

# Brandy ♥ Melville



Principles of Fashion Marketing  
The Principles of Fashion Marketing Report  
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# EXECUTIVE SUMMARY



Image 2: Brandy Melville's models, (Instagram, 2024)

This report introduces an inclusive marketing plan for Brandy Melville, focusing on the brand's current issues and structure its strategies with values and expectations of their target audience: Gen Z. The plan addresses an improvement of sustainability, ethical practices and especially inclusivity, improving their market performance and brand's reputation. The report analyzes external and internal marketing challenges. Brandy Melville's historical emphasis on exclusivity has alienated an important segment of its audience, who progressively demand inclusivity, diversity and ethical production. To prevent this, the coming decisions were made:

## -> Key decisions and strategies

**Product** -> Launch size-inclusive collections and expand product offerings to adjust diverse customer needs while keeping the brand's minimalist aesthetic.

**Price** -> Choose a competitive pricing strategy with affordable mid-range prices to align with Gen Z spending habits, while granting promotions during key times to boost retention and customer acquisition.

**Place** -> Introduce pop-up stores in new markets to upgrade accessibility, and expand into third-party marketplaces

**Promotion** -> The best way to use social media would be to post their clothes worn by inclusive models (figure 1), another option could be to partner with micro influencers based on body positivity to promote inclusivity authentically.

**People** -> Invest in a training employee program to create a more inclusive and welcoming environment and create a strong community centred retail experience. Hire diverse employees, in order to spread awareness on their change of inclusivity.

**Process** -> Training store employees to be welcoming and foster inclusivity, by being friendly and helpful. Being transparent about sourcing and ethical production processes.

**Physical Evidence** -> focus on using an eco friendly packaging, maintaining coherent branding, making sure all the visuals spread awareness on inclusivity to shift brand perception.

## Implementation Outline:

-> The plan is constructed to last 12 months, with quarterly achievements with campaigns, product launches and performance evaluations. KPIs involve a shift in brand perception, customer satisfaction and revenue growth.

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Image 3: Brandy Melville's shop, (Instagram, 2024)



# INTRODUCTION

## Brandy Melville

Brandy Melville, an Italian-born brand known for its minimalistic Californian aesthetic, gained popularity through trendy designs and a “one-size” approach. However, criticism over exclusivity has pushed the brand to adopt more sustainable and inclusive practices to maintain its market position and growth.

### VISION STATEMENT

Brandy Melville aims to be a leading life-style brand for youth globally by delivering accessible, on-trend fashion that embodies the laid-back, carefree attitude of modern youth culture.

### MISSION STATEMENT

Brandy Melville endeavours to achieve the quintessence of a youthful teen spirit, through their trendy products and overall vintage look, motivating young girls to freely express themselves with their style.

### Brand Values and Ethos

- > Youth-Oriented Aesthetic
- > Exclusivity and Simplicity
  - > Trend Driven
- > Individualism meets uniformity
  - > “Effortlessly Cool”



Image 4: Brandy Melville's models (Instagram, 2024)

Figure 1: (Adapted from Kapfeirer Identity Prism to Brandy Melville, 2025)

