

Victoria's Secret

An Explorative Study of Victoria's Secret's Internationalization Strategy



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Abstract

Victoria's Secret is an iconic lingerie brand with more than 1.600 stores worldwide (L Brands Inc., 2019b). Despite being recognized as a lingerie brand, the core product can only be purchased in relatively few stores outside the United States. Instead, consumers around the world are left with small concept stores called Victoria's Secret Beauty & Accessories (VSBA), stores that only focus on beauty products. Guided by a general curiosity to understand the purpose of Victoria's Secret's choice of strategy, this thesis explore how Victoria's Secret's alternative strategy affects consumers' perception of the brand. More specifically, the focus will be on how the brand is perceived in Denmark, when the core product is not a part of the offered portfolio.

The research is conducted based on eight semi-structured interviews with consumers living in Denmark. The thesis finds that Victoria's Secret's alternative strategy was not well received by the respondents. The strategy created a combination of frustration and wonder in the respondents mind. However, these frustrations were limited to the beauty products, thereby meaning that the respondents disregarded the beauty products in their purchase decision. Despite the frustration, most of the respondents were still willing to purchase the underwear from Victoria's Secret. Thus, the frustrations were not transferred on the underwear part of the brand.

The findings provide several valuable and actionable insights into Danish consumers' purchase decision in regards to beauty products and underwear that potentially could improve Victoria's Secret's position on the Danish market, if implemented. Moreover, the findings provide valuable insight for other brands entering the Danish beauty or underwear market.

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Introduction

Victoria's Secret is the iconic lingerie brand that is known for their annual world-famous runway show featuring the celebrated supermodels Angels (L Brands Inc., 2019b). The founder of Victoria's Secret Roy Raymond started the company after an embarrassing experience purchasing lingerie for his wife at a department store. The experience first of all made Raymond want to design a lingerie store where men felt comfortable purchasing lingerie for their wife. Second of all, he wanted to change the perception that lingerie for women were only meant to be practical, he wanted the lingerie to be sensual. Raymond opened the first Victoria's Secret store in 1977 in Stanford Shopping Centre in Palo Alto, California, U.S. The company quickly grew to five stores and a mail order catalogue. However, in 1982 the company was near bankrupt, which made Roy Raymond sell Victoria's Secret to the creator of Limited Store Inc. of Columbus (L. Brands Inc.) Les Wexner. Wexner shifted the focus of the brand towards women instead of men. However, the core of creating sensual lingerie remained (Barr, 2013). The company's history shows that from the beginning the core of Victoria's Secret has been selling lingerie that was sexy, feminine and modern.

These brand characteristics have remained part of the company's focus throughout the years. As stated in L Brands Inc. (2018) financial yearbook:

"At Victoria's Secret, we market glamorous and sexy product lines to our customers. While bras and panties are the core of what we do, this brand also gives our customers choices in beauty products, fragrances, loungewear, athletic attire and personal care accessories."

The statement shows that while the company has expanded into new product categories, the core product is still lingerie. To be exactly, roughly 35 percentage of Victoria's Secret's revenue came from the sale of bras alone (Ritzau, 2016). Furthermore, the core brand characteristics have remained on providing glamorous and sexy products.

These brand characteristics have helped Victoria's Secret become one of the leading lingerie brands in the world. Today, the brand has more than 1.600 stores worldwide (L Brands Inc., 2019b). Their annual fashion show is estimated to be one of the most watched fashion shows

in the world. On Instagram Victoria's Secret have over 66 million followers, making it one of the most followed brands worldwide.

Despite being recognized around the world for being a leading lingerie brand, the management of Victoria's Secret chose to everyone's surprise to internationalize the brand without the core product. Instead, the management developed the concept Victoria's Secret Beauty & Accessories (VSBA), a store concept that only focuses on the beauty products. Current research otherwise emphasizes the importance of focusing on the core of the brand when internationalizing (Bradley, 2005). While these stores still focus on providing products that are glamorous and sexy, the core product lingerie cannot be bought in these stores.

This strategy is unique, in that no other brand that the researcher is aware of has used a similar strategy for internationalizing. This makes the impact of the strategy interesting to investigate.

Problem Statement

Based on above, the aim of this thesis is to explore how Victoria's Secret's alternative strategy affects consumers' perception of the brand. More specifically, the focus will be on how the brand is perceived in Denmark, when the core product is not part of the offered portfolio.

Research Question

How does Victoria's Secret's internationalization strategy affect consumers' perception of the brand in Denmark?

Sub-questions

To answer the above research question, the following sub-questions will be investigated:

- How do the consumers perceive Victoria's Secret?
- What are consumers' expectations towards Victoria's Secret?
- What impact does Victoria's Secret's current strategy have on the consumers?
- How have brands within similar industry as Victoria's Secret successfully entered new markets?
- How can Victoria's Secret narrow the gap in their brand perception?

Delimitations

This thesis is delimited in terms of case, consumer and geography.

Case

This thesis is delimited to the case of Victoria's Secret. The case company was selected based on several criteria. The uniqueness of the case, in that no other company has used a similar strategy for internationalizing, proposed an opportunity to learn. Furthermore, the researcher's interest in the case company, as well as wonder regarding their choice of strategy were also basis for the selection. The findings will, therefore, be limited to this specific case, and cannot be transferred to a broader context.

Consumer

The thesis is delimited to investigate the impact of the strategy on consumers. While the internationalization strategy can have an impact on several factors (competitors, collaborators, domestic market), this thesis will focus solely on the impact on consumers. Since the uniqueness of this case is in Victoria's Secrets choice of store concept, the impact of that choice seemed obvious to explore from the consumers point of view.

Geography

This thesis is delimited geographically to Denmark. Denmark was chosen for several reasons. First, Denmark is one of the countries that to this day only have Victoria's Secret Beauty & Accessories stores. The criterion was necessary in order to investigate what impact the Victoria's Secret Beauty & Accessories concept had on consumers. If the country under investigation had a full assortment Victoria's Secret store, consumers could potentially not be able to separate the two concepts in their mind. Secondly, in order to limit cultural differences that could potentially bias the research findings, the thesis focused on a single geographically area. Thirdly, the researcher's own knowledge of the Danish market constituted an advantage for the research. Lastly, time and economic constraints made it impossible to carry out the research in all the countries Victoria's Secret is represented in.

Definitions

Underwear

The underwear category includes all items that are worn next to the skin and under outer clothing (Euromonitor, 2019b). This includes all forms of panties (briefs, thongs, boxers etc.), bras, lingerie set, corsets, camisoles, bodies, slips, suspender belts, garters and shapewear. This category does not include nightwear, athletic wear or loungewear. Victoria's Secret sells products within all the mentioned categories.

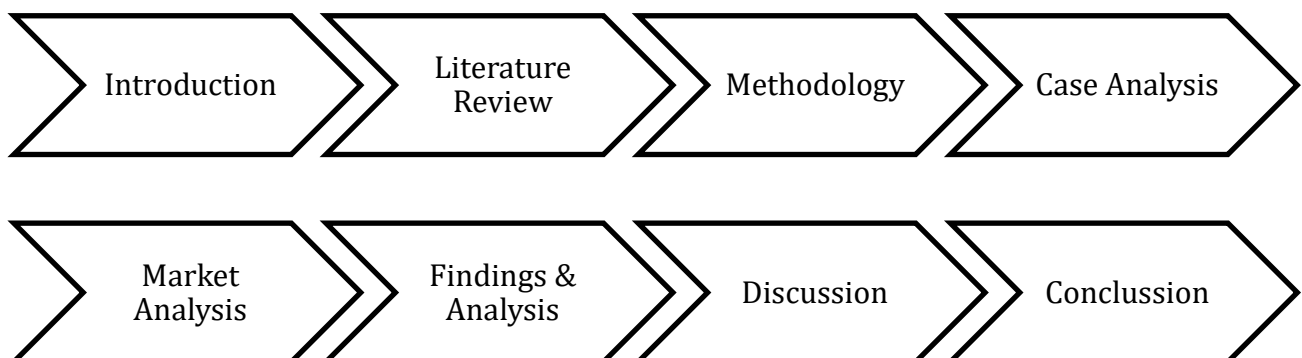
Beauty

This category includes products within bath & shower, deodorants, hair care, makeup, fragrances and skin care. Victoria's Secret sells a small selection of products with all these categories.

Structure of the Thesis

The thesis's structure is presented in figure 1. First, the relevant literature within the field of marketing is reviewed. Secondly, the methodological approach that was selected for the thesis is presented. Next, the case company Victoria's Secret will be presented, where focus especially will be on their international strategy. Then, the general market trends in Denmark for both the underwear and beauty market will be outlined. Hereafter, the key findings and analysis will be presented. Followed by the discussion where the findings will be reflected upon. Lastly, the thesis will end with a conclusion of how Victoria's Secret's strategy has effected consumers' perception of the brand.

Figure 1. *Thesis structure*



Literature Review

The following chapter will review the existing literature that is deemed relevant for exploring the impact Victoria's Secret's internationalisation strategy has. This section will take departure in the concept of brand and continue to analytic tools that can help identify challenges in brand communication.

Brand

What is a Brand?

Brands have existed for centuries as a means of differentiating goods. Historically, brands were a means for owners of livestock to identify their animals by burning a mark into their skin (Kapferer, 2012; Keller, 2013). Even though there exist no single accepted brand definition, the various definitions have certain similarities.

A generally accepted brand definition within marketing is by the American Marketing Association (AMA). According to their definition a brand is a *"name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors"* (De Pelsmacker, Geuens, & Van den Bergh, 2013; Heding, Knudtzen, & Bjerre, 2009; Keller, 2013; Kotler & Keller, 2012). The definition implies that a brand consists of different elements that help identify the good while simultaneously differentiating the good from other offerings that were designed to satisfy the same need. These elements can be functional, rational, or tangible, which relate to the performance of the brand, or the elements can be symbolic, emotional, or intangible, which relate to what the brand represents (Keller, 2013; Kotler & Keller, 2012).

A more modern perspective on the brand definition is provided by Kapferer (2012, p.12), who defines a brand as a *"name that symbolizes a long-term engagement, crusade or commitment to a unique set of values, embedded into products, services and behaviours, which make the organisation, person or product stand apart or stand out"*. This definition specifically implies that a brand is a name. Furthermore, the definition focuses more on what the different elements that distinguish the products must represent.

Even though the definitions vary in their usage of words, there are clearly certain similarities when comparing the definitions. Both definitions believe that a brand consists of certain elements that distinguish the good or service from others.

What is Brands Role?

In today's world with endless amounts of brands, a brand is more than a source of product identification that allows the consumer to assign responsibility to the product maker. A credible brand has the ability to simplify the decision making process, reduce the perceived risk, and set expectations towards brand performance (Keller, 2013). Hence, a brands ability to simplify several processes makes it invaluable in a fast moving world.

A brand also performs several valuable functions for a firm. A credible brand is considered more than a source of financial return. It is also a source of competitive advantage, legal protection, means of simplifying handling, and a sign of quality (Keller, 2013), all functions that in the end help secure the financial return for the firm.

What is Branding?

The growing realization that brands play a valuable role for both consumers and firms, have made branding a top priority for management (Keller & Lehmann, 2006).

According to Kotler & Keller (2015, p 140) "*branding is endowing products and services with the power of a brand*". Branding can therefore, be seen as the process of creating perceived differences between products in the mind of the consumer (Knox & Bickerton, 2003). Similarly, Keller (2013) stated that branding is about creating mental structures that help the consumer organize their knowledge. Thus, the key to branding is to ensure that consumers perceive a difference among brands within the same market. Branding thereby aims to create value for the consumer, thus potentially influencing their purchase decisions (Bradley, 2005). It is therefore necessary to understand the decision making process for consumers, in order for the brand to influence them more efficiently.

While brands in general are considered highly important, several challenges arise in the branding process that management should be aware of. In the following sections tools that can

be used to analyse some of the challenges brands face in their effort of communicating effectively with consumers will be presented.

Hierarchy of Effects Models

Within marketing, there is a constant search for more efficient communication with the public, and gain insights of consumers' behaviour. This has resulted in various different models, which have given their take on the matter. Some of these models are characterized as *hierarchy of effects* models. In the following, the model applied in this thesis will be presented.

Hierarchy of effects date back to the 1890's, making the body of literature one of the oldest within marketing. Researchers' continuously usage of *hierarchy of effects* has throughout the years resulted in numerous variations of models (Barry & Howard, 1990; De Pelsmacker, et al., 2013).

Hierarchy of effects models describe the different stages consumers go through in responding to marketing communication. While different models throughout the years have been developed, they, in general, assume that consumers go through different stages in a specific order (Barry & Howard, 1990; De Pelsmacker, et al., 2013; Ghirvu, 2012; Kotler & Keller, 2012; Smith, Chen, & Yang, 2008). Often, the previous stage in the model is considered a necessary condition, in order for the next stage to occur (De Pelsmacker, et al., 2013). Thus, these models can be considered to take consumers through a funnel. The majority of the models differ in the number and the labelling of the stages, thereby merely offering changes to the traditional hierarchy model (Barry & Howard, 1990; Ghirvu, 2012).

Common for these models are that consumers go through three stages of human behaviour: *cognitive*, *affective* and *conative* stage (Barry & Howard, 1990; De Pelsmacker, et al., 2013; Kotler & Keller, 2012; Smith, et al., 2008). The cognitive stage refers to consumers' information (mental) processing. This stage leads to awareness and knowledge of the brand communicated. In the affective stage consumers will develop emotions and feelings that translate into attitudes towards the brand, these can be either positive or negative. In the conative (behavioural) stage consumers take action towards the brand. For instance, purchasing products from the brand (De Pelsmacker, et al., 2013).

To summarize, first consumers learn about the brand, afterwards attitudes toward the brand are formed, and the consequence is consumers taking action towards the brand (De Pelsmacker, et al., 2013). Thus, the model deals with consumers' information processing, and how the information will influence brand choices (Barry & Howard, 1990).

AIDA Model

AIDA is one of the most referred to *hierarchy of effect* models in the marketing literature, which follows the *cognitive-affective-conative* (think-feel-do) sequence. The acronym AIDA stands for *Attention, Interest, Desire* and *Action*. The model assumes that potential consumers will move from a level of unawareness to awareness, and through developing interest and desire, that reaching the ultimate objective of action in the end (Polk, 2018). Thus, according to the model effective marketing communication will lead costumers through these stages. The following will elaborate on the four stages.

Attention is the first stage of the process; during this stage potential consumers will process given information, which leads to awareness of the brand (De Pelsmacker, et al., 2013). The objective of this stage is to provide potential consumers with a reason to notice the brand (Polk, 2018). Thus, if potential consumers are unaware of the brand, marketers need to gain their attention (Barry & Howard, 1990; Lee & Hoffmann, 2015; Kotler & Keller, 2012). Properly implemented, potential consumers at this stage will want to learn more, thus, retaining potential consumers' attention is also part of the objective.

Interest is the second stage here potential consumers' interests towards the brand are developed. Thus, the objective for marketers is to sustain the attention by generating interest in the brand (Polk, 2018). By showing the benefits of the brand potential consumers' interest can be formed, which will increase the likelihood of them looking for further information. Thus, at this stage a need in the mind of the potential consumers should be established (Lee & Hoffmann, 2015).

Desire is the third stage here potential consumers' desire to acquire products from the brand is developed. Thus, the objective for marketers is to build desire (Polk, 2018). Emphasis is

especially on generating emotions towards the brand. For instance, convincing potential consumers why the brand is a necessity to own. The more positive associations that the potential consumers hold towards the brand, the more likely the consumers are towards an actual purchase (Smith, et al. 2008).

Action is the fourth and final stage. In order to complete the process, potential consumers must undertake action towards the brand, for instance in the form of an actual purchase (De Pelsmacker, et al., 2013). The objective for marketers is therefore to motivate potential consumers to take action (Polk, 2018).

It is important to emphasize that the model does not guarantee action towards the brand; instead the model looks at the effectiveness of the communication in terms of progression through the stages (Polk, 2018). Thus, the model can be useful in determining whether the communication is effective, by looking at whether potential consumers proceed to the next stage. By using the model, marketers can identify if consumers get blocked at one stage, and analyse what would make consumers proceed to the next stage (Ghirvu, 2012).

The model has been used in various communication contexts to illustrate how companies can become more efficient in their communication. For instance, Ghirvu (2012) described each stage of the model in relation to Advergaming. The result was a series of connections between game characteristics and the effect on users of the game (Ghirvu, 2012). The model has also been used for other purpose. For instance, Polk (2018) argued that the model could be used strategically for educational purposes. Here, the model was used to illustrate how to retain students and engage them.

Often, the model has been used to determine the effectiveness of a single advertisement. However, in this thesis the model will not focus on a specific advertisement from Victoria's Secret. Instead, the model will be used to analyse the effectiveness of Victoria's Secret's general communication.

Criticism

The majority of the models follow a *cognitive-affective-conative* (think-feel-do) sequence. The sequences of the three stages are the area that has received most criticism (Barry & Howard, 1990). The criticism has resulted in various models that suggest other combinations of the stages. However, empirically it has not been observed whether the order of the stages ultimately matters in terms of purchase (Barry & Howard, 1990; De Pelsmacker, et al., 2013). Thus, the application of one of the other models that impose an alternative sequence of the stages will most likely just impose other shortcomings.

Another critique of the models is the lack of interactions between the different stages. In reality, the likelihood of no interaction between the stages is non-existent. For instance, purchase will inevitably lead to experience, which will affect the consumers' attitudes towards the brand (De Pelsmacker, et al., 2013). Thus, the process consumers go through cannot be considered straight forward. Furthermore, the model only considers the effect of communication in isolation, which means the models does not consider whether other factors than the brand's communication influence the stages.

Despite the criticism, the model still has been useful in predicting behaviour, while simultaneously providing information on what to emphasize in the communication (Barry & Howard, 1990).

New Perspective

The criticism of the old funnel perspective has resulted in newer perspectives on the decision-making process. For instance, *The Consumer Decision Journey* by McKinsey proposes that consumers' decision-making process is a circular journey instead of a linear process (McKinsey, 2019). Similarly to the funnel perspective, the model assumes it is important to reach consumers at the moment that most influence their decision. However, the model believes that consumers' have changed their way of researching and final decision. The model argues that marketers need to be aware of the change in order to influence consumers at the right time (McKinsey, 2019). This perspective is useful when the effectiveness of the communication is in question. Simultaneous with looking at communication directed towards creating and retaining loyal consumers

However, as McKinsey argues the funnel perspective still help provide an understanding of certain aspect of the consumer journey. For instance, original models are good at highlighting bottlenecks that stall consumers from moving to the next step (McKinsey, 2019). This is the foundation for choosing the AIDA model for the purpose of this thesis, rather than *The Consumer Decision Journey*, as the focus is on were Victoria's Secret's current brand communication creates a bottleneck. Thus, in this thesis, the new perspective is of less relevance, as the focus is not on how Victoria's Secret brand communication should be in relation to creating loyal consumers but rather on how they can avoid the bottleneck.

In relation to exploring whether a brands communication creates a bottleneck, it is also interesting to look at whether the bottleneck is created by inconsistent communication. The next section will therefore focus on brand consistency.

Global Brand Consistency

Globalisation have created new branding issues for marketers, among them are how to achieve global brand image consistency (Matthiesen & Phau, 2005). With consumers' increased usage of international media and greater frequency of travel, consumers expect brands to deliver the same values, regardless of where they purchase them (de Chernatony, Halliburton, & Bernath, 1995; Keller, 2008). In other words, the core concept of the brands is expected to remain consistent across borders. Here, the core concept refers to the essence of what a brand stands for in terms of the brands added value positioning (de Chernatony, et al., 1995). Whereas, according to Reibstein (2004) a global brand must be consistent in both the name, position and product offerings. Similarly, Bradley (2005) stated that brands, which focus on a single product category when internationalizing are considered the most successful brands, as diversity can make it difficult for a brand to establish a consistent brand image (Bradley, 2005).

More specifically, brand image inconsistency refers to the difference between the identity and image of the brand (Matthiesen & Phau, 2010). Inconsistency can potentially damage the brand, the objective is therefore to ensure alingment between the brand identity and image (Nandan, 2005). Brand image inconsistency can lead to brand dilution that eventually could change the

values incorporated into the brand (de Pelsmacker, et al., 2013; McEnally & de Chernatony, 1999).

Inconsistency can be avoided by ensuring communication is consistent through all the brand's touch points. Thus, brands must be consistent in their name, position, offering etc. Brands that are consistent create a higher level of awareness and favourable associations towards their brand (Keller, 2008). Furthermore, consistency helps increase credibility of the brand in the minds of the consumers (Bengtsson, Bardhi, & Venkatraman, 2010). Important to remember that consistency does not mean mere repetition. The brand position should evolve over time, however, the identity should remain consistent (Kapferer, 2012). Furthermore, growth is normal, as long as the identity is maintained, hence the basis and the identifying elements (Kapferer, 2012).

By exploring whether there exist a brand inconsistency between Victoria's Secrets brand image and identity, it can be determined whether their current strategy is effective. Furthermore, it will identify the consequences their strategy has on consumers.

Image & Identity

In order to explore whether there is a global brand inconsistency, it is necessary to understand what brand identity and brand image is. The following will therefore present brand identity and brand image.

Brand Identity

Brand identity refers to the identity of the brand, more specifically it is defined as the set of associations that brand owners aspire to maintain and create (Heding, et al., 2008; Matthiesen & Phau, 2010). In other words, brand identity basically represent what the brand stands for. Therefore, it is important that the brand identity express the uniqueness and value of the brand (Heding, et al., 2008). While there exist other definitions of the brand identity, they all agree that brand identity originates from the company (Heding, et al., 2008; Kapferer, 2012; Nandan, 2004). Thus, the brand identity is something controlled by the company.

The purpose with brand identity is to specify the brand's meaning, aim and self-image (Kapferer, 2015), all with the intension of enabling the company to communicate that identity

to the market. Thus, the identity should be the common element in every form of communication, since it is something the company use to persuade stakeholders of its uniqueness (Kapferer, 2015). This emphasize the importance of that the company knowing what it wants to project before communicating with stakeholders. The identity can be inferred from the marks left by the brand, for instance the product, brand name, symbole, the country of origen, history and advertisement (Kapferer, 2015).

The brand identity also works as a set of bounderies for which the company has to operate within. Thus, by specifying the brand identity the company set the bounderies for every single future decision (Kapferer, 2015). For instance, the brand identity can help guide whether a campaign or new brand extention is sutiable for the brand. Therefore, it is important that the identity is unique, distint and a clear expression of what the brand stands for, as it is the guideline for all brand related activitties (Heding, et al., 2008). This emphasises that the brand identity should be longlasting as it act as the protecting agent ensuring all form of communication is consistent. Thus, with a clear identity marketers can better communicate a consistent set of association. If for instance products and communication do not align, then it will be impossible for consumers to perceive these different paths as converging towards a common brand (Kapferer, 2015).

Brand Image

Brand image on the other hand represent consumers perception of the brand, more specifically the brand associations in the mind of the consumer (Keller, 2008; Nandan, 2005). Thus, brand image is everything related to the brand in the consumer mind. Brand image is on the receivers' end of the spectrum, hence something constructed by the consumer. The brand image therefore reflects how the receivers decode all form of communication covered by the brand (Kapferer, 2012), whether it is brand name, products, advertising, stores, etc. In other words, the brand image is the sum of all impressions.

The brand image can to some extent be seen as the outcome of brand identity. However, important to note that the brand image is also is made up of communication from external sources, for instance, word-of-mouth, events, and country etc. It is therefore important that brand owners recognize all sources of information, and take them into consideration when

communicating (Keller, 2008). Even though, brand image is out of the company's control, the company will work strategically with brand image, to ensure consumers hold strong and favourable associations of the brand in their mind (Heding, et al., 2008). The stronger and more favourable associations the better, as these have an influence on the purchase decision.

Brand image typically consists of two elements: perception and attitude (Heding, et al., 2008). Perception refers to the cognitive evaluation of the brand, which is the process where consumers select, organize and interpret information. Attitudes refer to the emotional outcome of the evaluation, such as feeling proud, excited or confident (Keller & Kotler, 2012).

Internationalization

When a company chooses to internationalize it is faced with several decisions prior to entering new markets. The company has to carefully choose which markets to enter, what market entry strategy to apply, whether to have localized or standardized products, the price of the product, which needs and wants the brand is fulfilling, which segment to target and how to communicate with the target (Bradley, 2005; Lee & Carter, 2012). These are just some of the decisions a company is faced with.

In order to make all these decisions, the company has to understand the international market environment. The environment consists of the customers, competitors, culture and values, political economy, technology and resources. While most of the elements in the international environment are outside the control of the brand (Bradley, 2005; Lee & Carter, 2012), these elements are important for the success of the internationalization process. These elements help reduce risk, aid decision-making for both strategy and marketing mix, work as market risk assessment, and prioritize variables (Lee & Carter, 2012).

While all these elements are important for the success of the company's internationalisation process, this thesis will mainly focus on the consumer element of the environment. The other elements also have an influence on the success of Victoria's Secret's market entry into Denmark, however this thesis is for instance not concerned with how the political situation in Denmark affects their strategy. Thus, not all elements will be evaluated. The analysis of the consumers'

environment will be used to argue for and against Victoria's Secret's current strategy. Furthermore, it will be used to enhance some of the answers from the interview.

Branding Strategy

A brand strategy is a plan where the future direction for the brand is specified to achieve specific objectives. The objective of a brand strategy is to enhance both the internal and external opportunities of the brand. The strategy must therefore be strategically and visionary (Heding, et al., 2008). From an international perspective a company's branding strategy have an important role in integrating the companies activities worldwide (Bradley, 2005)

A strategy should among other things take into account global growth opportunities and challenges (Keller & Kotler, 2012). In the next section, some of the growth strategies will be evaluated.

Growth Strategy

In the quest for future growth, companies have according to *Ansoff's Matrix* four strategic options. The options are categorized into whether the expansion is related to the product or the market (Keller, 2008). The four strategic options are *Market Penetration*, *Product development*, *Market development*, and *Diversification*.

Market Penetration is a strategy where the company focus on generating growth using existing products to the existing markets. In other words, increase sales of current products to the current market without changing the products (Armstrong, Kotler, & Opresnik, 2016). This can be achieved through various sales promotions or by expanding the distribution channel (Kapferer, 2012). Market penetration is associated with a very low degree of risk because the strategy leverages the existing resources. Furthermore, the strategy is in terms of the level of investment considered very low (Lee & Carter, 2012).

Product development refers to the strategy where the company focus' on generating growth by introducing new product to the existing markets. In other words, targets the same market with modified or completely new products (Armstrong, et al., 2016). The strategy thereby focuses on leveraging the existing market. Product development is either achieved in the form of brand extension or line extension. Brand extension refers to introducing new products

within a new product category to the existing market. On the other hand, line extension refers to introducing new product with the existing product category often to reach a wider segment in the existing market (Keller, 2008; Lee & Carter, 2012). Product development is associated with a higher degree of risk because companies cannot predict whether a new product will be successful. Furthermore, product development increase the company's level of investment (Lee & Carter, 2012).

Market development refers to the strategy where focus is on generating growth by introducing the existing products to new markets (Armstrong, et al., 2016). For instance, expanding the market geographically by entering into new countries. However, new markets can also refer to expanding the market demographically into new segments. The leverage focus is on existing products, however, there is a certain risk associated with market development. First of all, the company has to invest in market research to find a market worth the potential risk of expanding. Secondly, there is no guarantee that the investment in market development will be profitable (Lee & Carter, 2012).

Diversification is the strategy where the company focus on both new products and new markets. The strategy is considered highly risky, because there is no previously leverage that the company can lean on. The company has to invest in both product and market development, which therefore makes the strategy highly expensive and risky. Furthermore, with diversification the company risks overextending their brand position, which could potentially damage the brand in the long run (Armstrong, et al., 2016).

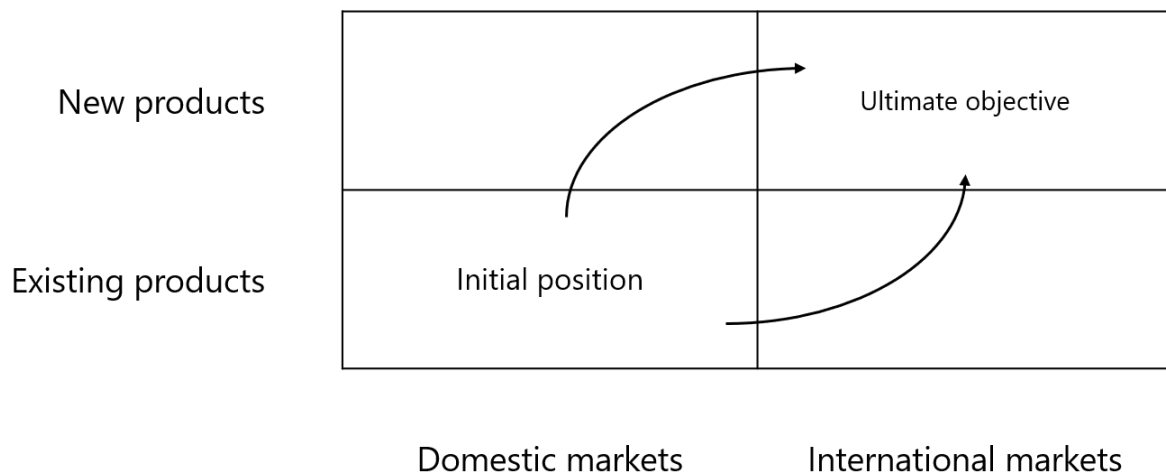
Even though, growth can be created with the existing products in the existing markets, product or market expansion is inevitable in the long run if the company wants to compete more effectively and satisfy their stakeholders (Armstrong, et al., 2016). Whether the company choose to expand horizontally or vertically, the risk and the level of investment will increase. Thus, eventually the company must be a risk-taker.

Most companies will eventually implement one of the four strategies, if not all strategies, in the quest for growth. Traditionally, companies have implemented the strategies in a specific order. Companies usually go through an expansion process within the domestic market first before

expanding into the international markets (Bradley, 2005). Thus, often companies will first implement market penetration followed by product development. Once the domestic market is exploited for opportunities, the company will start looking at growth opportunities in other markets. It is important to note, that not all companies start this way. There are also examples of companies that start their expansion by entering new markets with the existing products (Bradley, 2005). However, these three strategic options all to some degree focus on the product or service that founded the initially success (Kapferer, 2012).

In generally, the matrix is helpful in evaluating the different options that is most suitable for the company, while making the company of the potential risk association with the option. The matrix has therefore often been used as a strategic framework to analyse and plan a company's growth strategy (Keller, 2008). Similarly, Bradley (2005) used the model to analyse and plan the future growth objectives for international companies. Emphasis was therefore on domestic and international market instead of existing and new market (Figure 2.).

Figure 2. *Product/Market Expansion*



Source. Bradley, 2015

Similarly, companies will start from the initial position (Figure 2.), and eventually move to the sides. However, according to Bradley (2005) the ultimately objective is to be present in several markets with a portfolio of products. From this international perspective diversification is looked upon a little different than the traditional model, where the ultimately objective may not necessarily by diversification.

However, both version of the matrix can be helpful when analysing the current expansion strategy Victoria's Secret has chosen, while looking at some of the possible growth options for their future. Furthermore, the matrix will also be used comparative to give an indication of how other firms have internationalized.

