

# Victoria's Secret: Promotion Campaign Proposal for Line Extension Launch

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Strategic Plan for Expansion into the Male  
Underwear Market

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### **Victoria's Secret's Men's Line: Selling to New Customers**

The objective of the men's underwear line is to attract new, non-existing, customers. The new consumer base will be male and likely have some degree of awareness to the Victoria's Secret brand. The online selling platform is the primary reason for selecting to attract a new consumer base rather than extend the product offerings to existing customers. Men, as a whole, are more likely to buy underwear online than their female counterparts are regardless of the quality of the underwear (Dholakia, Pedersen, and Hikmet). This means that both men who buy simple discounted underwear in packs and men who buy higher quality, higher priced underwear are both more likely to make their purchases online than women are for the same product (Dholakia, Pedersen, and Hikmet).

The majority of Victoria's Secret's existing customers are female. Selling men's underwear to the existing female customer base is plausible as women make underwear purchases for their male significant others (McCracken). However, purchasing trends are changing and women are decreasingly purchasing underwear and clothing goods for their male partners (McCracken). Social and societal changes drive shifts in consumer behavior between men and women. Over the last few decades women have steadily increased income contributions to their households and decreased their share of domestic responsibilities (Harnack et al.). While women have maintained more domestic responsibilities than men despite working outside the home nearly as much, men are increasingly engaging in more household work (Harnack et al). Primarily, men are taking control of their personal purchases and doing their own shopping and buying for clothing and personal care products (Edwards). This shift in gender roles within households changes the customer base for many male-oriented products from females to males. Thus, this shift in social structure also triggers changes in the market. Since a different group of people are increasingly purchasing items that have before been purchased for them, marketing tactics and selling platforms have changed to suit buying and consuming preferences to the growing customer base more adequately.

Marketing men's underwear for women to purchase for their significant others would be an outdated move to make in 2013/2014. Marketing campaigns must be made with consideration for current trends in consumer behavior. Attempting to find market growth by relying on a buying trend that is steadily decreasing would cause the campaign to fail in the long-term. Additionally, the online selling platform more adequately suits the needs and shopping preferences of men (Otnes and McGrath). If the men's underwear line were sold in stores with a small section placed near the check-out or in a corner near the exit then women would be more likely to browse and buy the underwear for their male significant others on an impulse (Coley and Burgess). However, women are unlikely to go online with the intention of purchasing men's underwear for their significant underwear (Coley and Burgess).

The combination of the social changes that have prompted men to do more of their own buying and research that proves that men, overall, are increasingly playing a larger role in purchasing their own personal goods. The male market, particularly young men, possess many opportunities for men's apparel and related male-oriented industries. Victoria's Secret has the potential to reach this underserved, growing consumer base through effective marketing and brand imaging. Within the underserved male consumer base, there are different segments that are early adapters of this growing trend of consumer behavior. For Victoria's Secret the potentially most

profitable segment of males is metrosexual men because this segment of men takes an active interest in the apparel and personal care products that they seek to purchase.

The majority of men, whether they are metrosexual men or not, do not perceive the actual act of shopping as an enjoyable experience (Carr). The primary difference between metrosexual men and men who adamantly dislike shopping is that metrosexual men are far more interesting in the products that they seek to purchase (Janowska). Metrosexual men, like the majority of men, perceive shopping as an independently done task (Janowska). For clothing products, women tend to view the shopping experience as a social event (Campbell). The vast majority of men do not share this perception of shopping (Dholakia). Men, overall, are not as responsive as women to in-store selling atmosphere (Torres, Summers, and Belleau). With clothing and personal care products, men often prefer less personal selling and more independent buying (Torres, Summers, and Belleau). Metrosexual men's buying preferences make them an ideal group of people to target with an online selling platform. A website, if designed with user-friendly functions such as easy product browsing and easy check-out, will best suit the needs of the male consumer-base.

### **Men's Underwear: A Discretionary Purchasing Process**

Male buying behavior cannot be adequately defined within the entirety of the gender. The male gender must be segmented to distinguish the particular buying patterns of subgroups of men united by a set of characteristics that correlate to consumer behavior. Men can be segmented in a variety of different ways in regards to buying behavior. For the purpose of understanding men's buying behavior in relation to how Victoria's Secret should market to men, the male gender should be segmented according to their perception of masculinity and its correlation with shopping and fashion.