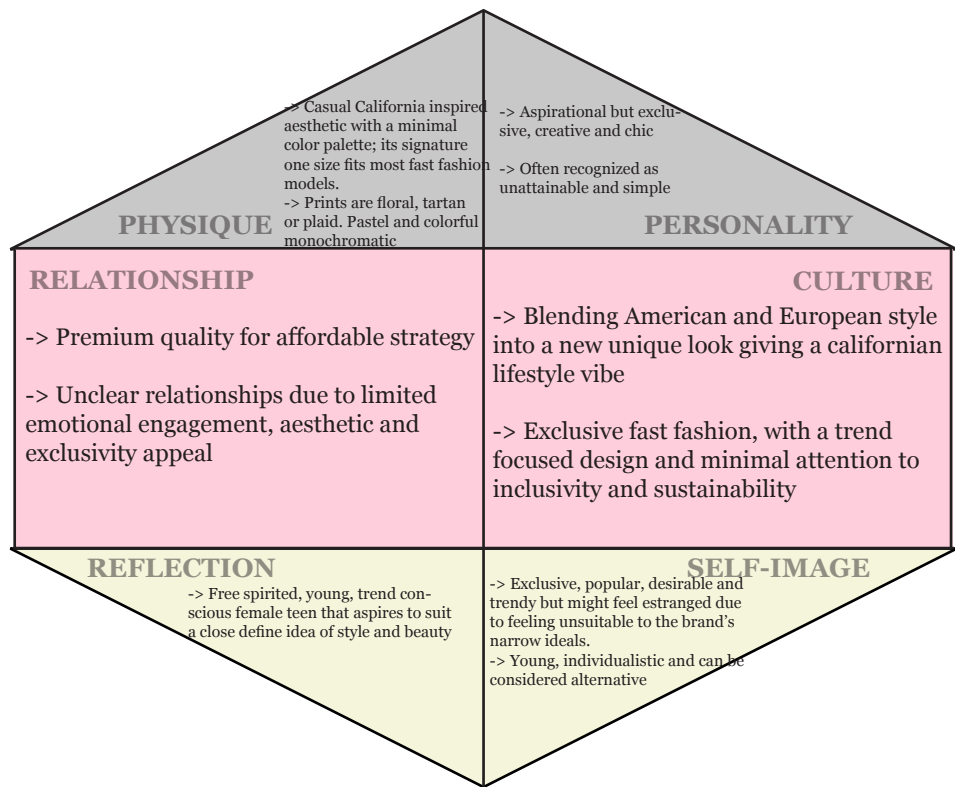


Figure 2: Brandy Melville Brand Board, all pictures are taken from Pinterest



# MARKETING PLAN

## “Fashion for Every BODY”

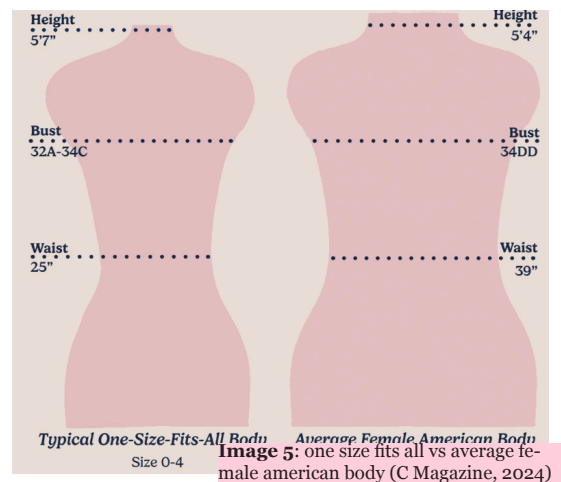
Brandy Melville’s marketing plan aims to reposition the brand as an inclusive consumer-driven brand, aligning with Gen Z’s values of ethics and sustainability. Strategies include **expanding product range, marketing campaigns, community engagement, and changing hiring practices**. The plan emphasizes inclusivity, and addressing past criticism to rebuild trust and maintain a competitive position in the fast fashion market. Regular staff training and policy evaluations are crucial for achieving this shift.

### 1- Product Development KPIs

- Size range expansion -> introduce extended sizes to follow its new inclusive philosophy (image 5)  
Metric: Set up 30% of the total product line in a wide size range within 6 months
- Partnerships with inclusive designers -> follow the number of partnerships with designers and influencers from different backgrounds  
Metric: Collaborate with 3+ influencers/designers within the first quarter (3 months)

### 2. Marketing Campaign KPIs

- Campaign Engagement and Reach -> track likes, impressions and shares on the new campaign between social medias like Instagram and Tiktok  
Metric: Achieve 50k views per campaign video, Generate a 20% engagement rate per Instagram post
- Sentiment Analysis-> use social to communicate its brand philosophy, that has been ruined from the Brandy Hellville documentary.  
Metric: Convert negative feelings to 50% positive sentiments in 6 months
- Brand Recall -> use surveys to track consumers acknowledgement of the campaign’s inclusivity message  
Metric: 80% of interviewed customers think of Brandy Melville as an inclusive brand in 12 months



### 3. Community Engagement KPIs

- Advocacy Partnership -> quantify the reach of collaborations with body positive organizations  
Metric: Collaborate with 2 organizations in the next 12 months

### 4. Retail and Hiring Practices KPIs

- Employee Diversity -> measure the percentage of diverse hires and staff feedback on their job  
Metric: achieve a 25% increase in workforce diversity in the next 12 months

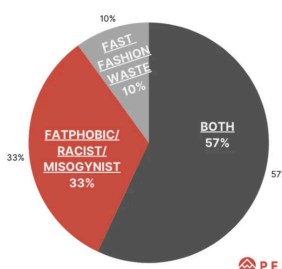
## ‘Brandy Hellville’ exposes fast fashion brand in shocking documentary

Image 8: Brandy Melville’s CEO scandal (HBO Documentary, 2024)

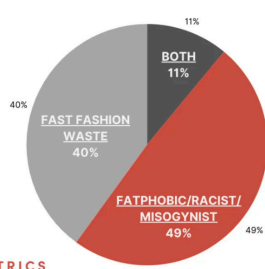
HBO’s latest documentary, “Brandy Hellville & The Cult of Fast Fashion,” pulls back the curtain on the dark underbelly of the fast fashion industry.

Image 6: Brandy Hellville HBO documentary (British Vogue, 2024)

Brandy Hellville Narratives: News



Brandy Hellville Narratives: Social Media



Brandy Melville’s CEO doesn’t want Black people to wear the brand’s clothing, according to an ex-store owner

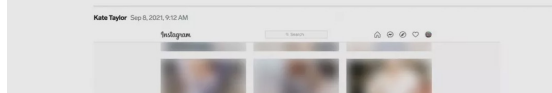


Image 7: Brandy Melville news vs social media (PeakMetrics, 2024)

# ANSOFF MATRIX



Figure 3: (Adapted from Ansoff Matrix to Brandy Melville, 2025)