Methodology

The following chapter presents the methodological approach that was selected for the thesis. First, the research philosophy and the research design that was deemed appropriate for this thesis will be presented. Second, this thesis provides a reflection on the interviews, as well as a description of the data analysis. Lastly, the chapter will end with an evaluation of the quality of data.

Research Philosophy

The research assumptions need to be consistent and coherent in order to constitute a credible project (Saunders, Lewis, & Thornhill, 2016). Especially, because they are the guideline for methodological choices, research design, data collection and data analysis undertaken in the research.

The thesis departs from the philosophy of *interpretivism*. Interpretivism examines how individuals create meaning, with the purpose of understanding how individuals experience the social world (Saunders, et al., 2016). In interpretivism, both the ontological and epistemological assumptions are considered subjective.

From the subjective perspective the ontological assumptions view the reality as social constructed through interaction. Since individuals experience interaction differently, there must be multiple realities. Thus, the experience of each individual must be studied in detail to understand the social reality (Saunders, et al., 2016).

From the subjective perspective the epistemological assumptions consider narratives, stories, perceptions and interpretations as valid knowledge. The contribution to knowledge is thus by creating meaning of the individuals experience (Saunders, et al., 2016). By exploring individuals' meanings in depth, interpretivists believe that a richer understanding of the situation will be created than if data was reduced to generalisation (Saunders, et al., 2016).

Given that the objective of this thesis is to understand individuals' experience about the phenomenon being studied, interpretivism is deemed a relevant research philosophy. Furthermore, interpretive research has been considered highly effective in gaining an in-depth

understanding of a specific consumer market (Moisander & Valtonen, 2011). The explorative nature of interpretivism allows researchers to gain strategically insight by focusing on customers' knowledge (Moisander & Valtonen, 2011).

Interpretivism typically means an inductive approach is undertaken. An inductive approach starts with the data collection, from which themes and patterns are identified to understand the explored phenomenon (Saunders, et al., 2016). Thus, the objective is to generate meaning. The findings are related to existing theory in order to generate a conclusion (Bryman & Bell, 2011). The explorative nature makes the inductive approach highly relevant when studying the nature of a problem (Saunders, et al., 2016).

Research Design

The inductive approach often implies a qualitative research design in order to answer the research question (Moisander & Valtonen, 2011; Saunders, et al. 2016). The qualitative research design is especially valuable when conducting an explorative study, where focus is on generating new insight of a phenomenon (Saunders, et al., 2016). Several methods can be used to collect data in qualitative research, all with different advantage and disadvantages. When choosing a method, those advantages and disadvantage of each of the methods should be considered.

In this thesis qualitative data in the form of individual interviews were collected as a mean of gaining a deeper understanding of the phenomenon being studied.

Individuals' interviews are a preferred method when it is necessary to understand respondents' reason for a decision or their attitudes (Saunders, et al., 2016). This makes individual interviews highly relevant for this thesis; where focus is on understanding customers' attitudes, while gaining insight of how these attitudes affect their decision towards Victoria's Secret. Additionally, individual interviews flexible structure ensured that all relevant topics were covered, while given respondents room to lead the direction. The flexibility meant that if new insights appeared in the interview, the questions could be adjusted accordingly. Thus, the nature of the method allowed for a deeper understanding of each of the respondents perceptions and experience of the brand.

Compared to focus groups, individual interviews provide more in-depth insight into the individuals' point of view. However, focus groups have the advantage of providing evidence about similarities and differences in the participant's opinion and experience. With individual interviews such conclusions are only reached in the analysis by comparison (Morgan, 1997). Thus, compared to individual interviews focus groups have an ability to create a dynamic setting. However, the dynamic created in focus groups would have made it hard to capture all respondents' experiences of Victoria's Secret. Furthermore, in focus groups the moderator often has less control over the direction of interview, which is an advantage in situation where the researcher may not initially know what to ask. However, in this thesis it was important to control part of the direction in order to get a more in-depth insight into the individuals' point of view.

In participant observation, such as netnography or ethnography the researcher will observe informants in their social world in order to gain a greater insight into their behaviour. The advantage of participant observation is that the researcher develops a deeper and nuanced understanding of the social world of the informant (Saunders, et al. 2016). However, the method was not deemed suitable for this thesis, since it would be impossible to observe informants perception of Victoria's Secret.

Overall, individual interviews were deemed the most appropriate method for collecting data to answer the research question in this thesis.

Case Study

Case study is a research strategy that involves generating insight of a particular phenomenon within its real-life context. Hence, developing rich and detailed descriptions of the case (Saunders et al., 2016). Often a case is chosen based on the researchers object of interest (Bryman & Bell, 2011). However, the case selection should first and foremost be based on the opportunity to learn (Bryman & Bell, 2011), for instance the uniqueness of the case (Saunders, et al., 2016). The case company for this thesis was selected based on several criteria's. The uniqueness of the case, in that no other company have used a similar strategy for internationalising, proposed an opportunity to learn. Furthermore, the researchers interest in

the case company, as well as wonder over their choice of strategy were also basis for the selection. Thus, by exploring Victoria's Secret internationalization strategy, this thesis hopes to generate insight into the phenomenon.

The Interview

Recruitment of Respondents

Before recruiting respondents for the interviews, several criteria for the selection process were established.

Firstly, there are no official records of the brand's target market, because Victoria's Secret only encloses the legally necessary information to the public. The target market can therefore not be precisely determined. However, given that Victoria's Secret use models in all their communication that the average woman is intended to find relatable (Lutz, 2014), it is presumed that women around the age group of the models are part of the target market. The current models are between 23 and 33 years old (Appendix 5). However, the models change from year to year, and there have been models up to the age of 38 years old. Since the target market cannot be narrowed down, women around the age group of the models were chosen for this thesis. This criterion was set to ensure that the respondents represent part of Victoria's Secret targets market. Furthermore, given the research aim of how customers perceive the brand in Denmark, the criterion was necessary to give an accurate representation of Victoria's Secrets customers.

Secondly, in order to limit cultural differences that could potentially bias the research findings, it was a prerequisite that all respondents were Danish citizens.

Based on these criteria, respondents for the interviews were recruited through friends and colleagues. Prior to the interview all respondents were given a short explanation of the purpose of the research, together with practical information.

A total of eight respondents were recruited for the interviews. The respondents were at the time of the interview between 21 and 44 years old (Table 1.). Seven of the respondents were close in age to the current Victoria's Secret models, whereas the respondent of 44 years old was

further away from the age group. However, the relatively few years of difference from the presumed target audience deemed her participation relevant, especially since the target group cannot be precisely determined.

It should be noted that a large part of the respondents were relatively close in age, between 26 and 29 years old. This could potentially mean that the research is skewed. However, most of Victoria's Secret's models are between 25 and 30 years old (Appendix 5), a large part of the respondents were therefore chosen to reflect that age group. Furthermore, the other respondents ensure that the diversity of the presumed target market is represented.

Furthermore, all respondents are Danish citizens, and live within an hour's drive of Copenhagen. The respondents have been giving cover names, in order to ensure anonymity (Table 1.).

In table 1, an overview of the respondents is presented, together with a summary of some of their answers. The first five columns are face sheet information about the respondents; note that their names have been changed for anonymity. The sixth column is whether the respondents' enjoys purchasing underwear. The seven column is whether they purchase underwear online or in stores. A summery sheet of all the respondents' answers can be found in appendix 2. Interview number 4 with Mona; note that she came back 2 days after the interview, with remarks that shed felt she had missed to state. The remark was expectation alignment.

Table 1. *Information regarding the respondents*

Interview	Name	Age	Occupation	City	Enjoys purchasing underwear	Purchase underwear store or online
1	Christina	44	Marketing Consultant	Næstved	Yes	Both
2	Anne	26	IT Analyst	Copenhagen	Yes	Store
3	Valeri	27	Nurse	Copenhagen	Yes	Store
4	Mona	20	Student	Copenhagen	Yes	Online
5	Karin	27	Operational Manager	Copenhagen	Both	Both

6	Marie	26	Marketing Coordinator	Copenhagen	Yes	Both
7	Pia	33	Office worker	Køge	No	Store
8	Nora	26	Student	Copenhagen	Both	Store

Source. Individual interviews

Building Rapport

There are several factors that influence the quality of the interview, these factors were therefore considered prior to all interviews in order to avoid bias data.

The physical space in which the interview takes place can have a strong influence on how it proceeds. The thesis therefore attempted to achieve the three aspects for a good environment: comfort, privacy and quiet (Bryman & Bell, 2011; King & Horrocks, 2010b). In order to achieve a comfort environment for the respondents, the respondents were prior to the interview asked where they would prefer the interview took place. Furthermore, the respondents were made aware that a private and quiet place was preferred, where the interview would not be disturbed.

All interviews were conducted at the most convenient place for the respondents. Three of the interviews were conducted at the respondent's workplace, one at the respondent's own home, four at the researchers home. Thus, all interviews were conducted face-to-face. Furthermore, respondents were prior to the interview asked if they were comfortable with the interview being audio recorded. All respondents gave permission to audio record the interview. The interviews lasted between 21 and 36 minutes, without the opening of the interview.

Respondents were prior to the interview asked the preferred language that the interview would be conducted in, to further ensure comfort, together with limiting the potential language barriers. Note, that they were given the choice of the interview to be conducted in Danish or English. All respondents chose to conduct the interview in their native language Danish. Answers were translated when necessary, which created a potential risk of loss of the respondent's intended meaning. However, the comfort of the respondent's was evaluated higher than the potential misinterpretation.

When conducting an interview establishment of trust with the respondents is of high importance, without trust the respondents might feel uncomfortable sharing information (Bryman & Bell, 2011; King & Horrocks, 2010b). At the beginning of each interview several points were stated in order to establish trust and reduce any concerns that the respondents might have. First, the purpose of the research was outlined, to ensure respondents knew the nature of the output; this was also outlined in the recruitment process. Second, it was emphasised that no answer would be wrong and if in doubt they were more than welcome to ask questions. Lastly, anonymity was stressed by stating that nothing would be attributed to them.

Interview Guide

All interviews followed a semi-structured interview guide (Appendix 1). The questions in the interview guide were in general kept in an open-ended format to allow respondents to be descriptive in their answers. When necessary probing questions were used to elaborate on interesting insights. After the first couple of interviews it was evident that part of the interview guide had to be changed. The phrasing some of the questions were changed in order to avoid confusion, and questions were added to the remaining interviews after new insight appeared.

Due to my lack of experience with interviewing a natural conversation flow was at certain times missing. Furthermore, it resulted in a few leading questions, even though they were avoided to control any biases. Despite some difficulties, the interviews in general went well, and the respondents gave detailed answers that generated new insight. Note, that one respondent, Pia, did not enjoy purchasing underwear, and her indifference in general resulted in short answers throughout the interview. Furthermore, it was clear that she was not comfortable talking about the subject.

Whether discussing underwear shopping habits are considered a sensitive topic is debatable. Some of the respondents indirectly made comments that could suggest that the topic was a bit sensitive for them to discuss. However, during the interview this was not evident.

Each interview started with some *face sheet* information, such as age, occupation and residence. Thereafter the respondents were taken through the different topics of the guide.

Several times doing the interview, photo-elicitation was used as a mean of revealing the respondents underlying thoughts (Bryman & Bell, 2011). Respondents were three separate times shown photographs; (1) Victoria's Secret Instagram, (2) Victoria's Secret webpage, and (3) photos from the store on Amagertorv in Denmark (Appendix 4). The respondents were asked to express their thought and emotions while browsing through the photographs. Furthermore they were asked to reflect on whether the photographs coincide with their perception of the brand. Several respondents made facial expressions doing the photo-elicitation that they were asked to elaborate on. Thus, the photographs worked as a point of reference for the discussion. Simultaneous, photographs can create comfort, which help encourage respondents to share more details (Saunders, et al., 2016).

At the end of each interview respondents were thanked for their participation, and if any questions were to occur at a later point they were more than welcome to contact me. Furthermore, participants were offered a summary of the research findings if interested. One respondent, Mona contacted me two days after the interview, she had something to add to the interview, that she felt was missing from her answers. Her comments were written down and added her interview.

Data Analysis

All interviews were tape-recorded and parts of the interviews were transcribed for the purpose of analysing the data further. The interviews were transcribed in the language of the interview and were translated when citations were need in the analysis part of the thesis.

A transcript summery in the form of an Excel sheet was produced in order to summarise and list the key points and findings from the interviews. Summarising the data is important because it ensures that the researcher becomes conversant with the themes that have emerged in the interviews (Saunders, et al., 2016). Thus, the summery was used for finding themes, patterns and relationships in the data. The full summery can be found in appendix 2. The summery sheet will be broken down and incorporated into the analysis.

Furthermore, the summary was useful to make comments about the procedure of each interview, and reflect upon whether something affected the nature of the data.

Data Quality

In qualitative research there is no general agreement on which criteria should be used to evaluate the quality of the data (King & Horrocks, 2010a). However, the following four criteria's are often represented among the different views: *Credibility*, *Transferability*, *Dependability* and *Conformability* (King & Horrocks, 2010a; Saunders, et al., 2016). These four criteria's will be used to evaluate the quality of this thesis.

Credibility is similarly to validity in qualitative research. Emphasis is on ensuring that the interpretation of data is credible from the perspective of the respondents. Hence, that the respondents point of view is identical with the interpretation (King & Horrocks, 2010a; Saunders, et al., 2016). Even though, this thesis did not have the interpretations checked by the respondents, credibility was established by continuously checking the interviews during the data analysis. Furthermore, by providing citations in the analysis this thesis ensured that the reader could judge whether interpretations were consistent with respondents point of view. Lastly, I tried to disregard preconceived expectations about the research in order to ensure respondents point of view were interpreted as they intended.

Transferability is similarly to generalisability. Transferability is established by providing sufficient rich detail of the research, in order for another researcher to design a similar research (King & Horrocks, 2010a; Saunders, et al., 2016). This thesis tried to ensure transferability by providing a full description of the research questions, design, context and findings. While transferability might be limited to the chosen case, the research can be transferred to other markets than Denmark in order to see whether similarities exist. However, important to note that qualitative research can never make statistical generalisation about the phenomenon being studied (Saunders, et al., 2016), neither was that the intention of this research.

Dependability is similarly to reliability. Dependability refers to whether findings are consistent and repeatable (King & Horrocks, 2010a). This can be ensured by adapting an audit approach, where all stages of the research process is documented (Bryman & Bell, 2011). The

approach allows other to understand how data was collected and analyzed. In order to ensure dependability, the data collection and analysis were described in detail.

Conformability is similar to neutrality. Confermability is concerred with the objectivity, hence whether data has been collected and analyzed without any bias (King & Hooracks, 2010a; Bryman & Bell, 2011). While this is completely impossible in research, the reseacher must show that that personal values or beliefs have not guided the findings (Bryman & Bell, 2011). This thesis tried to ensure conformability was established by collecting and analyzing the data in a structured manner that would provide rational for the decisions made.

To summerize, given that the thesis has attempted to fulfil the four criteria's for evaluating qualitative research, it is argued that the quality of the research can be deemed acceptable.

Case Analysis

In the following chapter, the case company Victoria's Secret will be presented; focus will especially be on their internationalization strategy. Furthermore, a short description of Hunkemöller's internationalization strategy will be presented. The information will be used in the analysis as a comparison to Victoria's Secret's internationalization strategy.

Victoria's Secret's International Strategy

Victoria's Secret operates with the international strategy "*One Powerful Brand, Three Enticing Experiences*" (L Brands, Inc., 2019d). The strategy refers to the different store concepts that Victoria's Secret operates with in foreign markets. Hence, the different experiences that a customer can have with the brand. The three store concepts are Victoria's Secret, Victoria's Secret PINK (PINK) and Victoria's Secret Beauty & Accessories (VSBA).

Victoria's Secret products are sold in more than 1.600 stores worldwide, including online at VictoriasSecret.com. Victoria's Secret has for several years offered the service of shipping worldwide, which enables customers to shop the brand anywhere, anytime, and from any place. The online presence is part of their international strategy of offering the brand experience to the entire world (L Brands, Inc., 2019d).

Victoria's Secret

Since the beginning the core of Victoria's Secret has been to sell lingerie. However, over the years the brand has introduced several line and brand extensions in order to grow. The development has meant that Victoria's Secret stores today offers products within lingerie, beauty, loungewear, and athletic wear (L Brands, Inc., 2018). Thus, the Victoria's Secret stores are able to give customers the full experience of the brand.

In the United States alone Victoria's Secret has a market share of roughly 29 percent (Cheng, 2018). The brands revenues amounted to about 7,39 billion U.S dollars in 2017 (Statista, 2019c), that is more than half of the parent company L Brands Inc.'s total revenue (Statista, 2019b). Roughly 35 percent of Victoria's Secrets revenue came from the sale of bras alone (Ritzau, 2016).

There are worldwide a little over a 1000 Victoria's Secret stores, however only 80 are located outside North America (L Brands, Inc., 2019d). In 2018, the average size of a Victoria's Secret store was 600 square meters (L Brands Inc., 2019e). However, their flagship stores are known to be much larger. For instance, their flagship store in London is approximately 3.750 square meters (Farfan, 2018).

In general, Victoria's Secret only encloses the legally necessary information to the public. Therefore, there are no official records of the brand's target market. However, Victoria's Secret carefully selects models that they believe the average women will find relatable (Lutz, 2014). The current models are between 23 and 33 years old (Appendix 5), women around that age is therefore presumed to be part of the target market.

Victoria's Secret PINK

In 2004, Victoria's Secret launched the line extension Victoria's Secret PINK (PINK). The line is targeted towards college-aged women (Bhasin & Rupp, 2015; L Brands, Inc., 2019c), thereby focusing on a younger target group than Victoria's Secret. Similarly to Victoria's Secret the core of PINK is lingerie, however, the brand also focuses considerably on loungewear (L Brands, Inc., 2018).

PINK is available in most full assortment Victoria's Secret stores around the globe, along with some freestanding stores. However, internationally there are only twelve freestanding PINK stores (L Brands, Inc., 2019d).

Victoria's Secret Beauty & Accessories

The first Victoria's Secret fragrance was introduced in the end of the 1980s (Fragrantica, 2019). However, it was not until 1998 that Victoria's Secret began to further develop the beauty portfolio (L Brands, Inc., 2019c). Today, the brand has expanded into body care, makeup and accessories. The brand extensions were created to complement the lingerie line, and give customers a complete experience of the world's sexiest brand. Today, the products are available in all full assortment Victoria's Secret stores, and they are also sold in freestanding Victoria's Secret Beauty & Accessories stores. In the United States, Victoria's Secret fragrances are among the most popular brands (Joseph, 2018).

VSBA stores only sell fragrances, body care and accessories, together with a small selection of panties. Thus, only part of the brand experience can be bought at VSBA stores. There are approximately three hundred and sixty VSBA stores worldwide, whereas only thirteen of them are located in North America (L Brands, Inc., 2019d). The average size of a VSBA store is 90 square meters (Eaton, 2014). The smaller size of the stores makes them more suitable for locations with limited space, such as airports.

International Expansion

The following section will look at how Victoria's Secrets implemented their international strategy. However, due to time constraints the research will only focus on Victoria's Secrets European expansion. Furthermore, both Russia and Turkey are part of the research, because L Brand Inc. has included them in their European market.

For almost three decades Victoria's Secret only operated on the domestic market. However, a maturing domestic market led Victoria's Secret to expand outside the United States. In 2004, Victoria's Secret signed an agreement with World Duty Free in the United Kingdom. The agreement was to have an assortment of Victoria's Secret beauty products in seven World Duty Free stores around airports (Rimmer, 2004). The first foreign location was in Heathrow Airport (UK). This was not a stand-alone Victoria's Secret Beauty & Accessories store, however it was the first step towards their internationalization. The first stand-alone European Victoria's Secret Beauty & Accessories store opened in Schiphol Airport (Netherlands) in 2011 (Appendix 6).

Several Victoria's Secret stores have since opened; more specifically they are represented in 25 countries in Europe, with a total of 146 stores (L Brands Inc., 2019a). There are 35 Victoria's Secret (VS), four Victoria's Secret PINK (PINK), and 107 Victoria's Secret Beauty & Accessories (VSBA) stores (Appendix 6). By looking at the different stores in Europe, certain patterns in Victoria's Secret international strategy arise.

Victoria's Secret has entered all countries with the Beauty & Accessories concept (Appendix 7). In most of these cases, the first store was located at the airport. In fact, out of the 25 countries that Victoria's Secret is represented in, they started with a Beauty & Accessories store in an

airport in 20 of those countries (Appendix 7). The rest, four of them are located at a shopping centre and the other on a cruise ship. Before opening a second Beauty & Accessories store, Victoria's Secret usually waits a couple of years. This is the case in 14 of the countries; note that in seven countries there is still only one store (appendix 6). Thus, they are testing the market before investing even further.

In general Victoria's Secret locates their stores at prime locations, where there is expected to be a high rate of customers passing through. Of all the different Victoria's Secret stores there are 67 shopping centre stores, 58 airport stores, 15 stores located on a shopping street, four train station stores, and two stores on a cruise ship (Appendix 6). These are all locations where the customer base will change daily. Furthermore, Victoria's Secret often cluster their stores in a area. For instance, in Spain their stores are mainly located in the area of Barcelona or Madrid, whereas in Italy they are primarily located in Milan.

There are only full assortment Victoria's Secret stores in Ireland, Italy, Poland, Russia, Turkey and the UK (L Brands Inc., 2019a). In Table 2 information regarding the first Beauty & Accessories store and the first Victoria's Secret store is listed for each of the above countries.

From the data in Table 2 certain patterns in Victoria's Secret strategy can also be detected. All countries with a Victoria's Secret store had a Beauty & Accessories store first (Table 2.). Several of them had multiple Beauty and Accessories stores before a full assortment store (Appendix 6). The average wait before a full assortment store opened is roughly four years. For instance, in Italy consumers waited six years for a full assortment store, whereas in Poland they waited two and a half year.

The first full assortment Victoria's Secret is in five out of six cases located in a shopping centre (Table 2.). The only exception is the store in Dublin, which is located at a shopping street. Furthermore, the first Victoria's Secret store is in five out of six cases located in the same area as the first Beauty & Accessories store. The stores cluster in Dublin, Warsaw, Moscow, Istanbul, and London.

Table 2. Store information regarding the first Victoria's Secret and Victoria's Secret Beauty & Accessories store in the six countries with a full assortment store.

Country	Area	Name	Place	Concept	Opening Day
IE	Dublin	Dublin Airport	Airport	VSBA	2016, July
IE	Dublin	Grafton Street	Shopping Street	VS	2017, December
IT	Milan	Malpensa Airport	Airport	VSBA	2012, September
IT	Rome	Porta Di Roma	Shopping Centre	VS	2018, December
PL	Warsaw	Warsaw Chopin Airport	Airport	VSBA	2015, May
PL	Warsaw	Arkadia	Shopping Centre	VS	2017, October
RU	Moscow	Capitoly Vernadskogo	Shopping Centre	VSBA	2011, September
RU	Moscow	Evropeiski	Shopping Centre	VS	2016, February
TU	Istanbul	City's Nisantasi Mall	Shopping Centre	VSBA	2011, November
TU	Istanbul	Akasya	Shopping Centre	VS	2014, March
UK	London	Heathrow	Airport	VSBA	2004, December
UK	London	Westfield Stratford	Shopping Centre	VS	2012, July

Source. Table composed of information from L Brand Inc. webpage, various articles, Facebook and Instagram.

Market Entry - Denmark

Information regarding the Victoria's Secret Beauty & Accessories stores in Denmark is summarized in Table 3. Compared to Victoria's Secret's general international entry mode strategy, there is nothing surprising about the information in Table 3.

Table 3. Victoria's Secret Beauty & Accessories (VSBA) Stores in Denmark

Country	Area	Name	Place	Concept	Opening Day
Denmark	Copenhagen	Copenhagen Airport	Airport	VSBA	2012, October
Denmark	Copenhagen	Fields	Shopping Centre	VSBA	2015, December
Denmark	Copenhagen	Amagertorv	Shopping Street	VSBA	2016, September

Source. Table composed of information from Københavns Lufthavne A/S (2012), Fields (2015), Pontoppidan (2016), and Virk (2019).

Similarly, to their other European market entries Victoria's Secret only entered the Danish market with the Beauty and Accessories concept. The first Victoria's Secret Beauty and Accessories store in Denmark opened in 2012. The store was located in the airport terminal in Copenhagen Airport (Københavns Lufthavne A/S, 2012). The location of the first store meant that the products were not easily available. Before opening a second store in Denmark, Victoria's Secret waited three years. The second store opened in Denmark's largest shopping

centre Fields (Copenhagen) in 2015 (Fields, 2015). Less than a year later, a third store opened on the main shopping street in Copenhagen City Centre (Pontoppidan, 2016).

Similarly to the other countries Victoria's Secret is represented in, their stores are only located in prime locations, such as the airport, shopping centre and shopping street. Furthermore, all three stores are located in the area of Copenhagen. This follows the tendency Victoria's Secret has of clustering stores in a specific area.

The information in Table 3 indicates that Victoria's Secret tested the market with one store, before expanding further. The second store opened after three years, which indicates they implemented the same strategy of testing the market.

To summarize, compared to the other European countries Victoria's Secret is represented in, there is nothing surprising about their market entry strategy in Denmark. The strategy in Denmark resembles those of the other market entries. However, there is one deviation in their strategy in Denmark. Compared to their norm of opening a full assortment store within four years after the first Beauty & Accessories store, Victoria's Secret has still yet to confirm a full assortment store opening in Denmark. Even though, the first Beauty & Accessories store opened seven years ago in Denmark.

Victoria's Secret vs. Victoria's Secret Beauty & Accessories

When looking at Victoria's Secret's internationalisation process it could be interesting to look at it from a financial perspective. By comparing the revenue of a full assortment Victoria's Secret store to a Beauty & Accessories store, it could be deduced which concept is more profitable. The comparison would have to be with stores operating in the same country, in order to see whether a difference exists. If a difference exists this could be used in arguing either for or against Victoria's Secret current strategy. Hypothetically, if there existed a difference that shows full assortment stores are more profitable per square meter than Beauty & Accessories stores, this could be argumentation for a larger focus on the full assortment stores. However, Victoria's Secret only encloses the legally obliged information in their yearbook, thereby making it impossible to deduce something at a store level. Not to mention to prove whether a difference exists or not.

Even though there are only Beauty & Accessories stores in Denmark, there is some general information worth mentioning from the Danish yearbooks. At a first glance, the revenue from 2013 to 2016 does not seem impressive compared to the fact that there were two stores. The revenue was 20 million DKK in 2013, the two following years the revenue increased, only to decrease again in 2016 to 34 million DKK (Appendix 8). However, after adding the third store on Amagertorv in 2016 the revenue increased significantly. In fact, the revenue almost tripled to roughly 95 million DKK in 2017 (Appendix 8). The revenue for 2017 may seem impressive however the registered company have since the beginning had a deficit (Appendix 9). The first couple of years the deficit only seem minor around five million DKK. In 2016 the deficit more than tripled to 16,5 million DKK. The increased deficit in 2016 could suggest that the opening of the third store was expensive. This is supported by that the shopping street Victoria's Secret chose for its third store is located at is the most expensive shopping street in Denmark (Frøelund, 2015; Ganderup, 2018; Jensen, 2015). The high rental cost of their store, could have had a negative influence on their net income. However, these are just assumptions, because it has not been possible to get the correct number for each single store.

To summarize, Victoria's Secret is not selling enough products to cover the expenses of having stores in Denmark. This has been the case from the start; Victoria's Secret came to Denmark in 2012, though for the past seven years the company has had a deficit, and from a financial perspective that is not good. The financial status of the Danish stores indicates that either the Danes are not thrilled about the store concept or the expenses are too high. Perhaps even a combination of the two. Furthermore, the financial status of the stores in Denmark could be the reason why Victoria's Secret has not opened a full assortment store.

Hunkemöller

In the following, a short description of Hunkemöller's internationalization strategy will be presented. The information will be used in the analysis as a comparison to Victoria's Secret's internationalization strategy.

It has not been possible to find another company that has chosen a similar growth pattern as Victoria's Secret in regards to internationalization despite looking at other industries.

Therefore, it is not possible to determine whether other companies have been successful with a similar strategy. Instead, this thesis will use the example of Hunkemöller to analyse how they have entered the Danish market.

Hunkemöller were chosen for several reasons. First of all, Hunkemöller is in terms of market share within underwear ranked the fourth largest in Denmark (Euromonitor, 2019a). The second (Femilet) and third (Change of Scandinavia) largest are both companies from Denmark: thereby making it impossible to look at how they have entered the market (Euromonitor, 2019a). The largest company in terms of market share is Triumph, however, they entered the Danish market somewhere between 1954-1959 (Triumph, 2019), making it impossible to find the necessary data. Third, Hunkemöller is the leading lingerie brand in Europe (Euromonitor, 2017), which suggests that they have been successful in entering other countries.

Hunkemöller existed in the Netherlands 100 years before internationalizing (Hunkemöller, 2019b). The brand entered the Danish market in 2001 and has since grown to consist of more than 40 stores across country (Hunkemöller, 2019a). The brand has since the beginning increased their market share in Denmark (Appendix 10), and today the brand has a market share of 7,3 percent making them the fourth largest brand in Denmark. Hunkemöller's constant gain of market share (Appendix 10) indicates that the brand's strategy is working on the Danish market.

When entering new countries Hunkemöller focus on the lingerie, hence the core of the brand. While the brand has a small selection of perfumes and accessories, these are considered a very small part of the brand. Recently, the brand introduced a sport collection (2014), which was introduced to both the domestic and the international market at the same time (Hunkemöller, 2019b). However, only some stores in Denmark carry the line, which indicates that lingerie is still the brand's main focus (Hunkemöller, 2019a).

Market Analysis

Market & Consumer Trends in Denmark

In the following chapter, the market and consumer trends in Denmark for both women's underwear and beauty products will be described. The information will be used in the analysis, among other thing to further support some of the claims in the interviews.

Underwear - Market

In the period 2004 to 2017, the average year-on-year (Y-O-Y) growth rate for underwear was 2,2 percentage (Appendix 11). The category has thereby experienced modest growth, which should be seen in the light of large fluctuations within the same period ranging from -5,9 to 18,9 percentage (Appendix 11). However, for the past five years underwear have been growing with an average rate of 1,7 percentage. The category ended 2017 with a retail value of roughly 1,75 billion DKK (Appendix 12).

The market has in recent years experienced a change in regards to store concept. Previously, multi-brand stores characterized the market, however single-brand stores currently outperforming the multi-brand stores (Vigilius, 2017). Even though, consumers are shopping more online, the single-brand stores are currently performing well.

The market is highly competitive, with a few companies dominating the market. Within women's underwear there are eight companies dominating 66 percentage of the entire market in Denmark (Euromonitor, 2019a). These companies are Triumph, Femilet, Change of Scandinavia, Hunkemöller, Calvin Klein, H&M, Bestseller, and Björn Borg.

Underwear - Consumer

Finding information on consumers' underwear trends in Denmark has seemed rather impossible. The following will, therefore, include some of the consumer trends that have been found worldwide. There is a trend towards wearing bras that are wireless, both bralettes and sports bras have in resent year increased in sales (Mallenbaum, 2016; NPD, 2019). In 2017, the sales of push-up bra fell with 50 percentages, while the sales of bralettes saw an increase of 120 percentages (Finnigan, 2018). Consumers are especially looking for more comfort in bras than

previously (NPD, 2019). Even though the sales of bralettes and sports bras have increased the most sold bra is still the padded bra (Smith K. , 2018).