Men are often characterized as consumers who make quick, hasty, purchasing decisions without strong considerations of quality, price, brand, style, and suitability in an effort to shorten their buying process (Otnes and McGrath). Men are aware of social constructs that define masculinity and will often follow behaviors that they perceive will qualify them as masculine men (Van Slyke, Christie, and Belanger). Since, women did much of the shopping and buying in the twentieth century, many men make the association between shopping and femininity (Jantzen, Ostergaard, and Vieira). To maintain a sense of masculinity, many men distance themselves from shopping and often treat it as a chore to be begrudgingly done (Otnes and McGrath). Clothes shopping for men are, thus, a representation of their masculinity. The more dislike for shopping and lack of consideration in making purchasing decisions the more masculine an image the male shopper is projecting.

Metrosexual men defy the stereotype that all men lack interest and consideration in shopping for clothing and personal care products. However, metrosexual men share similar views on purchasing processes (Shugart). Many men, regardless to whether they are interested in the products they are shopping for, do not consider the process of searching and purchasing goods an enjoyable experience (Torres, Summers, and Belleau). For most men shopping is a mission in which there is a main objective and a necessary process to fulfill the goal. This solo-shopping style makes men's shopping style far more discretionary than women's social shopping style. More so than being a discretionary purchase, men perceive buying underwear as an independently done actively (Underwear Retailing, 2008).

Decades ago underwear was a discretionary purchase for both men and women. Beginning in the 1950s, women's underwear turned into a fashion garment as broader color selections were made available (Amy-Chinn, Jantzen, and Ostergaard). By the mid-1960s, many women were purchasing underwear with higher consideration of how the garment worked with their lifestyles. Styles broadened in men's underwear in the 1960s with a greater range of colors, prints, and patterns (Ewing). However, buying habits for men did not change as drastically as buying habits changed for women with fashion undergarments. Women's undergarments were designed and marketed with specific purposes that associated closely to lifestyles of women. Women's underwear products featured qualities such as comfort; breathability, added support, and style were linked to situational uses for the undergarment (Benson and Esten). For instance, underwear for evening outings, sport and athletics, every day wear, and intimate settings were created for women to make purchasing decisions based on their lifestyle needs.

For men, the underwear, itself, is not a discretionary product; instead, the act of purchasing underwear is a discretionary process. Men are often quite reticent to share their rationale for making purchases (Tucker). Men often do not want to admit that they simply like the style of an article of clothing or that they like the way it looks on them (Gentry, Doering, O'Brien). Instead, when confronted with questions for making purchases men often respond with certain socially accepted norms to keep their purchasing process to themselves (Dholakia).

### **Determining the Target Market**

#### **Three Potential Target Markets**

1) Metrosexual men, young men in or entering professional occupations, live in urban areas, are unmarried, aged 20 to 34, have a disposable income, image conscious, aware of fashion trends, likely identify as heterosexual, are well educated, had a middle to upper-class upbringing, are currently middle to upper-middle class, health conscious

- Metrosexual men: heterosexual males who live in urban areas who care about their personal appearance and strive to have upscale lifestyles and personas
- Entering or in professional occupations: Men who in school for professional careers, have internships, positions with high chances of promotions, and full-time careers are likely to have a disposable income and are likely to be connected with a social group that is immersed or connected with a high-fashion, high style way of consumerism.
- Live in urban areas: Living in a metropolitan environment means that the men are geographically close to the culture of high fashion and style and are, therefore, more likely to be accustomed to a new sense of masculinity and upscale consumerism (Barkewell, Mitchell, and Rottwell).
- Unmarried: Unmarried men are far more likely to care about apparel and personal goods than married men and are more likely to spend more money on personal products. Unmarried men are also more likely than married men to buy their own underwear.