# MARKETING ENVIRONMENTAL ANALYSIS

## SWOT ANALYSIS

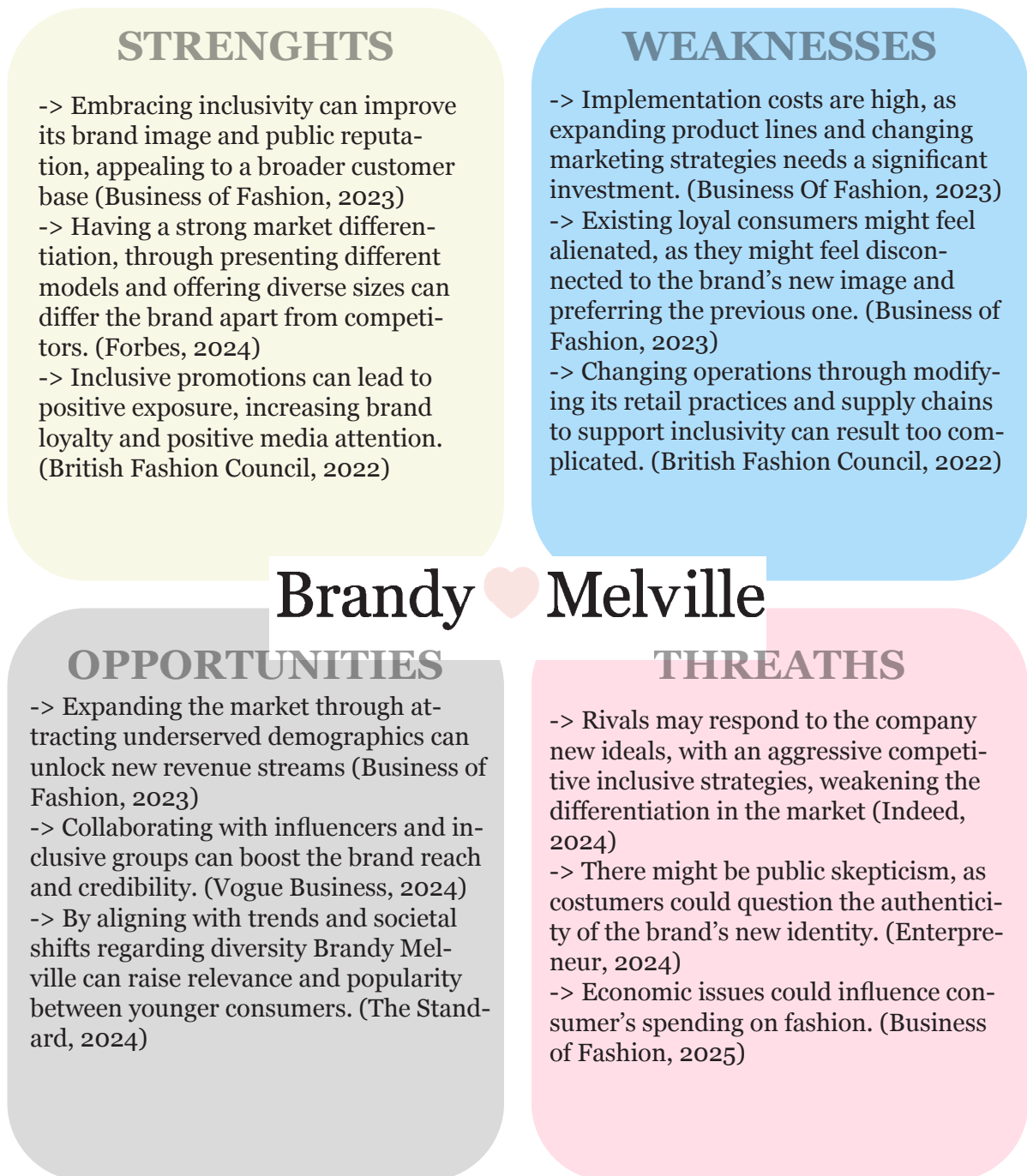


Table 1: SWOT Analysis for Brandy Melville's New Marketing Plan, 2025



# PESTLE ANALYSIS

Table 2: PESTLE Analysis for Brandy Melville's New Marketing Plan, 2025

## POLITICAL

- > With the brand's effort to inclusive marketing and hiring, Brandy Melville can ensure compliance with anti-discrimination and labor laws. Conveying past controversies by executing transparent recruitment policies can help diminish legal risks and rebuild trust. (Vogue Business, 2024)
- > The brand's fast fashion model goes through pressures from EU Green Legislations, such as ESPR (Eco-Design for Sustainable Products Regulation). Progressing to a more ethical supply chain through transparent labeling and sustainable materials will be crucial to observe with emerging standards and maintain credibility. (European Union, 2023)

## ECONOMICAL

- > Brandy Melville's demographic, Gen Z, is highly value-driven, prioritizing ethical responsibility and sustainability besides low prices. While making more product lines might increase costs of production, the business can justify premium pricing through sustainable materials, high quality and capsule exclusive collections. (McKinsey and Company, 2024)
- > Using AI-Driven data analytics to estimate demand trends can optimize inventory, increase profits and minimize over production. This would increase operational efficiency and decrease unsold stock, meeting its sustainability goals. (McKinsey and Company, 2024)

## TECHNOLOGICAL

- > Brandy Melville has already excelled in Gen Z-oriented e-commerce, extending a mobile-friendly and seamless shopping experience. Expanding its digital presence through AI-driven size recommendations and interactive styling guides can increase consumer engagement. (British Vogue, 2024)
- > Applying block-chain based tools can confirm ethical sourcing, fortifying Brandy Melville's commitment to sustainability and reducing risks of bad reputations related to fast fashion labor concerns. (Business Of Fashion, 2024)