Underwear is often the first thing consumer give less priority to in times of economic crisis. However, the market is also characterized by high loyalty. This is especially because once consumers have found a bra that fits, they tend to stick with that brand (Madsen, 2014).

Beauty - Market

The beauty market experienced marginal growth in the period from 2008 to 2017. The average year-on-year growth rate for the period was 1,2 percentage. By looking back a little further, the average growth rate will increase, however the growth rate will still be considered marginal. The average year-on-year growth rate for the period 2004 to 2017 was 2,4 percentage (Appendix 13). The growth rate thereby shows that the market for over the past decade has remained fairly flat. In 2017, the beauty market ended with a retail value of roughly 8,9 billion DKK (Appendix 14). Even though, the market only has experienced marginal growth, there has for the last couple of years been a shift in demand towards products with a perceived higher quality. The shift has meant that mass beauty categories have struggled, while premium products categories have increased (Euromonitor, 2018a).

The market is highly dominated by a few companies. In 2018, four companies controlled over 40 percentage of the market (Euromonitor, 2018a). L'Oreal was the main player, with company shares of 20,2 percentage. These four companies own a variety of brands that offers products within different beauty categories.

Beauty - Consumer

Denmark has for a while experienced a health trend, where the demand for beauty products that are natural, organic or perfume-free have increased (Euromonitor, 2018a; RetailNews, 2018; Ryde, 2015). This trend was in the start focused mainly on skin care products. However, as consumers learned more about the impact of certain ingredienct in products on their wellbeing, the health trend spread into other categories of beauty products (Euromonitor, 2018a). According to Euromonitor (2018a), the demand for natural, organic or perfume-free products are expected to continue to grow in Denmark.

Even though, consumers are becoming more conscious about their beauty purchase, the tendency is less evident within the sub category fragrances. The category has continued to grow slightly, despite an increased focus on the health impact (Appendix 15), and the category is expected to continue to grow (Euromonitor, 2018b). Especially, demand within premium fragrances are growing.

Findings & Analysis

The following chapter is structured in three sections reflecting the structure in the literature review. The first section focuses on the AIDA model, hereafter the next section will focus on brand inconsistency, and the last section will focus on the brand strategy.

AIDA

The following section will present how effective Victoria's Secret has been in terms of moving consumers through the stages of the AIDA model.

Attention

While all of the respondents prior to the interviews were familiar with Victoria's Secret, the interviews showed a clear sign of what product category Victoria's Secret belonged to in the mind of the respondents.

When the respondents were asked to name some of the underwear brands they knew, five of them (Christine, Anne, Valeri, Marie and Nora) mentioned Victoria's Secret among the brands they knew. Thus, they showed an ability to recall the brand, while only knowing the product category (aided recall). This finding suggests that in these respondents mind there is a strong link between the product category underwear and the brand Victoria's Secret.

The other three (Mona, Karin and Pia) recognized the brand, when asked whether they knew Victoria's Secret. Note, that Pia actually mentioned Victoria's Secret among the brands she knew. However, she stated that she would not have mentioned them if a colleague of hers had not mentioned them prior to the interview. Her answer, therefore, classifies more as brand recognition than brand recall. When asked to describe the brand with a few words, the three respondents who recognized the brand all used the word underwear to describe Victoria's Secret. This finding indicates that in the mind of these three respondents there is a link between the product category underwear and the brand Victoria's Secret. The link is, however, considered weaker than for those who could recall the brand.

These findings first and foremost indicate that Victoria's Secret in the mind of the consumers is linked to the product category underwear. Furthermore, these findings indicate that Victoria's

Secret is part of the initial set of brands that customers will consider in their purchase decision in regards to underwear. Thus, from the underwear perspective Victoria's Secret has been effective in establishing attention towards the product.

Similar it cannot be stated for the beauty product category. When the respondents' were asked to name the places where they bought beauty products, none of them mentioned Victoria's Secret Beauty & Accessories. Since, the respondents' did not recall the brand, the link between the beauty product category and Victoria's Secret Beauty & Accessories is considered weak. Furthermore, when asked whether they knew Victoria's Secret Beauty & Accessories, all respondents' recognized the store. Thereby further underlining that there is a weak link in the mind of the respondents. Note that while the store concept is called Victoria's Secret Beauty & Accessories, only a few of the respondents mentioned accessory products when talking about the concept in general. The few respondents that mentioned the accessories only stated a few words, before focusing on the beauty products again. This implies that the respondents link the store to the beauty product category. In general, the above finding indicates that Victoria's Secret has been less successful in establishing a link to the beauty category.

It is evident that both Victoria's Secret and Victoria's Secret Beauty & Accessories reside in the respondents' memory. Thus, previous communication has managed to grab the respondents' attention, and moved them to the next stage in the AIDA model. The stronger link towards the underwear category suggests that Victoria's Secret has been less successful in establishing a link towards the beauty product category, even though the beauty product category is the only one represented in Denmark with a store.

Interest & Desire

Interest and desire is in this thesis combined under the same section, because the respondents' answers often showed a combination of the two. The two stages both belong to the human behaviour stage *affective* (De Pelsmacker, et al, 2013), which further justify the combination.

Beauty

In regards to Victoria's Secret beauty products, the findings indicate that it will be hard for them to grab the interest of the respondents. In most of the interviews, it was evident that the respondents were highly conscious about the content of the beauty products they purchased.

Seven of the respondents stated that the content of the products is a determining factor in their purchase of beauty products (Appendix 2). The respondents' especially considered products without perfume a highly important factor. Factors such as allergy tested, sustainability, paraben free and natural products were also mentioned throughout the interviews as important factors in their purchase decision. For instance, Nora and Christine explain which factors that are important, when they purchase beauty products:

Nora: *"Products that are environmental friendly are preferred (...) things in general has to be free of perfume, free of parabens, and the products in some form have been tested, that somebody has tried the product and said that this is probably good for your skin."*

Christine: *"With body care I do not change brand that often, I use that brand that I cannot pronounce, and it has something to do with that there is no parabens or something like that in the product."*

Nora's answer not only indicates that the content of the beauty products are important, she also clearly specifies which factors that are of importance. Not only must the products be free of chemicals; she also prefers that others have tested and verified that the products are good for her. Similar is evident with Christine, she prefers to repurchase the same brand because she knows the content of the product. It is clear that the respondents are conscious about the content of the beauty products, and that the content is a determining factor in their purchase. Furthermore, the general market trend state that the Danes in general are very conscious about what their beauty products contain. Thus, the finding from the interview is supported by the general market trends in Denmark (see market analysis).

Moreover, seven of the respondents mentioned that they often repurchase the same beauty products (Appendix 2). This became evident when the respondents were talking about their purchase habits in regards to beauty products. For instance, when asked about important factors when purchasing beauty products, Valeri started by expressing her tendency to repurchase the same products.

Valeri: *"I often purchase many of the products that I already know and have been introduced for, I rarely purchase completely new products, unless I feel I need something new, but that is rarely, so often I just purchase the same products."*

The repurchase tendency was also evident in Christine's answer from above. Both respondents show clear signs of sticking to the product they were familiar with. The respondents' tendency to repurchase indicates that they are loyal towards their beauty products. Hence, it can be hard to grab the respondents' interest in this product category.

Furthermore, several of the respondents stated that if they had to purchase completely new beauty products, they would often go after products that were recommended to them. This is, for instance, evident in Valeri and Nora's full answers from the above question:

Valeri: *"(...) otherwise I would choose products that my friends have recommended, or that others have recommend to me."*

Nora: *"(...) read reviews of something, again either on Magasin or Matas also got it, or if you Google a product and test, then often you will see different reviews. So reviews can be important in purchasing beauty products."*

Their answers show that when purchasing new beauty products, their interest is directed towards products that have been recommended by others. Thus, in order to gain the respondents' interest, it is necessary to have reviews of the products.

These findings suggest that companies that are considering entering the beauty and personal care market need to have products that in some way appeals to the health conscious Dane in order to be successful. Furthermore, these findings indicate that it can be hard to gain consumers' interest. Since all of Victoria's Secret beauty products contain perfume (Victoria's Secret, 2019a), this finding indicates that their beauty products will have a hard time gaining the respondents' interest. This assumption was further emphasized by the respondents' answers when asked whether they had owned any of the beauty products from Victoria's Secret. None of the respondents had owned any of the beauty products from Victoria's Secret. However, Anne, Valeri, Karin, Marie and Pia elaborated on why they had not owned any of the products, even though they knew the brand exists:

Anne: *"In general I do not purchase a lot of perfumes and body care from places, I have my regularly places that I have kept to for the last 10 years, again their stores smell like perfume, which I find unnecessary, and for my needs and wants I would not purchase it."*

Nora: *"(...) in my head Victoria's Secret beauty product is the complete opposite of environmental, and there is kind of a smell of perfume in their stores (...)"*

Both Anne and Nora's answer demonstrate that the products have not gained their interest, because they do not believe the products suit their needs and wants. On the other hand, Valeri do not consider the products part of her option, because no one have recommended them to her:

Valeri: *"I am more focused on their underwear, and I do not know their products such as body care and perfumes, and I have not gotten the products recommended by other either."*

Valeri's answer shows that she clearly associates Victoria's Secret with underwear. However, her answer also indicates the importance of recommendation in proceeding in the purchase process.

In relation to the above, respondents were asked what they thought of Victoria's Secrets Beauty & Accessories, here it became evident that all the respondents did not have positive associations. For instance, this is clearly evident with Marie's answer:

Marie: *"The stores are frustrating, have nothing to do with the impression one got of Victoria's Secret, and it feels like their store in the airport, it feels like walking into a plastic store or a second rang store, feels cheap and the perfumes smell like candy."*

Her answer demonstrates that there is no desire to acquire the products; neither does she have positive associations towards the store. Her association is plastic and second rang store, which will rarely be considered a positive outlook. Furthermore, it is evident with the above answers from Marie, Anne and Nora that the smell of perfume in the stores is an offsetting factor for them. The smell is actually making them leave the store quickly again (Appendix 2).

These findings make it clear that Victoria's Secret has not managed to move the respondents to the last stage of the model in regards to the beauty market. The respondents clearly lost their interest in the products due to the content of the products; this also shaped their perception of the stores. Furthermore, the findings indicate that in order to move consumers to the last stage, Victoria's Secret would have to focus more on the content of the products, and they would have to make sure others have tried the products.

Underwear

Another relevant finding from the interviews is the respondents' tendency to look online before purchasing underwear. Six of the respondents stated that they would often go online before going to a store in order to check out the assortment (Appendix 2). For instance, shown by Nora and Anne's answers:

Nora: "I actually do search online first, and then I would go down to the store and try the product to see whether it fits, and then I will make a purchase."

Anne: "I always look online in regards to the style I like, just to have a general idea of what is out there (...), and then I would go to the store to see what they have."

The above statements illustrate that online search becomes part of the respondents' decision process. In relation to that, the respondents were asked where they looked online; here the majority stated the store webpage. The respondents further emphasized that they would never look on social media platforms before purchasing underwear (Appendix 2). Thus, the information search is restricted to the store webpage in the decision process. This finding emphasizes the importance of having a webpage, where consumers can check out the assortment. Thus, the webpage is an important part of creating interest for the respondents.

The respondents' feelings towards Victoria's Secret's underwear were mixed. There were both positive and negative feelings towards the brand. When asked whether they associated Victoria's Secret with something positive or negative, three of respondents were positive, two were negative, two were a mixture and the last respondent did not give a clear answer (Appendix 2).

Christine, Valeri and Nora associated Victoria's Secret with something positive. For instance, seen by the following responses when asked whether they associated Victoria's Secret with something positive:

Valeri: *"I think it is positive, if I came back to New York or London, then I would definitely go to a Victoria's Secret again. As mentioned earlier they have a wide assortment of underwear, and it is a bit fun to see what there is of possibilities to get."*

Nora: *"Yes, I think it is mostly positive."*

Especially, with Valeri's answer it is clear that she sees the wide assortment and that the underwear is different as a positive thing. Furthermore, the fact that she would go back to a store if she were in either New York or London shows that her previous experience with the store was positive, and has shaped part of her thought towards the brand. The two others only stated they were positive, and did not elaborate, this is seen by Nora's above answer.

On the other hand, there is Mona and Pia that do not associate Victoria's Secret with something positive. Their association is especially formed by the look of the models:

Mona: *"I think it is negative, because of these fashion shows. It is these specific models that have to be 180/185 cm and they almost look anorexic. It is not something I like to see when I am purchasing underwear, that they are the perfect image, and this is how you are supposed to look and have this body etc. I think there are many other, a bit larger girls or women, that perhaps feel that it is an obstacle that they do not feel they can live up to the ideal."*

Pia: *"(...) so I am a mother to a little girl, and then you suddenly look differently at these things, and how they portray women and what women are supposed to do, so no I definitely do not associate them with something positive."*

It is evident that both respondents feel very strongly about the average look of the models. Especially, with Mona's response it shows that she cannot relate to the models, and that it creates negative associations. Whereas, with Pia it is evident that her feelings changed towards negative the moment she became a mother.

With Marie and Anne it is a combination of both positive and negative associations. In Marie's case she is positive towards Victoria's Secret but is negative towards the beauty concept, which is somewhat similar to the two with positive associations, whereas, Anne is mostly indifferent. Anne states the following within a scale from 1 to 10:

Anne: *"Between 4 and 6, it depends on what it is, sometimes I think it is a little expensive compared to what it is. Beside not my favourite brand (...) and would not change anything in relation to my own purchase habits if they came to Denmark."*

Her answer clearly indicates that there are both good and bad things about the brand, however it would not change her habits, thereby making her indifferent.

To summarize, the above findings suggest that some of the respondents would move to the final stage *action*, while a few would remain in the *interest* and *desire* stage. However, these findings should be seen in the light of the respondents' answers later in the interview. Later in the interviews it became evident that all of the respondents' would actually go to a physical store in Denmark if one existed. This is evident in the following answers when asked whether they would go visit a store if one existed in Denmark:

Christine: *"Yes then I would go there to see if it was something."*

Nora: *"Then I would definitely purchase underwear there."*

Mona: *"Yes to try it. One thing is seeing it on the webpage, Instagram and Facebook, but another thing is to see it in real life, how it is and feel the quality."*

Pia: *"Definitely, especially now where I have seen the prices, and it is more like H&M. It also seems like they have a very wide assortment, then it could definitely be that there was something."*

Some of the respondents (Anne and Marie) were however a bit more sceptical than the above.

Marie: *"I would probably, let's say they open a store on Strøget (shopping street in Copenhagen), then I would probably wait until I heard someone tell me that the concept was different."*

Even though Marie is sceptical in case a full assortment store would come to Denmark, she would in the end still go to there if she passed by the store. The same is evident with Anne.

In general, the above answers indicate that the respondents would take action towards the brand, and thereby move from *interest* and *desire*. The question was, however, not asked until after the respondents had seen Victoria's Secrets webpage and Instagram. Thus, it is clear that having seen both the webpage and Instagram created the *interest* and *desire* for those who were more sceptical.

To summarize, while the respondents had both negative and positive association towards Victoria's Secret, all of them were after exposure to Victoria's Secret's communication willing to go visit a store if it existed in Denmark. Thus, in the end all of the respondents in regards to underwear would move to the final stage of the AIDA model.

Action

The findings from the interviews indicate that the strategy Victoria's Secret has implemented in Denmark prevents the consumers from taking action towards the underwear category. Several of the respondents' expressed that they were interested in purchasing the underwear from Victoria's Secret. This was, for instance, evident with Nora when asked which brands were her favourite. Nora stated that she did not have a favourite underwear brand, however she would be prone to purchase Victoria's Secret if they were in Denmark:

Nora: "(...) *I would like to care more about the brand, but then it should be something like if Victoria's Secret came to Denmark, then I think I would be prone to purchase that (...).*"

This demonstrates that the intent to purchase the brand exists. Furthermore, it illustrates that Victoria's Secret is part of brands considered when purchasing underwear. However, the respondents experience several obstacles in taking action towards the brand in the form of an actual purchase. The action towards the brand was hampered by two factors: physical store and website.

Physical store

Respondents differentiated in their answers of whether they would purchase underwear online or at stores. However, there are some similarities in their answers. Four of the respondents would always purchase underwear at a store (Appendix 2). When asked why they prefer stores, the general answer was that they preferred to see, feel and try the underwear. This is among other evident with Anne and Pia:

Anne: *"I go to the store to try it, because you never know about size and the style."*

Pia: *"Stores (...) I like to see and feel it, ensure that it is comfortable and light fabric."*

Both respondents expressed the importance of being able to see, feel or try the product before purchase. Marie goes even further and reflects on why she finds it important to see, feel and try the product:

Marie: *"(...) Underwear is in contact with sensitive areas of your body, and you therefore feel them more, whether you are wearing loose or tight clothes, when you are resting or setting in a particular position all day, you feel the underwear. I therefore think it is really important to feel the underwear before purchase."*

This statement clearly indicates the importance of stores for the respondent when purchasing underwear.

Furthermore, three of the respondents would purchase both online and at stores (Appendix 2). Two of those respondents would, however, only purchase online if they had owned the exactly same product previously (repurchase). For instance, Marie expressed the importance of feeling the product material, which is similar to the respondents who only purchase underwear in a store. However, she also stated that she would only repurchase products online that she previously has owned:

Marie: *"Always stores. It has something to do with that I like to feel, especially bras, and panties I like to hold and feel the material in my hands. The only time I would purchase underwear online, which I actually do, is when I am repurchasing something."*

The two respondents who were indifferent between online and store, both expressed the importance of being able to see and feel the product before purchase. However, this criterion was less important with repurchased products, which made online purchase an option for them. Similar, was expressed by Nora:

Nora: "I would purchase online, but I think it is very difficult with underwear because of the importance of the fit. I need to try the product because I have a funny size, which many probably do. Because of that I think it is too difficult, also when going down to the underwear store you can get the needed help to find the right size."

Nora expresses that it is difficult to find the right fit with online purchasing, therefore, she always ends up purchasing at stores instead.

These findings suggest that most of the respondents lean towards purchasing underwear at a physical store, because they emphasise the need to see, feel and try the product in order to find the right match for them. Thus, see, feel and try are important factors in the respondents' decision process.

The above findings suggest that it is a disadvantage for Victoria's Secret not to have a physical underwear store in Denmark. By not having a physical underwear store Victoria's Secret prevents the majority of the respondents in taking action towards the brand. Valeri further underlines this:

Valeri: "(...) I would not go down to a Victoria's Secret in Denmark, it will only be used when I am in a foreign country, such as London and New York, where there are large underwear Victoria's Secret stores."

This demonstrates that the physical store is of high importance in finalizing the purchase decision in regards to underwear. The fact that the respondents' cannot see, feel and try the underwear becomes an obstacle for them.

Webpage

After scrolling through Victoria's Secret webpage, the respondents were asked whether they would make a purchase online. While most of the respondents were sceptical, it became evident

that the scepticism was directed towards the terms and conditions. Note, that most respondents did not locate or comment on the beauty products on the webpage, even though they were told to click around. This indicates, that their answer of whether they would purchase online was in regards to underwear.

For instance, Karin, Nora and Anne express willingness to purchase online at Victoria's Secret:

Karin: *"I could, depending on what material their underwear is made of and then I might well purchase online."*

Anne: *"If I tried the product on before, and knew that the model would fit, then I would purchase home on their webpage. Plus you know whether the size is there, which you cannot be sure about when you go to a store."*

Nora: *"It had to be something that I could return again without too much cost or difficulty."*

Their answers show that there are certain criteria that have to be met in order for them to go through with an actual purchase online. However, this slight indication of willingness to purchase online disappeared completely the moment they are told the terms and condition for purchasing online at Victoria's Secret. The terms regarding shipment to Denmark are that orders over 100€ are free while orders under 100€ cost 12€ (Victoria's Secret, 2019c). The return policy states that the consumer is responsible for the return shipping costs, which vary depending on the location (Victoria's Secret, 2019b). This is, for instance, evident with Karin and Nora when asked whether the terms and conditions were an obstacle.

Karin: *"Then I probably would not, it would be too expensive, and when purchasing a new brand you do not know about the size, then I think it would be too high of a risk if something came home and it did not fit well."*

Nora: *"Then I am thinking that I would never do it, because I would not be able to say, okay I think I need this size, therefore I will purchase the size above and under that size, just to be sure (...). So terms would definitely be an obstacle."*

Both respondents express that the perceived risk increased due to the terms and conditions, this made their willingness to purchase online disappear. Furthermore, it was evident that the process was considered too difficult compared to alternatives. Their answers also underlined the importance of trying the product to ensure the perfect fit.

While Mona would not purchase online at Victoria's Secret, she did elaborate on the terms and condition compared to the online sites that she normally purchases from.

Mona: "I think a 100€ is a lot to purchase for in order to achieve free shipment, especially compared to other sites, where you often achieve free shipment with order between 150-300 kr. (20-40€). and many sites already have free shipment and return, which provide more security if you regret you purchase or the size does not fit."

It is evident with Mona, who mostly purchases her underwear online, that she finds the terms and condition too high in regards to price, especially compared to other sites that sell underwear.

These findings demonstrate that the Victoria's Secret webpage is not helping the consumers move towards an actual purchase. Rather the terms and conditions for purchase is a clear obstacle in getting the consumers to purchase online. Furthermore, L Brand Inc. (2019) states that allowing consumers to purchase online at VictoriasSecret.com enables them to shop the brand anywhere, anytime, from any place. While this statement is true, the above findings demonstrate the opposite; that the respondents do not feel they are able to purchase the brand anywhere, anytime, from any place.

To summarize, these findings suggest that Victoria's Secret's current strategy in Denmark is preventing the consumers from purchasing the underwear. Furthermore, these findings emphasize where Victoria's Secret needs to make changes to their strategy in order to move consumers to the final stage.

AIDA Summary

Overall, the findings from this section demonstrate that Victoria's Secret's current strategy is preventing the respondents in several ways from moving through the stages.

Beauty

Victoria's Secret has basically with their current strategy chosen to do the opposite of what a lot the above findings suggest in regards to the beauty market. The findings indicate that companies that enter the Danish beauty market will be more successful if they focus on chemical free products, especially perfume free products. None of Victoria's Secret's beauty products are perfume free, many of the products even have the word "*fragrance*" in their name (Victoria's Secret, 2019a). This suggests that Victoria's Secret's beauty products will not be suitable for the Danish market, and will most likely not be accepted by the consumers. Furthermore, combined with the fact that consumers are hard to win over, suggests that the market can be hard to enter.

In regards to the AIDA model, it is evident that Victoria's Secret early on in the respondents' decision process becomes disregarded as an option. Even in the first stage, there is a clear sign that the respondents do not associate Victoria's Secret with the beauty category. Furthermore, it is evident that the respondents' do not show interest in their products or even have a desire to own them. Thus, the respondents get stuck around the *interest* stage. Based on this, it is clear that Victoria's Secret must do more if it is the beauty category they wish to be associated with in Denmark.

Underwear

In regards to the AIDA model, Victoria's Secret's biggest challenge with the underwear category lies in the final stage *action*. While some of the respondents are between the *desire* and *action* stage, the findings suggest that very little were needed in order to move them to the final stage. However, the final stage action presented several obstacles.

First of all, the findings suggest that in order to be successful a company must have their products in a physical store. While Victoria's Secret does have a physical store in Denmark, the underwear category is not part of the product selection in those stores. Thus, while consumers can look online for information regarding their products, they cannot get the need to see, feel

and try the product fulfilled. Secondly, the terms and condition at VictoriasSecret.com was an obstacle for the respondents in regards to purchasing online. Thus, the two important factors in the consumers' final decision cannot be fulfilled by the current strategy Victoria's Secret has.

Based on a simple analysis of the market it could be suggested that the chosen concept Victoria's Secret has entered with should struggle on the Danish market. However, it is important to state, that even if Victoria's Secret had followed these consumer findings, the company is not guaranteed success on the Danish market. Rather these findings should work as a strategically guideline for their decisions.

Brand Inconsistency

The following section will look at whether Victoria's Secret's current strategy is creating an inconsistency in their brand. The section will first present the brand identity; hereafter the respondents' image of the brand will be presented. Finally, the two concepts will be evaluated in relation to each other in order to see whether an inconsistency exists.

Brand Identity

According to the parent company L Brands Inc. Victoria's Secret is "*quite simple the sexiest brand in the world*" (L. Brands Inc., 2019). This statement captures the past, the present and the future of the brand identity.

Historically, the core of Victoria's Secret's has been lingerie, more specifically bras was the first segment to dominate. This product was the first source of brand identity for Victoria's Secret. Back in the 1970's, Victoria's Secret's was considered a game changer to the lingerie market. While other brands were focus on practicality and durability, Victoria's Secret focused on sensuality and femininity (Barr, 2013). Thus, from the very beginning Victoria's Secret stood out in the crowd of lingerie brands. The early vision of creating products that were sexy and feminine is still present in the brand today. These brand characteristics were the ones that differentiated the brand when it started, and these characteristics have been a constant variable in all of Victoria's Secret's communication ever since. Furthermore, Victoria's Secret's history shows that from the beginning they challenged the market standards. This characteristic has been evident in several of the brands communication choices.

Since 1995, Victoria's Secret has once a year promoted the brand by hosting an extravagant fashion show (L Brands Inc., 2019). By hosting a fashion show solely for lingerie, Victoria's Secret once again stood out from the crowd. These fashion shows have since developed into the most anticipated fashion show of the year. Every year millions of people from around the world turn in to see top musicians perform while beautiful models walk down the runway in lingerie (Storey, 2016). The shows are, especially, known for the Angel wings that the models wear. Since 1998, the models have worn one of kind designed wings to represent the theme of the year. Since, these wings have become part of what represent the uniqueness of the brand. Furthermore, the name Angel has become a synonym for the models working for Victoria's Secret.

In fact, Victoria's Secret has built an entire communication universe surrounding the models because they are considered to embody the brand's personality and uniqueness. The models are all young women that reflect sexy, beautiful, positive, friendly, energetic and passionate, all characteristics that consumers are supposed to find desirable. Thus, like many other brands Victoria's Secret use brand endorsers to symbolize the brand identity. The models are carefully selected as they often represent the brand for years, and are the common element in Victoria's Secret's communication (video, social media, print advertisement, fashion show, etc.). Both the fashion shows and models have become large representation for Victoria's Secret's identity.

Beside the above, the colours black and pink is also considered part of Victoria's Secret's identity. The black colour represents the sexiness of the brand, while the pink colour represents feminine, passion and energy. These colours are used continuously in Victoria's Secret's communication. For instance, Victoria's Secret stores can often be spotted from far away by the black and pink facade; the colours are also used throughout the entire store design. Furthermore, all personnel is dressed in black and customers receive a pink bag for their purchase.

From the above it is clear that Victoria's Secret wish to be identified as a sexy, feminine and energetic brand, and that this can be traced back to the beginning of the brand. Thus, these characteristics work as the protecting agent in everything Victoria's Secret do.

Brand Image

In order to explore the respondents' perception of Victoria's Secret several questions were asked, this was to ensure that all brand associations in their mind were elicited.

Victoria's Secret

First the respondents were asked to describe Victoria's Secret with a few words. While the respondents' had different answers, there were several words that were repeated. Here are some of the answers:

Christine: *"I immediately think catwalk with Heidi Klum and the other that have been there, extravagant, definitely not classic, sensual and a bit daring."*

Pia: *"For me it is just those models."*

Karin: *"Designer underwear, high fashion, expensive."*

Mona: *"Quality underwear, these fashion shows that are there every year with these models, you see that they have done a lot to present it, it is not just underwear but also the styling so everything is combined, and it is very high class."*

Marie: *"I associate it with two things, on one hand it is flattering underwear that they are really good at making, on the other hand it is the fashion show that is famous for their angel wings. They are known to be the most discussed fashion show every year even though the underwear it not that expensive (...)"*

In the five above answers it is evident that these respondents especially associate Victoria's Secret with their fashion show and models. This indicates that Victoria's Secret' identity has helped shape the respondents' image of the brand. Furthermore, some of the answers indicate that Victoria's Secret is considered high quality underwear. This is evident with Mona and Marie, and indirectly with Karin's answer.

Karin and Mona state that they consider the underwear expensive (high class), whereas Marie does not consider the underwear that expensive, even though she does consider it high quality. However, their answers should be seen from the perspective that Karin and Mona have never

owned or visited Victoria's Secret, whereas Marie has both owned and visited Victoria's Secret. Thus, Marie's answer is also shaped by her experience with the brand.

Similar is Valeri answer; her associations are also shaped by the experience with the brand:

Valeri: "I am thinking large and colourful stores. I think it is sexy, I have been to the one in New York, and it is a quite large and popular store, there is a wide assortment of underwear in different colours and models. They care about underwear here."

Valeri's answer clearly shows that her associations have been formed by a visit to a store. Furthermore, she states that the underwear is sexy, which also was evident with Christine's answer.

While Anne's answer is similar to most of the other respondents, her answer differentiates a bit. Her associations are also shaped by the fashion show, however she describe the brand as having built an entire universe around the brand:

Anne: "A lot of push-up, in general more underwear that highlights the curves of a women, then comfort. They have had a upper-class culture with this dream world in regards to the show (...), so when you look at them then you instantly associate them with the fantasy world, and a bit unrealistic ideals."

A common element in all the above answer is underwear. It is clear that all respondents in their mind associate Victoria's Secret with underwear, even without any aid beside the brand name. This finding was further emphasized when the respondents were asked to describe Victoria's Secret's products. Here underwear was the only constant element in the respondents' answer (Appendix 2):

Valeri: "I would describe it as a large selection of panties, bras, different sizes, models, colours and patterns."

Mona: "Definitely a wide assortment within their collection and different models, both detailed underwear but also basic underwear, and of course a small selection of beauty products."

Anne: *"Historically, they have been a underwear brand but now there is also nightwear, sportswear, swimwear and perfumes, it is no longer just underwear but they have spread it within what makes sense within luxury living."*

Valeri sees Victoria's Secret as a brand that sells underwear, similar did Marie, Karin, and Nora. They only described the products in terms of underwear and nightwear. Even though, Mona's answer is leaning mostly towards underwear, she also describes the products in terms of beauty products. Anne, however, sees a development in the brand. While her answer also contains underwear, it is clear that she believe they sell a lot of different products within luxury living. Even though, some of the respondents' state other products, it is evident that the main product category in their mind is underwear.

When the respondents' were asked what they would expect when entering a Victoria's Secret store, it was evident that they were expecting a wide assortment of underwear. Christine for instance, demonstrated this:

Christine: *"I would expect that there was a wide assortment of underwear, that is what I associate them with, I do not know that much about their beauty products, but for me the brand is associated with these catwalks and these beautiful women with long legs and beautiful underwear, that highlight the right curves, so that would be what I expected."*

Her answer perfectly demonstrates that she expects to find what she associate the brand with. Hence, that the stores lives up to her brand image.

From the above it is evident that Victoria's Secret has managed to establish itself as an underwear brand in Denmark, this is without even being present with a store. Nora further underlined this:

Nora: *"Their way of branding, the fact that they have managed to have a brand in Denmark without having a real store, I am able to sit here and say uh I would actually like to purchase my underwear at Victoria's Secret, even though they do not have a store and never have had one."*

To summarize, respondents associate Victoria's Secret with an underwear brand that use fashion shows and models to promote themselves. The underwear is expected to be high quality and flattering. Furthermore, the respondents expect stores to contain a wide assortment within different styles and colours.

