

Victoria's Secret Sport (VSX) Communications Plan

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Introduction

Victoria's Secret is the largest American retailer for lingerie, but when it comes to its growing sports line, the brand has several well-established competitors to work against. Based on our consumer research, we came to the conclusion that VSX does not stand out from the current perceptions of the Victoria's Secret brand. Consumers do not view VSX as serious athletic wear and believe that the products are not worth buying in comparison to its competitors.

What current consumer thinking looks like:

- “I don't think anyone at Victoria's Secret's knows anything about sports. I would wear VSX yoga pants, sports bras, and tanks, but just to lounge in. It's not something I would associate with athletics. I would expect other brands to have better quality.”

What future consumer thinking will look like:

- “I trust that VSX is durable, comfortable, and fashionable. I wear their yoga pants, sports bra, and tank top to the gym, my yoga, kickboxing, and cycling classes, and to run errands or meet up with friends. I love how fit and functional their products are, inside and outside of the gym.”

Based on where we want VSX to be, we will focus on:

- Who the competitors are
- What audience VSX should be targeting
- Where VSX should position itself in the marketplace
- How VSX will carry this out with its advertising plan



Marketing Problem

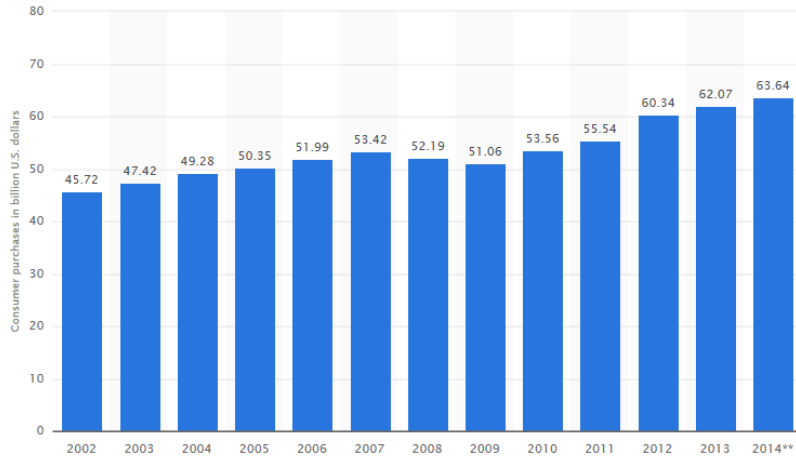
The Victoria's Secret Sport (VSX) line does not stand out from its current offerings; consumers do not think that VSX products meet the demands of high-performance athletes, or are worth purchasing over other competitors in the marketplace.

Marketing Objective

Earn trust among the target audience by establishing the strengths of VSX while forming it as its own unique line that still stays true to the Victoria's Secret brand.

Situation Analysis

Consumer purchases of sporting goods in the U.S. from 2002 to 2014 (in billion U.S. dollars)*



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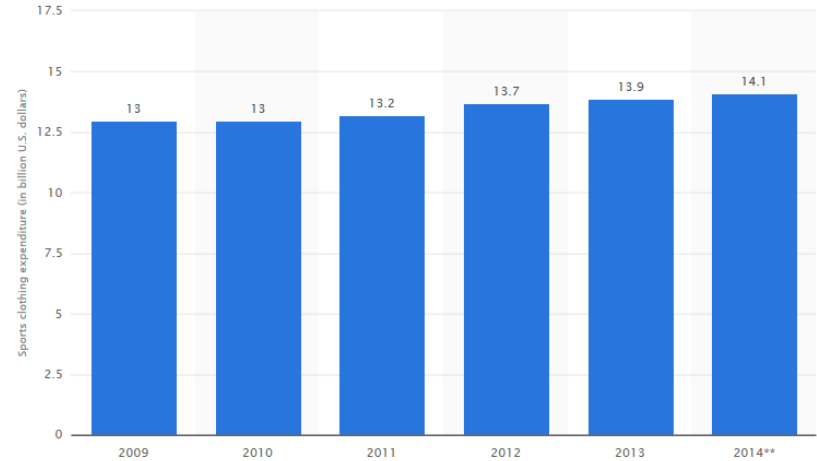
Additional Information:

United States; TNS; 2002 to 2013

Source:

National Sporting Goods Association

Consumer purchases of sports clothing in the United States from 2009 to 2014 (in billion U.S. dollars)*



© Statista 2015

Additional Information:

United States; TNS; 2009 to 2013

Source:

National Sporting Goods Association

Predictions

2015: 65.66 B

2016: 67.67 B

Predictions

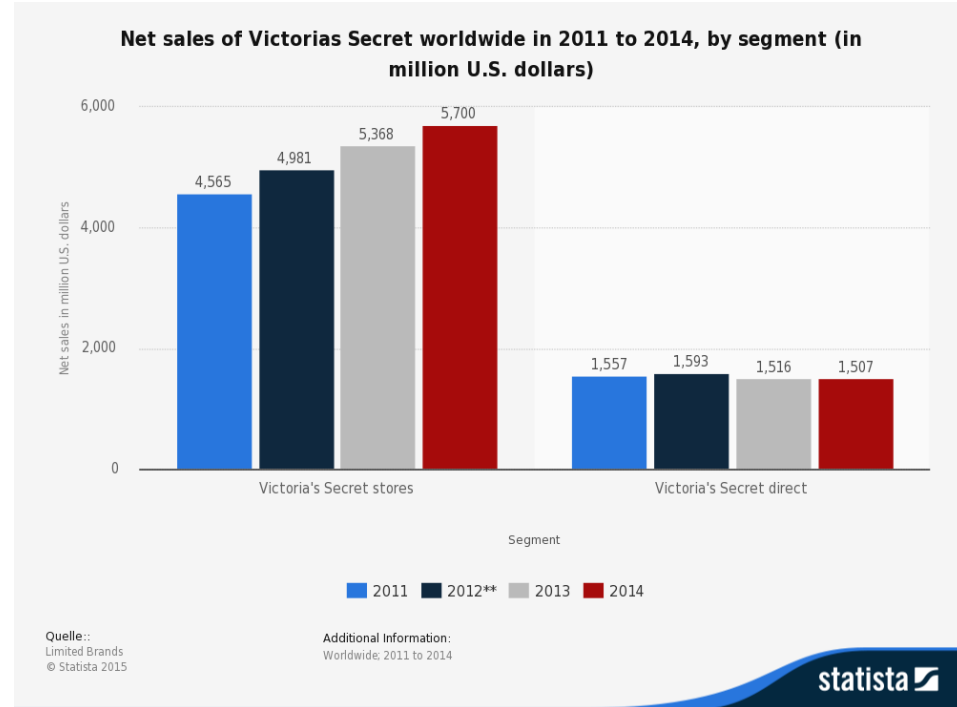
2015: 14.38 B

2016: 14.66 B



Situation Analysis

- Year-over-year sales have increased annually since 2011
- Our data indicates that this trend will continue into 2015 and beyond
- We can leverage increased sales and in-store traffic to grow comprehension of VSX among active shoppers



Trends Analysis

- **Active lifestyle**

- More people are embracing a healthier, more fulfilled lifestyle that focuses on inner peace, stress relief, and the present moment. Yoga is a \$27 billion industry. 9.5% of U.S. adults (21 million) practiced yoga in 2012

- **Growing demand for activewear**

- Athleisure - fashion for before and after the gym
- Women want comfort, versatility