## SOCIAL

- > The new marketing strategy questions Brandy Melville's prior exclusive image, answering to Gen Z's demand for body positivity and inclusivity. This iconic rebranding might appeal to lost consumers while promoting deeper emotional connections with consumers. (The State of Fashion, 2024)
- > By co-operating with body positive influencers, hosting educational workshops and advocacy groups, Brandy Melville can regain customer trust and foster a sense of belonging. However, failure to authentically combine these values into company culture may result of accusations of performative activism. (The State News, 2024)

## LAW

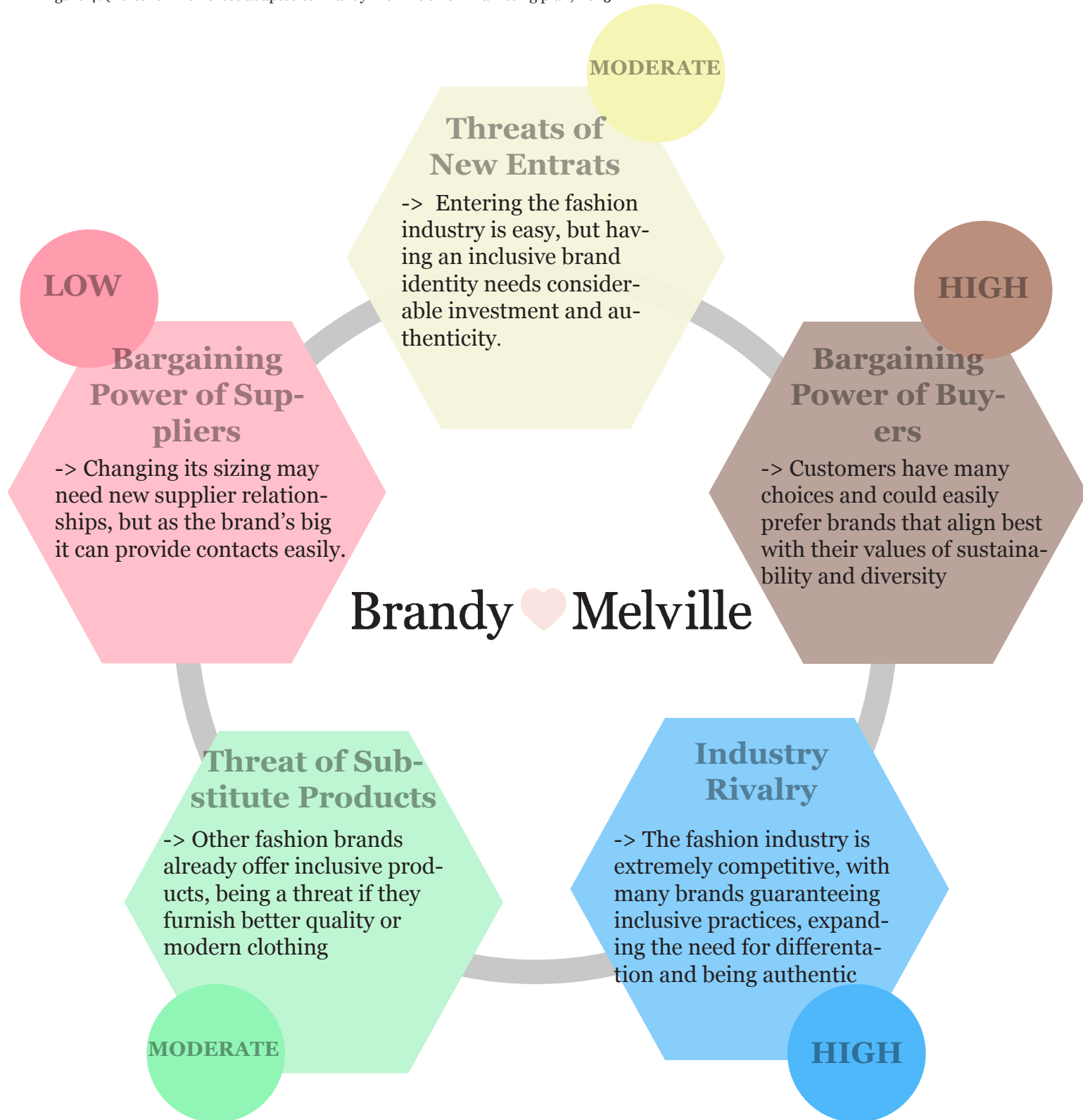
- > Brandy Melville's past discriminatory hiring practices caused by legal problems. By renovating recruitment processes, guaranteeing equal opportunity employment, and publicly revealing diversity hiring statistics, Brandy Melville can reduce legal risks and gain employee reputations. (Vogue Business, 2024)
- > Brandy Melville's change from "One Size Fits All" to "One Size Fits Many" has to align with consumer protection laws to keep away from misleading promotion. Transparent communication on customer-centric return policies and sizing will increase trust. (The State News, 2024)

## ENVIRONMENTAL

- > Gen Z consumers actively avoid brands using unethical labor and excessive waste. Brandy Melville's fast fashion model differ from these expectations, making it pivotal to use a circular economy model, with recycling programs/second hand collections (The State of Fashion, 2024)
- > Working with ethical suppliers and using low impact fabrics (e.g. recycled polyester and organic cotton) will be necessary to drop environmental impact. However, greenwashing risks should be diminished through transparent reporting and thirdparty certifications. (British Vogue, 2024)

# PORTER'S FIVE FORCES ANALYSIS

Figure 4: (Porter's Five Forces adapted to Brandy Melville's new marketing plan, 2025)