- Age 20 to 34 – this age range of men correlates to the common lifecycle stage in which men both buy their own underwear and have the disposable income and lack of family responsibilities to make upscale personal purchases. This is also the age at which men are most invested in their personal style and appearance.
- Disposable income- Underwear is sold at a high range of prices. Victoria's Secret will not be positioned at the bottom of the price range and offer higher quality products in accordance with the quality and price range of the women's division. Thus, men must have some disposable income to make purchases at Victoria's Secret as if they did not there would be many alternative lower-priced options.
- Image Conscious: The target must care about their image and want to project an image of high-class and must have an understanding of how their clothing represents their lifestyle
- Aware of Fashion trends: The target market must follow trends in fashion for their age and gender and have some brand awareness of high-fashion or designer labels.
- Heterosexual: The target is heterosexual men because there are more heterosexual men than any other male sexual orientation and because heterosexual men make-up the majority of the emerging group of men with high buying power potential. More importantly, homosexual men are more likely to be interested in a brand that is associated with heterosexual men than heterosexual men are likely to be interested in a brand associated with homosexual men. This paradox stems from heterosexual men's insecurities of how others will perceive their masculinity.
- Well-educated: Well educated men are likely to enter or hold high-paying jobs and be in a social stratosphere that is accustomed to consuming higher-priced goods.
- Middle-to upper class up-bring: A higher class up-bring translates to higher awareness of higher quality and higher priced apparel and personal care products.
- Health conscious: While health consciousness is not a pre-requisite for the target market, it is a strong indicator of men who are interested in their appearance and striving for an upscale lifestyle. Health conscious is a symptom of the image conscious aspect of the target market.

2) Homosexual men, age 18 to 35, middle class to upper class, identify as homosexual, transgender, sexual minority, biologically male with feminine fashion and purchasing trends, lives in urban areas, are in or entering professional occupations, well educated, has friendships with current female customers of Victoria's Secret, medium to high disposable income, may be single, in a relationship, or married, health conscious

- Homosexual men: Men who self-identify as homosexual men are often less concerned with traditional social constructs of masculinity and femininity and are therefore

less likely to be deterred from shopping at Victoria's Secret due to the brand's close association with femininity and female empowerment.

- Age 18 to 38: This is the age range when homosexual men are likely to invest the most into high quality, fashionable underwear. Beginning at 18, many homosexual men have a new-found independence that causes changes in their consumer behavior to reflect their own style and personal tastes. Homosexual men are less likely than heterosexual men to become parents and if they do become parents, parenthood often begins later such as their late thirties.
- Middle class to upper class: Same as metrosexual men, middle to upper class indicates availability of funds and a willingness to spend on luxury products like high quality underwear.
- Feminine fashion and purchasing trends: Homosexual men are often less insecure or concerned with traditional definitions of masculinity which allows them to feel comfortable in many different buying environments regardless of gender-brand association.
- Lives in Urban areas: Metropolitan areas are where high fashion, high consumerism culture is at its heights.
- Entering or in professional occupations: Same as heterosexual men, professional work typically equates to disposable income.
- Well educated: Similarly to metrosexual men, high education often indicates high levels of profession and, thus, a disposable income.
- Has Friendships with current female customers of Victoria's Secret: Many homosexual men have accepted and enjoy the social shopping experience that women also embrace. Thus, some homosexual men are far more likely than heterosexual men to seek and accept advice for purchases that some consider discretionary.
- Medium to high disposable income: At least some income is needed for men to feel comfortable purchasing higher priced underwear and clothing.
- Single, in relationship, or married: For homosexual men, a relationship status is often not connected to their buying habits for underwear (Tucker). Homosexual men often to enjoy high quality, stylish underwear. Parenthood is far more of a deterrent for homosexual men to invest in their own personal goods as parenthood causes a shift in priorities and time constraints that changes parents' consumer needs and behaviors.
- Health Conscious: Similarly to metrosexual men, an interest in maintaining a healthy lifestyle is a strong indicator of image consciousness.

2) Existing female customers with male significant others, likely age 22-35, middle class to upper middle class, long-term relationship, does much of the purchasing for male significant other, lives in

urban and suburban areas, medium to high education level, medium to high level of profession, some disposable income.