- **Portray individuality**

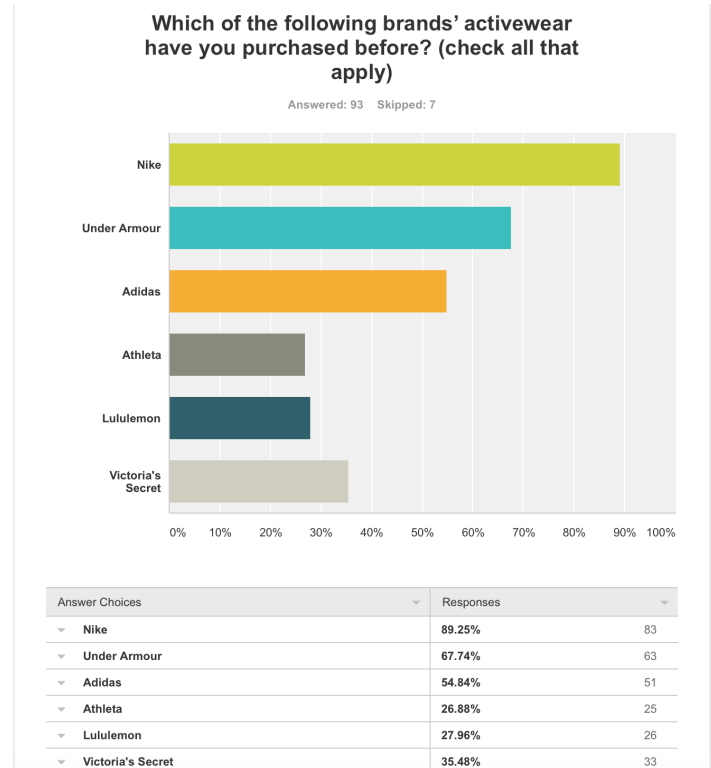
- Clothes are an extension of personality - different fabrics, styles, colors, designs

Trends (con't)

- Increased social aspect of workouts
 - “Selfies” and “Outfit Of The Day” (#OOTD) posts on social media
 - Group workouts (yoga, spinning, CrossFit, November Project, etc.)

Competitive Analysis

- 3 main competitors
 - Lululemon Athletica
 - Nike
 - Under Armour



Lululemon

- Product:** Yoga pants
- Brand Slogan:** Yoga. Love. Run. Peace.
- Headline:** baggy is not yoga, slimming silhouettes is lululemon.
- Ad Slogan:** Make your yoga more rewarding. Visit lululemon.com
- Benefit:** Lululemon's pants provide a body-fitting outline that is attractive and comfortable when practicing yoga.
- Support for the benefit:** Lululemon's pants are what females need to be able to perform all of the desired yoga postures effortlessly and smoothly while they find serenity and spiritual bliss.
- Position by product benefit:** High-performance, flattering, and comfortable.

All of Lululemon's pants use 4-way stretch gusset construction for a great range of movement

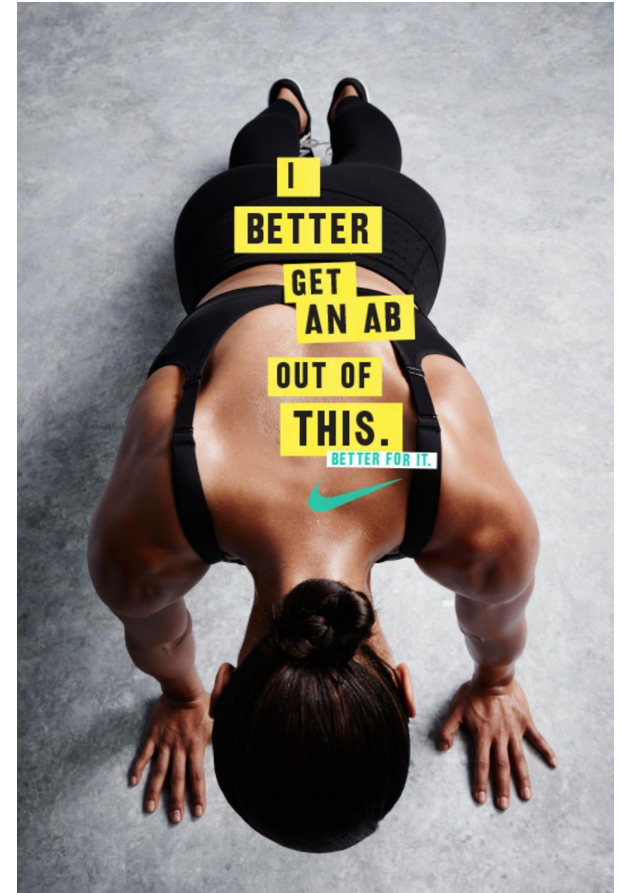
- Web presence:** lululemon.com, Instagram (937K followers), Facebook (1.1M likes), Twitter (761K followers), blog (blog.lululemon.com)