# COMPETITOR ANALYSIS

Table 3: Competitor Analysis for Brandy Melville's New Marketing Plan, 2025

BRANDS	MARKET POSITION	PRODUCT OFFERING	COMMUNICATION/RETAIL STRATEGIES
Brandy Melville	The brand is repositioned as an inclusive Gen Z Fashion brand, identifying with an ethical and diverse identity. Its consumers prefer casual and trendy aesthetic with strong values on sustainability and inclusivity. They are also engaged online, through socials such as TikTok and Instagram, making it easy for the brand to communicate to customers.	The brand offers an expanded size range and gender neutral items, for a capsule trendy collection. Moreover, it shifts towards an ethical production, focusing on diversity and inclusivity.	Brandy Melville's communication through social media is on Tiktok and Instagram, with a rebranding featuring diverse models, body positive messaging and collaborations, and community initiatives in order to create customer loyalty. Instead, in-store experience shows diverse employees, with great skills and professionalism.
HOLLISTER	Hollister's target customers are teens and young adults (Gen Z), that prefer American laid back inspired fashion. Moreover, the brand is focused on lifestyle marketing, aspiring young girls to be creative. They engage both in-store and on social media. Their target market is very similar to Brandy Melville's demographic.	The brand offers many different items, but especially casualwear (jeans, hoodies, loungewear), with a strong prominence on a laid back cozy style. Its products have sustainability efforts but a limited size diversity compared to HM or Urban Outfitters. Their branding is youth lifestyle and in-store experience is prominent.	Hollister's communication focuses on influencer partnership and lifestyle, with a nostalgic early 2000's branding, that appeals perfectly to Gen Z. There is a strong reliance on in-store experiences, with loyalty programs and discounts.
H&M	HM is a mass market fast fashion multinational, with a focus on affordable trend driven clothing with a strong sustainability philosophy. Its audience is broad, from Gen Z to Millennials that prioritize affordability.	The brand has an extensive variety of items: from workwear, to designer collaborations, to athleticwear. It also has a sustainable collection, known as "HM Conscious Collection" where they recycle garments, but it's still mass produced. The brand works with collaborations frequently, ensuring affordability and accessibility.	HM's promotional strategy is using constant traditional ads, sustainability driven messages and influencer marketing, guaranteeing a broad demographic to get as many customers as possible. Moreover, the company uses an omnichannel strategy, through its in-store global presence and investing in AI-powered customer experience.
URBAN OUTFITTERS	Urban Outfitters is positioned as an alternative lifestyle brand that is a trendsetting, balancing fashion, pop culture and home decor. Its target customers are indie/artsy young adults looking for unique fashion and vintage aesthetics. The company has a strong brand differentiation thanks to its alternative edgy appeal.	The brand offers alternative streetwear styles, including vintage resale, which is sustainable (urban renewal), however, it primarily sells fast fashion with an exclusive curated capsule collection.	Urban Outfitters communication is alternative with a focus on young people mixing pop culture, music and nostalgia driven aesthetics. It has a strong in-store experience, with a social media powered engagement and unique store experiences.

# STRATEGIC DECISIONS

## MARKET SEGMENTATION

Figure 6: Market Segmentation Framework for Brandy Melville's New Marketing Plan, 2025

DEMOGRAPHIC	-> Different body types, gender-inclusive items, vast age range (13-30)
PSYCHOGRAPHIC	-> Body positivity, eco-conscious consumers who value fashion and self expression
BEHAVIOURAL	-> Socially conscious Gen Z customers looking for brands with ethical commitments.
GEOGRAPHICAL	-> Extending inclusivity campaigns to vaster markets (Latin America, Asia, global ecommerce growth)

Figure 5: Personae for Brandy Melville's New Marketing Plan, 2025

### Maya Thompson

**Age:** 19

**Gender:** Female

**Location:** Los Angeles, USA

**Education:** First year university student (Fashion Major)

**Income Level:** Mid Range (buys from ethical brands)

**Values:** Diversity, Sustainability, Body Positivity

**Personality:** Expressive, Confident, Responsible

**Interests:** TikTok fashion trends, activism for size inclusivity

**Lifestyle:** dresses street style and casual chic, looking for brands with a purpose

**Reasons to purchase:** Seeks ethically conscious yet trendy clothes

**Pain Points:** Avoids exclusionary brands

**Favorite Channels:** Instagram reels ands TikTok For You Page

**Decision-Making Factors:** Representation in marketing, material sustainability



**Image 9:** Brandy Melville's customer (Adobe Express, 2025)



# MARKET GAP ANALYSIS



KEY FACTORS	INCLUSIVITY AND SIZING	MARKETING AND REPRESENTATION	RETAIL EXPERIENCE AND HIRING	SUSTAINABILITY AND ETHICS
Brandy Melville	->Expanding size range, strong body positivity values	-> Diverse models, influencers engagement and original storytelling	-> Inclusive in store experiences with fair hiring practices and diverse employees	-> Change towards a more transparent and sustainable sourcing of textiles
	-> Offers an extended size range but lacks inclusivity messaging	-> Focus on sustainability and ethical sources, but lacks inclusivity focus	-> Hiring standard models but many diverse policies	-> Strong sustainability strategy but fast-fashion restraints
	-> Not a core brand focus but some plus size offering	-> Positive branding but still provide to a slim aesthetic	-> Overtime hiring employees has been more inclusive, but not a leader in diversity	-> Small commitment to sustainability
URBAN OUTFITTERS	-> Limited plus-size options and inconsistent availability	-> Indie or Alternative style, lacks inclusivity focus	-> No strong inclusivity initiatives but alternative aesthetic	-> Vintage resale and limited sustainable initiatives
MARKET GAP OPPORTUNITIES	-> Strong demand for inclusive sizing in Gen Z-Millennials market	-> Gen Z go for brands with real diversity in marketing	-> Retails could get an opportunity to make inclusivity a key hiring factor	-> Gen Z/Millennials value both sustainability and inclusivity