- Existing female customers with male significant others: Women in relationships sometimes buy clothing goods for their partners.
- Age 22 – 35: This is the age range in which it is common for women to be in committed relationships and make purchasing decisions for their partner that are more style oriented than value-oriented.
- Middle class to upper middle class: Same as metrosexual men and homosexual men
- In a long-term relationship: Women in long-term relationships are more likely to make purchasing decisions for their significant others than women in short-term relationships.
- Does significant other's shopping: If women are to actively seek out men's underwear online, they are likely to be responsible for much of their significant other's purchases.
- Lives in urban and suburban areas: Same as metrosexual men and homosexual men
- Medium to high education level: Same as metrosexual men and homosexual men
- Medium to high level of profession: Same as metrosexual men and homosexual men
- Disposable income: Same as metrosexual men and homosexual men

### **The Selected Target Market**

The principle target market will be metrosexual men. Metrosexual is a term coined in 1994 by Mark Simpson, a journalist for the Independent, to describe an emerging group of young men with high buying power (Flocker). Metrosexuals are characterized as mostly heterosexual males who live in urban areas who care about their personal appearance and strive to have upscale lifestyles and personas. Metrosexuals tend to be young with their ages ranging from early twenties to mid-thirties. Metrosexuals can identify as any sexual orientation; however, most metrosexuals identify as heterosexual. As the term suggests, the metropolitan environment is important to metrosexual men. Metrosexuals live in urban, typically upscale, environments within close proximity to fashion retailers (Shugart).

Metrosexual men take an active role in their purchasing of clothing and personal care products. Unlike many men, metrosexual men pay attention to brands, prices, quality of products, and features of products (Danowska). Metrosexual men still share many attitudes towards shopping as the majority of men; however, metrosexual men are less concerned with how their masculinity is defined through their purchases. The emerging group of metrosexual men is redefining many aspects of modern masculinity (Apeageyi). The redefining of masculinity in relation to changes in male consumer behavior is important to recognize by marketers of men's products. The weakening of the relationship between masculinity and consumer passivity opens up opportunities for selling a wider range of men's products to an increasingly more engaged male consumer base.

### **Why the Target Market Will Buy Men's Underwear from Victoria's Secret**

Brand identity poses a major challenge for Victoria's Secret as the Victoria's Secret brand is exclusively associated with femininity. Males are likely to fear mocking and badgering for owning products associated with a feminine brand. Consumers, both male and female, consider brand when making purchases. Brands reflect a consumer's own identity, values, and lifestyle (Dobni and Zinkham). Each brand has a carefully crafted image that consumers identify with and embrace. For instance, Nike's brand image is one of proactivity, athleticism, rising to the challenge; and thus, Nike appeals to consumers who want to identify with these attributes and values (Martinez and Chernatony). Victoria's Secret's men's line must cultivate a brand image that reflects attributes and values that will identify with the target market. Since the target market, metrosexual men, strive for an upscale lifestyle, dress stylishly, and live health-consciously the brand image of the men's line should reflect these lifestyle values. The importance of an upscale lifestyle and stylish clothing to metrosexuals will require the website design to have a sleek, luxurious appearance.

The significance of lifestyle and fashion will also influence the types of products offered, the products' designs, and marketing of the products. For instance, colors such as blues, greys, and blacks will be emphasized among the color offerings of the products as these particular hues give off a sense of elegance and athleticism (Schindler). These colors are often found in the advertisements for many men's personal care products such as shampoos, soaps, razors, and the like. When consumers, whether they're male or female, see these colors on advertisements, displays, and packaging, they know to assume that the product is designed for men (Schindler). The design of the website must be definitively masculine while maintaining a stylish, elegant, and athletic vibe. The background color of the website's pages should have a black, steel grey, and silver color scheme. Many men's underwear websites have a simple white background. Victoria'ssexymen.com should be visually distinguished from these other websites. A carefully crafted dark color scheme on for the website will not only set the website apart from most of its competition but will also convey its sense of upscale style and athleticism.

### **Current Competitive Market for Men's Underwear?**

There are a few notable web-exclusive underwear vendors. Most of these companies such as freshpair.com, mensunderwear.com, undergear.com, and bodyaware.com all specialize in men's underwear. These companies offer a variety of high-priced underwear with many of the types of underwear not available at conventional retailers. These online companies serve niche markets by offering uncommonly found products such as silk underwear and men's intimate underwear.