From these findings it is evident that most of the respondents brand associations are similar to those associations that Victoria's Secret has been communicating. Especially, fashion show and models are common brand characteristics in both Victoria's Secret's brand identity and the respondents' brand image. Furthermore, the brands historically core product is also what the respondents associate Victoria's Secret with today. Thus, from a general perspective there is alignment between the brand identity and brand image.

Victoria's Secret Beauty & Accessories

Important to remember that brand image is everything related to the brand in consumers mind. Respondents were, therefore, questioned about Victoria's Secret in Denmark in order to see if they had similar associations. The above characteristics were, however, far from found when the respondents' were asked about the Victoria's Secret Beauty & Accessories concept.

All of the respondents' showed quite strong feelings against the concept. When the respondents were asked what they thought of the beauty concept, these were, for instance, some of the answers:

Marie: "It feels cheap to walk in there, the perfumes smells like candy, and in relation to the pedestal that Victoria's Secret have been put on, than these stores that they have opened around in Europe that is not underwear stores, they feel second rang and second choice. I think that they are just putting the product in the stores that they cannot sell in the big underwear stores; it makes me loose the respect for what the brand stands for (...). I feel it is a bit fake, if it was in one of the countries that are known for their fake goods, then I would have thought that it was a ripe off."

Marie's general perception of the brand does not align with the beauty concept. The answer clearly shows she associate the beauty concept with something negative, such as second rang

and fake. These brand characteristics do not align with what Victoria's Secret's wishes to be associated with either. Similarly, were stated by some of the others when they were asked about their experience of the beauty store:

Anne: *"It was not what I expected, I think they were missing, when you have some of the other brands that sell underwear, who display their underwear, then with Victoria's Secret who are known for their dream illusion and here they do not portray what they historically have sold, then you kind of start to think whether this is a fake or popup store. I thought that it was a popup store where they had to make a quick sale or try some new ideas and see whether consumers were interested, and then close the store again, but the store is still there after some years."*

Mona: *"I think that it does not live up to the ideal that they are putting out there with their underwear, that is what their focus is that you actually cannot purchase any underwear that do not align with the signals that they send to the consumer."*

Christine: *"I would feel deceived, I am missing all the products that I think I would come after."*

Nora: *"It does not make sense to place such a store in Denmark, especially not if you want to target Danish consumers (...). When we were told that a Victoria's Secret were coming to Strøget, then we were all exited, right until the point where we realised it was one of these perfumes' stores. Most of us turned around the moment we realised it was not what we wanted."*

The statements clearly demonstrate that the store did not live up to their expectations of the brand. Anne even thought it was a pop-up store, hence something that would be there temporarily. It was generally evident that the respondents did not understand the concept they thought it was fake, felt deceived and misled by the Victoria's Secret. The respondents' frustrations were also evident in that none of them with go back to these beauty stores (Appendix 2). For instance, expressed below by Marie, and above in Nora's answer:

Marie: *"If I saw one of these stores, I would walk right past it."*

To summarize, from these findings it is evident that the beauty concept do not align with the respondents' brand image of Victoria's Secrets. The respondents' do not hold favourable associations towards this part of the brands, and it clearly affects their purchase decision.

Even though, the beauty concept do not align with the respondents' perceptions, it is important to look at the findings in a larger perspective. While the respondents feel frustrated, and the attitudes affect the respondents' purchase intention of the beauty products, the frustration were for most of the respondents' not passed on to the main product category underwear. This is evident in that seven of the respondents' would still go to a full assortment store if it came to Denmark (Appendix 2). Thus, their frustrations are only taken out on the beauty concept. This was, for instance, evident in part of Nora's answer in regards to the beauty concept:

Nora: "I differentiate it quite a lot, I basically see it as two different thing. Just because they are opening these stores, does not make me want to purchase their underwear less."

Here it becomes evident that she separates the two concepts, even though they carry the same name. Furthermore, it demonstrates her willingness to purchase the underwear. The last respondent (Marie) had, however, become sceptical towards the entire brand, due to the beauty concept stores. While she would still go to a full assortment store in the end, she said she would not search out a store, unless someone had told her there was one.

To summarize, the above findings indicate that Victoria's Secret has been successful in establishing an association towards underwear. However, Victoria's Secret has been less successful in establishing a link to the beauty category, and the concept is not fully understood by the respondents. Victoria's Secret wants to be associated with the sexiest brand in the world. From the above it is evident that the respondents' do not consider their beauty products to represent sexiness, on the contrary fare from. Thus, this constitutes an inconsistency in their global brand image. It is evident that the inconsistency is created by Victoria's Secret's inability to carry the same concept across borders. Hence, Victoria's Secret is not communicating the same across borders.

Since Victoria's Secret only has beauty stores in Denmark, it is assumed that these stores are part of the direction that the brand wants to lead its consumers. However, the strategy that Victoria's Secret has chosen for the Danish market seems to be ineffective. Whether Victoria's Secret wants to change their focus towards the beauty category or remain focused on underwear, either or the brand has to change in order to have a consistent brand image.

Respondents were also clear in what had to change in order for the brand to be aligned. All respondent wanted to change the concept into full assortment stores where the focus was underwear (Appendix 2). Christine and Marie elaborated this on:

Christine: *"They definitely had to have underwear, and that is what you see on their social media, it is weird that you spend all your time promoting underwear, and then you are not able to purchase it at the store. I would be disappointed, and it would not align with my expectations (...) they actually promise their consumer something that is not there."*

Marie: *"They had to reorganize their fake stores, if they wanted to go to Scandinavia, then all they had to do was to say, we will now open a real store, and then they would have to close those stores that just disappoint the consumer."*

Here it is further underlined that the respondents expects underwear from the brand, and in order to be aligned with Victoria's Secret's historically brand identity, they would have to change the concept.

Branding Strategy

The following section will look at Victoria's Secret's internationalization strategy from a product/market expansion point of view. Furthermore, the information found in the case analysis will be used to compare to the internationalization strategy of Hunkemöller.

Victoria's Secret

While Victoria's Secret states that they operate with the international strategy *"One Powerful Brand, Three Enticing Experiences"*, this is less evident with the data from the case analysis. In the case analysis it clearly shows that the brand is focusing on the beauty concept when

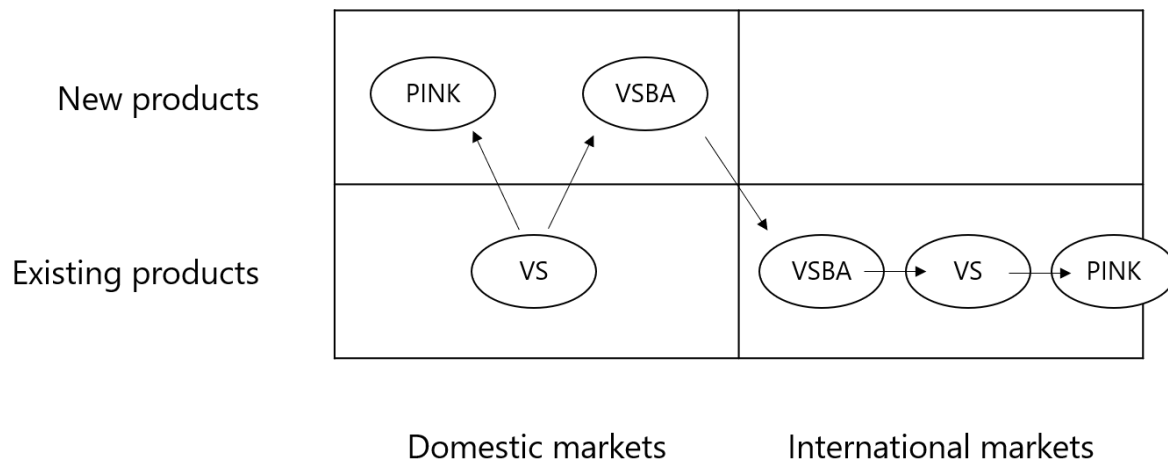
internationalizing. Victoria's Secret always enters a new country with the beauty concept; in fact in many of the countries Victoria's Secret is represented in they only have a beauty store. This is evident with 19 of the 25 countries that Victoria's Secret is represented in. While all three concepts exist in Europe, it is evident that the brand's focus is on the beauty concept.

In figure 3 Victoria's Secret's product/market expansion is outlined in relation to the findings in the case analysis. Victoria's Secret starts out similarly to other brands when it comes to expansion. They started by expanding in the domestic market with existing products. When the market matured, Victoria's Secret moved on to product development for the domestic market. First the brand introduced beauty and accessory products (VSBA), and later PINK was introduced to the domestic market. Thus, Victoria's Secret went through an expansion process within the domestic market before internationalizing.

After having introduced new product to the domestic market, Victoria's Secret wanted to grow larger. This led Victoria's Secret to expand to the international market. While Victoria's Secret moved to the international market, the findings from the case analysis show that for the first seven years they were only represented in Europe with Victoria's Secret Beauty & Accessories stores. Figure 3 shows that the first products Victoria's Secret introduced to the international market were according to the findings in the case analysis the beauty concept. After seven years Victoria's Secret introduced the first full assortment store in Europe. A few years later the PINK concept was introduced.

Even though, Victoria's Secret entered the international market with existing products, they deviated from many other brands in that they did not use the core product. While the beauty concept had been introduced to the domestic market for roughly eight years prior to their internationalization, this concept did not carry any of the core products.

Figure 3. Victoria's Secret Product/Market Expansion



Hunkemöller

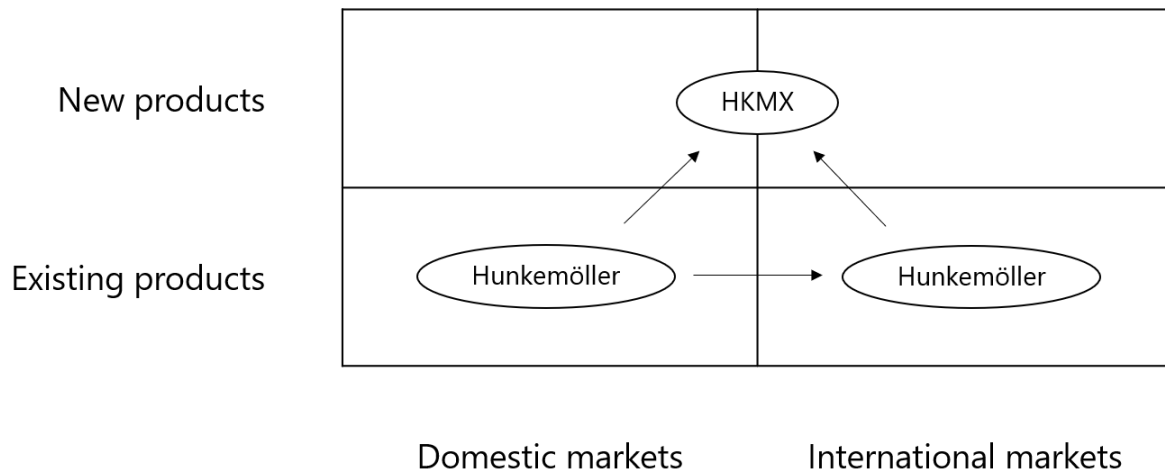
In comparison, Hunkemöller has chosen a different path, when it comes to the international market. See figure 4 for Hunkemöller product/market expansion. Similar to Victoria's Secret, Hunkemöller started out domestic before entering new markets (Hunkemöller, 2019b). However, when Hunkemöller entered new international markets, they not only focused on their existing products they focused on the core product. From a strategically point of view, Hunkemöller started with market penetration. Later, the brand went on to market development by focusing on the core of their product.

Hunkemöller introduced a brand extension in 2014 in the form of a sport collection; this collection was introduced to both the domestic and international market at the same time. However, only a few stores carry the collection, which further underlines that Hunkemöller want to keep focusing on the core product. Furthermore, Hunkemöller introduced the product at the same time to the domestic and international market indicates that they want to ensure consistency in their communication across borders. Note that Hunkemöller have introduced line extensions before the sports collection, however, it has not been possible to determine when these lines extension were introduced, and they are therefore excluded from figure 4. Thus, Hunkemöller follow the more classical route to growth.

Hunkemöller's strategy seems to have paid of both in Denmark and the other markets the brand is represented in. Hunkemöller is today the fastest growing lingerie brand in Europe with 800 stores in 24 countries. They are the market leader in the Netherlands, Belgium, Germany and

Luxemburg. In Denmark, Hunkemöller has continued to grow in market share, and is the fourth largest brand in terms of market share.

Figure 4. Hunkemöller Product/Market Expansion



Branding Strategy Summery

There are several aspects to the success of a brand, however, based on the product/market expansion, Hunkemöller's focus on the core product when internationalizing seems to be more successful than Victoria's Secret's strategy. Hunkemöller have managed to gain market share in the underwear category with their strategy. In the case of Victoria's Secret, it has not been possible to find any data in regarding to their market share on either of the markets. Even though, this cannot determine whether Victoria's Secret has market share in Denmark, it certainly gives an impression of an insignificant market share. Furthermore, it has not been possible to find another brand that has expanded internationally in the same manner as Victoria's Secret, which suggests that other brands have found the strategy to be insufficient.

Discussion

The following chapter will discuss the findings in relation to the current literature. Hereafter, it will be discussed how the findings are useful for both Victoria's Secret and other companies. Lastly, the limitations of this research will be presented.

Overall Findings

As stated in the introduction, this research aimed to explore the impact of Victoria's Secret's internationalization strategy on consumers in Denmark. Overall, the findings demonstrate that Victoria's Secret's strategy has not been well received by the respondents, and that the strategy is creating obstacles for Victoria's Secret on the Danish market.

While the findings in regards to how the respondents perceive both Victoria's Secret and Victoria's Secret Beauty & Accessories were anticipated, the impact of the strategy in Denmark was, however, in the end less damaging than expected. It was evident several times that the respondents associate Victoria's Secret with an underwear brand, and that based on the brand's previous communication respondents would expect to be able to purchase underwear from the brand. The respondents' expectations towards Victoria's Secret were, however, far from fulfilled by the current strategy. Even though, the respondents' expectations were not fulfilled, it was evident that the two store concepts were to some extent separated in the respondents' mind. Even though, the respondents' were frustrated by the beauty concept, these frustrations were not passed on to Victoria's Secret as an underwear brand. Thus, the respondents' willingness to purchase the underwear had not changed despite the frustration towards the brand extension.

Contribution to the Current Literature

In the following section, the findings will be discussed in relation to the current literature.

AIDA

While the AIDA model has been used in various communication contexts the model has to the researcher's knowledge not been used to evaluate a brand's strategy. In this thesis, the model is used to evaluate where in the process the respondents are in relation to both Victoria's Secret and Victoria's Secret Beauty & Accessories. While the model is used more generically in this thesis than previous research the model is still useful in illustrating how Victoria's Secret could

become more efficient in their communication. Thus, like previous research this research demonstrated the usefulness of the model, however, in a new context then previously, and thereby adding to the current literature.

Brand Core

In relation to the literature, the findings in this thesis reveal the importance of brand consistency, and the consequence that inconsistency can have (frustration). However, while the current literature especially focuses on consistency in the brand core, the findings from this thesis suggest that the core product is of high relevance in maintaining consistency. Even though, it can be argued whether the core product is part of the brand core. The literature suggests that the essence of the brand should remain stable over time, while the product can change without changing the brand core (de Chernatony, et al., 1995). While a large part of the literature focus on the brand core, important to remember that part of the literature also focus on consistent in all aspect of the brands (Reibstein, 2004).

The findings in this thesis indicate two points in relation to the above. First, that in Victoria's Secret's case the core product (underwear) is part of the essence of the brand. Thus, by removing the core product from the stores, Victoria's Secret is taking part of their essence away.

Second, Victoria's Secret states, *"quite simple the sexist brand in the world"*, thus it is expected that this quote should transfer to all their products. Hence, that the products should be considered sexy. However, the findings indicate that while the respondents perceive the underwear from Victoria's Secret as sexy, this was far from evident with the beauty products. This suggests that the respondents interpret sexiness differently than what the brand owners believe sexiness are in terms of beauty products. Hence, that there are differences in the interpretation of domestic and international consumers. Thus, to ensure consistent brand image across borders, Victoria's Secret's need to explore the meaning of sexiness in other countries. Without knowing the meaning of sexiness in other countries, Victoria's Secret will not be able to remain consistent.

Furthermore, brands that focus on a single product category when internationalizing are according to literature considered the most successful (Bradley, 2005). While Victoria's Secret

technically is focusing on a single product category (beauty), the findings from this thesis suggest that the product category should also be the products that consumers expect and associate with the brand, as introducing products that consumers do not expect will result in frustration. Thus, the findings are supporting current literature while also extending it with new knowledge.

Internationalization

While this thesis only looked at the consumer environment in regards to the internationalization, the findings in this thesis are supporting the current literature. If Victoria's Secret had looked at consumers' preferences prior to entering the Danish market, their strategy could potentially have been more successful. Thus, the findings in this thesis add to the current literature of understanding the environment is important for the success of the brand. Furthermore, this thesis exemplifies some of the consequences of not understanding the international environment. However, it is important to state that success would not be guaranteed, even if Victoria's Secret had an understanding of the consumer environment.

Growth Strategy

While this thesis found that Victoria's Secret's strategy was inefficient in several aspects in Denmark, the growth strategy that Victoria's Secret followed could potentially work in other countries, or even for other brands.

First of all, consumers in the other countries Victoria's Secret is represented in may not perceive the brand similar to the Danish consumers. Second, the consumers may not focus on the same factors when purchasing beauty products as the Danish consumers. Thus, the strategy cannot be completely deemed inefficient. Lastly, this research was conducted on a brand that is considered fairly familiar to the general public. The strategy could potentially work for brands that are less familiar. For instance, if an unknown brand entered the beauty market with a product that was not considered the core product in the domestic market, the outcome may not have been similar to the findings in this thesis. The outcome of Victoria's Secret's strategy in Denmark could suggest that the familiarity of the brand meant that the consumer had certain expectations prior to them entering the market.

While Victoria's Secret's growth strategy do not follow the pattern suggested by the literature (Figure 2, p. 17), it cannot be concluded whether the strategy is completely insufficient in generating growth.

Managerial Implications

The findings from this thesis are relevant first and foremost for Victoria's Secret. However, other brands that wish to enter the Danish market either in terms of beauty or underwear could benefit from the findings and use them strategically to make decisions.

Victoria's Secret

The findings in this thesis provide both valuable and actionable insight for Victoria's Secret. However, the findings are two folded, thereby meaning that the usage of the findings depend on which direction Victoria's Secret wants to lead the brand.

If Victoria's Secret wants to be successful with their current strategy, hence focus on beauty and accessories, then the findings indicate several changes. First, that there should be established a stronger link in the mind of the respondents between the product category beauty and the brand Victoria's Secret. This can, for instance, be done with more intensely targeted communication.

Second, generating interest and desire in the brand's current product portfolio seems unlikely based on the respondents' tendency to only purchase perfume free products. However, regardless of Victoria's Secret's willingness to change the content of their current product portfolio, then the findings suggest that in order to establish interest and desire for the product, the respondents have to have their products recommend. Thus, the findings give a clear suggestion for generating interest. Victoria's Secret could, for instance, engage in collaboration with strategically chosen Danish influencers as well as give specific influencers free samples to generate recommendations. However, there is certain risk associated with using influencers, especially if they do not like the products.

While the respondents got blocked from progressing further in terms of the AIDA model, then the findings suggest two more changes in terms of attracting the respondents. The smell in the stores, were an offsetting factor for the respondents' and made them want to leave the store

before even looking at the products. Lastly, the respondents expressed that the products looked fake. Thus, if Victoria's Secret wants to be successful with the Beauty & Accessories concept in Denmark, the above findings are some of the changes that could be implemented.

On the other hand, if Victoria's Secret wants to have a consistent brand image across borders the findings suggest a complete change of strategy from their current strategy. In order to gain a more consistent brand image in Denmark, then the findings suggest that Victoria's Secret should focus on the core product underwear instead of the beauty products. More specifically, the findings suggest that Victoria's Secret should focus on physical stores, as one of the major findings in this thesis was the respondents' need to see, feel and try underwear before purchasing it. This finding was, especially, important for undertaking an actual purchase. Furthermore, the terms and conditions on Victoria's Secret's webpage must change, if they were to focus on selling underwear.

Other Brands

While the findings in this thesis are limited to the case of Victoria's Secret, the findings could be of relevance for other brands are that is considering entering either the Danish beauty or underwear market. The above suggestions for Victoria's Secret can therefore provide suggestions for what these brands should focus on when entering the Danish market.

Limitations and Future Research

While this thesis provides valuable insights for Victoria's Secret's in Denmark the findings are, however, limited. The limitations will be discussed in the following section, together with points for future research.

First, the research is limited to Denmark, more specifically to consumers living in the area around Copenhagen. In order to give an adequate perspective of Danish consumers, the research would have to include respondents from all over Denmark. Thus, the research would have to extend to larger geographically area of the country, and not just the area where the stores are clustered. Second, the research only obtained a small sample size from the area, thus the findings cannot be transferred to a larger meaning. In order to make the findings more valuable, the research would have to extend to other countries. This would allow for comparison to be

drawn between countries, and result in a deeper understanding of whether Victoria's Secret had to change their entire strategy.

Future research could in relation to the above be transformed into a mixed method this would allow for more comparable results. While, a quantitative method is often preferred when results have to be in a larger scale, a mixed method could in this case be favourable. A mixed method would allow Victoria's Secret first to conduct individuals' interviews in other countries, for hereafter to use the data to design a questionnaire. The results from a mixed method, would allow Victoria's Secret to make a more valuable decision in regards to whether their strategy had to change entirely.

Conclusion

Given that Victoria's Secret is the largest lingerie brands in the United States, the brands different product focus in their international strategy gave rise to several questions. Thus, this research was guided by a curiosity towards understanding the impact of Victoria's Secret's international strategy. More specifically, the aim of this thesis was to understand the impact of the strategy on consumers' perception of the brand in Denmark. To explore this phenomenon, eight semi-structured interviews with consumers were conducted.

As this research showed, Victoria's Secret's strategy was not well received by the respondents. The respondents were negative towards Victoria's Secret Beauty & Accessories and they associated the stores with fake, second rang and smell of candy. Thus, the brands current strategy has not managed to create favourable association in the respondents mind. This was evident in that the respondents early in their decision process disregarded Victoria's Secret Beauty & Accessories as a brand option. Victoria's Secret's strategy in general led to frustration and wonder for the respondents. However, the frustrations were limited to the beauty concept. Most of the respondents were still willing to purchase the underwear from Victoria's Secret. Thus, the frustration did not harm the underwear part of the brand. Overall, the findings demonstrate that in order to narrow the gap that the strategy is creating the brand had to focus on the core product.

In conclusion, Victoria's Secret's international strategy has a bad impact on the respondents' perception of the beauty concept. However, the strategy did not affect the respondents' perception towards the underwear part of the brand.

The findings provide actionable insights for Victoria's Secret to exploit as well as for other brands that are considered entering the Danish beauty or underwear market. In regard to the beauty market, the findings suggest that Victoria's Secret need to make changes to the products and stores in order to attract consumers. Whereas, the findings in regards to the underwear market first and foremost suggest that the current strategy needs to change. Furthermore, the findings especially emphasize the need for change in regards to the physical stores and the webpage.

To summarize, this thesis has provided some exploratory insights into Danish consumers' knowledge and their perception about Victoria's Secret. Based on the findings this thesis has drawn a picture of what Danish consumers are missing from the brand, and how Victoria's Secret potential can to narrow the gap. Thereby providing managerial suggestions for Victoria's Secret in regards to improving their position on the Danish market. It is important to note that they are suggestions; Victoria's Secret will not be guaranteed success by following them.

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Appendix

Appendix 1 – Interview Guide

Introduction

- Introduce the topic and present myself
- Set the scene
 - Anonymity
 - All answers are correct
 - Ask if in doubt
- General information about the participant
 - Age
 - Occupation (Work or School)
 - Where do you live

Shopping Habits - Underwear

- How often do you purchase underwear
- Where do you purchase your underwear
 - In stores or online
 - Name some of the place where you often purchase underwear
 - Why these place
- What factors are important to you when purchasing underwear
 - Comfort, sustainability, design etc.
- Do you enjoy purchasing underwear
 - Why/Why not
- When you purchase underwear is it an impulse purchase or do you purchase it when you need something new
- When you need new underwear, what do you normally do
 - Look at Instagram, online shops, or the brands website before, or go directly to the store

Shopping Habits – Beauty products

- How often do you purchase body care, fragrances and makeup

- What factors are important when purchasing body care, fragrances and makeup
 - Perfume free, Allergy tested, specific brand etc.
- Where do you purchase body care, fragrances and makeup
 - In stores or online
 - Name some of the places where you often purchase body care, fragrances and makeup
 - Why these places
- When you purchase body care, fragrances and makeup is it an impulse purchase, or something you need
- When you need new body care, fragrances and makeup, what do you normally do
 - Look at Instagram, online shops, or the brands website before, or go directly to the store

Brands

- Name some underwear brands you know
 - Are all of these brands available in Denmark
- Which brands are you favourite
 - Why
 - Tell how they stand out from the other brands
- Are there underwear brands you dislike
 - Why

Victoria's Secret

- Do you know the brand Victoria's Secret
 - Describe the brand with a few words
 - What products do they sell
 - How are they different from others
- Have you been to a Victoria's Secret in Denmark
 - Yes: What did you think about the store
 - Describe the experience
 - How was the selection
 - No: Did you know there was stores in Denmark

- Do you follow Victoria's Secret on any social medias
 - o Which platforms
 - o Why do you follow them
- Have you ever purchased something from Victoria Secret
 - o What was it
 - o Where did you purchase it (Online or in a store)
 - o What did you think of the product
 - o Describe your general experience of the purchase
- Have you ever owned any of their body care, fragrances or accessories
 - o Did you know they sell beauty and accessories products
 - Yes: what did you think about them
 - No: Did you know they sold body care etc.
- What do you in general think and feel about Victoria's Secret
 - o Elaborate
 - o Did you change perception of the brand after your purchase
- Based on your knowledge of Victoria's Secret, what do you expect of the brand and its products

Brand Experience

- Show them Victoria's Secrets webpage (www.victoriasssecret.com) and their Instagram account (One by One)
 - o Spend a couple of minutes browsing through their webpage and Instagram.
- After seeing their webpage, please describe what you think
 - o Anything that comes to mind
 - o Would you purchase anything online, after seeing the webpage
 - Tell them the conditions for shopping at their webpage
- After seeing their Instagram, please describe what you think
 - o Anything that comes to mind
- Based on seeing their webpage and Instagram, what would expect from the brand
- Do your expectation align with the webpage and Instagram
- What would you expect when entering a Victoria's Secret store
 - o Which products would your expect to find

- How would you feel if you saw a Victoria's Secret store, and this (Show them some pictures of the stores in Denmark) were the products available in the store
- Tell the interviewee about the store concepts currently in Denmark
 - o Please state what you are thinking after I told you about the store concepts
- Would you still visit the store in Denmark
 - o Why/ why not
- What would make you go visit the stores in Denmark

Ending

- Do you have anything else you want to mention
- Do you have any questions for us
- Thank you and concluding remarks

Appendix 2 – Transcript Summary

Part 1.

Interview w	Name	Age	Occupation	City	Purchase frequency for underwear	Enjoys purchasing underwear	Purchase underwear at a store or online
1	Christina	44	Marketing Consultant	Næstved	Every second month	Yes	Both
2	Anne	26	IT Analyst	Copenhagen	Every month to every six months	Yes	Store
3	Valeri	27	Nurse	Copenhagen	Every month to every second month	Yes	Store
4	Mona	20	Student	Copenhagen	Every month	Yes	Online
5	Karin	27	Operational Manager	Copenhagen	Every six month	Both. Likes purchasing panties, but not bras because she has a hard time finding the right size	Both
6	Marie	26	Marketing Coordinator	Copenhagen	Every third to fourth month	Yes	Both
7	Pia	33	Office worker	Køge	A couple of times a year	No	Store
8	Nora	26	Student	Copenhagen	Three to four times a year	Both. Sometimes just a task that needs to be done, because she has a hard time finding right size. She finds it more fun now, after her size has changed, now she is not limited by size as much	Store

Part 2.

	Why stores or online	Feelings toward Underwear	Search online before purchase	Important factors when purchasing underwear	Multi/single brand store
1	Mostly stores. Likes to feel the underwear. Would only purchase online, if she knew the correct size or owned the precise product before	Underwear makes her feel feminine and better about herself	Often looks online before purchase. Not on social media, but on the store webpage	Fit and size	Both
2	Wants to be sure about size and likes to see the design. Likes to feel the underwear	Underwear makes her feel better about herself	Often looks online for the style, but go to the store to try. Looks at webpages, such as ASOS where they have a wide assortment of styles and brands. Not social media	Sustainability. Design. Price. Comfortable. Fabric	Both
3	Find it easier to purchase at store, saves money on postage	Underwear makes her feel sexy and better about herself	Rarely looks online, prefers going to the store. Sometimes look at the store webpage, but not social media	Wireless, important to feel free. Fabric	Single
4	Likes to purchase online because of the wide selection	She feels it is nice to wear pretty underwear and nice to look at pretty underwear	Looks online at various webpages, but not social media	Comfortable. Pretty. Not just basic. Design	Online
5	Likes to purchase at Magasin (store), because they have pretty and feminine underwear. Likes to purchase online at ASOS, because it is cheap and they have a wide selection of brands		Do not look at social media, either she goes right to the store, or to ASOS	Design. Quality	Both
6	Mostly stores. Likes to feel and try the underwear. Would only purchase online, if she owned the precise product before	Underwear is nice, and it makes her feel better about herself	Looks online first, but only with those stores that are located at few place, for instant with Hunkemöller. Whereas H&M that are located many places she would just go in the store	Pretty. Fabric. Comfortable	Both
7	Likes to see and feel the underwear	Underwear is just something she needs to have, not something that makes her feel better about herself	Looks neither online or at stores	Pretty. Comfortable. Fabric. Seamless	Single

8	Mostly stores, hard to purchase online. Likes to feel and try the underwear, and get help if needed		Looks online for the style, but go to the store to try and purchase. Always the stores own webpage, not social media. She feels online is more difficult, and have tried several times where she had to send everything back.	Fabric. Sustainability	Both
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Part 3.