Table 4: Market Gap Analysis for Brandy Melville's New Marketing Plan, 2025

# CONSUMER ANALYSIS



brandymelvilleusa  
9,662 posts 3.1M followers 0 following  
Brandy Melville  
apps.apple.com/us/app/brandy-melville-us/id1533444101  
Followed by loveshackfancy, oliviasharp06, serenassayin\_ + 11 more

Image 10: Brandy Melville Instagram Page (Instagram, 2025)



hm  
95 posts 38.5M followers 23 following  
H&M  
Serving since 1947  
Followed by pucci.claudia, emmaasartini, silviaprenci + 23 more

Image 11: H&M Instagram Page (Instagram, 2025)



hollister  
12,098 posts 4.9M followers 685 following  
hollister  
give your clothes a good story  
shop new arrivals  
likeshop

Image 13: Hollister Instagram Page (Instagram, 2025)



urbanoutfitters  
15,734 posts 8.9M followers 448 following  
Urban Outfitters  
follow us on tiktok: @urbanoutfitters  
tag us in your UO fit: #uocommunity  
@urbanoutfittershome  
likeshop melurbanoutfitters

Image 12: Urban Outfitters Instagram Page (Instagram, 2025)

By noticing the competitor's Instagram pages, HM (Image 10) is the most followed one with over 36 million followers, fortifying its status as a mass-market leader with an extended consumer appeal. Urban Outfitters is the second most followed one (Image 12) maintaining its highly engaged yet niche audience, attracted to the brand's vintage inspired aesthetic. Hollister, the third most followed, maintains a strong presence by promoting a youthful californian inspired lifestyle appealing to Gen Z and Millennials. Lastly, Brandy Melville has an intense but smaller loyal following of 3.4 million, mostly due to its past exclusivity. However, that past identity has estranged ethically conscious consumers. The new inclusivity plan, searches to change the engagement strategies, captivating a broader yet equally loyal community.

Brandy Melville's current Instagram strategy is strongly curated and aspirational, photographing slim, Euro-centric models in sunlit setting. However, while this aesthetic has built a loyal consumer base, it has also been strongly disliked for encouraging unattainable slim figures and a lack of diversity. On the other hand, the brand's new inclusivity plan requests an essential transformation.

The feed will now feature models of diverse ethnicities and body types, nurturing a more representative brand identity. However, visual storytelling will not change its effortless aesthetic; instead, it will combine behind the scenes insight, inclusive and sustainable messaging and user generated content (UGC), aligning with Gen Z's values. The brand could use interactive Instagram features like polls, Q&A sessions and LIVES can enhance engagement. True success focuses on consistent action, beyond visuals. By authentically spreading awareness on inclusivity in content and community building, Brandy Melville can achieve again trust and expand its audience while maintaining its aspirational appeal.



Image 14: Brandy Melville Instagram Feed (Instagram, 2025)