On the other side of the men's underwear spectrum are the more widely known underwear brands such as Hanes, Jockey, and Fruit of the Loom. These three particular underwear brands serve a different target market than the exclusively-online specialty companies listed above. Men who buy their underwear from Hanes, Jockey, and Fruit of the Loom tend to care less about style and more about functionality (Underwear Retailing 2008). These underwear brands sell most of their men's underwear in packs of three or five at relatively competitive prices. The low prices of these companies reflect their target market's lifestyles and attitudes towards buying underwear. Men who buy their underwear at low prices and in packs tend to not correlate their underwear with their lifestyle needs. Additionally, these men most likely do not enjoy shopping and buying underwear is simply a meet-the-need type of purchase (Underwear Retailing 2008). Thus, these men do not put much consideration into their underwear purchases. Hanes, Jockey, Fruit of the



Loom, and other similar companies position themselves to attract men who view shopping as a chore and want to make their underwear purchases as quickly and conveniently as possible.

Victoria's Secret's men's line will be positioned between these two unique types of men's underwear sellers. Victoria's Secret's men's line will join Calvin Klein, 2(x)ist, Tommy Hilfiger, and Nautica in the medium range of both price and style offerings. This group of brands offers less variety of underwear than many of the exclusively online stores that target very small niches with a wide range of atypical product offerings. Victoria's Secret's men's line will be priced at the tail-end of this particular group of competitor brands to match the pricing of the women's line and to reach more men with an interest in higher quality underwear.

### **Competitive Advantages of Victoria's Secret in the New Market**

The competitive advantage of Victoria's Secrets men's line will be its range of products, focus on lifestyle, and position in the market relative to price and quality. The men's line will include common styles of men's underwear such as boxers, boxer-briefs, and briefs in a range of colors and color combinations. The styles of the underwear will be masculine and non-risqué with an athletic look. Additionally, undershirts with varying fits and colors will accompany the main underwear products. Long-underwear and thermal wear will be sold as appropriate to the season. Socks for sport, dress, and casual wear will also be sold as well. Pajama pants and shirts will also be included in the men's line. Each item offered will be available in many different colors and patterns. There will also be a large amount of diversity within the underwear section of the men's line. Because the selling platform is online, a large amount of products can be offered with lower inventory. This high variety of product offerings gives Victoria's Secret an advantage over brick-and-mortar stores as physical stores cannot hold a high amount of different products. Additionally, this range of products gives the men's line an advantage over many high-variety online sites. Many men's underwear online vendors sell lesser sought out risqué items for niche markets that may deter some conventional customers from buying from a company that offers unconventional products.

The products in the men's line will also correlate to and emphasize lifestyle need which will make many customers more comfortable shopping at Victoria's Secret as it supplies them a reason to make their purchases. Additionally, marketing and selling products by lifestyle allows customers to develop a perceived need in which they recognize a need only when they recognizes a solution (a product) for a problem or a need that they had not previously recognized. The men's line's position relative to price and quality is also an advantage as the low-end positioning of high quality brands will allow the line to attract new customers who may be relatively new to buying higher quality, more expensive underwear.

### **Price Positioning: Competitors and Victoria's Secret's Women's Underwear**

The pricing range in the men's underwear industry is wide ranging. Underwear is sold in packs at a discount and in singles at premium prices. Victoria's Secret's men's line should position themselves in terms of price at the medium to low end of top group of premium underwear brands. Positioning the pricing at the low end of the high-priced underwear brand grouping will allow Victoria's Secret to attract customers who enjoy products that Victoria's Secret's men's line sells but already buys their underwear from a slightly higher priced brand. As long as the quality of the

underwear is comparable to the designer and high-priced brands, then Victoria's Secret will solidify its position within this range of upscale brands. This positioning will allow consumers of high priced, high quality underwear to perceive trying underwear from the men's line relatively low risk. The men's line will be priced similarly to Victoria's Secret's women's underwear. While the men's line should be separate from the women's division of Victoria's Secret, a similar pricing range to Victoria's Secret's existing product lines would be expected by the general public. Setting the prices higher for the men's line could potentially cause early outrage due to the unexpectedness of such a pricing move.

