

Analyze Brandy Melville's Market Planning and How Can it Succeed?

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Abstract. As the time passed, everything has changed a lot. Many companies have to create new things to consolidate their business, but it's difficult for them because everyone wants innovation, so there is bound to be more and more competition. Peter Drucker had said that: 'Innovation is creating a resource.', I agree with this because I see the innovation of Brandy Melville brings success to it. Therefore I am going to research on Brandy Melville's strategy in my essay, and by using theories of business management to analyze the company itself.

Keywords: Brandy Melville; Market Planning; Case Study.

1. Introduction

The clothing industry has been developed well these years, and the brands are trying to convention new concepts and designs to compete in the market [1]. I want to introduce a brand named Brandy Melville, who is a fast-fashion brand from Italy. It is a heated brand since 2020, almost every girl who pay attention to the internet trend has one product from it. I am going to analyze Brandy Melville from basically four perspectives: The background of clothing industry, the development of clothing industry in China, the characteristics of Brandy Melville, and my suggestions for the improvement of Brandy Melville. And try to figure out how did Brandy Melville succeeded in the clothing business around the world. The past references all have a lack of analysis on the pain point of Brandy Melville's marketing strategy, and that's the key for Brandy Melville which can determine whether it can move to the next level. And by using the five perspectives from the organizational behavior science to analyze Brandy Melville's strategy towards Chinese market, and how did it attracted the customers with different tastes, and how did it influenced the clothing trend of Chinese people even changed people's old and stale views.

2. Clothing industry's current industry status in China

In January 2022, China's commercial department has announced "Guidelines on the high-quality implementation of the Regional Comprehensive Economic Partnership Agreement (RCEP)" to promote the export of clothing industry. In addition, 38.4% of consumers in the apparel industry have increased their consumption amount, and 35.2% of consumers in the apparel industry have increased their consumption times [2, 3]. According to the supportive announcement and the current data of the fashion industry, I suggest that the clothing industry is developing gradually with a rapid trend, and this will long-lasting for a long period. Moreover, people are paying more attentions on what they are wearing recently, this is a good tendency for the growth of both the designs of clothes and clothing sales. Additionally, China is promoting the green consumption in January 2022. According to the 'The Implementation Plan for Promoting Green Consumption' promulgated by the National Development and Reform Commission, the clothing companies should produce clothing with environment-friendly materials and provide low-carbon clothing. And so more companies are trying to using the recycle techniques to follow the national policy.

By using the Porter's Five Forces model to analyze Brandy Melville, we can understand the development of Brandy Melville. The bargaining power of suppliers is Brandy Melville itself, it will has a relatively low bargaining power as it belongs to fast-fashion, so there will be many brands who have the abilities to replace it. For example, the cheap and convenient delivery fast-fashion brands on

Taobao. The bargaining power of buyers are stable, because Brandy Melville is famous and it has a good propaganda around the world, many of the celebrities were wearing Brandy Melville's clothes or accessories, and posted their pictures onto social medias, this is a effective way to promote the brand. The ability of potential competitors to enter is not that high in my perspective. Because people are familiar with Brandy Melville, and the effects it made during the last few years are significant. The competitors will only be similar to Brandy Melville but it's hard to exceed Brandy.

The substitution ability of substitutes is strong I suggest. If there is a brand of the same position as Brandy Melville, I think the youngsters may try it. Because their purchasing choices are on the basis of the popular trend. And if the brand can create something new, it's very likely to become the next "Brandy Melville". The current capabilities of competitors in the industry is not enough to affect Brandy Melville. For example, there is a brand named: holister. It's a fast-fashion brand also, some young girls were attracted by it. But there's only a few people know this brand on the internet, because it doesn't have web influence. Therefore it's hard for holister to compete with Brandy Melville. As a result for Brandy, it's future expectations are bright and wide. Because there don't have a brand or a crisis to threaten it in this stage. Brandy Melville is a Girls' clothing brand that was founded in Italy in 1970s by Silvio Marsan and Stephan Marsan. And it's one of the most popular brands for young girls at the moment. It has opened more than 150 stores around the world and is targeting at young girls because it sticks to a one-size-fits-only strategy. And its price is moderate, for example a basic top's price ranges around 100 to 300RMB.