## POSITIONING MAP

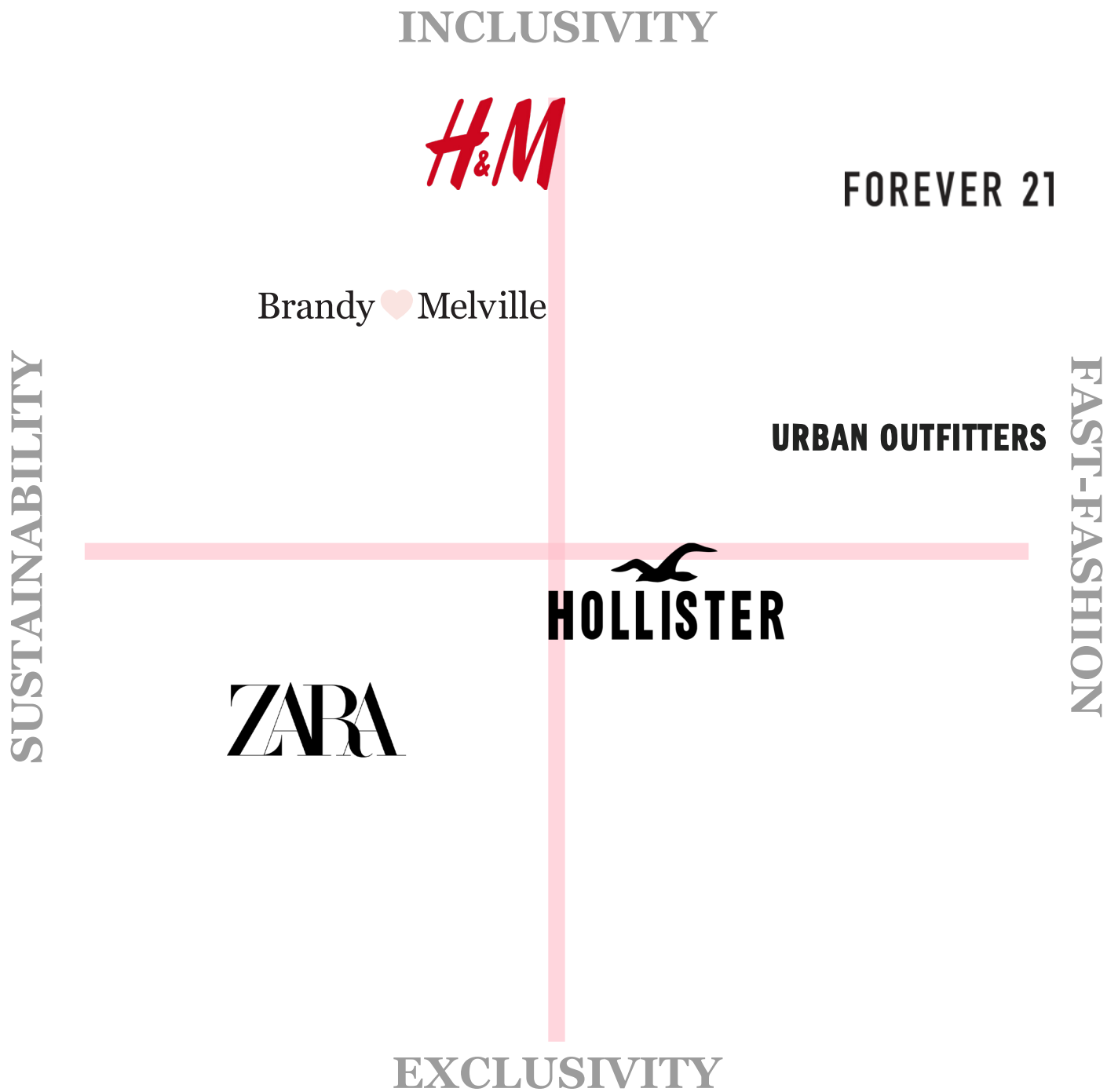


Figure 6: Positioning Map for Brandy Melville's New Marketing Plan, 2025

# BRAND IDENTITY

The implementation of the new inclusivity marketing plan addresses past criticisms by expanding size ranges, featuring a diverse array of models, and promoting body positivity. This strategic shift aims to resonate with a broader audience and align with social values. The plan could enhance social media engagement and attract a diverse customer base. Brandy Melville's success depends on authenticity and consistency in its inclusivity efforts, as consumers value genuine representation. By effectively implementing this plan, the brand can improve its brand image, increase its social media following, and foster deeper connections with a diverse audience, thereby enhancing its competitiveness.



**Image 15:** Brandy Melville's model (Instagram, 2025)

## PAST

- Aspirational and limited
- Selective and Effortlessly cool
- Target Audience as slim, european beauty standards (Image 15)
- Minimal representation an exclusivity based
- Trendy one-size fits all
- Focused on aesthetics
- No sustainable focus, fast fashion model
- Trend dependent, with risk of being outdated

## NEW

- Open, empowering and diverse
- Inclusive with the idea of "Fashion for Everybody"
- Target Audience are Gen Z of all ethnicities and sizes
- Diverse models, storytelling and social impact
- Ethically aware, trendy and size-inclusive
- Hiring based on skills not looks
- Circular economy model
- Inclusivity and emotional
- Future-centred and responds to gen Z's values



