



Programme: Master of Business Administration (MBA)

Module: Marketing Management (LCMB7024)

Lecturer: Jayalakshmi Gopalkrishnan

Assignment Title: Assessment Component 2: Marketing Portfolio (*Portfolio: Brand Development*)

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Word Count: 2714

Submission Deadline: 19 December 2025

Table of Contents

1	Introduction	3
2	STDP Analysis for Brandy Melville's New Brand.....	3
2.1	Overview of the New Plus-Size Brand Concept.....	3
2.2	Market Trends and Consumer Behaviour	3
2.3	Segmentation Analysis	4
2.4	Target Market and Detailed Profile	5
2.5	Differentiation Strategy	6
2.6	Brand Positioning.....	7
3	Marketing Mix Strategy (4Ps) for the Plus-Size Brand	8
3.1	Product Strategy	8
3.2	Price Strategy	8
3.3	Place Strategy.....	9
3.4	Promotion Strategy	10
4	Marketing Strategy Pitch	10
5	Reflection	11
6	Conclusion	12
7	References.....	13
8	Appendix: Brandy Melville Plus Size Brand Poster	16

1 Introduction

This portfolio creates a marketing plan of a new plus-size brand under Brandy Melville, responding to complaints of its current one size product range and responding to the increasing popularity of inclusive fashion. It uses fundamental marketing principles to develop a commercially viable and ethically knowledgeable brand extension. The assignment is designed in the following manner: Element 1 contains an analysis of STDP; Element 2 covers the concept of the 4Ps marketing mix, Element 3 provides the overview of the strategy in a concise investor-style pitch, Element 4 is the critical and forward-looking reflection on learning, skill development, and future marketing practice.

2 STDP Analysis for Brandy Melville's New Brand

2.1 Overview of the New Plus-Size Brand Concept

Brandy Melville is known to have a one size fits all style, which technically implies XS-S, but not all teenage and young adult girls (Aamir, 2025). Opponents note that the size range of clothes is often 00-4 even in the case of the average girl who is more of a US size 6, which contributes to exclusion and poor body image (Matsuzawa, 2025). The new sub-brand, Brandy Melville Plus, will also feature extended sizes (UK 14-24 / US 10-20) and keep the brand in the relaxed Californian style. It seeks to provide plus-size clients with fashion-forward styling that is no less high-end than the main line, answering criticism that Brandy already targets smaller sizes and conflicting with its image among inclusivity-conscious Gen Z consumers (Tam, 2025).

2.2 Market Trends and Consumer Behaviour

The plus-size industry has become a mainstream industry in the world, with a 2023 market value of \$579.8 billion and a forecasted market value of 964.9 billion by 2033 with a growth rate of about 5.3 percent (Thorat and Deshmukh, 2020). The UK has a large proportion of plus-size women estimated at 67 percent and an equivalent share of the apparel expenditure but the segment is under-served (Dimension Market Research, 2025). The emergence of rising body-positivity and body-neutrality trends have compelled consumers to demand authenticity, inclusive sizing and the abandonment of the slim beauty standards (Konings et al., 2024). It is also demonstrated that inclusive images and own-size models make people feel more

comfortable, warmer to the brand and better well-being (Bakshi, 2025). Consequently, the restrictive one size fits few position of Brandy is becoming less and less consistent with modern cultural demands and can lead to reputation loss among socially conscious young customers (Tam, 2025). A special plus-size brand helps Brandy Melville to meet the structural market trends and take a significant under-served segment of the audience.

2.3 Segmentation Analysis

Demographic: The core market is composed of women 16-30 years of age fitting into UK 14-24. This is in line with the current youth-positioning of Brandy and is indicative of a significant portion of fashion consumption in the UK and the US (Dimension Market Research, 2025).

Psychographic: These customers cherish fashionability, self-expression and self-presence in the online space, yet inclusivity, self-acceptance, and mental health also matter to them. Studies have revealed that a significant portion of people demand brands that break the limited standards of beauty and provide more realistic presence (Erdly, 2023).

Behavioural: The segment consists of regular fashion shoppers who are active on Tik Tok and Instagram, followed by influencers, who follow micro-trends and purchase casual clothes on a regular basis. Most of them like the aesthetics of Brandy but are not able to do it because it is confined to a very small size.

Geographic: It targets urban markets including London, New York and Milan--places where Brandy already performs well and where body-positivity movements and online fashion activism are specifically apparent (Maguire and Shoaib, 2024).