### **Initial Product Set for Market Entry**

In the initial launch of the men's line both single and packs of briefs, boxers, boxer-briefs, t-shirts, undershirts, socks, sports performance underwear, and underwear for formal attire will be sold. All items sold must be marketed to serve a practical purpose. Products must give reason for men to make a purchase. Men must be able to justify their purchases with practical rational. Fashion and style are not reasonable rational for men to make a purchase. Men may want to purchase a particular product because they find it fashionable and likes the way it looks on them; however, men must have a pragmatic, non-superficial reason for making garment purchases (Dholakia). Underwear must be designed and marketed correlating to lifestyle needs. For instance, sports and athletic underwear appeal to men because such products are performance-based and represent one's focus and interest in sport and exercise.

### **Promotion Mix Components**

The promotional mix components that should be incorporated with the launch of the men's line are advertising, public relations, and sales promotions. Advertising should been done through both online and offline mediums; however, the focus should be on online advertising as that is the platform for which the goods are sold. Offline mediums may include print newspapers and magazines that are likely to reach the target market. Advertisements for the men's line should also appear in the online versions of the publications. Offline experimental marketing should be developed and videoed to be used for online commercial and viral advertising.

Public relations will also play an important role in the launch of Victoria's Secret's men's line. The men's line requires its own brand identity and; thus, will need extensive public relations efforts to construct its brand identity. The brand building process of the men's line is crucial to the success of the launch of the line due to the correlation between brand identity and men's wiliness to buy. The feminine association must be destructed and a separate masculine image must be cultivated. Public relations campaign elements that should be included with the launch of the line should focus on the making men feel comfortable with shopping at what has in the past only been known as a women's brand.

The sales promotion component also plays an important role in the initial launch of the men's line. Sales promotion is crucial to infiltrating the marketed and attracting customers. First sale discounts can attract new, possibly on-the-fence customers who are considering shopping on the website. Sales promotions can provide men a reason to go on the website and browse through the available products. Even if this does not immediate result in a conversion, it will cause brand awareness and consideration for the future. Sale promotions can be targeted towards potential

customers to attract new customers as well as targeted at past customers to provide incentives for making additional purchases.

Direct marketing will play a smaller role at the initial launch than the three primary components of the promotion mix. Once customers make purchases they can be directly contacted with promotions and reminders. Personal selling tactics should be omitted from the promotion mix for the most part as the target market prefers a more hands-off approach to shopping.

### **Cautious Leveraging of Existing Social Networks**

For Victoria's Secret's men's line leveraging the existing social network links must be cautiously done. Since the men's line targets new, non-existing male consumers, using existing social network links will likely not reach the target market. The danger in promoting the men's line using existing social network links is that the links are almost exclusively accessed by existing and potential female customers. These two groups of consumers are not the target audience for the men's line. The greatest risk with social network sites is that the user generated content not often cannot be censored or controlled. Promoting the men's line to the wrong audience can have serious adverse effects for both the men's line and Victoria's Secret's existing lines. Since many existing female customers, potential female customers, the general public may find a men's line by Victoria's Secret an unorthodox and unexpected move, backlash and criticism is to be expected. Social networking sites provide critics an excellent platform to voice their negative opinions about the brand extension.

Victoria's Secret must acknowledge and confront the vulnerability that men's line has from mockery from different types of people. The vulnerability is derived from producing masculine products from a brand associated with femininity and female empowerment. A masculine brand identity is important to the success of the men's line. Mocking of the men's line's association with a feminine brand from the general public will deter many potential customers from shopping on the website. Victoria's Secret must use extremely careful targeting to reach the target market on social networking websites and to avoid exposure to certain groups of people that are likely to mock the men's line and deem purchasing products from the line masculine.

Victoria's Secret should use social networks to promote the new men's line but not use Victoria's Secret existing links as they will be ineffective in reaching the desired audience and risk upsetting loyal female customers. Many customers are loyal to the Victoria's Secret brand and similar women's exclusive brands because they emphasize female empowerment and independence. Many of Victoria's Secret's loyal customers may consider the men's line an opportunistic business move and a betrayal of the brand and the brand's focus on women. Upsetting customers and potential customers is particularly dangerous on social networking sites as people have a platform for voicing their opinion readily in front of them. Using separate links can diminish the exposure that certain 'threat' groups may have and lower the risk of backlash that appears on the social networking sites.