Magazine ad

Nike

- **Product:** Nike's line of women's clothes
- **Brand Slogan:** Just Do It
- **Headline:** I better get an ab out of this.
- **Ad Slogan:** Better for it.
- **Benefit:** Nike's women's apparel will help you get fit
- **Support:** The clothes will help get them through their grueling workout
- **Position:** Tough, durable clothes for women who want to improve their fitness
- **Web Presence:** Nike Women Facebook page has 3.6m likes, 276k followers on Twitter, and 2.3m followers on Instagram



Magazine ad

Under Armour

- **Product:** Women's workout shirts, sports bras, shorts, and pants
- **Brand Slogan:** I Will.
- **Headline:** I don't give up. I get up.
- **Ad Slogan:** I Will What I Want
- **Benefit:** To women, Under Armour Women's workout clothing is built to help them achieve their physical goals, and prove their doubters wrong by showing there's no line between "woman" and "athlete."
- **Support for the benefit:** UA Women's clothing is durable, well made, and will stand up to the rigors of intense physical workouts. They aren't built for style, they're built for performance.
- **Position by product benefit:** Enjoy comfort, full range of motion, and staying cool/dry during your workout.
 - Smooth, double-layer fabrics delivers soft feel and lasting comfort
 - Moisture-wicking technology keeps you dry and light
 - Lightweight and stretchy construction improves mobility and provides an unrestricted full range of motion
- **Web presence:** <https://www.underarmour.com/en-us/iwillwhatiwant>, Instagram (243K followers), Facebook (796K likes), Pinterest (16.2K followers), Twitter (50.1K followers), Blog: "What's Beautiful" (<http://whatsbeautiful.ua.com/newsletters/wall>)



Magazine ad

Competitive Summary

- Lululemon – focuses on healthy and fun lifestyles (Namaste)
- Nike – focuses on women who are trying to get fit, not ones that are currently fit
- Under Armour – focuses on women determined to achieve their physical best, push their limits, and prove their doubters wrong

The main takeaway is that Lululemon stands out as a more wellness-oriented brand, whereas Nike and Under Armour reflect a more physically active lifestyle.

Implications for VSX

- Competitive analysis shows that VSX should position itself based on performance
 - The athleisure industry places a premium on quality and performance without sacrificing fashion
 - VSX is all about fit, function, AND fashion

Brand Analysis

- Product
 - Victoria's Secret's versatile line of sports bras are well-known for their support and offer customers the ability to express their individuality through a variety of colors, styles, and patterns.
- Price
 - Sports bras: **VS \$30-63**, Lulu \$42-58, Nike \$30-75, UA \$25-55
 - Athletic pants: **VS \$50-70**, Lulu \$82-118, Nike \$40-200, UA \$40-90
- Place
 - VSX is available in VS stores and on their website.
- Promotion
 - Facebook page has 949k likes, Twitter account has 49.9k followers, and Instagram page has 871k followers
 - Primarily word-of-mouth advertising; specific VSX catalogue

Target

- Women, age 25--44
- College graduate with at least some post--graduate experience
- Working professional in a management position
- Middle--upper class. Household income of at least \$75,000 annually
- Does not watch much TV, would rather spend time outdoors
- Identifies primarily as an “Achiever” as a VALS type
- Physically active. Enjoys yoga, kickboxing, spinning, biking
- Has at least one gym membership

Meet Alice

Alice is a 26-year-old District Manager of Major Accounts at ADP who makes \$75,000 annually. She is single and has lived in a deluxe apartment building Boston's Fenway neighborhood for the last year, and loves how the area is built to accommodate her busy work schedule, as well as its close proximity to her spinning studio and gym. Alice is all about healthy living. She lifts weights and takes cardio kickboxing classes at Boston Sports Club, takes spinning classes at The Handle Bar, and rides her bike along the Charles and out into Cambridge whenever she can (often noticing billboards and outdoor advertisements along the way).