	Stores/brands underwear	Favourite stores/brand underwear	Important factors when purchasing beauty products	Brands beauty
1	Magasin, Illums, Femilet and Chantelle	Chantelle, have large sizes, and she often goes after specific brands, that she knows, because she is limit by size	No parabens, cares about the content of the product	Often purchase the same brands
2	Magasin and Illums have a wide assortment of brands, H&M is for the cheap underwear, Calvin Klein and Triumph		Sustainability, cares about the content of the product, perfume free, allergy tested and natural products (Øko)	Often purchase the same brands
3	Monki, Envii, Samsø Samsø, Calvin Klein, Sloggi, H&M and Hunkemöller	H&M because they have a wide assortment	Avoids perfumes in body care	Often purchase the same brands
4	Hunkemöller, Calvin Klein, Tommy Hilfiger, H&M and Bestseller	Calvin Klein and Tommy Hilfiger, because of design and comfort		Often purchase the same brands
5	Triumph, Femilet, Chantelle, Stella McCartney, Magasin, ASOS, H&M and Calvin Klein	Chantelle and Femilet because of their good quality	Products that makes you feel young and perfume free products	Often purchase the same brands
6	H&M, Change, Hunkemöller, Victoria's Secret, Triumph and Sloggi	Hunkemöller because of the nice design and Change because of comfort	Neutral, perfume free and sustainability	Often purchase the same brands
7	Change, H&M and Victoria's Secret	H&M is nice because she does not have to many demands; do not like underwear shop where others have to help.	Avoids perfume and parabens, but like products with sun factor in it	Like when other recommends products, online reviews. Do not often purchase the same products again, only if they are really good. Likes to try new things. There is a lot to choose from

8	H&M (Sustainability collection), Magasin (often has a sales and wide assortment), Hunkemöller, Victoria's Secret, Triumph, Calvin Klein and Love Stories	Has no favourite brand. The brand is not so important, but it could be, but some of the brands are expensive	Environmental products, perfume free, free of parabens and best in test	Often purchase the same brands
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Part 4.

	Victoria's Secret (association)	Victoria's Secret Product	Positive/Negative towards Victoria's Secret	Expects from the brand
1	Catwalk, famous models, extravagant, not classic, sensual, daring		Positive	Wide assortment of lingerie, because that is what she associates with them. Expects sexiness
2	Luxury, extravagant, push-up bras, very feminine. Fantasy world with unrealistic ideal	Underwear, sportswear, nightwear and perfume, sells a lot of products within luxury living	In the middle. Too expensive, not favourite	Many of the same models (bras and panties) but in different colours. Fashion, lace, triangle bra, and wireless bra. Young women in the store (Staff)
3	Large and colourful stores. Sexy underwear. Wide assortment within bras, underwear and nightwear	Underwear and nightwear	Positive	Underwear and beauty products. Colourful, many people and many different models (bras)
4	Quality underwear, fashion show, high class	Underwear	Negative, because of their models ideal	Underwear, maybe a small assortment of beauty products, but very high quality underwear
5	Design, high fashion, expensive and catwalk	Underwear and perfumes		Underwear. Universe with a lot of focus on the experience. Elegant, feminine, high design quality, something that is different from others
6	Models, catwalk, beautiful underwear	Underwear	Both. Negative towards the VSBA store concept. Positive towards the underwear	Underwear
7	Models		Negative, because of their models ideal	
8	Feminine, underwear better than high street end, without super luxury, better than H&M. Pretty design, wide assortment, good quality, a bit hanky panky colours	Underwear (bras and panties), nightwear and swimwear	Positive	Underwear in various price classes and different design

Part 5.

	Visit VSBA in Denmark	Impression of the VSBA store	Owned VSBA products	Visited a full assortment VS store	Impression of the VS store
1	Yes, in Fields	Sexiness, sophisticated, provocateur	No	Yes	
2	Yes, in the airport	Only had perfumes and panties, would not come again	No, their products look like they contain a lot of perfumes	Yes	
3	No, she does not purchase their beauty products, so there is no point in visiting the store.		No, do not see their products as an option, when she is at a store it is for the underwear	Yes	Positive and helpful staff
4	No		No	No	
5	No		No, their products look like they contain a lot of perfumes	No	
6	Yes	Did not purchase anything; felt it would be a waste of time coming again. She felt it was fake, cheap, frustrating, plastic, second rang	No, feels fake, a lot Of perfume that smells like candy	Yes	
7	Yes, it smelled really bad, to much perfume	No, they had nothing appealing, would not come again. No underwear, found it weird. She thinks they change the concept, but find is weird when they are known for their shows. The shows and the perfumes are not aligning. Feels like the target group is younger, those who do not need the underwear but just want to own something from VS	No, would have purchased their products when she was younger. Felt the products were target at young girls	No	
8	Yes, in the airport	Negative, to much perfume, don't want to smell like that. The opposite of what she wanted. In London the store was inviting, and she wanted to purchase something the opposite in VSBA, do not want to purchase anything	No	Yes	Huge store. Nice without being to much. Displayed in a good way

Part 6.

Webpage	Prices	Would you purchase online	Instagram
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1	Not what she expected thought they were targeting a younger segment. However, feels the webpage match her expectation but not the flower print. Expected underwear, nightwear and swimwear. Did not see their beauty			Expects to find underwear in the store after seeing Instagram
2	Do not match their Instagram. Expected to find more of the dream illusion, more sexiness. Beauty & Accessories she would not think VS, only because it says VS. The beauty product has a lot of glitter. Expected glitter in the show, not on the products. Taggy beauty products, lingerie what they are know for. Never expected the body care focus, expected underwear after seeing their webpage		Only if she had tried the product before then would she purchase online	Do not know what to expect, more like Magasin. Missing the dream illusion. Different than expected more covered up than expected. Focus on different products than underwear, loungewear. Expected more underwear. Would not know this was VS. Confused
3	Expected more colours on their webpage after seeing Instagram. Cannot see the beauty products on their webpage. Would expect to find underwear in a store, and a lot of pink colours. Would expect to find underwear in a store, and a lot of pink			Beautiful models, wide assortment and colours. Expects to find underwear, swimwear and accessories, would not expect to find beauty
4	Sceptical, focus a lot on push-up bras. Would not purchase anything there. Feels like H&M	Expected higher prices	No, thinks is cost to much for shipment to much uncertainty with shipment to the States	Does not feel their Instagram lives up to her expectations, many pictures that are not product related. Feels more like H&M
5	More sensual than their Instagram. More girly than expected. Do not like the girly look, expected lace and black sensual. Both Instagram and the webpage is connected well, however they do not harmonise with how she sees VS	Expensive but okay fair	Yes, but after hearing the terms for purchasing she would not, the terms are an obstacle. To expensive, especially when one does not know the brand	A lot of colours, expected more black and shade. Playful, not so sensual. A lot of swimsuits. Like seeing a H&M commercial or ASOS. Would not have guessed it was VS's Instagram
6	Bright colours. Nothing you can relate to, because the models are so over the top		No, wants to feel the fabric	Many colours. Girls you cannot measure with. Famous faces. Expects underwear, sleepwear after seeing their store
7	Good connection between Instagram and webpage. Her knowledge of the shows do not connect with the webpage and Instagram, it is more all American. Surprised that they are all American, and that is cheaper.	Expected higher prices	No	What she expected to see. Lovely skinny ladies without clothes on. Expected more high fashion, more all American. Expected a more continuous image. Instagram not complete aligned because she know them from the show
8	They are very aligned between their Instagram and webpage and store, if you look beside the beauty stores, which is far away from the concept. Give a lot of sense that beauty		Difficult. Only if you can get delivery and free return because it is difficult with the size. After hearing the	What she expected, not only extravagant, which is good. Do not want to identify like the models. Pictures are more relatable when not all the

	products are there, but just too much with an entire store		terms, than she would not purchase. Need better terms before she would purchase	women are in small bikinis. Would maybe have guessed it was them, especially the design of the underwear. Expect to find a lot of colours, different products,
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Part 7.

	VSBA store (pictures)	VSBA concept	Would you go to VSBA	Changes	Visit VS full assortment store if it came to Denmark
1	Looks more exclusive from the facade than their webpage. Feels cheated and disappointed, do not live up to expectation	Cheated, missing the products she expected. Wonder why they chose to signal this	No	They had to sell underwear	Yes, if a real store came, she would go visit
2	Not so colourful very minimalistic the facade. Too colourful their products		No, not the product she wants or what she associates with VS. Would not go again.	They had to sell underwear or swimwear	Yes, but would not go based on their Instagram or webpage, they do not align. Would be nice if they were in Denmark, however would not change that she would not be a fan
3		Will not go to a VSBA store in Denmark, only in foreign countries where they have full assortment. Would feel disappointed in Danish store, expects underwear	Never, unless a friend of mine recommends a product	They had to sell underwear	Yes
4	It looks cheap their products, too many colours, looks toxic	Do not live up to their ideal, not what they are communicating to their consumer. Would feel disappointed entering the store	No, do not look exclusive or inviting. Would not go visit a store	They had to sell underwear	Yes, want to see what it is and feel the quality
5	Looks like Sephora, not a Victoria's Secret	Have nothing to gain from going there. Will not use the product since they contain so much perfume	Never, feel disappointed, turn around quickly and go out again. Wonder why they have this	They had to sell underwear	Yes
6		Hate it, frustrating, do not see the point	Never	Reorganize their fake store, and open with underwear	Sceptical, maybe after some time, but she would have to hear from a friend that it is a real store

7		More like H&M, mass production, not that well designed clothes. It creates a bad picture and it creates wonder. Do nothing good	Never	They had to sell underwear	Yes
8		Do not make sense to have these stores towards Danish customers; there are many Danish girls who have owned one set VS underwear but very disappointed to hear when the store came and it was not a real one. Most would leave the store again	She differentiates the two stores; see it as two different stores. There is not a connection, but just because they opened these store does not make me want to purchase their underwear less.	They had to sell underwear	Yes

Appendix 3 – Transcript

Interview 1 - Christina

I: det første er blot generelt info om dig, din alder

C: 44, der skal man lige tænke

I: og din beskæftigelse

C: marketingkonsulent

I: og I hvilket område bor du

C: altså postnummer,

I: Ja postnummer

C: 4700 Næver, Sjællands navle hvis de skulle være i tvivl

I: Hvor tit vil du sige at du køber undertøj

C: sådan hele set eller dele og indgår badetøj i det

I: badetøj indgår ikke i det, men både hele sæt og enkelt sæt altså enkeltstående ting

C: Hver anden måned tænker jeg

i: og hvor vil du normalt sige at du køber dit undertøj, vil du sige at det er online eller er det i butikker

C: det er faktisk blandet. Men hvis man kender mærket så ved man størrelsen og kender man det ikke så er man nødt til at gå ind forbi en butik

I: de steder hvor du køber det, er det i selve forretningerne til selve mærket eller er det i større omgivelser som Magasin eller sådan noget

C: det har også været begge dele, faktisk Magasin og Illum og hos hvad hedder de der Femilet, der hvor de har Chantelle.

I: ja det er Femilet. Er der nogen grund til at det er præcis de steder du vælger

C: Det er fordi de har det mærke jeg bruger

I: og når du køber undertøj er der så nogle faktorer der er virkelig vigtige for dig som du går efter

C: Ja, det er pasformen, man skal vide at det for det første at nogen der har store størrelser. Det kan jo ikke fordi jeg er tyk, men jeg skal have nogle i G og det er der ikke så mange der har. Derfor er der kun nogen undertøjsmærker, der har det, så derfor sorterer man lidt efter det, de er også lavet lidt forskelligt, så det skal være en der passer til ens barm, og det ikke er en man skal hive op nede fra gulvet. Det er type BH og så er det pasformen der betyder alt allermest tænker jeg

I: er undertøj noget du kan lide at købe

C: ja

I: hvorfor tænker du

C: jamen det er noget, der gør at man føler, hvad var det, godt tilpas selvom andre folk ikke kan se det. Det er noget med at man har det hele vejen igennem skal jeg til at sige, at man ikke har tennissokker og hvad hedder det nu engang det hed engang Sloggi

I: ja de hedder også stadigvæk Sloggi

C: jeg tænker det er noget med at få en feminin fornemmelse

I: når du køber det, er de så et impulskøb eller er det noget du har tænkt over. Altså gennemtænkte hjemmefra og tænkt du skal have noget nyt

C: det tænkte jeg i weekenden, og så fik jeg ikke noget nyt. Så det er lidt problemet altså det ved jeg sgu ikke. Jeg tror tit, at jeg har tænkt over det, hvis jeg skal vælge det ene frem for det andet.

I: når du nu skal have noget, er det så normalt at du også kigger online, Instagram og Facebook eller sådan noget

C: ja, men ikke Facebook, og problemet er ofte at kigger man der så kommer der reklamer. Og så dukker de op på Facebook. Så er man jo lige pludselig fuldt eksponeret, når man har været inde og søge på noget, så kommer man jo også lige til at kigge der.

I: ok ja så skifter vi lige over nogle andre produkter lidt. I forhold til body care, parfume hvor tit vil du sige du køber sådan noget i stedet for

C: så hvis det er både parfumer og cremer og ikke makeup vel

I: Nej

C: så er det sgu nok også en gang hver 2. måned

I: og er der nogen ting der som er vigtigere i forhold til altså faktorer der er vigtige når du køber det

C: parfume er nu duften og cremer der skifter jeg faktisk ikke særlig meget og så er det dem der har det mærke jeg ikke kan udtale. Og det har meget at gøre med at der ikke er parabener og sådan noget i

I: ok så der er det lige så meget produktet du går op i

C: mere indholdet hvis man kan sige det sådan

I: og hvor vil du for det meste købe det i butikker inde online

C: sidste gang der købte jeg det online

I: nu sagde du også at du ofte købte det samme

C: ja kender du det der Karma Karma

I: ja jeg ved godt hvad det er for mærke

C: du kan få det i Magasin men du kan også få det i lokale tøj shops og det findes fx ikke i Matas så det er afhængig af hvor jeg kan få det og hvis de har tre for to så kan jeg jo godt hoppe på det.

I: ja så kan jeg godt forstå det, så kan man jo hoppe på det meste

C: det bliver lige lidt peber når man køber alt det der

I: og når du køber det er det så også noget du har brug for eller et impulskøb

C: når jeg har brug for det

I: men er det også noget du kigger på Instagram og Facebook efter eller er det også bare mest efter kendskab

C: det ved jeg faktisk ikke, jeg sad lige og tænkte hvis jeg mangler det så går jeg ned i en butik og hvis jeg lige pludselig støder på noget online, så køber jeg det der, men jeg tror ikke at jeg har siddet og søgt efter det

I: fx de der Karmameju det er ikke nogen som du følger på Instagram

C: nej det har jeg faktisk ikke engang tænkt. Nej men det er fordi at rigtig mange butikker også kører med det. Og når jeg følger en anden butik eller et eller andet så har de et opslag op om det

I: ja Det er jo selvfølgelig rigtig nok så der kommer noget der ind imellem

C: sådan er det jo at være gammel så får man ikke udnyttet alle muligheder. Nu sammenligner jeg jo for eksempel bare lige med min datter og hun sidder og ser jeg ved ikke hvor meget YouTube om alle mulige produkter og går helt ned i detaljer om alt muligt og der er jeg jo ikke som sådan. Eller jeg er jo heller ikke ligesom min mor som købte den med en Nivea creme for 15 år siden og den er ikke brugt i nu så jeg vil sige at jeg er sådan en mellemting mellem

I: ja at du følger noget men alligevel er der også noget der er vanen er det jeg hører du siger

I: så går vi lidt tilbage til undertøjs verden. Kan du nævne nogle af de brand du kender inden for undertøj verdenen

C: der er Triumph som er den gamle og der er Femilet og Chantal som jeg bruger selvfølgelig og så har vi Victoria Secret og hvad fanden er det nu de hedder jeg kan se butikken for mig, kender du det

I: Ja, du må også gerne nævne ting fra den det kan være jeg kan

C: de hvad er det nu de hedder det er helt pinligt. Så er der også Marie Joe. Hunkemöller. Er der andre som vi lige tænker så kan du jo få det i H&M, har de ikke også undertøj. Det er lige de mærker jeg kan komme på.

I: det er også helt i orden. Og alle de her brands her er det nogle man kan købe i Danmark

C: der er jo lige Victoria Secret, men jeg mindes at have set at man kan købe underbukser herhjemme fra dem men jeg er ikke sikker

I: ud af de her brands hvilke er dine favoritter og eventuelt fortæl lige hvorfor disse skiller sig ud

C: det er lidt det jeg har fortalt før men Chantelle fordi at de passer i både størrelserne. Det kan også være lidt kedeligt det de har altså designet at der er der andre der er bedre men hovedsageligt er jeg begrænset af størrelsen og det burde jeg også være i forhold til Victoria Secret

I: nu har du jo så nævnt at du kender Victoria Secret. Kan du beskrive brandet med et par ord der gør at de skiller sig ud i forhold til andre

C: for mig tænker jeg straks Catwalk med Heidi Klum og hvem der nu ellers har stået der. Og man tænker lidt ekstravagant og absolut ikke klassisk sensuelt og lidt vovet

I: Hvis du skulle beskrive deres produkter, hvad ville du så sige at de sælger

C: altså undertøj tænker du

I: Ja blandt andet men hvad sælger de her produkter. Hvad er deres hoved produkt

C: jeg ville tro at det var undertøj, det er det man forbinder det med og det der får mænd til at få julelys i øjnene når de hører det især de her lækre damer

I: præcis, det er jo også det der show er kendt for

C: ja og efter 6 uger at stå efter en fødsels at stå op på den Catwalk der det har jeg været meget misundelig over. Jeg boede i Tyskland på det tidspunkt så det var meget oppe

I: hun så også godt ud på det tidspunkt må man sige

C: det gør hun skulle altid det er pisse irriterende

I: har du været i en Victoria Secret før

C: ja

I: har du været i en dansk Victoria Secret før

C: det er jo lidt det, jeg tror, men jeg er blevet lidt usikker. Jeg er rimelig sikker på jeg har været på en. Kan det passe der ligger en i Fields

I: jamen der ligger en i Fields

C: der har jeg altså også set underdele og jeg vil være sikker på i ikke særlig stor undertøj størrelser

I: men de har som regel også et lille udvalg

C: ja sådan et lille bord med en masse farver hvor man gik ind og når man så kom ind så var alle parfume og creme med dig, mener jeg, blander det måske sammen med noget i udlandet, men jeg er lidt i tvivl

I: nu har du næsten lige nemt det, men hvad synes du om butikken da du kom ind. Hvad var dit første indtryk

C: der var den der stemning af sensuelt altså på den der fine måde, rød velour agtigt stemning, altså giver det mening. Ikke bodel, altså de der tunge stoffer lidt mørkt om noget gul det giver sådan en stemning men tænker ikke porno. Det er den anden mere sofistikeret modehus pikante vil man nok sige og provokatør.

I: købte du noget ind i forretningen, kan du huske det

C: ja gjorde jeg ikke for de havde ikke størrelsen

I: nej så bliver det lidt svært. Generelt om Victoria Secret følger du dem på nogle af de sociale medier

C: nej, jeg er en gammel kone

I: derfor kan man jo godt følge dem

C: jo det er jo rigtigt og jeg kunne godt finde på det men det er bare ikke faldet mig til undertøj

I: nu sagde du godt nok at du ikke købte noget i den retning men har du nogensinde eget noget fra Victoria Secret

C: nej

I: så du kan jo sådan set heller ikke fortælle noget om deres produkter sådan set

C: nej det er det for dog lidt dårligt

I: men hvad er din den generelle opfattelse af Victoria Secret

C: så tænker du i forhold til placeringsmæssigt sådan high end og low end. Nu er det lidt et skud, men jeg tænker ikke at vi er oppe i de helt dyre sæt hvor man skal give 1200 kr. for en BH. Jeg vil sige sådan midt segment øvre midt umiddelbart hvis jeg skulle vurdere det men det er et skud Jeg tænker at de har de dyre modeller, men når man ser på det så tænker jeg ikke at de er oppe i de 12-1300 kr. for en BH.

I: baseret på hvad du ved om brandet, hvad ville du så forvente af produktet og brandet

C: hvad jeg ville forvente af dem

I: ja, hvis nu du gik ind i deres forretning for eksempel, hvad ville du så forvente at finde

C: jeg ville forvente at finde et bredt udvalg af undertøj for det er hvad jeg forstår ved den. Jeg ved ikke så meget om skønhedsprodukter når de laver men for mig er det helt klart bundet op på de her catwalks og lækre damer med lange ben i flot undertøj der fremhæver de rigtige former så det er hvad jeg ville forvente.

I: det er det den følelse du også selv gerne vil have at det var det du købte der til

C: ja men det kan godt være at jeg var blevet skuffet af størrelserne, men de er i England så de må da have større størrelse

I: så vidt jeg ved har de også store størrelser

C: men det er så herhjemme der menes jeg bare ikke, men jeg husker at de havde sådan noget ABC og så stoppede den der

I: men i de udenlandske har de også større ved jeg

I: nu vil jeg lige vise dig deres hjemmeside

C: jeg er meget spændt, wow og det er sportstøj

I: ja de har lige en annonce i dag. Du får lige lov til at scrolle lidt og så tager vi den lige bagefter

C: det er jo stadigvæk de flotte damer

I: ja meget meget flot

C: det er sjovt, jeg så dem heller ikke som noget sådant reprint. Jeg så dem sådan lidt jeg tror måske de er gået efter en lidt yngre målgruppe end de har gjort tidligere

I: ja, går ind og se hvad de har, så kan du også se efter størrelse

C: ja ok jeg skulle sige det ser meget brude agtig ud det her. Hold da op, det er lidt mere våget end jeg havde inden jeg havde tænkt

C: slips

I: det er nat kjoler

C: der er også blandet farver og modeller, og hud, det er de meget gode til

I: ja det er rigtigt, på deres catwalk prøver de også at blande det for det meste og være lidt varieret selvom de alle sammen er tynde

C: men hvor dølen er, det er lidt sjovt jeg havde ikke forbundet den med sådan blomster tema

I: det kan være at det er en ny kollektion de har. Nej du nævner også det med det seksuelle

C: okay det er så meget udenlandsk, 32. Kan du se at man stopper ved DD, DD hvad det så end er. Er det i E og F

I: fordi DD må jo næsten være E, også fordi den går op til 40

C: men hvad er det så er det størrelsen

I: nej 38 fordi det kalder de det rundt om

C: der er de også mere afdæmpet, her er det helt plan og flotte. Jeg har ikke set det der sports agtige før så det må være noget nyt

I: de har en sportskollektion, hvad hedder det som vi er begyndt at promovere på også

C: det er meget farverigt og pænt men afdæmpet ikke noget der. Det er sødt pænt så det stemmer meget godt overens, men jeg havde ikke set det med blomster temaet

I: men efter at du har set denne hjemmeside hvad ville du så forvente når du gik ind i forretningen

C: jamen så synes jeg faktisk ikke at det adskiller sig sammen så meget fra de andre mærker og det havde jeg egentlig tænkt at de skulle gøre det der kunne være hvilken som helst undertøjs hjemmeside

I: så hvis der ikke havde stået Victoria's Secret

C: de har ikke skabt et univers synes jeg, får at det er en eller anden der skiller sig ud fra nogen andre

I: så hvis der ikke havde stået Victoria Secret som så ville du have svært ved at genkende mærket

C: så kunne det lige så godt være Femilet eller Triumph frem for alt

I: jamen det er jo interessant information at du ikke synes at de skiller sig ud. Men ud fra have set hjemmesiden hvad ville du så forvente af produkter i forretningen

C: et bredt udvalg af undertøj, nattøj og nu var der også og så sportstøj og svømmetøj badetøj. Ja jeg så faktisk ikke om det var en kategori deres beauty

I: nej så skal du faktisk op på en af deres underside

C: ja så det var heller ikke lige det jeg havde forestillet mig

I: nu får du lige deres Instagram side i stedet for. Det her er deres Instagram

C: det er også undertøj og undertøj. Nej der et dernede med parfumer, men der er en klar overvægt af undertøj og sportstøj og nattøj

I: så igen hvis du fulgte Victoria Secret, så var de igen så ville du forvente undertøj

C: det vil jeg slet ikke være tvivl om

I: så vil jeg lige vise dig nogle billeder af den danske butik. Det her det er deres facade inde på Amager Torv

C: den er meget klassisk.

I: der står kun Victoria Secret på facaden, og det var det selv i forretning

C: der ser det meget mere eksklusiv ud end hjemmeside. Det synes jeg ikke stemmer helt overens men der er godt nok meget makeup eller skønhedsprodukter

I: det her det er forretning i selve Danmark som er den største af sådan fra det du ved om Victoria Secret, hvordan tror du så du vil have det hvis du kommer ind i din forretning

C: jeg ville føle mig snydt. Jeg mangler alle de produkter som jeg tror jeg vil komme efter så det er et meget mærkeligt valg

I: hvad tror du der skulle til før at nu når du ved at det ser sådan ud, hvordan forretningskonceptet er i Danmark, hvad skulle der til før at du vil komme ind i forretningen

C: helt klart at de havde undertøj som man så på deres sociale medier. Det er mærkeligt at man bruger alt tiden på at reklamere for dem og på hjemmesiden for den sags skyld hvor man skal ind og finde det, og at det så er beauty at hele butikken er fyldt med. Så jeg vil da helt klart være skuffet og tænke at det vil være mærkeligt og det vil ikke stemme overens med mine forventninger

I: tror du det vil ændre din opfattelse af Victoria Secret hvis du kommer i forretningen

C: jeg vil bare undre mig og tænke at de sendte forkerte signaler. De lover egentlig forbrugeren noget som ikke er der

I: hvis der en dag kom en Victoria Secret med det hele, ville du så tag der ind

C: ja så vil jeg tage derind for at se om der var noget

I: så det ville ikke ændre på at du stadigvæk ville være nysgerrig i forhold til at se den rigtige forretning

C: fra nu af så vil jeg jo gå ind og se om de kun havde undertøj selvom det kun var beauty blot ad nysgerrighed, nu hvor du har spurgt men jeg kunne godt tænke mig at se hvor det var præsenteret rigtigt.

Interview 2 – Anne (Delvist transskribering)

I: Har du nogensinde været i Victoria's Secret i Danmark

A: Kun ude i lufthavnen, og der er ikke så meget

I: Fortæl endelig

A: Jeg tror den gang jeg var der inde var der kun parfume og et par trusser. Meget lille display af trusser og så var det hovedsagligt parfumer der var på display og nogle andre produkter jeg ikke kan huske hvad var

I: Og nu ser du meget negativ ud, beskriv din oplevelse der ude

M: Det var ikke hvad jeg havde forventet, jeg synes der manglede, sådan når du har nogle af de andre mærker der ude hvor de også sælger undertøj, så viser de det jo frem, Triumph har noget der ude eller har haft noget der ude, ved ikke om der stadigvæk har, men der har de jo vidst undertøjet og produkterne frem, så jeg tænkte okay VS er jo kendt for den der drømmeverden fantasy verden, her fremstår de slet ikke med det de historisk har solgt, så man blev sådan lidt, er det her en fake eller en pop-up, jeg stod og tænkte er det en pop-op. Sådan at de skulle lave et hurtigt salg og hurtigt vende nogle nye ideer og finde ud af hvad interessen var for det, og så lukke ned igen der, men de ligger der stadigvæk

Interview 3 – Valeri

I: Så er der lige nogle generelle informationer om dig, din alder

V: 27

I: Ja, din beskæftigelse?

V: Jeg arbejder som sygeplejerske

I: Ja, og hvor du bor henne?

V: Jeg bor i København

I: Du bor i København. Yes, nu kommer der nogle spørgsmål om dine shopevaner i stedet for. Hvor ofte vil du sige at du køber undertøj?

V: Én gang i måneden til én gang hver anden måned

I: Ja, og når du køber noget er det så hele sæt eller bare nogle få ting du køber?

V: Det er ikke hele sæt jeg køber, det er enten en bh eller trusser

I: Hvor køber du oftest dit undertøj henne, er det i online eller er det i butikker?

V: Primært i butikker

I: Primært butikker, og hvorfor er det primært butikker?

V: Fordi jeg sparer portoen på det, og i og med at når jeg køber undertøj, så gør jeg det primært i H&M eller i Monki eller Samsø Samsø, så når man lige skal ud og finde det man gerne vil have, så er det nemmere når man lige går ud i butikkerne, og ser hvad det er man gerne vil have, og samtidigt sparer man portoen, fordi når jeg ofte går efter undertøj, så er det primært undertøj jeg skal have

I: Okay, når du køber dit undertøj, er der så nogle faktorer som er rigtig vigtige ved det her?

V: Altså ved undertøjet

I: Ja, ved selve undertøjet, er der nogle ting som, f.eks det kan være pasform eller det kan være sensibilitet eller design?

V: I forhold til bh'er, ja, så går jeg primært efter dem uden bøjler.

I: Hvorfor lige dem uden bøjler?

V: Fordi jeg er ret generet af bøjler, jeg har ikke så store bryster, så jeg synes at bøjler strammer ind på mit hud, lige under brystet. Jo længere tid man har en bøjle bh på, så bliver man lidt træt i løbet af aftenen, og jeg lægger mere mærke til at have en bh når jeg har bøjle på, fremfor hvis jeg har nogle med ikke bøjler i, så føler jeg faktisk mere, at jeg er fri mere lettet.

I: Er der nogle andre ting du går efter udover det med bøjlefri bh?

V: Farve det er forskelligt, hvis det er trusser så ja, men så skal det helst være med satin, det skal ikke være bomuld trusser, for mit vedkomne da bomuld oftest krymper hvis det kommer i vask eller tørretumbleren. Jeg synes det bliver hurtigere slidt, så mere til satin men også fordi jeg selv synes det lidt mere frækt.

I: Spændende. Er undertøj noget du kan lide at købe?

V: Ja, nu har jeg også en kæreste, så man skulle gerne tilfredsstille ham. Men lige til det andet spørgsmål, så også blonder, går jeg også rigtig meget i, altså noget mønster i, eller noget blonde værk med lidt huller.

I: Så noget design mæssigt over det, når du vælger det også?

V: Ja, men spørgsmålet er at jeg godt kan lide at købe undertøj, jeg vil også gerne gå i noget pænt undertøj for min kæreste, men også for min egen skyld, for at se mig selv i lidt lækkert undertøj

I: Når du har undertøj på, føler du dig også lækker i forhold til eller er det bare sådan en ting du har på?

V: En blanding, men det at jeg synes jeg har noget pænt undertøj gør jo også at man føler sig godt med sin egen krop

I: Når du køber undertøj, er det så impuls køb eller er det noget du køber fordi du har brug for?

V: Det er noget jeg køber når jeg har brug for det

I: Så det er meget sjældent at du, bare sådan falder over et eller andet eller?

V: Ja, men det sker, og det har sket, men det er primært når jeg eftersøger at jeg, altså at det gamle bliver slidt og jeg har brug for noget nyt

I: Okay. Når du har brug for noget nyt undertøj, hvad hedder det, som du selv siger, er det ikke så tit et impuls køb, er det så ofte noget inden du går ind i forretninger, at du søger på inden, altså du kigger på marked ud, enten via. Instagram eller Facebook eller andre sociale medier, eller vælger du bare at gå ind i forretningen og se hvad de har?

V: Jeg vælger at gå ind i forretninger for at se hvad de har, det er sjældent at jeg Instagram'er eller Facebook til undertøj, jeg ser hvad de har inde i butikkerne. Nogle gange kan jeg godt, se det på deres hjemmesider, se hvad de har af udvalg og se det derudfra, men for mig er det nemmere at gå i butikken og se hvad de har af udvalg, også kan jeg også godt få det stof jeg gerne vil have, som er satin og lidt blondet, men også med farverne og modellen

I: Så du kan egentligt bedst lide, af hvad jeg hører dig sige er, at du egentlig også godt kan lide at man kommer ind og ser det. Føle og se det i stedet for. Er det vigtig i forhold til mange andre, altså generelt med tøj, køber du det online eller?

V: Det er en blanding, det kan jeg sagtens gøre. Jeg køber mere tøj end jeg køber undertøj på nettet.