Out of these two priorities segments arise:

Omitted Brandy Fans - plus-size teens and young adults who admire the style of Brandy but perceive it as too small and excluded due to its sizing approach. Research indicates a high level of shame people feel when dresses fail to fit even though they are promoted as one-size (Tam, 2025).

Body-Positive Fashion Seekers: These are plus-size young women who actively pursue trendy, fashionable, and empowering clothing and subscribe to size-inclusive

influencers. They offer recognition to brands that demonstrate authenticity in terms of representation (Muller, 2025).

2.4 Target Market and Detailed Profile



Figure 1: Customer Persona Profile (Author)

The primary target audience is *Excluded Brandy Fans*, defined as:

Age: 16–24

Gender: Women and non-binary consumers favouring feminine styles

Size: UK 14–24 / US 10–20

Location: Urban/suburban regions in the UK, US and Western Europe.

Lifestyle: Students or early-career adults highly active on social media, fashion hauls and influencer-led content.

Pain Points: Exclusion from Brandy’s designs, limited plus-size options in mainstream retail, and emotional discomfort linked to “one size” practices (Tam, 2025).

2.5 Differentiation Strategy

Differentiation rests on three pillars:

1. **Fit- and Style-Parity:** Plus-size collections will mirror core-line designs, colours and drops, signalling that larger bodies are fully integrated—not secondary.
2. **Inclusive Imagery:** Campaigns will feature diverse plus-size and mid-size models, reflecting evidence that size-inclusive representation strengthens fairness perceptions and purchase intentions (Maguire and Shoaib, 2024).
3. **Well-being and Ethics:** The sub-brand will explicitly reject “one size” messaging, responding to the documented harms associated with size exclusivity and reinforcing a more responsible, inclusive brand identity (Donnell, 2025).