3. The business model of Brandy Melville

Brandy Melville's marketing strategy is to use social media and KOL influences to promote itself. Work with many young and beautiful girls who have fan bases, and invite them to work in offline stores while taking attractive photos in the store and upload them to social platforms like Little Red Book and Tik Tok to attract its target customers. And Brandy Melville will use public influences to create eye-catching and controversial topics to create heat and controversy. Another strategy is to label the brand, which is the reason for the popular "BM style" in China [4]. After creating a unique concept, the sales and clout will definitely be higher.

Brandy Melville has a smart marketing method, but correspondingly, brandy will only attract small amount of customers because of its product positioning. And when this trend is over, brandy won't be able to launch new ideas. Brandy Melville's clothes are one-sized, so there must be a part of the consumers who didn't meet its 'sales standards'. This will cause a limitation when selling it's products. And it's target customers have to be young girls, some of them are in middle school and some of them are working in the workplace although the age gap is big, but they all have similar points which are young and slim [5]. Everyone is in pursuit of white, thin, and tall which will lead women to become less confident. Some of them may become more disciplined in order to fit into an average size, but most of them will doubt themselves and increases anxiety and stresses. This will cause a bad effect on the clothing business of Brandy Melville and will create negative public opinions about body anxiety.

Brandy Melville has a wide range of products, including clothes, jewelries, handbags, etc. Which highlighted the characteristics of young girls. And its design is very simple, they are some basic and versatile styles, attracting a lot of beautiful, slim, tall girl groups. On the contrary, although the unique brand culture has been created, the anxiety will also be created. And many girls are wired in self-doubt, and less confident. The outfits are very basic, usually are made of cotton or polyester. Short tops, hoodies and skirts are the most purchased since the designs have followed the prevalent trend. Girls can 'show-off' their nice body shape while wearing them, which made Brandy Melville's design the most popular with girls. However, simple designs will be too slight over, and Brandy Melville will definitely encounter loss of customers when they can't be surprised by the products.

Actually, Brandy Melville doesn't have any types of print advertisements. It usually collaborates with web celebrities, and they will post the cooperative advertisements onto social medias. This

cooperation is a win-win situation, because those ads will raise both the clout of social media influencers and the sales of Brandy Melville. Maybe Brandy Melville can find some influential people to promote its brand, because as long as people know the brand, more people will come to the store, the brand will be more popular and profitable even if the customers don't buy anything, because advertisements creates heat.

Brandy Melville will recruits lots of influencer to the offline shops, and their popularity will bring more customers to the shops. So basically, the staffs in Brandy Melville are working as part-time employees and high school students. Therefore, I suggest the management of staffs are not strict which will lead to a chaos situation while sorting the stores. But the lack of staff management may cause the decline in service quality, and the dissatisfaction of customers will increase.

4. The secret of success of Brandy Melville

Brandy Melville developed from a small brand to now celebrities like Hailey Bieber, Taylor Swift and Kendall Jenner are wearing it, it has achieved a qualitative leap these years. Brandy Melville insists on the 'one-size-fits-all' strategy, this attracted many customers. There used to be a lot of girls who were saying that wearing Brandy Melville is their dreams, because only the slim girls can wear them, so wearing on the clothes from Brandy will be a glorious or proud things for the girls to 'show-off', since this will represent that they are skinny, and they are able to fit into the clothes.