While she doesn't watch much television, she will pop on MSNBC for news in the morning, or put E! on in the background while cooking dinner. She also tries to keep up with the shows on HBO and Showtime that she's heard so many people talking about, but only has the time to occasionally catch an episode or two on the weekends.

She prefers to listen to the music on her iPhone and podcasts for entertainment, primarily when she's walking to or from work. She also enjoys reading magazines like *Shape*, *Conde Nast Traveler*, *People*, and *O, The Oprah Magazine* to distract herself from the gym walls when she can't bike outside and has to use an indoor machine instead, or while sitting outside and relaxing by the Charles River.

She is also very tech savvy, Whether it is checking her gmail religiously, using Fandango or OpenTable to plan a girls night, reading Yahoo News (which she prefers because of their concise news digests), or shopping on Amazon, she does the majority of her shopping and communicating online. However, the weekly deals and offers she gets in her inbox for Victoria's Secret do still get her to visit their stores 2-3 times a month.

Alice has shopped at Victoria's Secret for her bras for years. While she has seen VSX line being offered in-store and in the emails she receives, she doesn't trust that the line is as durable or comfortable as the Nike sportswear she currently uses for the majority of her workouts.



Meet Sandra

Sandra is 43-years-old, married with a 15-year-old daughter (Kate), and living in Newton. She is the CFO of a staffing firm and makes \$140,000. Combined with her husband (Hank) who is a lawyer, their HHI is \$260,000. Sandra and Hank bought their house in Newton in 2010 as Kate was preparing to enter for middle school.

She isn't much of a TV watcher, but will turn on Food Network for recipe ideas, HGTV to help think of ways to spruce up the backyard, and is hooked on *Game of Thrones*. She listens to either WBUR or Mix 104.1 (depending on whether or not Kate is in the car) during her commute, and will usually flip through *Women's Health*, *The Atlantic*, *Bon Appetite*, or *Every Day with Rachael Ray* before going to bed. Due to the nature of her job, she is constantly checking her phone for emails on Outlook. She also frequents the NY Times website and WebMD to stay up to date on news and health information.

Sandra loves hitting the gym, going on runs, and recently got into yoga. However, due to her hectic schedule she is usually limited to fitting them into her schedule on the weekends, or maybe once a week after work.

As her interest in yoga has increased, she's been looking for some more pants and sports bras that she can wear to the studio and/or gym, but also keep on if she has to run and pick up Kate before having time to change. While not an active shopper at Victoria's Secret, she has recently been going to the stores more often to help out Kate.

Upon seeing the VSX offerings in store, she was initially intrigued by their design, but is hesitant to try them out because she thinks they are part of the store's Pink line and does not want to dress like her daughter.



Original Research

- SurveyMonkey - 177 female respondents (see attached)
- MRI+ data - women who work out 2+ times/week and women who spend \$150+ on workout attire in the last 12 months
- Social media trends/observations - Facebook, Twitter, Instagram
- VS in-store visits - spoke to shoppers and salespeople, observed shopping habits
- VS website research - called corporate offices and spoke with associates