2.6 Brand Positioning

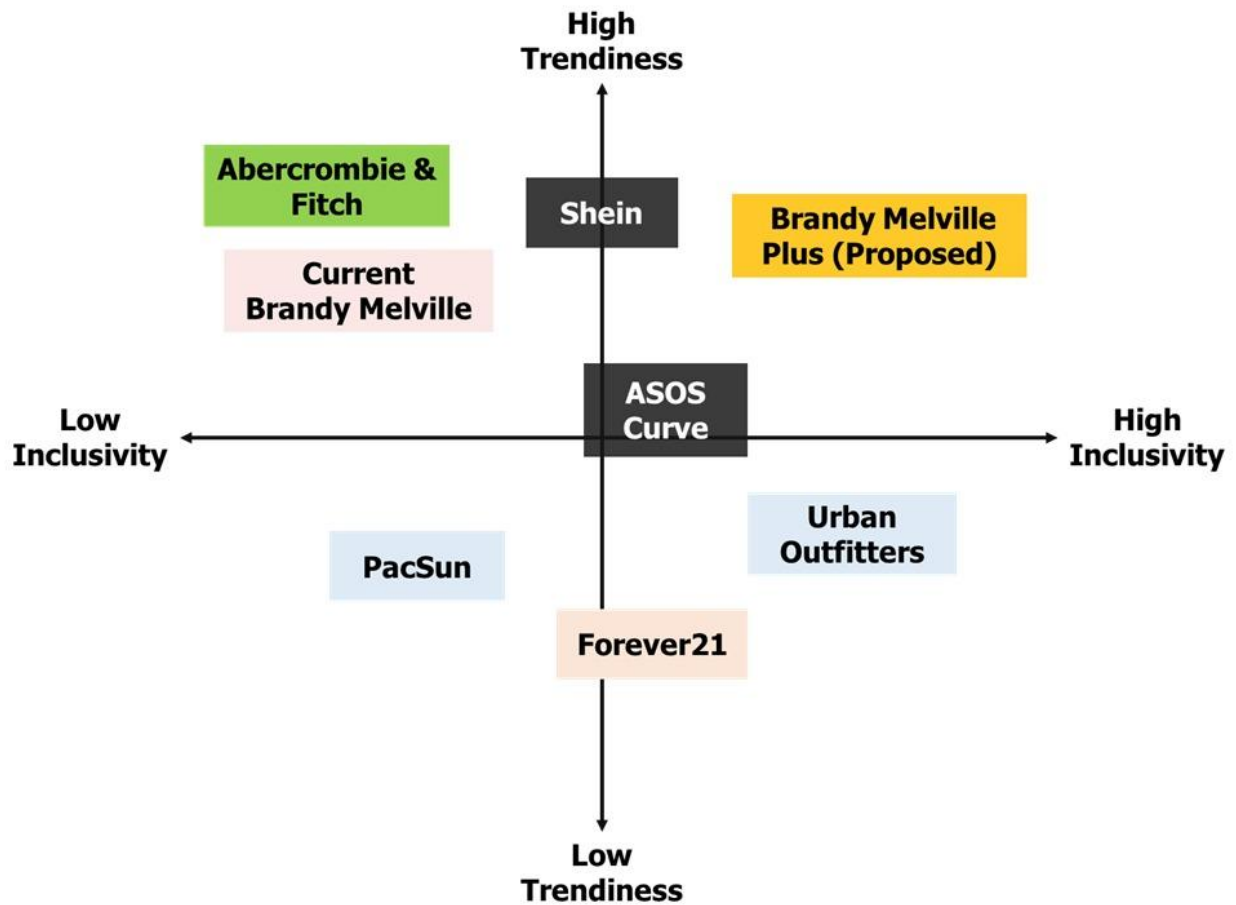


Figure 2: Proposed Brand Positioning of Brandy Melville Plus (Author)

The perceptual map places Brandy Melville Plus in the upper-right corner, on the high-trendiness/high-inclusivity scale. Although Brandy Melville and Abercrombie & Fitch have credibility with minimal size, and other brands like PacSun and Forever 21 are more inclusive and trendy, Brandy Melville Plus strives to merge both traits. The fashion prestige of competitors such as ASOS Curve and Urban Outfitters is mixed, and they have a more extensive size range. The proposed positioning, which is to position Brandy as a style that fits all bodies, emphasizes the same aesthetics, in-store experience and trendy applicability to the core brand, complemented by authentic inclusivity and fit knowledge. This positioning conveys that trendy plus-size clientele is at the heart of the brand community and not the outskirts.

3 Marketing Mix Strategy (4Ps) for the Plus-Size Brand

3.1 Product Strategy

The overall concept of Brandy Melville Plus is to provide the same young, Californian-style aesthetic as the original brand but with an all-embracing size line (UK 14-24 / US 10-20) (Lang, 2024). This is in direct response to the perennial criticism that the one size model of Brandy only fits small bodies and leads to the body dissatisfaction experienced by the teenage girls (Tam, 2025). The market of plus-size clothing across the globe is not only large but also expanding, estimated at USD 311-315 billion in 2023-2025 and expected to exceed USD 412-415 billion by 2030, increasing at an average of over 4 per cent a year (Grand View Research, 2024). An exclusive plus-size line would help Brandy Melville tap into this growing market instead of abandoning it to the rivals.

The line would also consist of Brandy basics-crop tops, graphic tees, cardigans, skirts, jeans, loungewear and dresses-but with plus-specific pattern blocks rather than expanding straight-size patterns, which generally results in ill fit. According to the industry commentary, specialised fit technology and plus-focused pattern cutting are crucial differentiators (Fortune Business Insight, 2025). The use of fabric like cotton-rich jersey, elastane denim and soft rib knits should assist in comfort, wear and tear, prompting repeat purchases and favorable word of mouth.

The younger generation consumers also demand visible sustainability measures, despite price sensitivity (Zaza, 2025). The assortment can thus incorporate the selective use of organic cotton or recycled polyester in essentials, clear care labels to decrease returns, and multi-season basic items that could be worn throughout the year. These choices not only add to the functional value (fit, comfort, longevity) but also to emotional value (feeling represented and respected), reinforcing the inclusive brand positioning.

3.2 Price Strategy

Brandy Melville is a competitor in affordable fast fashion, whose prices match those in the low-end of H&M and Zara. The plus-size market is also very price-sensitive, primarily due to mainstream brands expanding their sizes instead of high-end experts (Grand View Research, 2024). The main target audience of Gen Z--Brandy consists

of mall-going and cost-constrained people: surging costs of living drive this generation towards more value-oriented buying decisions and value-related miscellany, as well as promotion-related offers (Zaza, 2025).

Value-based, competitive-parity pricing approach is thus suitable. The prices should replicate straight-size items (e.g., tops PS15-PS25; jeans/dresses PS30-PS45), sending the message that plus-size shoppers will not be charged a fat tax, which is a common complaint of consumers (Fortune Business Insight, 2025). Small promotional packages (e.g., 2 tops on PS30), student offers and specials are possible to achieve budget expectations without watering down the brand.

Price sensitivity in the online fashion space is enhanced: The UK figures indicate cart abandonment of about 70-70.5 percent and add-to-cart rates of 11-11.5 percent, indicating that modest changes in price, shipping costs or offers actually matter to convert to a purchase (Statista, 2025). Brandy Melville Plus will be able to experiment with free-shipping minimums and discounts on first-time plus-size shoppers, setting the price system stable and stimulating experimentation.