Moreover, the 'one-size' strategy that Brandy Melville insists on represents: confident, and unique. Since the designs are always crop tops and vests, which can show the nice bodies of girls. For a long time, many Chinese women are not confident enough when they met the questions about their bodies and appearances. This problem is enhanced due to the traditional concepts of Chinese people, and we call it: body shame. The elder Chinese people suggest that girls shouldn't be wearing short skirts, crop tops, or anything else that shows their figures. And many of them have the stereotypes on the girls who are being pretty, because that represents they are not 'good girls'. So girls in China have been living under the senseless brainwashing educations, and most of them never wear tight-fitting clothes. But this changed when Brandy Melville is prevalent in Shanghai. The store in Shanghai is the first one in China, and the celebrities were being attracted to buy the newest products. Then the style of Brandy Melville became famous at the time.

Every girl who were used to be afraid of wearing the tight clothes saw the trend, and started to think the question: What is the meaning of 'good girl'? And the tags about "Brandy Melville", "Body anxiety", "Skinny girls" were at the front of the heated ranks. This made girls to awoke from the ridiculous thoughts of body shame, and they realized being themselves is the most important thing, every girls is a good girl because no one can define them. As a result, more people purchased Brandy Melville, and they advertised it willingly [6, 7]. And by selling one sized clothes can save lots of costs, because not everyone will buy their products. So many Inventories are overstocked in the factory or the warehouse, this will lead to a diseconomies of scale, which will increase the costs but lower the profits. Therefore, Brandy Melville could save a lot of money when producing, and they can create their own brand concept at the same time.

For the other reason, people can noticed that the internet have a serious impact on the teenagers and they play an important role in the way of how people think. The young influencers also followed the trend of 'The style of Brandy Melville', and they were invited to be the part-time employees to the offline stores because they have a proper image that matches Brandy Melville's concept. And their followers will usually being encouraged by or attracted by the influencers while they are wearing Brandy Melville, so more people will purchase it.

What's more, Brandy Melville also choose its employees from the customers. It's geographical location might not be in the most centered part of the city, but pretty girls were all attracted by its reputation. So they can find the proper employees during working hours, and the girls who have been chosen are glad to be recruit, because that means they have a nice appearance and a nice body. So Brandy Melville accomplished the 'Social Currency' marketing strategy, this helps it to become

popular around the world and among the stars. Therefore, there are many reasons to explain why Brandy Melville can be successful among those competitors. It used the KOL (key opinion leader) effect to set the trend, and defeated the famous brands: ZARA and H&M, and it used the 'Social Currency' marketing strategy, and the unique concept to win the game.

5. Suggestions

In Shanghai, 90% of the customers are buying Brandy Melville because of the internet trend, only a few of them will be attracted by the store itself. The reason is that the offline store in Shanghai is too small and not evident. The store is sandwiched between two shops, the decoration is simple and the potential customers passing by will not be able to take notice of the store. Therefore, I suggest the company should expand the store, or they could add some decorations in the front of the shop so people can be aware of them [8].

Although the customers like the heated trend of Brandy Melville, but they won't be satisfied if the manners of the company's employees are bad. And I sometimes can see that are many negative blogs writing about the bad tempers of Brandy's employees, and there are many people agreed and commented on the post. If the statement is a fact, then Brandy Melville should restrict its employees and set rules for them to be respectful to their customers instead of being rude. Because these not managed employees will have bad impact on the brand image, and some competitors of Brandy Melville may take the chance to make Brandy Melville caught up in public opinion [9, 10]. Therefore, Brandy Melville should pay more attention to its staff management problems, since this action would attract more customers for Brandy Melville, and the negative judgments of Brandy Melville will also be disappeared.

If Brandy Melville wants to hold tight to the Chinese market, it should change its designs. Chinese customers prefer durable and good quality at low price products, and Chinese government had announced that the clothes should be eco-friendly, so Brandy Melville should change its designs and clothing materials, and make its products more durable. Because many customers have pointed out that the clothes they bought were torn in the washing machine. Therefore, Brandy Melville should be more careful about the quality of their products and be in line with the environmentalism supported by the Chinese public.

6. Conclusion

To conclude, Brandy Melville's success is based on its unique brand style and smart marketing strategy. It knew what the customers prefer, and knew what the generation need. To attract and consolidate the customers, Brandy Melville should pay attention to its pain points and continue the unparalleled brand culture.

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