I: Så der vil du helt klart sige at der er en overvægtigt, at det er en af de ting, som du skal se og føle.

I: Det er rigtig godt, vi skifter lige lidt emner over til nogle andre former for shopping vaner. Så i forhold til hvor ofte vil du sige at du køber sådan noget som body care og parfumer?

V: Det vil jeg faktisk tro er én gang i måneden

I: Også én gang i måneden. Er der nogle faktorer her, som er vigtige når du køber de ting?

V: Jeg går efter, jeg går oftest efter mange af de produkter jeg kender og som jeg er blevet introduceret for, jeg springer sjældent ud i nogle nye produkter, udover hvis at jeg føler at nu trænger jeg til at prøve noget nyt. Men det er lidt sjældent, så jeg går lidt efter de samme produkter. Eller går jeg ret ofte efter produkter som mine veninder anbefaler mig, som jeg har fået anbefalet af andre

I: Så hvis der er et eller andet nyt du skal bruge så lytter du til hvad dem omkring dig siger?

V: Ja, og ellers prøver jeg at undgå parfume

I: Altså er det bare parfume eller mener du parfume i body care?

V: Parfume i body care, ja

I: Ja, så du bruger almindelig parfumer også?

V: Ja, det gør jeg

I: Super. Og hvad hedder det, hvor køber du body care og parfumer henne, er det online eller forretninger?

V: Forretninger, jeg har også købt det online. Men mest forretninger, og ellers når man er ude at flyve

I: Ja, når man er ude og flyve. Er der noget ved de her steder der gør, at det lige er der du køber dem?

V: Jeg køber primært i Matas, da det er en fysisk butik og den også lægger tægt på mig, hvilket også gør det lidt nemt. Der kigger jeg rigtig meget efter i forhold til tilbud også, for når det er på tilbud så køber jeg altid det kan f.eks. være en ansigtscreme, også kan det være at jeg køber to ansigtscremer, så jeg har det. Så jeg kigger også lidt på tilbuddene i forhold til det. Hvad der ellers gør i forhold til hvor jeg køber det henne, lufthavnen når man kommer ind i lufthavnen, så er der massere af told fri varer som gør det bare nemt, og der har man jo oftest også tid til at skulle kigge på det, og har tiden til at kigge på det.

I: Der bliver det meget et impuls køb nogle gange også

V: Ja” Men der går jeg så også efter varerne som jeg kender, eller som man har fået anbefalet, og en sjældent gang kan jeg godt spørge ind til, hvis nu at jeg har døjet med tør hud anbefalet eller spørger, hvad de anbefaler

I: Er det noget, når du skal købe de her ting, er det så ting som du sagde, som du f.eks fik meget information fra dine venner af, men det er ikke noget du kigger på, på Instagram, Facebook eller sådan lytter til blogger omkring.

V: Nej

I: Nej”. ”Så skifter vi lige lidt emne igen. Og i forhold til undertøj, kan du nævne nogle af de mærker du kender?”

V: Altså H&M må jeg nok sige, at jeg har en største del af, hvad der angår trusser. Jeg har også nogle Bh’er der fra. Ellers har jeg også Bh’er fra Monkie og Envii og Samsøe Samsøe. Jeg ved også at Calvin Klein laver undertøj, Sloggi laver undertøj, og er det Hunkemöller?

I: Ja, Hunkemöller er en forretning

V: Ja, som også laver undertøj. Nu skal jeg lige tænke mig om. Øh, ja Victoria’s Sekret laver også undertøj. Det er lige dem jeg kan komme i tanke om.

I: Det er helt perfekt. Øh, er der nogle af de her brands, som er dine ynglings brands?

V: Trusser og g-strenger er primært H&M.

I: Og hvorfor lige H&M, hvis du lige kan uddybe lidt?

V: Stort udvalg af undertøj, og ja jeg finder oftest, man kan ofte få sådan nogle tre sæt, hvor det er det samme mønster, men i forskellige farver og de så også er i den type af satin, som jeg gerne vil have. Og det er nemt at komme til en H&M, og komme i en fysisk butik og se hvad det er man gerne vil, ja. Bh’er er lidt blandet, jeg har både fra Sloggi og jeg har fra Monkie og Envii og Samsøe Samsøe. Hvad jeg sådan har som favorit, er selve modellen og hvad jeg lige falder for når jeg er ude at kigge på det.

I: Så er der ikke nogen kriterier du lige går efter der?

V: Nej

I: Nej

V: Man hvis jeg skal ud og have en bh, så kigger jeg i forskellige butikker og ser hvorfor en jeg tænker bedst om

I: Er der nogle af de her undertøjs brands som du har nævnt, som du slet ikke kan lide

V: Altså jeg har aldrig rigtig været helt fan af Sloggi

I: Nej

V: Men min veninde har anbefalet mig en bh, som jeg faktisk er blevet ret vild med

I: Okay, og hvorfor har du aldrig været vild med Sloggi?

V: Jeg synes det ligner lidt for meget mormor. Ja synes det er for kedeligt deres udvalg, og det er for neutralt, og ja, jeg forbinder det lidt med mormor undertøj.

I: Ja, super. Nu skifter lige lidt over, nu har du selv nævnt at kender Victoria’s Secret, kan du beskrive det brands med nogle få ord.

V: Jeg tænker store butikker, jeg tænker farverige butikker. Jeg tænker det er frækt, nu har jeg været i det i New York, og det er jo en ret stor butik og en ret stor populær butik og der er meget undertøj i mange forskellige farver, varianter, modeller. Her går man ligesom op i undertøjet. Jeg også godt de har beauty, men jeg ser mere der i New York hvor jeg var, at det også er undertøjet i går rigtig meget op i. Så ja, jeg vil beskrive det som at have et stort udvalg af trusser, underbukser, bh’er, forskellige størrelser, modeller, farver og mønster og natkjoler

I: Så alt indenfor den kategori af?

V: Ja

I: Kan du beskrive med nogle få ord, hvad de gør som er anderledes end andre brands.

V: Ja, de forholder sig til beauty parfumer, og andre beauty ting. Også har de undertøj, så de er ikke en butik, der har så meget mere udover, de to hovedelementer, også har de selvfølgelig sokker og sådan nogle ting. Men det er primært undertøj og beauty ting. Fremfor hvis man går i H&M her hjemme så, er det alt fra sko til bukser, til trøjer, til sportstøj, altså der fokuserer Victoria sekret sig primært til beauty, parfumer creme, og undertøj.

I: Okay, kan du godt lide at der er så stor fokus på de to, altså på få elementer

V: Ja, det gør jo at de kan komme ud med større udvalg, det var lige det ord jeg ledte efter

I: Har du nogensinde været i en Victoria Secret herhjemme?

V: Nej

I: Nej, det har du ikke?

V: Nej, det har jeg ikke, fordi at jeg ikke har købt beauty ting i Victoria Secret, og hvad jeg ved så der er ikke en undertøjsbutik Victoria Secret butik her i København eller i Danmark, men jeg har været i en i New York

I: Du har været i en i New York. Yes. Følger du nogle af, eller følger du Victoria sekret på nogle af de sociale medier?

V: Nej

I: Og hvordan kan det være?

V: Det har jeg aldrig tænkt over, så jeg tror ikke rigtig at jeg har haft interessen for det, vil jeg umildbart, ja

I: Nu sagde du selv, at du har været i en i New York, kan du huske hvad du købte der sidste gang, og hvad det var?

V: Ja, Jeg har også været i en i London, nu hvor jeg lige tænker mig om. Ja, jeg har en natkjole, og jeg har nogle underbusker og g-strenger

I: Og efter at have købt produkterne, hvad synes du så om produktet og brands

V: Jeg har det stadigvæk, og jeg bruger det stadigvæk

I: Er du så glad for det?

V: Ja. Men i og med at der ikke er en undertøjsbutik, det er primært undertøj jeg har købt i en Victoria Secret, og i og med at vi ikke har det i København, så er det jo svært at bevare at man ligesom får købt undertøj der, så er det primært når man er ude at rejse

I: Okay, vidste du f.eks at man kan købe Victoria Sekret undertøj online?

V: Ja

I: Har du nogensinde overvejet at købe deres?

V: Nej, Som jeg også har nævnt tidligere, så jeg måske nok mere til at komme ud at se modellen og mønsteret, og man får det i det rigtige stof, selvom jeg godt ved at man kan læse sig til det. Men det har jeg det mest tryk ved, og oftest når jeg gerne vil have skiftet det ud, så vil gerne have skiftet ny undertøj, også er det bare rart at komme ud og få det købt.

I: Forståeligt nok. Dengang du besøgte en Victoria sekret butik, hvad var så den generelle oplevelse at være i butikken?

V: Positiv, mange mennesker

I: Du har også været i den i New York, ikke?

V: Jo, og jeg har været i én i London

I: Du har så også været i de to største der findes i hele verden

V: Men også noget at personalet, der hjælper dig med, hvilke størrelser og modeller man er til. Jeg har engang prøvet en bh derfra, som overhovedet ikke var, jeg fandt en bh som overhovedet ikke var min pasform, og der var behjælpelig med at finde den der skulle passe til mig, jeg har dog ikke bh'en mere
I: Nogle gange bliver det jo for gammelt. Har du nogensinde ejet noget af deres body care eller parfumer

V: Nej

I: Nej. Er der sådan nogle generelle ting, du tænker om dem, nu hvor du har været i nogle af deres forretninger med det? Er der en grund til at du ikke har købt det?

V: Nej, jeg har mere fokuseret på deres undertøjsdel, og kender ikke til deres produkter, altså body care og parfumer. Og har heller ikke fået anbefalet af det af andre

I: Det gør også, at du ikke selv har tænkt, at det er en mulighed

V: Altså jeg har set at det har været en mulighed, men har ikke opsøgt muligheden da jeg har været i butikkerne. Da tror jeg mere, at jeg har haft det formål, at det var undertøj at jeg har tænkt over.

I: Så du forbinder mere Victoria sekret med undertøj

V: Ja, men jeg ved at de har parfumer og beauty ting også

I: Okay. Sådan generelt hvad tænker du så og føler du om Victoria Sekret, er det en positiv oplevelse eller negativ?

V: Jeg tænker det er positiv, hvis jeg kommer tilbage til New York eller London, så skal jeg helt sikkert ind i en Victoria Sekret igen. Som tidligere har de mange varianter af undertøj og det er jo også lidt sjovt at se, hvad der nu er mulighed for at få, men også hvis man skal have noget der er lidt mere frækt, og måske er lidt mere specielt end det der er herhjemme, så skal jeg helt klart ind i en Victoria Secret og se hvad de har

I: Baseret på din viden om Victoria Secret, hvis nu du så en facade med hvor der stod Victoria Secret, hvad vil du forvente hvis du gik ind i den forretning, altså butiksfacade hvor der kun står Victoria Sekret og du kan se den for lang afstand af, hvad vil du forvente at se inde i forretningen og hvad vil du forvente at finde?

V: Jamen undertøj og beauty produkter, jeg vil forvente at det er enormt farverigt og komme derind, og der formentligt være mange mennesker derinde, men også meget behjælpelig personale. Mange forskellige modeller, det er stort

I: Okay, super, det er godt. Nu vil jeg lige vise dig først Victoria Secret Instagram, og du må endelig gerne kommentere når du blader igennem deres Instagram. Og hvad du tænker og føler, hold dig endelig ikke tilbage. Du får den lige her, den var lige gået væk. Det her er deres Instagram

V: Jamen, altså det første jeg ser er nogle kønne modeller, nogle unde kønne modeller. Farverigt som jeg også har nævnt tidligere. Forskellige typer og varianter, forskellige modeller.

I: Hvis nu du ikke vidste, at det der var Victoria Secret, men kun blev præsenteret for selve billederne, ville du så godt kunne gætte dig til at det var Victoria Secret, altså at de skiller sig ud

V: Jeg har en lille anelse om at det kunne jeg måske godt, men mere fordi at de har så meget undertøj, fokus på undertøj og badetøj. De har også lidt andet ved siden af

I: Men det hovedsageligt undertøj du føler du ser her

V: Ja. Fordi havde det været et af de andre brands, så tænker jeg de vil reklamere lidt mere for det andet de sælger, sko, jakker, tasker, bukser og sportstøj. Her når jeg lige kigger ned, så er det primært nattøj, badetøj og undertøj. Hvis man lige scroller lidt længere ned, så var der et med noget beauty parfumer hernede

I: Men hvad jeg hører dig sige, så er det sjældenheder at du ser parfumer. Det er undertøj og badetøj der hovedsageligt er på deres Instagram

V: Ja. Men de har også lige nogle associeres, når man lige kigger lidt dybere nede på det. Men overordnet er det så er det undertøj og badetøj

I: Hvis du ikke vidste at det var Victoria Secret, hvis du kun havde set billederne og fået af vide, at hvis du går ind i en forretning med efter du har set den her Instagram, hvad vil du så forvente at du fandt i deres forretning af produkter f.eks.

V: Hvis jeg havde set den her

I: Ja, nu har du set deres Instagram profil, og vi siger du ikke vidste hvad navnet her, det var. Du vil gerne ind i forretning og se produktet i stedet for, altså deres produkter. Hvad vil du forvente af den her forretning, hvad vil du forvente at finde inde i forretningen

V: Jamen jeg vil nok forvente at se, altså ligesom det jeg ser på billederne allerede, undertøj, badetøj, associeres. Jeg vil nok forvente, at det er nogle små modeller, nej. Jeg vil forvente igen, at det er farverigt og med mange forskellige detaljer, hvilket jeg kan se mange af billederne har her, har forskellige rygtaljer på badedragter og på bikinier. Det er først når jeg scroller længere ned som tidligere vil jeg forvente at der også vil være noget parfumer derinde. Nu kan jeg ikke lige se andre beauty produkter, så parfumer

I: Ja, super. Nu vil jeg vise deres hjemmeside også. Den for du også lige lov til at scrolle igennem et par minutter, og sig endelig hvad ud føler og tænker. Om der er et eller andet

V: Pink. Farven pink og så er der noget super deal her. Igen nogle pæne unge modeller igen forskellige mønstre af undertøj, og nattøj og lidt associeres. Det er det jeg tænker

I: Synes du at deres, altså hvis du skulle koble Instagram og deres hjemmeside sammen, synes du der er sammenhæng mellem det du har set på Instagram og det du ser på deres hjemmeside.

V: Jeg havde nok forestillet mig at det ville være mere farverigt af bh'er og undertøj, badedragter og nattøj end

I: Altså på deres hjemmeside

V: Ja, på deres hjemmeside havde jeg nok forventet lidt mere, nu kan jeg se der står tre modeller i sort med forskellige mønstre, men jeg havde nok set, troet at der ville være mere farve på produkterne

I: Efter at have set deres Instagram

V: Ja. Også tænker jeg også at Victoria Secret også er beauty produkter og det ser jeg ikke ret meget af her, på forsiden af deres hjemmeside

I: Er der noget hvor du sådan tænker, du må gerne klikke videre, det gør ikke noget. Er der noget du tænker i forhold til beauty at det var let at finde her, er et noget de reklamere med

V: Umildbart på forsiden kan jeg ikke se at de reklamere med det, men trykker man ind, så kan man tydelig se hvad det er for nogle brands, og hvad det er for nogle kategorier du har, her har de noget beauty, så vil man jo kunne se det med det samme. Men ude på forsiden, hjemmeside kan jeg ikke se at de reklamerer for

I: Okay, så hvad jeg hører dig sige, så har de et fokus på undertøj

V: Ja

I: Efter du har set deres hjemmeside her også bare deres forside, og scrollet lidt. Hvis du gik ind i en forretning, hvad vil du forvente at se også?

V: Efter jeg har set hjemmesiden?

I: Ja

V: Undertøj, lidt associeres, pink. Farven pink stråler lidt mere ud på hjemmesiden end på Instagram. Så noget pink. Ja, jeg tænker så mere noget forskellige modeller, nok ikke så farverigt som Instagram, så nok ikke så farverige modeller

I: Okay, ja. Det som du har set her. I Danmark der har de jo specielt koncept, der har de kun det koncept de hed, der kaldes Victoria Secret beauty and associeres, altså det vil sige at du slet ikke kan købe deres undertøj i Danmark faktisk. Hvad synes du om at de har, de her forretninger her, hvor du rent faktisk ikke kan købe det, som måske er deres hovedprodukter?

V: Det har resulteret i at jeg ikke går i en Victoria Secret i Danmark, at det kun bliver brugt når jeg er i udlandet og der er, som i London eller New York hvor der er store undertøjs Victoria Secret butikker

I: Så du er slet ikke interesseret i at gå i forretningen, når du ser den, hvis det var?

V: Nej. Så skulle det være hvis jeg har jeg god veninde, som anbefaler mig lige netop den her associeres eller beauty produkt, man skal anvende og jeg så også er med på den ide, så ville jeg kunne gøre det. Men nej

I: Hvad skulle der til, for at få dig ind i forretningen? Skulle de lave konceptet om eller kunne de godt fortsætte med det de har nu eller gør det på en anden måde eller?

V: Jeg tror måske mere, at det er undertøjet jeg savner i det. Så spørgsmålet er hvad de skulle lave om, vil være svært i forhold til det de sælger. Men hvis de skulle gøre det attraktiv for mig så skulle det være med undertøj. Udover hvis der var en der anbefalede mig lige netop den her, skulle du købe. Ellers er det svært for mig, at sige hvad de ellers skulle lave om, fordi at jeg vil mene at jeg ville kunne gå derind, hvis det var undertøj de havde.

I: Tror du at hvis du en dag kom ind i en af de her forretninger, hvor der står Victoria sekret hvor det kun er beauty produkter, tror du så du ville blive skuffet af at gå derind?

V: Ja

I: Ja, hvorfor uddyb lidt

V: Fordi jeg forbinder Victoria sekret med undertøj, badetøj og nattøj. Det er jo det jeg søger når jeg går ind i en Victoria sekret

I: Ja, det er sådan set perfekt. Det var egentlig lidt af det jeg havde til dig af spørgsmål, og så bare for at afrunde, er der noget du gerne vil uddybe, eller har du nogle spørgsmål til mig?

V: Nej, det har jeg ikke

I: Så var det sådan set det, tusind tak for din deltagelse

V: Det var så lidt

Interview 4 - Mona

I: Og dette er interview nr. 4. Ja, vi starter lige ud med nogle generelle spørgsmål om dine shoppevaner. Hvor ofte vil du sige at du købertøj?

M: En gang i måneden

I: En gang i måneden, jaer. Hvor køber du dit undertøj henne normalt?

M: Det er både i Hunkemöller og H&M normalt, nogle gange også indenfor nogle andre brands på Zalando

I: Vil du sige du hovedsageligt køber dem i butikker eller online?

M: Hovedsageligt online, pga. der er langt større udvalg i forhold til hvad der er i butikkerne

I: Okay. Når du køber undertøj, er der nogle faktorer som er vigtige når du køber?

M: Både at det er behageligt, men også at det er flot undertøj, så det ikke kun er sådan noget basic

I: Er undertøj noget du godt kan lide og købe?

M: Ja, meget

I: Hvorfor?

M: Det ved jeg ikke, det er bare rart at have godt undertøj på og flot at kigge på

I: Når du køber undertøj, vil du sige det er et impulskøb eller er det noget du køber efter behov?

M: Både og. Nogle gange er det jo selvfølgelig fordi der er et eller andet man mangler, bestemt del. Andre gange er det bare impulskøb, ligesom andre shoppevaner

I: Når du skal købe nyt undertøj har du så nogle vaner eller sådan et eller andet, eller kigger du på Instagram eller Facebook eller går du direkte i forretningen eller online på deres butikker og ser?

M: Jeg kigger nok mest online. Tjekker ud hvis jeg får mails om der er kommet nye kollektioner og kigger de nye kollektioner ud. Men ikke så meget fra internettet, Instagram osv., der ser jeg det ikke så meget

I: Nej okay, så det er inde på selve shoppesider hvor du får nyhedsmail

M: Ja

I: Okay. Yes, så går vi over til nogle shoppevaner indenfor beauty produkter i stedet for. Hvor ofte vil du sige du køber noget som body care og parfumer?

M: Måske hver anden eller tredje måned kun

I: Jaer. Er der nogle faktorer indenfor det der sådan er vigtige når du køber det?

M: Nej, altså jeg bruger ikke meget body care eller cremer. Nej, altså jeg har ikke så mange faktorer indenfor det, jeg har nogle bestemte mærker jeg godt kan lide

I: Jaer, og hvorfor lige de mærker?

M: Det er bare fordi de lever op til mine forventninger, jeg bruger især meget mærket, hvis det er indenfor cremer, mærket Origins, hvor jeg har en stor del af deres serie. Og parfumer det er meget smagssag, måske hvis der udkommer en ny duft eller man har duftet nogle hos veninderne

I: Nu nævnte du lige Origins, det er jo et mærke der også går meget op i at det er allergitestet og alt sådan noget. Er det noget du går op i siden du har valgt dem?

M: Lidt, jeg har før prøvet ved nogle andre mere billige mærker at blive helt rød i hovedet, ligesom får en reaktion på det, men normalt er det ikke så meget jeg tænker over det

I: Nej okay, så det er ikke noget du kigger efter når du går efter produkterne?

M: Nej, primært ikke

I: Nej okay, hvor køber du normalt dine produkter henne?

M: Primært i Matas eller Magasin og ellers i lufthavnen via veninder eller andre bekendte, hvor jeg også kan få rabat derude

I: Så vælger du de her steder pga. rabatten, eller vælger du dem ud fra noget andet?

M: Primært pga. rabatten

I: Okay, jaer. Når du køber body care og parfumer er det så mest impulskøb eller noget du har behov for og mangler?

M: Ofte er det noget jeg har behov for og mangler. Nogle gange kan jeg godt købe flere produkter samlet, så det ligesom er en serie

I: Okay, jaer. Er body care og parfumer sådan noget hvor du kigger meget og undersøger før du køber det? Sådan på Instagram, Facebook eller online?

M: Jeg kigger meget på det online inden, fx Matas' hjemmeside eller Magasins hjemmeside og læser lidt om produkterne inden for ligesom at overveje om det nu skal være det jeg skal købe

I: Så skifter vi lidt bane igen, over til brands siden. Kan du nævne nogle brands indenfor undertøj?

M: Hunkemöller, deres eget brand og så Calvin Klein, Tommy Hilfiger, H&M deres basic underwear, og så bestseller har også

I: Er der nogle af de her brands du synes skiller sig ud og foretrækker?

M: Jeg vil sige hvis det er sådan noget basic underwear så nok H&M, det er både god pris men også god kvalitet vil jeg sige. Og ellers bruger jeg rigtig meget Calvin Klein og Tommy Hilfiger, både pga. design og komfort

I: Okay. Er der nogle af de her undertøjsbrands som du lige nævnte som du slet ikke kunne lide?

M: Bestsellers bruger jeg nok ikke så meget

I: Er der en grund eller har du haft en dårlig oplevelse?

M: Nej, jeg tror lige så meget det er pga. design

I: Så design er en vigtig ting når du køber det?

M: Ja

I: Okay. Kender du brandet Victoria's Secret?

M: Ja

I: Kan du beskrive brandet, hvad forbinder du med Victoria's Secret?

M: Med Victorie Secret forbinder jeg meget kvalitetsundertøj, hvor man selvfølgelig har set alle de her modeshows de holder årligt med deres modeller, der er gjort rigtig meget ud af det så det ikke kun er undertøjet men også sådan noget som styling, så det hele går op i en højere enhed, at det er meget high class

I: Okay, jaer. Hvis du skulle beskrives hvad Victoria Secret sælger, hvad ville du så sige de sælger?

M: Så ville jeg selvfølgelig sige undertøj også pga. de modeshows de holder, hvor de også hvert år har en bestemt model i fokus ud fra et bestemt sæt undertøj

I: Hvis du lige skulle beskrive med nogle få ord hvad der skiller dem ud fra mængden?

M: Det der nok skiller dem ud fra mængden, er at de virkelig går meget op i det, så det ikke kun bare er overdel og underdel, men det er ligesom hele looket samlet, at de både skal være smykker og det skal være korrekt hår og make-up og smykker og sko, sådan at det hele skal se ud af meget mere

I: Og tænker du der i forhold til deres modeller og fashion shows, eller tænker du også i forhold til hvis du skulle købe deres produkter?

M: Nok begge dele

I: Så det vil sige du egentligt ville forvente at kunne købe hele looket?

M: Ja, altså ud fra de modeshows de holder, forventer jeg også det er det de sælger i deres butikker

I: Har du nogensinde været i en Victorie Secret i Danmark?

M: Nej, det har jeg faktisk ikke

I: Vidste du at der eksisterede en Victoria Secret i Danmark?

M: Ja, jeg ved hvert fald der er en her i KBH og så mener jeg også der er en i Aarhus, kan det passe

I: Ikke hvad jeg ved af og heller ikke ifølge deres information online

M: Men jeg ved hvert fald der ligger en i KBH

I: Ja, der ligger en her. Har du nogensinde været i en Victoria Secret før?

M: Nej

I: Nej? Så du har aldrig set/oplevet sådan en butik?

M: Nej

I: Så det vil sige du heller aldrig har ejet et produkt fra dem?

M: Nej

I: Hvis du skulle komme fordi en Victoria Secret forretning, hvad ville du så forvente hvis du gik ind i forretningen?

M: Så ville jeg selvfølgelig forvente at der var undertøj, måske også lidt krops- og beauty produkter ligesom de også har i Hunkemöller som de har i forbindelse med deres kollektioner. Men ja, at det er meget samme stil som Hunkemöller, bare meget mere kvalitetsundertøj, eller hvad man siger

I: Jaer, okay. Grunden til du aldrig har været i en Victoria Secret før, er det fordi du aldrig er stødt på en før?

M: Ja, jeg tror også primært fordi jeg køber alt mit undertøj mest online og jeg tror ikke det kan fås særlig mange steder online, jeg ved ikke om det kan fås?

I: Victoria Secret kan købes via deres egen side online

M: Typisk køber jeg ved samarbejdspartnere, hvor Zalando også fx har med diverse partnere, altså derigennem så man kan købe flere forskellige brands samtidig

I: Så du kan få en større variation?

M: Ja

I: Hvis de nu har en online side og Victoria Secret de sender rent faktisk til Danmark også, godt nok skal du købe for 100 dollars, hvilket svarer til 700 kr. i danske før at du får gratis fragt. Kunne du nogensinde finde på og købe hjem fra deres hjemmeside af?

M: Det afhænger nok meget af prisen, hvad jeg føler jeg får ud af pengene for det

I: Okay ja

M: Og så syntes jeg det er meget, at skulle købe for 100 dollars for at kunne opnå gratis fragt, ud fra de andre hjemmesider der er det typisk, alt mellem 150-300 kr. før at du opnår gratis fragt og mange sider har i forvejen gratis fragt og gratis retur, hvilket også giver det mere sikkerhed at købe derfra, hvis man nu fortryder eller størrelserne ikke passer

I: Nu fortæller jeg dig lige, at hvis du købte hjem fra Victoria Secret af, ville du kun opnå gratis fragt på de 700 danske kroner, altså de 100 dollars, hvis du ikke kunne passe det og skulle sende det retur så skulle du selv betale for at sende det til USA. Hvordan ville du have det med det?

M: Ikke særlig godt, også nu hvor jeg aldrig har ejet noget derfra så ved jeg jo ikke med størrelserne er de samme osv. så jeg vil nok sige det er lidt risikabelt, hvis man nu også fortryder når det kommer hjem til en og man så skal bruge penge på, fordi jeg køber formenligt ikke for 700 kr., at man både skal bruge penge på fragten for at få det hjem til en, men også at skulle sende det retur igen

I: Så du ville helt klart mene det var en hindring for dig?

M: Ja, jeg tror der ville være flere omkostninger i det fra min side af

I: Også i den forbindelse, nu har du dog aldrig været der, men har du nogensinde ejet nogle produkter fra Victoria Secret, nogensinde fået en gave derfra eller nogle af deres produkter?

M: Nej

I: Så du har ikke nogen fornemmelse af hvordan deres produkter er, både inden for beauty og undertøj?

M: Nej

I: Det er helt okay, der er ingen forkerte svar. Udover det, følger du så Victoria Secret på nogle af de sociale medier?

M: Nej

I: Nej, okay. Kan du forklare lidt hvorfor?

M: Jeg tror ikke jeg følger særlig mange faktisk, brands på de sociale medier. Det er nok mere, hvis jeg er inde på deres hjemmesider, så tilmelder jeg mig deres nyhedsbrev.

I: Sådan generelt, hvad er din følelse mod Victoria Secret, er det en god positiv ting du tænker om dem eller tænker du noget negativt om dem?

M: Jeg tænker lidt noget negativt, pga. de her modeshows, det er de her bestemte modeller som skal være 180/185 cm og de ser nærmest helt anorektiske ud alle sammen vil sige, og det er ikke noget jeg kan lide og se når jeg ligesom skal købe undertøj at der ligesom skal være det her perfekte billede med at man skal se sådan og sådan ud og have den her krop osv. Og det tror jeg også der er mange lidt større piger eller kvinder, som måske også ser det som en hindring at de ikke føler de kan leve til det ideal

I: Så du føler ikke du kan relatere dig til dem faktisk?

M: Nej, jeg syntes det bliver lidt for kunstigt og opstillet

I: I forhold til, nu hvor du lige har sagt hvordan du føler om dem generelt, hvis du så en dag kom forbi en Victoria Secret forretning, tænker du så du ville gå derind eller hvordan?

M: Umiddelbart ikke tænker jeg

I: Nej, så det er ikke noget du sådan råber hurra for?

M: Nej

I: Kan du uddybe lidt, er det igen pga. følelsen af at det ikke er noget du kan relatere dig til?

M: Ja, det er det nok. Jeg tænker meget det her igen med det her ideal også indenfor modeverdenen at det skal være meget opstillet og der skal redigeres i modellerne osv. for at kindben, hofter osv. det sidder perfekt

I: Okay, så du ville foretrække det var nogle du kunne relatere dig til, mere sådan kropsideal

M: Ja

I: Ja, okay. Baseret på, hvad du nu ved om Victoria Secret og det du kender til dem, hvad ville du forvente hvis du gik ind i en forretning?

M: Ja, det ved jeg ikke. Selvfølgelig at de havde et meget stort udvalg indenfor deres kollektion og forskellige varianter, som både lidt mere detaljeret undertøj, men også noget helt basalt/basic undertøj. Og så selvfølgelig nogle af deres beauty produkter, et lille udvalg af det

I: Nu vil jeg lige vise dig, ført deres Instagram og så derefter deres hjemmeside og du får lov til at scrolle igennem deres Instagram først her. Og mens du gør det, må du endeligt gerne sige hvad du lige tænker og føler, eller om der er noget du lige sådan syntes der virker mærkeligt i forhold til det du kender fra brandet af. Især ud fra det du har sagt som Victoria Secret og det du kender til dem, tænker du så det der stemmer meget overens med hvad du kender til dem

M: Nej

I: Uddyb endelig

M: Ja, altså på deres Instagram her er de første 15-20 opslag, de handler ikke så meget undertøj. Det er meget accessoires, badetøj, nattøj osv. og mange af billederne føler jeg slet ikke handler om nogle deres produkter

I: Fortæl endeligt hvad du tænker der

M: Altså jeg tænker fx alle de her, mange af de her gruppebilleder handler om noget fritids noget

I: Okay, så du føler ikke at det er det du ville forbinde med Victoria Secret de egentligt kommunikere lidt?