3.3 Place Strategy

Brandy Melville relies on branded stores as well as online platforms, and the plus line should be present in both fully. Isolated or online-only plus-size collections are a common indicator of being excluded and not wanted to be bought.

The UK apparel consumption revolves around online fashion; fashion e-commerce revenue amounts to US\$47.4 billion in 2024, and apparel makes up 53 percent of online fashion purchases. The share of online share is about 40-45 percent of the market (Statista, 2025). Gen Z is particularly digital-native and appreciates efficiency and flexibility, and social commerce on TikTok and Instagram is only growing faster (Holschuh, 2025). However, offline shopping continues to be significant to Gen Z because of the mall as a social experience (Zaza, 2025).

It should be an omnichannel strategy:

Online: There is a distinct plus section on the website and app with size guides, with a lot of photography and fit videos. As site visits increase between 2024 and 2025 and add-to-cart rates are so far unimpressive, optimised pages and proper sizing devices are a necessity in order to minimise returns (Statista, 2025).

Stores: Plus-size collections should be available in all flagship stores and high-traffic areas, where they are shown together with core collections versus in separate locations. This apparent inclusion is a response to the feeling of Brandy stores being hostile to bigger bodies (Holtermann, 2024).

3.4 Promotion Strategy

Promotion must be both fashionable and inclusive and reach a digital-first Gen Z market. Gen Z younger customers spend around 5.1 hours per day on social sites, nearly twice that of older generations (Winslow, 2025). Tik Tok and Instagram have become favored search platforms among brands among nearly half of Gen Z (Djafarova and Bowes, 2021).

Influencer marketing is thus crucial. Research indicates that 63 percent of Gen Z and 66 percent of millennials have confidence in brands promoted by content creators to whom they are followers, and influencers are especially impactful when they are authentic but not polished (McKinsey & Company, 2023). In the fashion industry, approximately 27% of Gen Z actively use TikTok influencers- a particularly high number amongst apparel brand.

Brandy Melville Plus must then:

- Collaborate with plus-size and mid-size micro-influencers in try-on hauls and styling videos of signature Brandy looks on larger bodies.
- Use inclusive hashtags like #BrandyForEveryBody to create social proof by launching UGC campaigns.
- Clarify more quickly the sizing philosophy and fit-related details with the help of brief videos to decrease the fear of the first purchase.

4 Marketing Strategy Pitch

Brandy Melville Plus is a response to a gap in the fashion market that has been experienced over a long period of time. The average American woman would have a waist of 38.7 inches, whereas Core denim offered by Brandy Melville is only 28 inches, leaving out a large and increasingly large clientele (Tam, 2025). When just one out of every three fashion events has initiated plus-size clothing, the demand of true inclusivity keeps growing. The plus-size market is estimated to have USD 444.4 billion

in size by 2033 with US representing USD 151.6 billion indicating substantial business potential (Dimension Market Research, 2024)

The new line, Brandy Melville Plus, will offer an inclusive assortment that provides the brand with the iconic look at the right, precise sizing and better fit engineering. The line appeals to the growing body-positivity principles by providing style parity, rejecting one-size-fits-all messaging, and being inclusive of representation, keeping the brand consistent with its identity. This programme makes Brandy Melville strategically placed to recapture lost customers, build brand loyalty, and set a more responsible, inclusive future of the youth fashion industry.

5 Reflection

Working on this portfolio prompted me to think more critically on what it can mean to have a brand concept when the focus was not on aesthetics, but on inclusivity. When I decided initially to extend Brandy Melville to plus-size apparel, I did so primarily as a growth strategy. Nevertheless, perusing evidence on size inclusivity and body positivity, I started to see it as a reaction to structural exclusion and harm to the feelings of plus-size consumers, who tend to experience poor fit and unfriendly retail space (Bakshi, 2025; Maguire and Shoaib, 2024). The experiential learning cycle helped me to frame this change: I alternated the concrete experience (design of concept), reflective observation (interrogation of the ethics of the one size model), abstract conceptualisation (applying the theories of experience learning and inclusive branding) and active experimentation (revising the concept and STDP as my understanding grew) (Ruiz et al., 2014).