Fall 2013 Product: Leisure/Sports						
Physical Fitness - Regular Exercise Pgm. (2+ Times/Wk.)						
At club in last 12 months						
Women	Total '000	Proj '000	Pct Across	Pct Down	Index	
Total	121967	15189	12.5	100	100	
Women	121967	15189	12.5	100	100	
Educ: graduated college plus	34379	8659	20	45.2	160	
Educ: post graduate	14326	3062	21.4	20.2	172	
Women 18-34	35886	5550	15.5	36.5	124	
Women 18-49	67286	10419	15.5	68.6	124	
Occupation: professional and related occupations	18148	3417	18.8	22.5	151	
Occupation: management, business and financial operations	9804	2074	21.2	13.7	170	
Occupation: sales and office occupations	19985	2907	14.5	19.1	117	
Occupation: natural resources, construction and	556	80	14.3	0.5	115	
HHi: \$150,000+	12030	2906	24.2	19.1	194	
HHi: \$75,000-\$149,999	33142	6082	18.4	40	147	
Marital Status: Never Married	30198	4096	13.6	27	109	
Marital Status: Now Married	63063	8653	14	58.3	113	
Child age: 12-17 years	25213	3425	13.6	22.5	109	
Home value: \$200,000-\$499,999	29286	5057	17.3	33.3	139	
Home value: \$500,000+	7418	1780	24	11.7	193	
Race: White	92682	12664	13.7	83.4	110	
Race: Asian	3493	653	18.7	4.3	150	
Magazines: I (Heavy)	24422	3374	13.8	22.2	111	
Newspaper IV	24390	3378	13.8	22.2	111	
Radio III	24393	3881	15.9	25.6	128	
TV (total) IV	24381	4365	17.9	28.7	144	
TV (total) V (Light)	24394	3987	16.3	26.2	131	
Internet I (Heavy)	24371	3576	14.7	23.5	118	
Internet II	24391	3799	15.6	25	125	
Internet III	24391	3765	15.4	24.8	124	
Outdoor I (Heavy)	24376	4357	17.9	28.7	144	

Fall 2013 Product: Leisure/Sports						
Sports Clothing - Amount Spent in Total						
Athletic/Workout Wear in last 12 months \$150+						
Women	Total '000	Proj '000	Pct Across	Pct Down	Index	
Total	121967	2193	1.8	100	100	
Women	121967	2193	1.8	100	100	
Educ: graduated college plus	34379	1244	3.6	56.7	201	
Educ: post graduate	14326	599	4.2	27.3	233	
Educ: no college	5032	292	0.6	13.3	32	
Women 18-49	67286	1733	2.6	79.1	143	
Women 25-54	63769	1763	2.8	80.4	154	
Occupation: professional and related occupations	18148	537	3	24.5	165	
Occupation: management, business and financial operations	9804	450	4.6	20.5	255	
Occupation: sales and office occupations	19985	278	1.4	12.7	77	
Occupation: natural resources, construction and	556	21	3.8	1	214	
Occupation: other employed	17712	330	1.9	15.1	104	
HHi: \$150,000+	12030	740	6.2	33.7	342	
HHi: \$75,000-\$149,999	33142	1040	3.1	47.4	175	
Marital Status: Never Married	30198	581	1.9	26.5	107	
Marital Status: Now Married	63063	1403	2.2	64	124	
Child age: 6-11 years	23724	525	2.2	23.9	123	
Home value: \$200,000-\$499,999	29286	957	3.3	43.6	182	
Home value: \$500,000+	7418	336	4.5	15.3	252	
Race: White	92682	1917	2.1	87.4	115	
Race: Asian	3493	75	2.1	3.4	119	
Magazines: I (Heavy)	24422	625	2.6	28.5	142	
Magazines: II	24378	552	2.3	25.2	126	
TV (total) IV	24381	339	1.4	15.5	77	
TV (total) V (Light)	24394	853	3.5	38.9	195	
Internet I (Heavy)	24371	555	2.3	25.3	127	
Internet II	24391	644	2.6	29.4	147	
Internet III	24391	508	2.1	23.2	116	
Outdoor I (Heavy)	24376	800	2.5	27.4	137	
Outdoor II	24390	626	2.6	28.5	143	

Strategies

- Consumer insight
 - Victoria Secret's needs to separate the perception of VSX from people's perception of its brand as a whole.
- Positioning statement
 - VSX is focused on fit, function, and fashion
- Advertising objective
 - Portray everyday females wearing VSX apparel both inside and outside of the gym

Media Recommendation

- Magazines

- The Atlantic, People, Fitness, Women's Health, Shape, Bon Appetit, O The Oprah Magazine

Magazines: The Atlantic	*	824	105	12.8	4.8	710
Magazines: People		30176	678	2.2	30.9	125
Magazines: Fitness	*	5600	230	4.1	10.5	228
Magazines: Women's Health	*	9494	271	2.9	12.4	159
Magazines: Shape	*	4973	269	5.4	12.3	300
Magazines: Bon Appetit	*	4471	173	3.9	7.9	215
Magazines: O, The Oprah Magazine	*	9972	215	2.2	9.8	120