M: Nej, jeg tænker det her er også noget mange influencers bare kunne lægge op af dem selv, personlige billeder, der er ikke noget i det

I: Okay, så de er ikke så brand specifikke tænker du?

M: Nej, jeg syntes det her er meget varieret hvad de lægger op, at noget er undertøj men ikke særlig meget, jeg kan se der er en del badetøj, en del parfumer, så er der en masse accessoires

I: Hvis nu at jeg havde gjort at du ikke kunne se at det var Victoria Secret, hvad tænker du så? Tænker du så du ville have skudt på, at det kunne have været Victoria Secret?

M: Nej

I: Så du føler ikke helt de lever op til hvad du egentligt føler Victoria Secret er?

M: Ja

I: Okay. Ud fra selve deres Instagram her også, og hvis vi nu siger du ikke vidste hvad det her var for en forretning, hvad ville du forvente at gå ind i en forretning og finde? Hvis der nu lå en forretning for det her brand, hvad ville du forvente efter at have set deres Instagram, at kunne finde?

M: Altså så føler jeg lidt det minder om en H&M, hvor man ærligt kan finde lidt fra alle ting

I: Okay, jaer. Lidt fra alle kategorier af eller?

M: Ja

I: Der er ikke noget der gør, at de skiller sig ud på den måde tænker du?

M: Nej, det syntes jeg ikke. Og jeg syntes også i forhold til det er undertøj man normalt har set i de modeshows, at det ikke ligner, men at det er noget alle folk kunne have lavet faktisk

I: Så det jeg lidt hører dig sige er, at du især forbinder Victoria Secret med deres modeshows og det er ikke det der repræsenteres på deres Instagram?

M: Nej

I: Så de to stemmer ikke overens?

M: Nej

I: Nu vil jeg lige vise dig deres hjemmeside i stedet for, og stille dig nogenlunde nogen samme spørgsmål, men du får også lige lov til at browse igennem deres hjemmeside lidt og du må selvfølgelig gerne sige eller stille spørgsmål hvis det er

I: Du ser en lille smule skeptisk ud Maria?

M: Jaer

I: Forklar

M: Altså jeg vil sige normalt når jeg køber undertøj, så er der forskellige kategorier af fx bh'er, hvad for en model skal det være, det syntes jeg ikke der er så meget her, der er meget få kategorier. Og det handler meget om push-up og up-lift, det er jeg ikke så meget fan af

I: Nej, er du mere fan af bøjlefri bh'er?

M: Ikke nødvendigvis, men jeg vil ikke have det skal være fylde så det er unaturligt

I: Okay, så det skal sidde naturligt?

M: Ja

I: Okay

M: Det ligner umiddelbart på de andre, også på deres Instagram, at de har meget fokus på push-up

I: Ja

M: Og der er meget stor variation i undertøjet, både fx former og ja design generelt

I: Er det noget når du lige sådan scroller over her, at "uh, det kunne jeg godt finde på at købe"?

M: Nej

I: Nej, og hvorfor ikke?

M: Det ved jeg ikke, jeg tænker både farverne at det ikke lige er mig, og også mange af de her pasforme

I: Og hvad mener du med pasformene?

M: Jeg især fx det her corsage noget og nu tænker jeg også på komfort, at det ikke ser særligt behageligt ud eller noget man har lyst til at gå rundt i, i hverdagene fx

I: Nej, okay ja

M: Mange af de her ting ligner fx bare sports-bh'er og mange er især brede for neden, hvilket jeg heller ikke er særlig vild med

I: Jaer, så hvad jeg lidt hører dig sige, er også er at der er mange produkter der ikke lever op til det du tænker du gerne vil have?

M: Jaer. Nu har jeg ikke set vanvittigt meget af deres modeshows, men jeg syntes ikke det her det ligner noget der kunne have været med i dem

I: Nej, og hvorfor tænker du det? Hvad tænker du i forhold til deres modeshows?

M: Det ved jeg ikke, jeg tænker bare noget helt andet, men jeg tror også fordi modeshowsene kommer man hurtigt til at fjerne fokus fra selve undertøjet, pga. alle de her effekter udenom

I: Ja, det er meget ekstravagant

M: Jaer, så man hurtigt kommer til at fokuserer mere på det og på modellen, end man egentligt gør på selve undertøjet

I: Jaer, fordi jeg kan at det meste, faktisk alt det undertøj der er i modeshowsene på nær den der "Million dollar bra", at alt undertøj kan købes i Victoria Secret forretningerne. Så altså selve underdelen og bh'en de har på, kan altid købes derefter, men alle de der props som vingerne og alt sådan noget, det er jo selvfølgelig det der gør showet

M: Jaer, altså jeg tror jeg tænker uden det, nu hvor det bare er sådan her på hjemmesiden som alt andet normalt undertøj, så ser det ikke ud af særlig meget vil jeg sige, hvor jeg tænker at det her er godt nok noget fint eller ekstravagant undertøj, så tænker jeg det er meget på linje med nogle af de også fx mere billige mærker

I: Så du tænker faktisk ikke, fordi du startede ud med at sige at du egentligt syntes Victoria Secret var lidt eksklusivt og det er ikke rigtig det du syntes længere eller hvordan, ud fra deres hjemmeside?

M: Nej, altså det ligner meget af det vil jeg tænke, at det var noget man kunne købe i H&M

I: Okay, så hvis man fjernede igen brandet/mærket og det bare var en hel neutral hjemmeside og du skulle ud fra det vurdere hvad det var?

M: Så ville jeg nok sige meget bare var sådan noget basic undertøj som man også fx bare ville kunne købe i Hunkemöller, hvor du måske ved køb af flere styks jo nogle gange kan få en underdel til 30 kr.

I: Okay. Men du scroller ned, jeg er rimelig sikker på priserne står i danske, gør de ikke? Hvad tænker du sådan lige kort om priserne i forhold til hvad du egentligt troede Victoria Secret var og sådan og hvad du selv generelt syntes om undertøjspriser?

M: Altså i forhold til hvad jeg umiddelbart troede om dem, troede jeg faktisk det ville være dyrere, men igen ud fra at have set nogle af deres produkter nu her, så syntes jeg heller ikke at de er mere værd end det priserne også er

I: Så priserne i forhold til hjemmesiden reflekterer egentligt meget fint

M: Ja

I: Sådan i forhold til nu hvor du lige har scrollet igennem deres hjemmeside lidt, og jeg ved godt det kun er hurtigt du har kigget, hvad tænker du så hvis du skulle ind i en forretning, hvad ville du forvente at finde?

M: Det ved jeg ikke, jeg tænker meget af de ting fra deres modeshows fordi det selvfølgelig er dem de har fremhævet, hvor jeg tænker det er dem de har fokus på, især salg af, hvor hjemmesiden måske dækker det hele af det de har

I: Så du ville godt have set et større fokus på det man ser på modellerne og så derefter var der, eller hvordan?

M: Jaer

I: Så du ville egentligt gerne købe looket af modellen?

M: Ja

I: Ja, okay. Ja det er helt okay, jeg prøver bare at uddybe det du egentligt siger. I Danmark der har vi jo ikke det man kalder en Victoria Secret med fuldt sortiment, der har vi kun dem man kalder "Victoria Secret – Beauty og accessoires stores", nu vil jeg lige vise dig lidt billeder fra den butik, der ligger inde på Amager torv, så det vil sige inde på Strøget i Kbh. ved Illums. Og du får lige lov til at se her, så det her det er facaden af selve forretningen og det her er nogle billeder fra selve butikken af

M: Er det også make-up?

I: Det her er alt sammen beauty og accessoires. Så alt fra make-up børster og parfumer og body care og skrubs og så har de tasker og make-up tasker. Hvis du gik ind i den forretning her og du vidste det var en Victoria Secret, hvad tænker du så?

M: Det ved jeg ikke, jeg tænker det overhovedet ikke lever op til deres ideal som de ligesom sætter frem med undertøj, det er det de har meget fokus på. At du faktisk ikke kan købe noget som helst undertøj derinde

I: Nej, det eneste du kan købe, er 10 variationer af trusser

M: Det ved jeg ikke, det stemmer hvert fald ikke overens i forhold til det signal de ligesom sender ud til forbrugerne

I: Nej, og tænker du både i forhold til deres hjemmeside og Instagram eller tænker du mere i forhold til hvad du egentligt selv havde opfattet Victoria Secret som?

M: Det jeg selv have opfattet. Jeg tænker hvis man ser deres Instagram, kan man godt se de også har fokus på parfumer osv. men jeg troede bare ikke det var det deres hovedfokus var

I: Nej, okay. Så hvad tænker du, ville du blive skuffet hvis du gik ind i denne her forretning her?

M: Meget

I: Og hvis du gik ind i den forretninger, tænker du så du ville købe nogle produkter?

M: Nej

I: Hvorfor ikke?

M: Jeg ved ikke hvordan deres certificeringen er, af de forskellige beauty produkter osv. om det bare er lidt billigere kvalitet ligesom man også fx ville kunne finde i H&M altså, der ville jeg heller aldrig nogensinde købe fra

I: Så du mener det er dårlig kvalitet?

M: Jaer, jeg tænker ikke det er hud- og allergivenligt. Jeg kunne forestille mig der måske var puttet en masse kemikalier og andre stoffer i

I: Okay, så på nogle punkter så går du alligevel op i at det ikke er fyldt med? Så ud fra du nu ved at jeg har fortalt at det her er butikskonceptet, tænker du at du ville besøge forretningen?

M: Nej, altså umiddelbart ser det heller ikke særlig indbydende ud eller særlig eksklusivt, den er meget mørk

I: Og hvorfor tænker du lige at mørk ikke er indbydende?

M: Jeg syntes bare det ikke virker særlig indbydende, jeg tror mere jeg er til hvis det er sådan en stor åben butik med masser af lys. Så en smule som Magasin fx?

M: Ja

I: Hvis der nu kom en rigtig Victoria Secret med fuldt, altså alle deres produkter i DK, tænker du at du ville søge den?

M: Ja, for at prøve. En ting er at se det på hjemmesiden og på Instagram og Facebook, men en anden ting er at se det i virkeligheden, hvordan det er også for at kunne mærke kvaliteten af det

I: Og du siger mærke kvaliteten, er det fordi det er vigtigt at se produktet også engang imellem?

M: Ja, i forhold til at mærke hvordan stoffet er og designet

I: Jamen rigtig godt, det var faktisk det jeg havde til dig. Har du noget du gerne vil uddybe, eller har du nogle spørgsmål til mig?

M: Nej

I: Jamen så slutter vi interviewet her – tak for din deltagelse

Interview 6 – Marie (Delvist transskribering)

I: Er der nogle faktorer der er vigtigst, når du køber undertøj

M: Ja, som vi talte om, at om vinteren, er det meget hvor varmt det er, der må jeg være ærlig og indrømme at der falder det der fokus på skønheden lidt af. Men forår og sommer der går jeg meget op i at det ser godt ud, men igen rigtig meget at føle det, og især BH at se det på min krop, og det andet undertøj vil jeg gerne kunne mærke i hænderne.

I: Når du siger se of føle det, er det så fordi du selv skal have det på, og skal kunne føle det der

M: Ja, det handler jo om at undertøj, sidder intime steder på din krop, og derfor mærker du dem ekstra meget, både når du har stramt og løst tøj på, når du hviler dig eller du sidder i en bestemt stilling hele dagen. Derfor synes jeg det er rigtig vigtigt at mærke først.

M: Hunkemöller har virkelig gjort det god på Instagram, de er virkelig gode

I: Hvad er det der gør dem gode på Instagram

M: Deres billeder er meget lyse og levende og der sker noget. Og pigerne er ikke bare altid 100% skinny models, der er faktisk lidt almindelige piger, almindelig i situationstegn, men lidt mere variations i formerne.

I: Så du føler de er bedre at relaterer til

M: Ja, det synes jeg, hvis du skal tale undertøj til mig

I: Så er det vigtigt at du føler modellen der også har det på

M: skal kunne se mig selv i det

M: ...Victoria's Secret det høre man igennem det her med models drøm, at gå showet og de har flot undertøj, men der kan man sige der følger man dem i forhold til Danmark meget på Instagram, det gør jeg i hvert fald fordi du ikke rigtig kan købe det i Danmark. Så derfor mister man i hvert fald lidt af favoritisme ved mig fordi jeg ikke kan købe det.

I: Er der nogle af de brands du har nævnt, som du slet ikke kan lide eller hvor du tænker der er nogle ting ved?

M: Jamen altså med Hunkemöller og Intimicy der synes jeg jo de er lidt for gode med deres Instagram. Der er jeg meget sådan, der bliver jeg ofte skuffet når jeg kommer i deres butikker, det kan godt være jeg køber i deres butikker og kommer der ind pga. det på Instagram, men ofte kommer jeg ud med noget andet end det jeg har set, fordi det har været så flot at det har været overdrejet

I: Så synes du ikke altid deres Instagram spiller sammen med deres forretning

M: Nej ikke altid, men man kan sige at det får mig jo ind i butikken og oftest går jeg jo ikke tomhændet derfra når jeg først er kommet der ind

I: Så på en måde har det en effekt, bare ikke den ønsket effekt

M: Ja, præcis, så kan man sige det der med at være til stede, altså Victoria's Secret har jo de her virkelige irriterende lufthavnsbutikker, som jeg simpelthen synes er super fustrerende, altså fordi de har jo intet af det man ser eller af det indtryk man har af Victoria's Secret, så det føles som de der

forretninger i lufthavnen er ren, i forhold til det indtryk man har af Victoria's Secret, så føles det som om man går ind i en plastik eller second rangs butik.

I: Nu når du siger plastik og second rangs, hvordan føles det så

M: Det føles billigt at gå der ind, parfumerne lugter af slik og i forhold til den piedestal Victoria's Secret bliver sat på, så de her butikker som de har åbnet rundt om i Europa, som ikke er de rigtige undertøjsbutikker, de føles som second rang og second choice, synes jeg, hvor de bare propper de produkter ind de ikke kan sælge i deres store undertøjsbutikker, og det gør jeg jo lidt at jeg mister respekten for hvad de står for. Jeg tror ikke, efter jeg har fundet ud af hvordan de delte deres to butikker op, så er jeg altid gået direkte forbi, så er jeg kun gået ind i Victoria's Secret hvis jeg er i London i en stor butik eller i USA.

I: Så du går langt uden om

M: Ja, det lugter grimt af slik, og jeg synes i forhold til Victoria's Secret brandet, at det er lidt til grin.

I: Hvad jeg lidt hører dig sige er at det er lidt fake agtigt

M: Ja, det føles lidt fake, som om der bare stod Victoria's Secret, alstå hvis det nu havde været en af de lande der er kendt for deres kopivarer, så ville jeg have tænkt flot efterligning, men efterligning

I: Så du synes ikke det spiller sammen med hvordan du opfatter brandet som

M: Nej overhovedet ikke, de har ramt stort ved siden af, og jeg høre jo oftest også at folk er skuffet, de gider jo ikke engang gå der ind, altså hvordan de løber rundt, det er mig en gåde. Men jeg ved ikke om det bare er en minus forretning der kører på deres store undertøjsbutikker, der i virkeligheden hiver pengene hjem.

I: Hvad forbinder du Victoria's Secret brandet med

M: Jeg forbinder det med to ting, det ene er flatterende flot undertøj som de er dygtige til at lave, og så den anden ting er Victoria's Secret Showet, som jo er kendt for deres engle vinger, de er jo kendt for at være det mest omtalte modetøjs nærmest hvert eneste år, selvom undertøjet jo ikke er særligt dyrt, og så er det jo en models drøm, en model har nået sit højdepunkt, hvis hun har gået i Victoria's Secret showet, og det er jo sjovt, for der er jo mange piger i forskellige alder der følger modellerne, og det er o milestone hvis de har nået at være med i det show.

M: Mit indtryk er at det er meget få undertøjsbrand der laver lige så meget wow show som Victoria's Secret, det er en del af deres brand

I: Har du været i en af Beauty forretningerne i Danmark

M: Ja, det er den ude i lufthavnen jeg har været i

I: Så det var der du tænkte plastik

M: Ja, og så har jeg været i Amsterdam i lufthavnen

I: Det er ikke nogle du finder tiltalende og vil gå ind igen

M: Nej slet ikke

I: Er det nogle du gå i, når du ad lige vel er der

M: Nej

I: Er det fordi du ved hvilket princip de kører efter

M: Ja, det er det, og jeg synes ikke det er interessant, jeg synes det er til grin og sende et signal om de er denne her undertøjs giant, og så begynde at sige de åbner op i Europa, og så kører de et eller andet, jeg forstå ikke helt hvem der har tænkt at det her var en rigtig god ide.

I: Gør det noget i forhold til brandet, hvis de en dag skulle komme med en rigtig forretning i forhold til hvordan de er gået ind nu

M: Altså jeg ville nok hvis de åbnede en ny forretning, lad os sige på strøget eller et eller andet, så ville jeg nok helt ærlig vente indtil jeg havde hørt nogle fortælle mig at det var anderledes.

I: Så det ville faktisk være lidt en hindring for dig

M: Ja, jeg tror, det virker som om de er ret ligeglade på mange punkter i de lande hvor de ikke er særlig store som i England og USA, for mig hvorfor skal jeg så bruge min tid på det

I: Når du mener ret lige glad, mener du så ret ligeglad med forbrugeren

M: Ja, jeg synes faktisk de er ret ligeglad med forbrugeren, de åbner jo en helt masse butikker steder hvor de er efterspurgt, men putter produkter ind som de ikke er efterspurgt for eller kendt for, og man kan sige det er meget sjovt man vælger at åbne en butik med noget du ikke er kendt for.

I: Du har aldrig købt noget i Victoria's Secret Beauty forretninger

M: Nej

I: Kunne du finde på det

M: Altså jeg har overvejet det engang hvor jeg havde glemt en gave til en veninde, hvor jeg var sådan hvad er en acceptable at give i sidste øjeblik, og der tænkte jeg alene bare på mærket Victoria's Secret, men jeg tror jeg var der inde i 3 min og så gik jeg ud igen, og så gik jeg i Matas.

I: Har du ejet nogle af deres produkter før, undertøj

M: Ja jeg har været i USA et par gange, hvor jeg har købt BH og g-strenger

I: Hvad synes om produkterne

M: De er fine og flotte.

I: Hvis du så en Victoria's Secret facade, hvad ville du så forvente, hvis vi siger du var i et land hvor du ikke vidste og de var eller ej, hvad ville du så forvente hvis du kom ind i forretningen

M: Jamen, hvis ikke den havde den der mærkelige sorte facade, som jeg synes den har med de der parfume butikker, så ville jeg jo nok gå der ind og forvente de havde undertøj. Men jeg tror faktisk jeg ville tænke lidt over hvilket land jeg var i, simpelthen fordi min følelse er at der er lande de prioriterer meget højere end vise andre, derfor ville jeg højst sandsynlig tænke at små lande som Danmark eller Schweiz eller Bulgarien, så ville jeg tænke at der er de ikke, jeg ville nok bare lige kigge i vinduet først, men min forventning ville være lidt skeptisk hvis jeg ikke var i USA eller London.

I: og det er skabt fordi du ved de kører med et anderledes koncept nogle steder

M: Ja

I: Baseret på de billeder du ser der, lever det så op til dine brand forventninger

M: Ja det gør de, men det er jo fordi mine brand forventninger er top of the top models, der viser deres undertøj.

I: når du lige browser igennem deres hjemmeside, kunne du så finde på at købe hjem fra deres hjemmeside

M: Nej

I: Hvorfor

M: Det er min personlig holdning, at jeg godt kan lide at føle på det undertøj jeg køber, og det har jeg ikke rigtig mulighed for.

M: Victoria's Secret for mig er lige med berømte modeller i undertøj. Så deres hjemmeside lever op til det jeg forventer.

I: Nu sagde du selv at du ikke kunne finde på at købe hjem der fra, nu fortæller jeg lige at der er først fri fra efter 100 dollars, og før det skal du betale 12 euro, og du skal sende retur til USA. Ville det være en ekstra hindring

M: Ja selvfølgelig, jeg køber jo ikke engang på Wish, som mange andre dansker gør. Jeg kunne ikke engang se hvorfor jeg skulle støtte dem, for jeg er ikke sikker på jeg ville få noget godt ud af det. Jeg tror jeg ville få en bedre service af at vælge en butik der er repræsenteret i Danmark

I: Er der nogle ting du tænker Victoria's Secret skal gøre anderledes, hvis de skulle fortsætte her på det danske marked

M: De skulle reorganisere deres fake stores, de skulle virkelig,, hvis de ville til Scandinavien så skulle de jo bare sige, nu åbner vi en rigtig, og så skulle de lukke dem der bare gør forbrugerne mere skuffet end glade.

Interview 7 – Pia (Delvist transskribering)

I: Spiller Instagram og hjemmesiden sammen

P: Ja, det synes jeg faktisk

I: Hvad med i forhold til din brand tanke om Victoria's Secret, stemmer den overens med hjemmesiden. Nu sagde du fx selv det med prisen

P: Nej, for jeg tror hele tiden at det er mit kendskab i forhold til de der store glamourøse shows, så er det her jo meget all American, meget und pige univers, og jeg tænker bare det er det de tjener flest penge på, og så er det andet bare en god måde at skabe omtale på. Men helt sikkert når jeg aldrig har været på deres side eller undersøgt noget om deres undertøj eller tøj, så overrasket det mig ud fra mit kendskab, at de er meget all American, og at det er ret billigt, og det er nødvendigvis ikke taler til voksne kvinder

I: Det er ikke noget, når du kigger hen over siden, at det er noget jeg skal eje.

P: Nej

I: Kunne du finde på at købe hjem online efter at have set siden

P: Nej

Interview 8 – Nora (Delvist transskribering)

I: Er der nogle af disse brands der er dine favoritter

N: Er der nogle af dem der er mine favoritter

I: Ja, tænkte dem ville du vælge frem for andre

N: Nej, igen tror jeg at, så kan jeg godt have købt noget undertøj i Magasin på tilbud, som jeg ikke aner hvilket mærke er, men jeg synes det var lækkert

I: Så selve mærket er ikke så vigtigt for dig når du køber undertøj

N: Det tror jeg at det kunne blive, men jeg tror at jeg synes at de mærker, som jeg så endelig synes er ret lækre, nu nævnte jeg fx Calvin Klein, udgangs punktet for Calvin Kleins priser er bare at det er meget dyrt. Så det gør, så går jeg nok ikke mere op i undertøj, at jeg gider betale så mange penge for det, os forbi så synes jeg det er nogle kvinder der har nogle særlige behov eller har flere penge og går højere op i det end jeg gør, jeg ville gerne at det kun var sådan nogle super lækre ting jeg købte, men jeg bliver simpelthen for nærig, så kan jeg købe det hvis det er på tilbud. Så jeg ville gerne gå højere op i mærket, så skulle det netop være sådan noget hvis Victoria's Secret kom til Danmark, så tror jeg godt

jeg kunne finde på at være overvejende til det, altså hvis det holdte deres priser, og ikke lavede sådan en hvor det eskalere priserne fuldstændig

I: Så det skulle stadigvæk leve om til det du kender om brandet

N: Ja præcis, hvis man går ind på den amerikansk side, og ser priserne der, nej nej det er ikke HM niveau, men det er heller ikke sådan nogle sindssygt lækre produkter fra Illums.

I: det er middel på den måde

N: ja og så synes jeg man får noget kvalitets for pengene i forhold til hvad det er, man får lidt hvad man forventer på de amerikanske priser

I: Har du været i en af Victoria's Secret forretningerne her hjemme

N: Ja, jeg har været i den i lufthavnen

I: Nu ser du meget negativ ud i ansigtet, så beskriv endelig

N: Jamen jeg tror det er fordi de har de der beauty produkter og i mit hoved men det er nok også tilbage til at jeg godt kan lide at bruge ting uden parfume og parabener, der er nogenlunde miljøvenlige, og i mit hoved er Victoria's Secret produkt bare fuldstændig den modsætning af det, og der er også lidt en lugt af parfume der inde, det er ikke nogen, jeg kan rigtig godt lide parfume og lide at vælge den selv, jeg har ikke behov for at være inde i en butik, altså sådan en Abercrombie and Fitch oplevelse hvor man kommer ud og stinker af deres parfume, det har jeg ikke behov for, og det er lidt den samme oplevelse jeg dybest set får der inde, så den der følelse af at komme fra London hvor man kommer ind og tænker ej her vil jeg faktisk gerne købe noget og der er god service, er bare ikke eksisterende i hvert fald den i lufthavnen, fordi det er de der meget farverige cremer som de har over det hele, som stritter imod alt som jeg går ind for når jeg skal putte creme i mit hoved.

I: De har heller ikke et eneste produkt uden parfume i kan jeg så fortælle, så på det punkt er det det de går efter

N: og det er i og for sig også fint nok, det er måske heller ikke så meget parfumen i det, men det er mere det signal de sender i det, det virker meget kemisk g ikke så, jeg tænker hvad sker der med min hud når jeg putter dette på, det kan godt være det ser lækkert ud og dufter godt lige nu men hvad sker der med det om 10 år, er det så sådan noget man finder ud af om 10 r, at der er så meget kemi i at jeg får rynker af det før tid. Det er i hvert fald sådan noget der dukker op i mit hoved.

I: Nu sagde du selv at inde i den forretning i London, der var der noget lukrativt. Og luksus, tænkte du det då du var inde i den anden forretning

N: Nej, jeg kan godt se at det var det de gerne ville, men jeg synes måske, det er fordi den måde det er lukrativt og luksus på, er fordi det er sådan en pige drømme verden man kommer ind i, og det formår de bare ikke at få skabt ude i lufthavnen, der bliver det bare sådan lidt mere dårlig smag,

I: Så du tænkte ikke noget godt da du gik fra den forretning

N: Næ,

I: var det et sted du tænkte der vil jeg gerne hen igen

N: Nej

Appendix 4 – Victoria's Secret Beauty & Accessories Amagertorv, Denmark







Appendix 5 – Victoria’s Secret Angels

The table list all the current Victoria’s Secret Angels models. First column *Name* lists the name of the model. Second column *Age* lists the age of the model. Third column *Contracted* lists the years the models have been contracted as a Victoria’s Secret Angel, note that many of the models worked the shows before they were contracted as a Victoria’s Secret Angel. In 2018 Adriane Lima, age 37, stopped her career at Victoria’s Secret after being an Angel for 18 years.

Table A. *Current Victoria’s Secret Angels*

Name	Age	Contracted
Taylor Hill	23	2015 - Present
Romme Strijd	23	2015 - Present
Barbara Pavin	25	2019 - Present
Josephine Skriver	25	2016 - Present
Sara Sampaio	27	2015 - Present
Stella Maxwell	28	2015 - Present
Lais Ribeiro	28	2015 - Present
Jasmine Tookes	28	2015 - Present
Alexina Graham	29	2019 - Present
Martha Hunt	29	2015 - Present
Elsa Hosk	30	2015 - Present
Behati Prinsloo	30	2009 - Present
Candice Swanepoel	30	2010 - Present
Lily Aldridge	33	2010 - Present

Source. Table composed of information from Wikipedia (2019).

Appendix 6 - Victoria's Secret Stores in Europe

The table shows all the current Victoria's Secret stores. The first column *Country* shows the country the store is located in. The second column *Area* shows which area of the country the store is located in. The third column *Name* is the name of the place the store is located at. The fourth column *Place* shows whether the store is located at a shopping centre, shopping street, airport, train station or cruise ship. The fifth column *Concept* shows which kind of store concept the store follows, Victoria's Secret, Victoria's Secret PINK or Victoria's Secret Beauty & Accessories (VSBA). The last column *Opening Date* shows which month and year the store opened.

In the first five columns, data has been collected from L Brands Inc. webpage. There are a few exceptions in column four, where a map was used to categorize the place. The last column, data has been collected from various sources such as articles, Facebook and Instagram. Victoria's Secret is not legally obliged to disclose the opening date of their stores, therefore other sources were used to determinate the opening date. However, due to language barriers and limited information, there were eight stores where it was not possible to find the opening date.