### **Six Principle Online Advertising Formats**

**Search:** Search is the most important online advertising format for Victoria's Secret's men's line because the potential customers looking for similar brands will learn about the men's line. The

Search advertising format provides exposure to potential consumers. Though key words, Victoria's Secret can reach individuals looking for men's underwear or similarly positioned brands. This exposure and targeting is important for new product lines as potential customers may be unaware that the product line exists.

**Video:** Online and television video commercials can convey attitudes and allow Victoria's Secret to have full control in crafting an image of the men's line. Additionally, commercials can provide strong targeting capabilities. For instance, online, commercials can often be selected to run before or in the middle of videos that are appropriate to the men's line's target audience. Themes and attitudes are easily conveyed through well created commercials and short videos. This is crucial to the initial men's line advertising campaign as brand image will be a concern of many potential customers.

**Blog:** Blog ads have limited reach and can target niches very well. Blogs about style, men's personal care, and fashion trends are read by members of the target market. Blog ads, while they can be overwhelming to the eye, can supply relevant information about the men's line to potential interested blog readers. Additionally, metrosexual men are more likely than many other segments of men to read blogs and blog themselves.

**Banner:** Banner ads are inexpensive and, like blog ads, can be assigned to particular web pages that are relevant to the audience of the webpage. While actual impressions of the ads are often difficult to measure, banner ads can provide exposure to potential customers.

**Sponsorships:** Sponsorship ads are also strong ways to reach the right consumers through websites that have relevant content to metrosexual men. Sponsorship ads have similar drawbacks as banner and blog ads and are strong in reaching target audience as well as not wasting impressions on people who are unlikely to consider purchasing from Victoria's Secret's men's line.

**Social Networks:** Social networks, if used carefully and creatively, can also provide good exposure to interested people. Like all online ad formats, Victoria's Secret should be careful to target the right people. For instance, if an internet user is searching Victoria's Secrets Pink line than they should not be targeted for the men's line. Links and pages must be carefully monitored to make sure that the intended target audiences are exposed to the right advertisements. Exposing the intended markets to advisement for the men's line could waste advertising money and trigger negative responses from women who have strong brand loyalty to Victoria's Secret or others who mock the idea of a Victoria's Secret men's line (Forsythe and Shi).

### **Two Outcome Metrics and Five Performance Metrics for Assessment of Success**

To measure the overall success of the Victoria's Secret's men's underwear brand expansion Victoria's Secret should evaluate the revenue, profit, and sales of the men's line as well as the conversion rate from website visits to purchases. With the evaluation of the revenue, profit margin, and units sold, Victoria's Secret should track these components to understand the current level of success that the men's line is experiencing at any given moment as well as the potential success that the men's line holds for in both the short-term and long-term future. Potential growth can be estimated through the assessment of the month-to-month growth of the men's line. Profit margins are important assessment factors in relation to the overall revenue of the men's line. Victoria's Secret should also evaluate the capital turnover ratio to determine the revenue relative to

the initial \$300 million invested into the initial launch. The capital turnover ratio measures the revenue in relationship to the initial assets that launched the line extension.

In measuring performances of individual elements, the impact of the different online ad formats used is particularly important to evaluate. CPC advertising and CPM ad formats can be each evaluated with different understandings of how the ads had an impression on a viewer. The impressions must be evaluated with an understanding that often actual impressions differ from measurable impressions. Using cost of advertising and impressions as factors, the effectiveness and value to the advertising campaign of the various ad formats used can be cross-assessed. Brand imaging is another individual component that should be assessed to determine its level of success within the launch of the men's line. Surveys and focus groups can provide insight attitudes towards the brand at the start of the launch and after the first two years of its introduction. Surveys and focus groups can focus on different groups of people who will have different perspectives on certain elements of the brand image. Similarly to measuring brand image evolution, the effectiveness of particular public relations elements must be evaluated. Measuring the effectiveness of public relations elements can be done in a few different ways. Readership of articles, news releases, and the like can be measured and assessed with many elements of evaluating perceptions of brand image. Assessing cart abandonment patterns can provide information as to the types of consumers that are exploring the website and considering making purchases. Men who fit the description of the target market may make purchases less hesitantly than men who are considering buy are still skeptical about the brand and its new products. Customer profiles can be derived from data supplied with association of placements in the purchasing process in which items are deleted from final orders. Lastly, sales of individual products can be assessed to determine the most popular designs, colors, and styles. This information can provide Victoria's Secret with crucial information for developing new products and product variants. In addition to determining which products have the most market success, this evaluation allows Victoria's Secret to better understand their customers' consumer needs and wants.