Media con't

- Social media
 - Facebook, Twitter, Instagram
 - Tumblr
 - Due to a large social media following, utilizing a variety of social media platforms will allow VSX to stay on top of new trends and create buzz
- Display ads
 - Billboards, Commuter Rail Stations, etc.
- Seasonal advertising (4 seasons)
 - Different products are for different activities depending on the season

Creative Brief

- Task: Earn trust among the target audience by establishing the strengths of VSX while forming it as its own unique line that still stays true to the Victoria's Secret brand.
- Target: Women, age 25-44, college graduate, middle-upper class, urban/suburban, physically active, spends time outdoors, watches less TV than the average American, prefers reading magazines, confident, outgoing, spontaneous
- Barrier: VSX does not establish itself from Victoria's Secret's current offerings; our target does not think that VSX products are worth buying.
- Insight: Women want sportswear for inside and outside the gym so they can feel great while working towards their best.
- Idea: VSX provides fit, function, and fashion that allows women to express their personality while working out.

Creative Brief

- Proof:
 - Victoria's Secret has proven it understands the many forms and shapes of the female body and has well-established lines of lingerie and undergarments; VSX has been designed to provide supportive, high-quality, and comfortable sportswear that can be worn during physical activities.
 - VSX provides a variety of styles and colors, and multiple options that express individuality
 - Instagram account with over 800K followers: users are expressing a lot of positivity
 - "These are my favorite workout leggings! I love the bright colors and they are so so so comfy to work out in!"
 - "Those are the only sports bras I have."
- Response:
 - Consumers will think of VSX as a go to brand for athleisure clothes
 - New Victoria's Secret customers will try VSX
- Measurement:
 - More traffic to the VSX section of the stores
 - Sales
 - Social media analytics
 - Likes, shares
 - Increased conversation among this line of products: create buzz

Creative Brief

- Thought starters:
 - SurveyMonkey responses
 - “I tend to look for more coverage, high quality, versatility, and being able to try it on. I would associate VS with ‘sexy’ clothing, and they throw their logo on EVERYTHING. I’m not too keen on logos. If it was sold in stores (not only in catalogs) I would check it out in store to see if it’s impressive or not.”
- Mandatories:
 - Diversity among models
 - All images used in branding should convey strength and confidence
 - Use a gym setting instead of a social setting as often as possible
 - Messaging/branding should allow customers to connect to the brand
 - Motivation
 - Not overly sexual

Brand Promise:

- VSX provides fit, function, and fashion that allows women to express their personality while working out.

Execution



Tuesday afternoon:

Running is worth running late for.

Some people have the whole afternoon.
You have lunchbreak.

You may not have the time.
Have the look.

Some people have 90 minutes a day for exercise.
You have the weekend.

Get the quality and support you need for the gym, and the comfort you want for whatever you have planned after.

Saturday morning:



Sunday Morning:

You may not have the time.
Have the look.

Some people have 90 minutes a day for exercise.
You have the weekend.

Get the quality and support you need for the gym, and the comfort you want for whatever you have planned after.

- Ads show workouts squeezed in by a woman who has a job and a social life to fit in as well over the course of one week
- Use only one model per "week" for continuity in each batch of ads

Execution

Below video:

“Ready to go home for the day,
but not before finishing up my
#VSXEverydayWorkout
#NoRest #ThirstyThursday
#ThirstyForAbs #KnockOutFit”



Sources

Slide 5:

<http://www.statista.com/statistics/200773/sporting-goods-consumer-purchases-in-the-us-since-2004/>

<http://www.statista.com/statistics/200803/sports-clothing-expenditures-in-the-us-since-2004/>

Slide 6:

<http://www.statista.com/statistics/292414/net-sales-of-victoria-s-secret-worldwide-by-segment/>

Slide 7:

http://www.huffingtonpost.com/2013/12/16/how-the-yoga-industry-los_n_4441767.html

<https://nccih.nih.gov/research/statistics/NHIS/2012/mind-body/yoga>

Slide 9:

SurveyMonkey answers