Table B. *Current Victoria's Secret Stores in Europe*

Country	Area	Name	Place	Concept	Opening Date
BG	Burgas	Burgas Airport	Airport	VSBA	2018, May
BG	Varna	Varna Airport	Airport	VSBA	2018, May
CH	Zurich	Zurich Airport	Airport	VSBA	2013, November
CH	Geneva	Geneva Airport	Airport	VSBA	2014, October
CZ	Prague	Prague Airport	Airport	VSBA	2013, February
DE	Munich	Munich Airport	Airport	VSBA	2013, December
DE	Frankfurt	Frankfurt Airport	Airport	VSBA	2017, January
DK	Copenhagen	Copenhagen Airport	Airport	VSBA	2012, October
DK	Copenhagen	Fields	Shopping Centre	VSBA	2015, December
DK	Copenhagen	Amagertorv	Shopping Street	VSBA	2016, September
ES	Barcelona	Barcelona Airport	Airport	VSBA	2014, December
ES	Barcelona	Barcelona Airport	Airport	VSBA	2014, December
ES	Madrid	Madrid Barajas Airport	Airport	VSBA	2014, December
ES	Malaga	Malaga Airport	Airport	VSBA	2014, December

ES	Barcelona	La Maquinista	Shopping Centre	VSBA	2016, December
ES	Alicante	Alicante-Elche Airport	Airport	VSBA	2016, May
ES	Barcelona	Maremagnum	Shopping Centre	VSBA	2016, October
ES	Malaga	Calle Marqués de Larios	Shopping Street	VSBA	2017, December
ES	Gran Canaria	Gran Canaria Airport	Airport	VSBA	2017, January
ES	Madrid	Plaza Rio 2	Shopping Centre	VSBA	2017, October
ES	Madrid	Calle de Fuencarral	Shopping Street	VSBA	2017, October
ES	Palma	Palma de Mallorca Airport	Airport	VSBA	2018, August
ES	Madrid	Pullmantur Cruises	Cruise Ship	VSBA	2018, June
ES	Tenerife	Tenerife South Airport	Airport	VSBA	2019, February
ES	Fuerteventura	Fuerteventura Airport	Airport	VSBA	
FI	Turku	Viking Line Cruises	Cruise Ship	VSBA	2014, February
FI	Helsinki	Helsinki, Vantaa Airport	Airport	VSBA	2015, July
FI	Helsinki	Forum	Shopping Centre	VSBA	2015, November
FR	Paris	Paris Orly Airport	Airport	VSBA	2016, January
FR	Paris	Charles De Gaulle Airport	Airport	VSBA	2017, May
FR	Basel	Euroairport Basel	Airport	VSBA	
FR	Lyon	Lyon Airport	Airport	VSBA	
FR	Nice	Nice Airport	Airport	VSBA	
GR	Athens	Athens Airport	Airport	VSBA	2012, June
GR	Athens	Athens Airport	Airport	VSBA	2013, March
GR	Mykonos	Andronikou	Shopping Street	VSBA	2015, April
GR	Athens	Golden Hall	Shopping Centre	VSBA	2015, August
GR	Athens	Athens, The Mall	Shopping Centre	VSBA	2017, December
GR	Thessaloniki	Mediterranean Cosmos	Shopping Centre	VSBA	2017, May
HU	Budapest	Budapest Airport	Airport	VSBA	2015, January
IS	Reykjavík	Keflavík Airport	Airport	VSBA	2010, August
IE	Dublin	Dublin Airport	Airport	VSBA	2016, July
IE	Dublin	Grafton Street	Shopping Street	VS	2017, December

IT	Milan	Malpensa Airport	Airport	VSBA	2012, September
IT	Bologna	Bologna Airport	Airport	VSBA	2013, December
IT	Milan	Milan Linate Airport	Airport	VSBA	2013, December
IT	Naples	Naples Airport	Airport	VSBA	2014, July
IT	Fiumicino	Leonardo da Vinci-Fiumicino Airport	Airport	VSBA	2014, October
IT	Milan	Carosello Commercial Center	Shopping Centre	VSBA	2015, December
IT	Milan	Milan Central Railway Station	Train Station	VSBA	2015, December
IT	Milan	Via Torino	Shopping Street	VSBA	2015, July
IT	Milan	Il Caravaggio Airport	Airport	VSBA	2015, October
IT	Milan	Arese	Shopping Centre	VSBA	2016, April
IT	Venice	Merceria del Capitello	Shopping Street	VSBA	2016, April
IT	Florence	Florence Santa Maria Novella Train Station	Train Station	VSBA	2016, June
IT	Rome	Rome Termini Train Station	Train Station	VSBA	2016, May
IT	Florence	Via dei Calzaiuoli	Shopping Street	VSBA	2016, November
IT	Naples	Via Toledo	Shopping Street	VSBA	2016, November
IT	Lonato	Il Leone	Shopping Centre	VSBA	2017, October
IT	Verona	Via Mazzini	Shopping Street	VSBA	2017, September
IT	Rome	Porta Di Roma	Shopping Centre	VS	2018, December
IT	Pisa	Corso Italia	Shopping Street	VSBA	2018, December
LV	Riga	Riga Airport	Airport	VSBA	2013, December
NL	Amsterdam	Schiphol Airport	Airport	VSBA	2011, June
NL	Amsterdam	Schiphol Airport	Airport	VSBA	2012, November
NL	Amsterdam	Amsterdam Central Station	Train Station	VSBA	2015, September
NL	Eindhoven	Eindhoven Airport	Airport	VSBA	2017, April
NO	Oslo	Oslo City Shopping Centre	Shopping Centre	VSBA	2015, December
NO	Oslo	Karl Johans Gate	Shopping Street	VSBA	2016, February
PL	Warsaw	Warsaw Chopin Airport	Airport	VSBA	2015, May
PL	Warsaw	Arkadia	Shopping Centre	VS	2017, October

PL	Gdansk	Gdańsk Lech Wałęsa Airport	Airport	VSBA	2018, April
PL	Warsaw	Złote Tarasy	Shopping Centre	VS	2018, April
PT	Lisbon	Lisbon Airport	Airport	VSBA	2013, July
PT	Porto	Porto Airport	Airport	VSBA	2016, July
PT	Faro	Faro Airport	Airport	VSBA	2017, October
RO	Bucharest	Henri Coanda Airport	Airport	VSBA	2018, August
RS	Belgrade	Belgrade Airport	Airport	VSBA	2014, February
RU	Moscow	Mega Khimhi	Shopping Centre	VSBA	2011, November
RU	Moscow	Capitoly Vernadskogo	Shopping Centre	VSBA	2011, September
RU	Moscow	Vegas	Shopping Centre	VSBA	2012, May
RU	St. Petersburg	Pulkovo Airport	Airport	VSBA	2014, April
RU	Moscow	Metropolis	Shopping Centre	VS	2016, August
RU	Moscow	Evropeiski	Shopping Centre	VS	2016, February
RU	Vnukovo	Vnukovo Airport	Airport	VSBA	2017, April
RU	Vnukovo	Vnukovo Airport	Airport	VSBA	2017, April
RU	Moscow	Mega Teply Stan	Shopping Centre	VS	2018, December
RU	St. Petersburg	Galeria	Shopping Centre	VS	2018, February
RU	Moscow	Moscow Domodedova Airport	Airport	VSBA	
RU	Moscow	Sheremetyevo Airport	Airport	VSBA	
RU	Moscow	Sheremetyevo Airport	Airport	VSBA	
RU	Moscow	Manezh Mall	Shopping Centre	VSBA	
SE	Stockholm	Hamngatan	Shopping Street	VSBA	2014, September
SE	Helsingborg	Vala Centrum	Shopping Centre	VSBA	2015, April
SE	Stockholm	Täby Centrum	Shopping Centre	VSBA	2015, August
SE	Malmo	Emporia Mall	Shopping Centre	VSBA	2015, March

SE	Stockholm	Mall of Scandinavia	Shopping Centre	VSBA	2015, November
SE	Gothenburg	Nordstan	Shopping Centre	VSBA	2016, September
TU	Istanbul	Instinye Park	Shopping Centre	VSBA	2011, December
TU	Istanbul	City's Nisantasi Mall	Shopping Centre	VSBA	2011, November
TU	Istanbul	Marmara Park	Shopping Centre	VSBA	2012, October
TU	Istanbul	Sabiha Gokcen Airport	Airport	VSBA	2013, April
TU	Istanbul	Ataturk Airport	Airport	VSBA	2013, March
TU	Ankara	Next Level	Shopping Centre	VSBA	2013, October
TU	Istanbul	S.A Maltepe	Shopping Centre	VSBA	2013, September
TU	Istanbul	Cevahir Mall	Shopping Centre	VS	2014, July
TU	Istanbul	Mall of Istanbul	Shopping Centre	VS	2014, June
TU	Istanbul	Akasya	Shopping Centre	VS	2014, March
TU	Ankara	Kent Park	Shopping Centre	VSBA	2015, February
TU	Ankara	ANKAmall	Shopping Centre	VSBA	2015, June
TU	Istanbul	Zorlu Center	Shopping Centre	VS	2015, November
TU	Istanbul	Palladium	Shopping Centre	VSBA	2016, December
TU	Izmir	Agora	Shopping Centre	VSBA	2016, October
TU	Bornova	Forum Bornova	Shopping Centre	VSBA	2016, September
TU	Istanbul	Emaar Square	Shopping Centre	VS	2017, October
TU	Istanbul	Vadi Istanbul	Shopping Centre	VS	2017, September
UA	Kiev	Boryspil Airport	Airport	VSBA	2014, December
UK	London	New Bond Street	Shopping Street	VS	2012, August
UK	London	Westfield Stratford	Shopping Centre	VS	2012, July
UK	Manchester	Trafford Centre	Shopping Centre	VS	2013, August

UK	Sheffield	Meadowhall	Shopping Centre	VS	2013, August
UK	London	London Luton Airport	Airport	VSBA	2013, June
UK	Leeds	Trinity Leeds	Shopping Centre	VS	2013, March
UK	Manchester	Manchester Airport	Airport	VSBA	2014, December
UK	Birmingham	Bullring Birmingham	Shopping Centre	VS	2014, December
UK	London	Bluewater	Shopping Centre	VS	2014, March
UK	London	Bluewater	Shopping Centre	PINK	2014, March
UK	Birmingham	Birmingham Airport	Airport	VSBA	2014, November
UK	London	Brent Cross	Shopping Centre	VS	2014, November
UK	London	Westfield	Shopping Centre	VS	2014, October
UK	London	Westfield	Shopping Centre	PINK	2014, October
UK	London	Lakeside	Shopping Centre	VS	2015, December
UK	London	Oracle, The	Shopping Centre	VS	2015, December
UK	Glasgow	Glasgow Airport	Airport	VSBA	2015, May
UK	Southampton	West Quay	Shopping Centre	VS	2015, November
UK	Bristol	Cabot Circus	Shopping Centre	VS	2016, January
UK	Liverpool	Liverpool One	Shopping Centre	VS	2016, July
UK	London	Grand Arcade	Shopping Centre	VS	2016, October
UK	Cardiff	St. David's Dewi Sant	Shopping Centre	VS	2016, September
UK	Brighton	Churchill Square	Shopping Centre	VS	2017, May
UK	Milton Keynes	Milton Keynes	Shopping Centre	VS	2017, November
UK	Oxford	Westgate Centre	Shopping Centre	PINK	2017, October
UK	Manchester	Manchester Arndale	Shopping Centre	VS	2018, January
UK	Manchester	Manchester Arndale	Shopping Centre	PINK	2018, January

UK	Gateshead	Metrocentre	Shopping Centre	VS	2018, November
UK	Glasgow	Buchanan Street	Shopping Street	VS	2018, September

Appendix 7 – First Victoria’s Secret Beauty & Accessories Store

The table lists the first Victoria’s Secret Beauty & Accessories store in each of the European countries that Victoria’s Secret is represented in. The store at Heathrow Airport, UK and Stockholm Airport, Sweden is no longer in service. Furthermore, the store in the shopping centre in Warsaw, Poland changed to a full assortment store in 2018. See description of the structure of the table and information regarding the sources in Appendix XX.

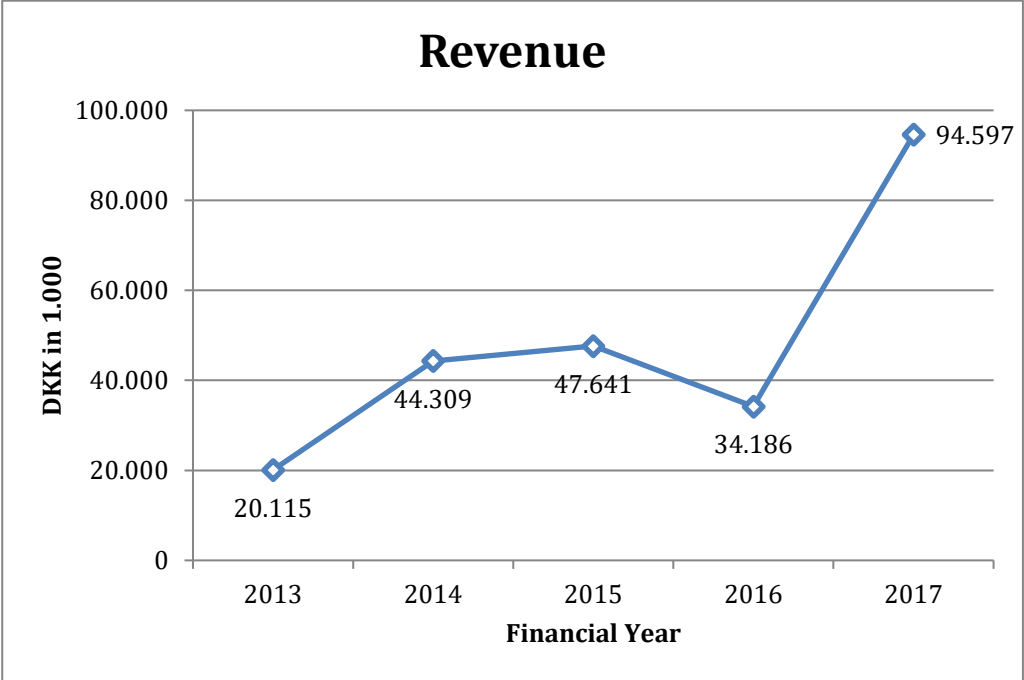
Table C. *First Victoria’s Secret Beauty & Accessories Store in Europe*

Countr y	Area	Name	Place	Concept	Opening Day
UK	London	Heathrow Airport	Airport	VSBA	2005, November
IS	Reykjavík	Keflavík Airport	Airport	VSBA	2010, August
TU	Istanbul	Instinye Park	Shopping Centre	VSBA	2011, December
NL	Amsterdam	Schiphol Airport	Airport	VSBA	2011, June
RU	Moscow	Capitoly Vernadskogo	Shopping Centre	VSBA	2011, September
PL	Warsaw	Złote Tarasy	Shopping Centre	VSBA	2012, July
GR	Athens	Athens Airport	Airport	VSBA	2012, June
DK	Copenhage n	Copenhagen Airport	Airport	VSBA	2012, October
IT	Milan	Malpensa Airport	Airport	VSBA	2012, September
SE	Stockholm	Stockholm Airport	Airport	VSBA	2013, April
DE	Munich	MunichAirport	Airport	VSBA	2013, December
LV	Riga	Riga Airport	Airport	VSBA	2013, December
CZ	Prague	Prague Airport	Airport	VSBA	2013, February
PT	Lisbon	Lisbon Airport	Airport	VSBA	2013, July
CH	Zurich	Zurich Airport	Airport	VSBA	2013, November
ES	Barcelona	Barcelona Airport	Airport	VSBA	2014, December
UA	Kiev	Boryspil Airport	Airport	VSBA	2014, December
RS	Belgrade	Belgrade Airport	Airport	VSBA	2014, February
FI	Turku	Viking Line Cruises	Cruise Ship	VSBA	2014, February
NO	Oslo	Oslo City	Shopping Centre	VSBA	2015, December
HU	Budapest	Budapest Airport	Airport	VSBA	2015, January
FR	Paris	Paris Orly Airport	Airport	VSBA	2016, January

IE	Dublin	Dublin Airport	Airport	VSBA	2016, July
RO	Bucharest	Henri Coanda Airport	Airport	VSBA	2018, August
BG	Burgas	Burgas Airport	Airport	VSBA	2018, May

Appendix 8 – Revenue for Victoria’s Secret Denmark

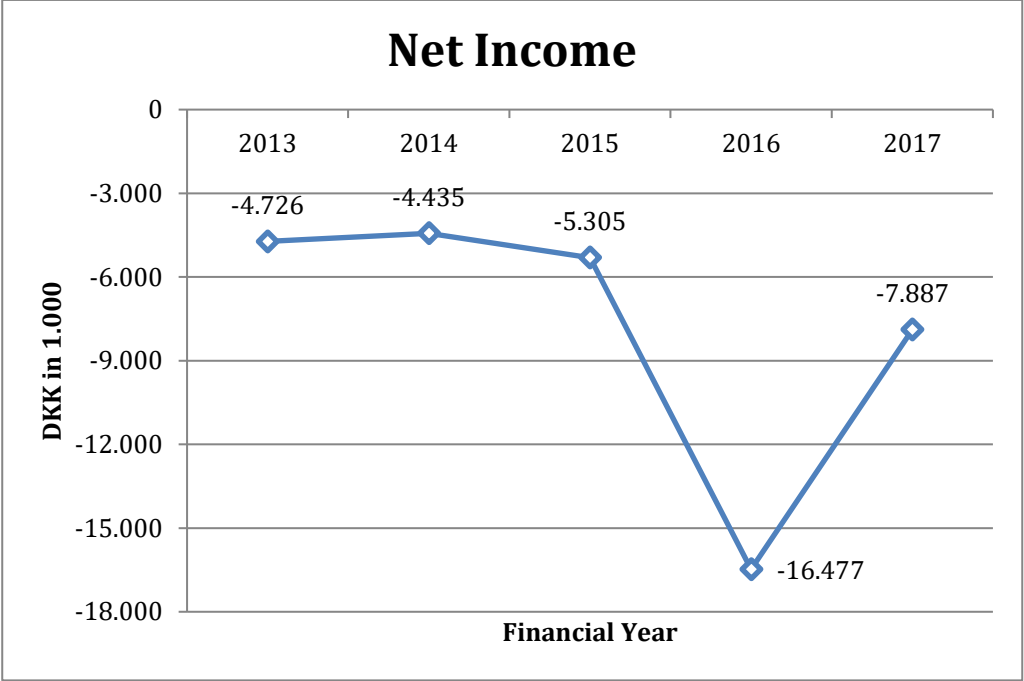
Figure A. Revenue for Victoria’s Secret Denmark



Source. Proff (2019).

Appendix 9 – Net Income for Victoria’s Secret Denmark

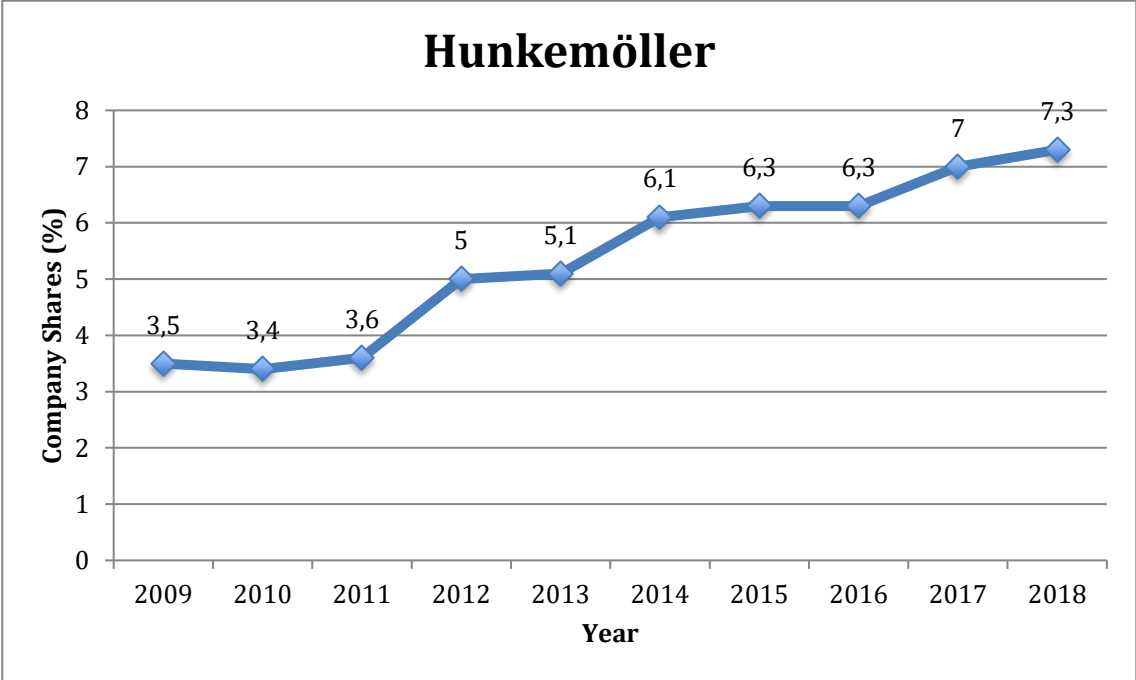
Figure B. Net Income for Victoria’s Secret Denmark



Source. Proff (2019).

Appendix 10 – Company Shares - Hunkemöller

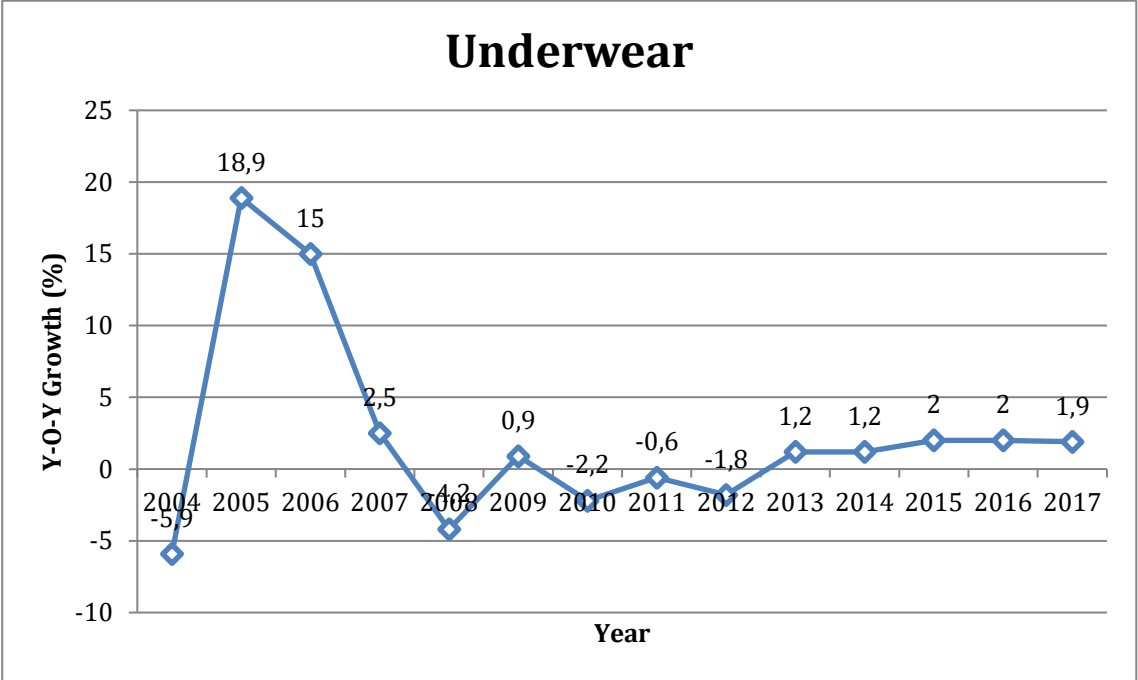
Figure C. Company Shares - Underwear



Source. (Euromonitor, 2019a)

Appendix 11 – Year-On-Year Growth - Underwear

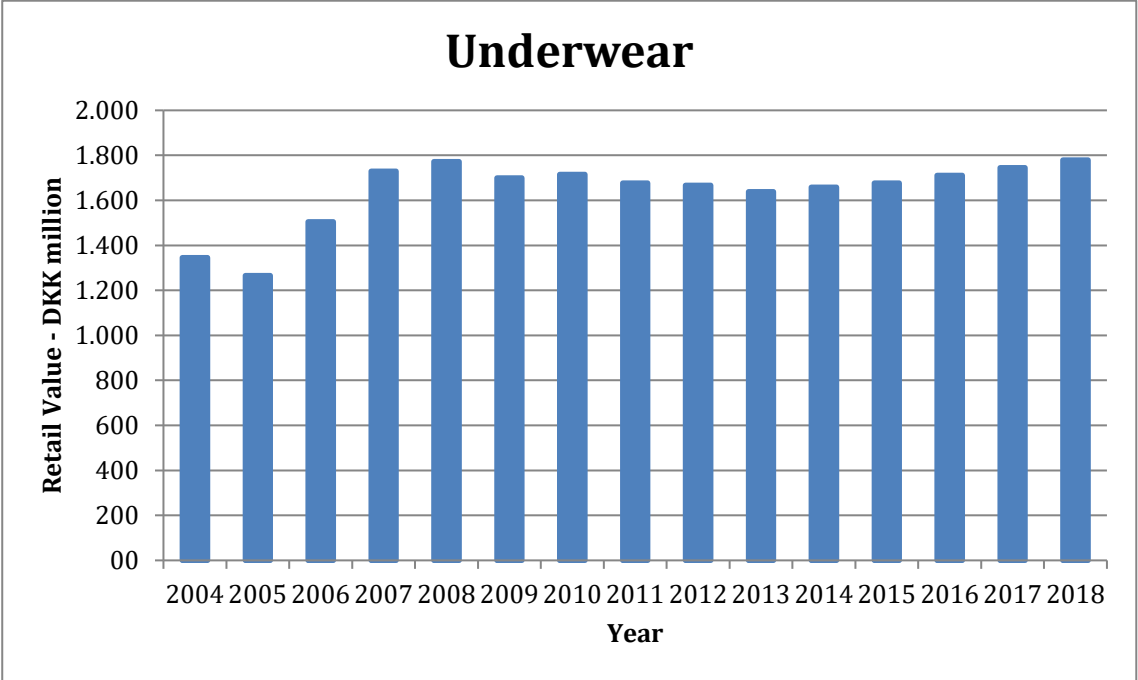
Figure D. Year-On-Year Growth - Underwear



Source. (Euromonitor, 2019a).

Appendix 12 – Retail value - Underwear

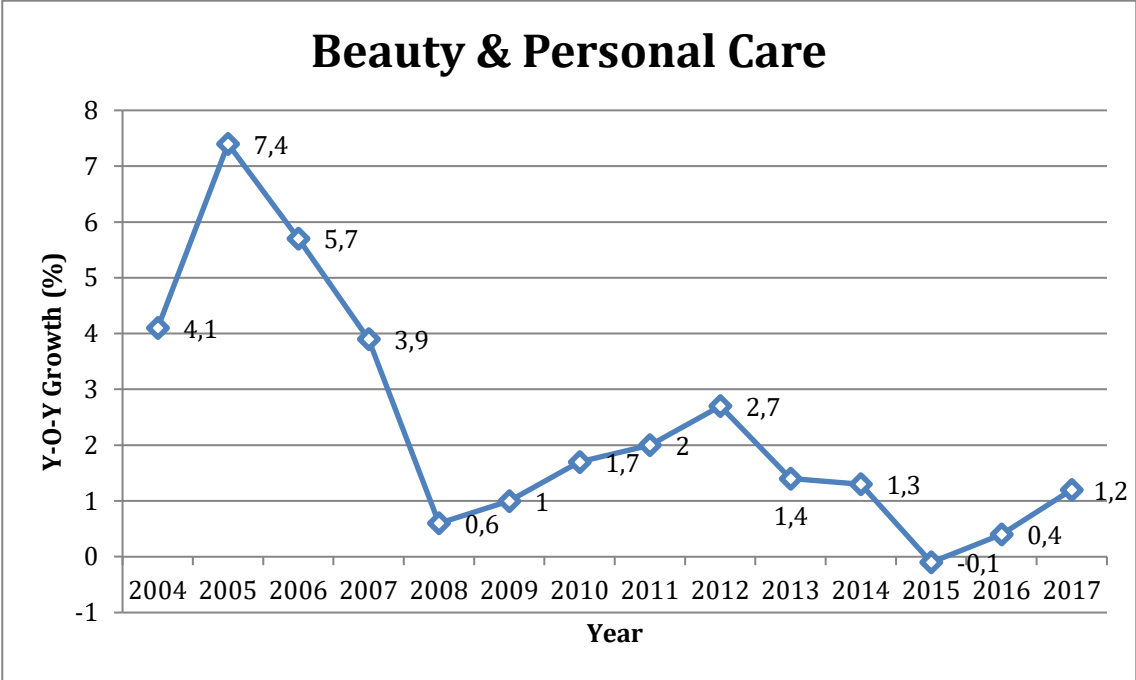
Figure E. Retail value - Underwear



Source. (Euromonitor, 2019a).

Appendix 13 – Year-On-Year Growth – Beauty & Personal Care

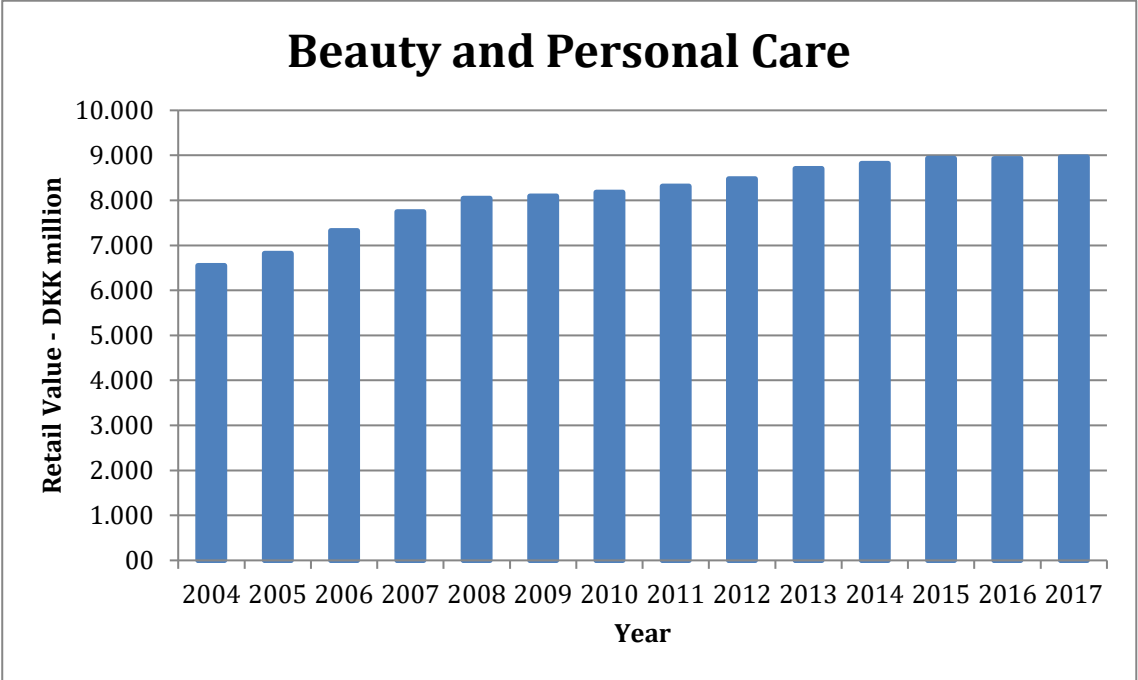
Figure F. Year-On-Year Growth – Beauty & personal Care



Source. (Euromonitor, 2018a).

Appendix 14 – Retail value - Beauty & Personal Care

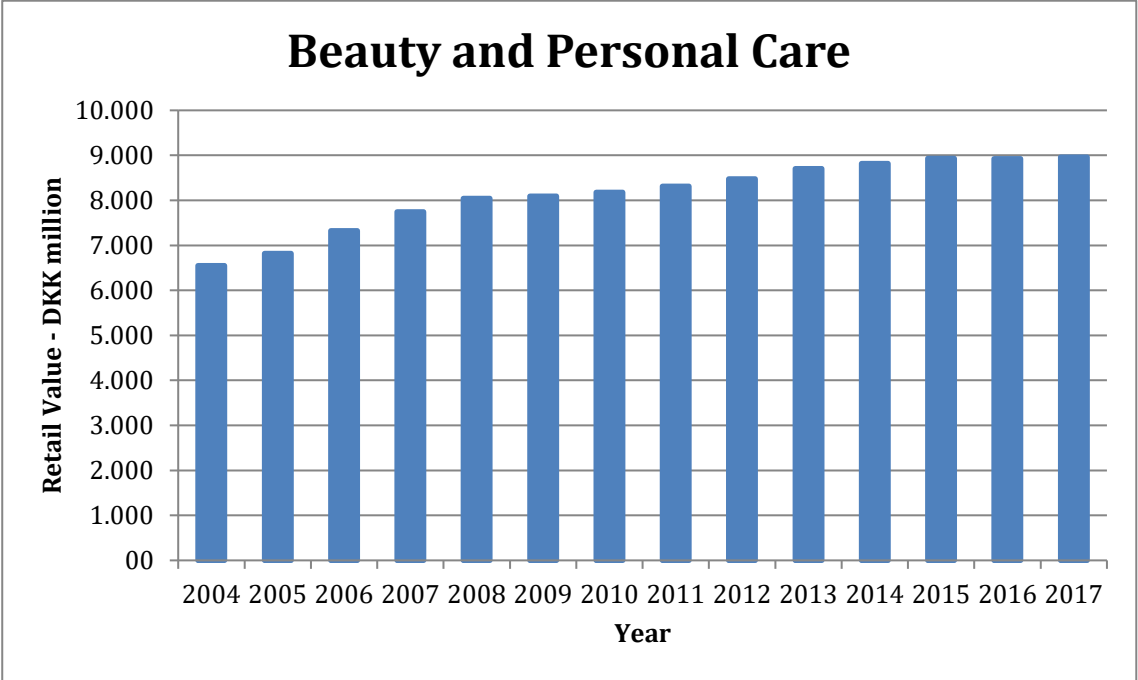
Figure G. Retail value – Beauty & Personal Care



Source. (Euromonitor, 2018a).

Appendix 15 – Retail value - Fragrances

Figure H. Retail value – Beauty & Personal Care



Source. (Euromonitor, 2018b).