### **Separating vs. Leveraging from the Brick and Mortar Stores**

In the introduction of the men's line Victoria's Secret should not attempt to leverage the brick and mortar stores that exist throughout the United States. Promotion of the men's line using Victoria's Secrets physical stores will target the existing female customers which is not the target market. Most significantly, the men's line must limit its association with Victoria's Secret's women's division. By using the physical stores to circulate promotions and expand brand awareness, the men's line will become too closely associated with the women's division and cause potential male consumers to perceive the men's line too feminine to consider. Keeping the men's line distinctively separate from the women's division is far more important than the added exposure that leveraging the physical stores can provide.

### **Potential Changes Following 24 month Launch Period**

#### **Expected and Plausible Changes of Target Segments**

Target segments may change, if changes are extreme, then Victoria's Secret should adapt to address the wants of the largest consumer base. There are two primary changes that may occur to the target segments. If homosexual men and gender and sexual minorities adopt Victoria's Secret's

men's line at higher rates than metrosexual men, metrosexual men will be decreasingly likely to consider shopping at Victoria's Secret due the accompanying non-conventional masculine brand perception. In this case, the consumer base must be evaluated to detect any differences in the actual customers of the men's line compared to the intended consumer base for the men's line. If, indeed, homosexual men and gender and sexual minorities are the actual consumer base of the men's line then marketing efforts and product lines should be adjusted as necessary. All changes to the men's line should be done with consideration for the continued profitability of the line as well as possible effects that the changes may have on Victoria's Secret's women's division.

The other possible change in targeting may occur if Victoria's Secret's men's line gains a masculine brand identity after the initial launch period. If this were to occur, Victoria's Secret would have the potential to appeal to a much broader range of men. Product lines should be appropriated to encompass men that would be willing to consider shopping at Victoria's Secret once a masculine brand image has been established. The men's line could be extended to include a range of underwear that is aimed to appease men who are used to lower priced, basic underwear. The men's line could also be extended to include apparel that initially many men would feel embarrassed to wear if people knew it was from Victoria's Secret. Surveys and focus groups should be done with different segments of both men and women to determine if and to what extent the masculine image of Victoria's Secret's men's line is growing.

### **Promotional Mix**

Direct marketing should be added to the promotional mix soon after the initial launch of the men's line. Email addresses can be obtained through online transactions and promotions and reminders can be sent to willing customers. Additionally, personalized recommendations can be offered through the website based on customers' site browsing histories and past purchases through the use of cookies. For strong and effective direct marketing, Victoria's Secret must build up its customer base before it can directly market to them. Once a customer makes a transaction that individual becomes accessible to Victoria's Secret's direct marketing functions. The men's line will use direct marketing as a way to build and maintain strong customer relationship and cultivate customer loyalty. Personal selling will not be used because the target consumers and possible consumers prefer a hands-off approach to buying personal products.

### **Additional Channels**

Brick-and-mortar stores are the primary possible addition to selling channels for the men's line. Consideration for the addition of physical stores must begin only after both quantitative and qualitative data has been assessed. Surveys and focus groups can provide insight customer's attitudes towards browsing and buying platforms. Hard data can provide the necessary information to determine if the addition of brick-and-mortar stores would be a financially sound and profitable proposition. Victoria's Secret should not consider other channels and maintain the primary focus on the website selling platform.

### **Promotional Campaign Changes**

Promotions will continue after the initially market penetrating promotions to attract late adopters of the brand. Victoria's Secret's men's line is likely to attract different types of consumers in different stages after its initial launch. As the brand of Victoria's Secret's men's line constructs its brand

identity, male consumers will begin considering the brand as a shopping option in waves. Men who are weary of being associated with a feminine brand but are interested in the types of products the men's line sells will wait until the brand identity is established and considered masculine. Promotions will be used to target these on-the-fence men to encourage them to venture on the website to browse through the available products.

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