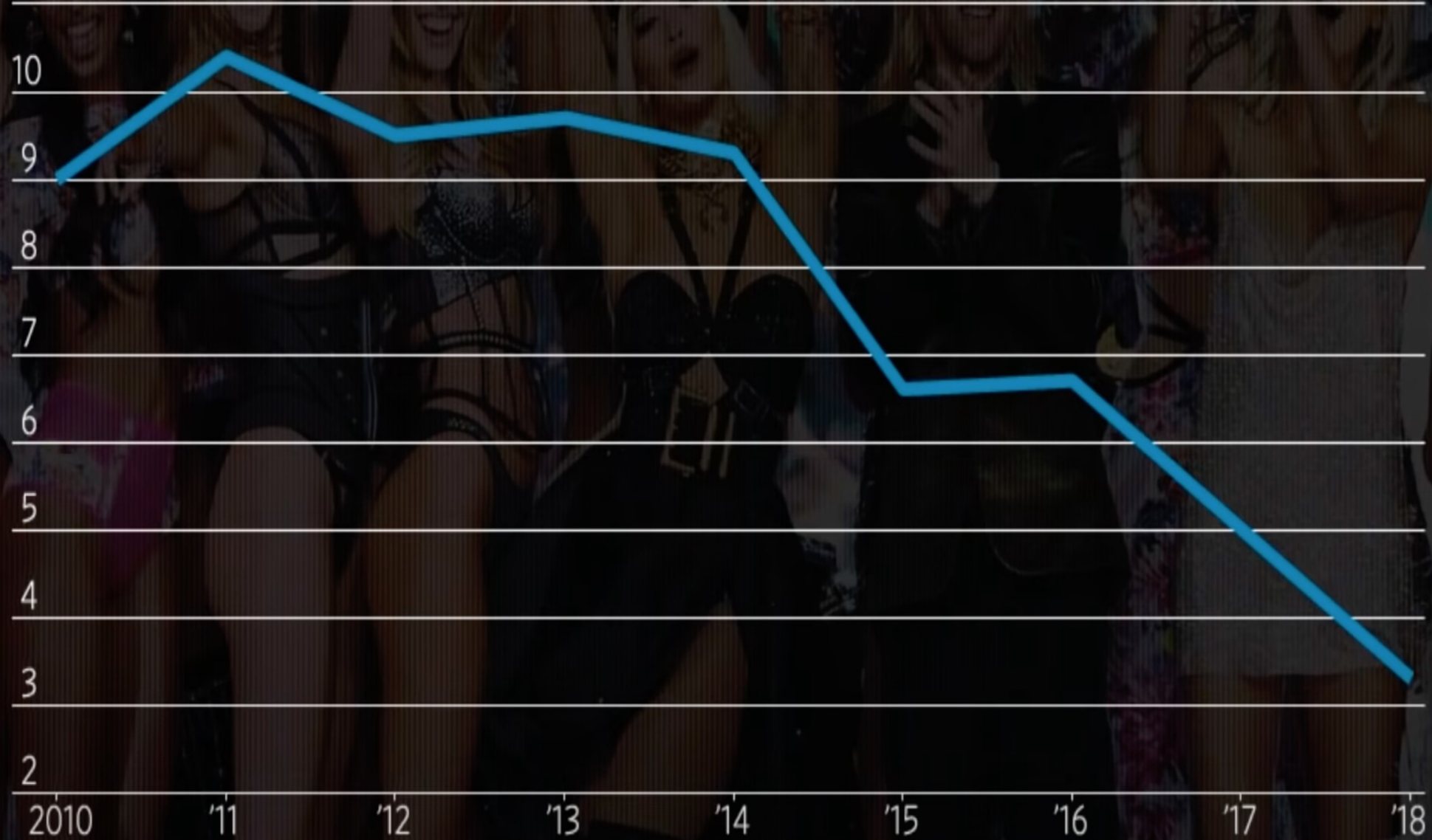
In addition, the company has faced declining sales and store closures, leading to a need for brand revitalization and reinforcement.



# VICTORIA'S SECRET FASHION SHOW VIEWING AUDIENCE

WSJ

11 million



# Competitive Landscape



## Aerie

Aerie markets itself as a body-positive brand that celebrates diversity and inclusivity. The brand offers a range of comfortable and stylish lingerie options, and has gained a following among younger consumers who value authenticity and social responsibility.



## Savage X Fenty

Savage X Fenty, founded by Rihanna, has quickly become a major player in the lingerie market. The brand emphasizes inclusivity and diversity, and has made a name for itself with its highly-produced fashion shows. Savage X Fenty has also been praised for its size-inclusive offerings, which cater to a wide range of body types.



## SKIMS

SKIMS, a contemporary lingerie and loungewear brand founded by Kim Kardashian all about celebrating diverse body types and providing comfortable solutions for all skin tones too.. SKIMS has disrupted the shapewear industry and continues to set new standards for comfort and inclusivity in the world of fashion.