Researching through the STDP framework helped understand the purpose of the brand and who it should benefit. Segmentation and targeting were not only analytical tools, but rather value-based decisions because I focused on excluded fans and body-positive fashion seekers. The matching of these groups with the data on the increase of plus-size markets and the development of consumer expectations boosted my belief in the possibility of the idea to be not only commercial but also socially significant (Thorat and Deshmukh, 2020). The translation of the idea into the 4P compelled me to operationalise the stay-inclusive intentions of this brand: price equity to prevent a plus-size tax, omnichannel distribution to prevent online-only dichotomy, and promotion strategies targeting influencers in the plus-size category and authenticity

(Lexa and Berlin, 2006). This demonstrated to me that a marketing mix can only be effective when all the elements support the promised positioning of an inclusive, youth-oriented brand.

Writing the pitch demonstrated how hard it is to make a persuasive brief of complex analysis. It has brought me to more consciousness of the role of structure, tone and delivery in marketing communication beyond technical content.

All in all, I have solidified skills in synthesising secondary research, how to apply STDP and 4Ps to an actual brand, and thinking over ethical tension between profit and inclusion. Nevertheless, I also identified weaknesses: I used only secondary sources and my first marketing mix was not critical enough. I would also use simpler primary research (interviews or surveys) and prototype testing at an earlier stage in the process in future, by testing the concept with user feedback and iterating on it rather than assuming what inclusive design should be (Suradkar and Chanana, 2024). To practice the pitch with peers more also to test its clarity and emotional appeal I would also spend more time on practising the pitch with peers to ensure that the final presentation is based not only on a strategy but it convinces people of its worth.

6 Conclusion

This portfolio has presented a plus-size line extension of the Brandy Melville that addresses the issue of ethics, market development and shifting demands concerning body inclusiveness. By using the analysis of STDP and a consistent 4Ps mix, I demonstrated how the new line would turn away fans who are not loyal to the company into its advocates and simultaneously save the youthful fashion identity of the company. The reflection and pitch factors served to translate analysis into persuasive narrative and find tangible lessons of marketing practice in other areas, in alternate formats and cultural backgrounds as well worldwide successfully.

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8 Appendix: Brandy Melville Plus Size Brand Poster



Brandy
Melville

Programme : Master of Business Administration

Module : Marketing Management (LCMB7024)

Lecturer's Name : Dr. Jaya Gopalkrishnan

Assessment Component 2 : Marketing Portfolio Poster

Inclusive Fashion for Plus-Size Women : Expanding Accessibility and Representation in Brandy Melville

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MARKETING STRATEGY PITCH FOR BRANDY MELVILLE PLUS SIZE LINE



Problem Statement

Only 0.3 percent of fashion shows featured plus size clothing (Maguire and Shoaib, 2024; Sustainability, 2025).

According to a survey by Kashti (2024), only 43% of items returned in "plus size" searches were truly plus size.

A quarter of retailers limited extended sizing to categories such as denim (Kashti, 2024).

The average American woman has a 38.7 inch waist, but Brandy Melville jeans measure 28 inches.

53% of American girls are unhappy with their bodies, and 78% of girls over 17 feel dissatisfied.

Opportunities (Dimension Market Research, 2024)

Market growing to USD 444.4B by 2033, showing strong demand and revenue potential.

US market alone to reach USD 151.6B, offering major expansion opportunity.

Formal and business plus-size wear remains a differentiation space.

Rising body positivity drives demand for inclusive sizing and representation.

Digital fitting and personalised tools can improve fit accuracy.

Proposed Solution

• **Brandy Melville Plus** would be a fully inclusive plus size clothing line offering genuinely comprehensive sizing and accurate fit for all plus size consumers, without relying on surface-level or limited inclusivity.

Value Proposition

• Our plus size line delivers stylish, well-fitting clothing designed for all body types, offering comfort, confidence and true inclusivity.

Call to Action

• Join us in redefining fashion by supporting a brand that finally gives every consumer access to the style they love.

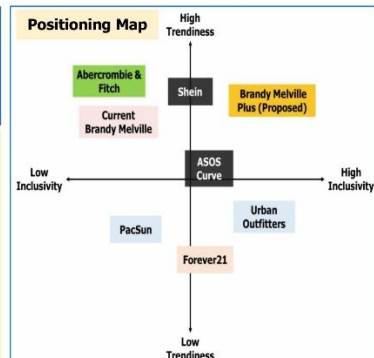
Target Customers

plus-size women aged 16–35, typically wearing sizes 14 and above, who lead fashion-conscious, body-positive lifestyles and seek stylish, well-fitting, and inclusive clothing.

Key Strategic Elements (4Ps)

- **Product:** Fully inclusive plus size range with consistent style and improved fit engineering
- **Price:** Affordable, value-driven pricing aligned with original brand
- **Place:** Online launch plus selected store roll-out for broad accessibility
- **Promotion:** Inclusive campaigns, plus size creators, and transparent fit information

Positioning Map



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