# Purpose Driven, Inclusive, Authentic & Inspiring

## Vision

To be the world's leading advocate for women

## Purpose

Inspire women around the world with products and experiences that uplift and champion them and their journey

## Mission

Create lifelong relationships with women by reflecting their stories, journey and community

Create positive change for women through the power of our products, platform and advocacy



# Revitalization Strategy



1

**BRAND REVOLUTION**  
Transform branding & creative to align to our new brand positioning



2

**VS COLLECTIVE**  
Convene accomplished women on behalf of all women & the VS brand



3

**AGGREGATION**  
Continue to build our Brands We Love platform



4

**ENTERTAINMENT**  
Create a digital VS branded entertainment platform. #THETOUR campaign was introduced to restart VS fashion shows

# Brand Revolution

A refresh of visual touch points for the new Victoria's Secret

Designed a highly emotional product, not a commodity

VALENTINE'S DAY



Fresh & Optimistic Visualization

SWIM LAUNCH



Emotional Content To Project Branding

SPRING



Authentic & Natural Imagery

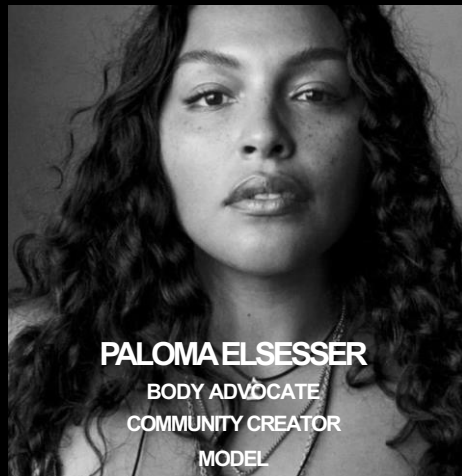
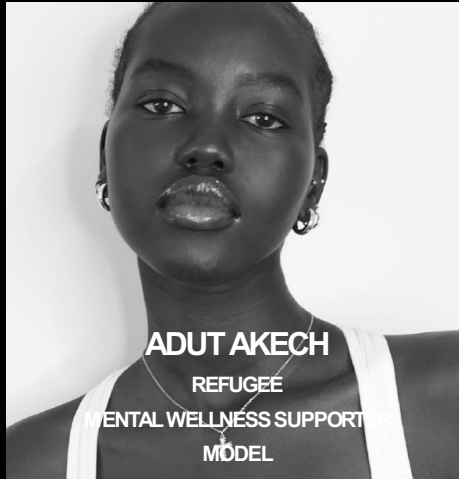
MOTHER'S DAY



Diversity and Inclusion in Shape, Ethnicity & Age



# The VS Collective



# Aggregation

## Elevated / Emotional Product Moving From Basics to Fashion

Re-enforce good, better, best principles

Superior quality and fit

Shift to product storytelling and tiering  
stores based on product attributes vs.  
store volume and space

40% choice count reduction through last  
few years

Extend merchandise categories on digital

Elevating  
Assortment  
Architecture



Enhancing  
Customer  
Experience



Repositioning  
the Brand



Simplifying  
Operating  
Model



# Aggregation

## Relentless Focus on Execution

Customer-centric omni experience

Focused training on product knowledge and elevated selling

Elevated selling experience with bra fit experts

Significantly improve digital capability in user experience and fulfillment

Elevating Assortment Architecture



Enhancing Customer Experience



Repositioning the Brand



Simplifying Operating Model



# Aggregation

## Drive Growth & Maintain #1 Lingerie Market Position

Inclusive communication and branding to strengthen customer loyalty

Emotional connections with customers

Brand evolution to remain modern and relevant

Leverage VS Collective

Elevating Assortment Architecture



Enhancing Customer Experience



Repositioning the Brand



Simplifying Operating Model



# Aggregation

## Re-build the Operating Model for Speed and Simplicity

Focus on buying calendar, processes and planning of products

Speed and agility, with development cycle of <15 weeks

Assortment improvements and disciplined inventory management drive elevated margin rates in key categories

Focus on superior talent and training / development

Elevating Assortment Architecture



Enhancing Customer Experience









Repositioning the Brand



Simplifying Operating Model



# Additional Growth Initiatives in 2021 & Beyond

|  |                                  |  |
|--|----------------------------------|--|
|    | <b>Growth from the Core</b>      | Bra launches   |
|    | <b>Aggregation Opportunity</b>   | New designer / brand partnerships to further develop Brands We Love platform   |
|    | <b>Swim</b><br>(Re-introduction) | Grounded in bra fit technology<br>Strong core plus fashion business<br>Focus on frequent newness updates (6 weeks)<br>Year round digital (stores seasonal)                                     |
|    | <b>Size Expansion</b>            | All product category participation<br>Digital-first focus  |
|    | <b>Maternity</b>                 | Support customer through life milestones<br>Builds customer loyalty<br>Anchored in best at categories of bras / panties  |
|   | <b>Shapewear</b>                 | Two-prong approach: <ul style="list-style-type: none"> <li>• Smoothing focus through VS design / manufacturing</li> <li>• Technical solutions offered through third party expansion</li> </ul> |
|  | <b>Bridal</b>                    | Support customer through life milestones<br>Cross-category grounded in bras, panties, lingerie<br>Digital-only capsule collection anchored in best-selling frames                              |

# The Victoria Secret Tour

The Victoria's Secret Fashion Show was known for its Angels and their wings. They would strut the runway wearing all manor of wings and apparatus — some small, some huge — as a symbol of their status as the elite of the brand.

When Victoria's Secret ditched the fashion show in 2019, it also ditched the Angels moving away from using the iconography completely in stores and in marketing campaigns.

In August 2019, more than 100 models signed an open petition, which called upon the lingerie giant to protect its model against sexual misconduct.

Thus, Victoria's Secret rebranded, dropping the Angels, focusing more on celebrating women and pushing for more diversity and inclusivity in its marketing, branding and clothing options. It launched two new initiatives: the VS Collective and the Victoria's Secret Global Fund for Women's Cancer.



# Print Ads






# Instagram Posts

**#NOBRADAY**

WE'VE PAIRED UP WITH

*susan g. komen.* 

TO STRESS THE IMPORTANCE  
OF "KNOWING YOUR NORMAL"

We Are Proud To Say That

**7 OUT OF 8**  
**MEMBERS ON OUR**  
**BOARD ARE**  
**WOMEN**