# USP AND VALUE PROPOSITION MAP

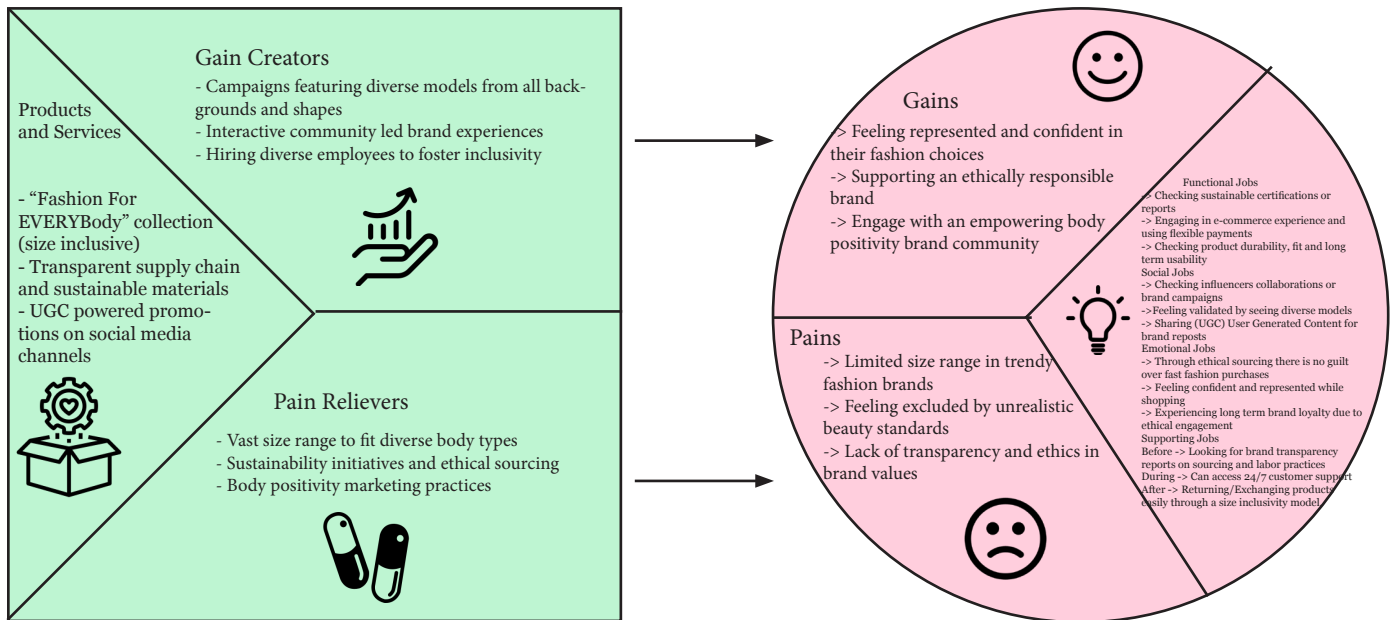


Figure 7: Value Proposition Map for Brandy Melville's New Marketing Plan, 2025

Brandy Melville is rebranding itself as an ethical, inclusive, and trend-driven brand, aiming to overcome customer skepticism and mistrust. To achieve this, the company is expanding its size range, hiring diverse employees (Image 16), and integrating sustainable sourcing. Community engagement and social media channels will enhance inclusivity, featuring full-figured models. The rebrand's success depends on proving authenticity and reflecting Gen Z values in the fashion market. Brandy Melville's unique selling proposition is its "effortless style made for everyone" identity, balancing minimalist trendy fashion with an inclusive fit philosophy.



Image 16: Inclusive models (Vogue, 2022)

# MARKETING MIX

## PRODUCT

Brandy Melville's inclusivity plan changes its product range, offering expanded sizing whilst keeping its signature aesthetic. However, inclusivity should go over insincerity; diversifying items to suit different body types is crucial. The improved production will include various model representation. Packaging also becomes sustainable (image 16), reinforcing ethical commitments. However, balancing inclusivity with brand identity needs strategic implementation to keep the brand's aspirational attractiveness without estranging its loyal consumer base.



**Image 16:** Sustainable Packaging  
(Sourceful, 2024)

## PRICE

The pricing strategy adjusts to reflect convenience without weakening the perceived brand value. However, keeping exclusivity while expanding attraction presents an issue. Price structure now includes tiered pricing, being affordable while keeping a premium vision. Students discounts and underrepresented groups strengthen inclusivity. However, affordability should not weaken quality, as maintaining stylish and durable designs is fundamental. Ethical pricing also aligns with ecological production, guaranteeing fair salaries without dramatically increasing prices.

## PEOPLE

Diversity within the workforce isn't prioritized (image 17). Hiring inclusively guarantees a variety of perspectives that can shape the new brand decisions. However, superficial diversity isn't enough; meaningful inclusion requires fair behaviour in leadership roles. Employee training will focus on inclusive customer service, ensuring all customers to feel valued. However, opposition to change in existing shops can slow down the process. Long term inclusivity depends on an internal cultural change, not just external representations in promotions or campaigns.



**Image 17:** Brandy Melville employees in Florence (Facebook, 2023)

## PROMOTION

The brand wants to promote with inclusive anecdotes, featuring diverse models. However, authenticity is fundamental; performative inclusivity risks repercussions. A balance of earned, paid and owned media reinforces brand credibility. Social media campaigns show customer experiences, enhancing community engagement. However, promotion must align and be consistent with internal adjustments. PR focuses on transparency, guaranteeing inclusivity as more than a performative act but a long term commitment.

## PLACE

Expanding distribution through exclusive urban stores guarantees a wider accessibility. However, exclusivity is a brand value, requiring a balance between desirability and availability. E-tailing reinforces inclusivity, offering diverse sizing online with personalized recommendations. Furthermore, omnichannel strategies merge in-store and online experiences. However, guaranteeing international accessibility remains a challenge. Partnering with multi-brand retailers can enhance inclusivity, and keeping a regular brand experience across locations is vital for success.

# MARKETING MIX

## PROCESS

Through establishing a user-friendly size guide, Brandy Melville improves ease of buying. However, accessibility goes beyond features: having responsible customer service and addressing diverse customer needs is fundamental. Using flexible returns to adapt size concerns simplifies the order process. Nevertheless, guaranteeing consistency beyond global operations remains a challenge. Integrating trained staff in stores can ensure inclusivity is shown at every consumer touchpoint, strengthening the brand's commitment over digital efforts.

## PHYSICAL EVIDENCE

Store designs evolve to feel welcoming for all customers (Image 18), with size-inclusive mannequins and inclusive visuals. However, aesthetic alignment remains crucial to maintain brand identity. Website navigation improves, increasing extended sizing without hiding old collections. Nevertheless, joining physical and digital inclusivity presents issues. Visual merchandising combines various body representations, strengthening inclusivity across brand physical stores. Lastly, physical evidence must smoothly reflect brand philosophy, ensuring inclusivity feels natural rather than a performative act.



**Image 18:** Entrance in Brandy Melville shop in London, UK (Tiktok, 2024)

## Brandy Melville Marketing Plan

### Gantt Chart

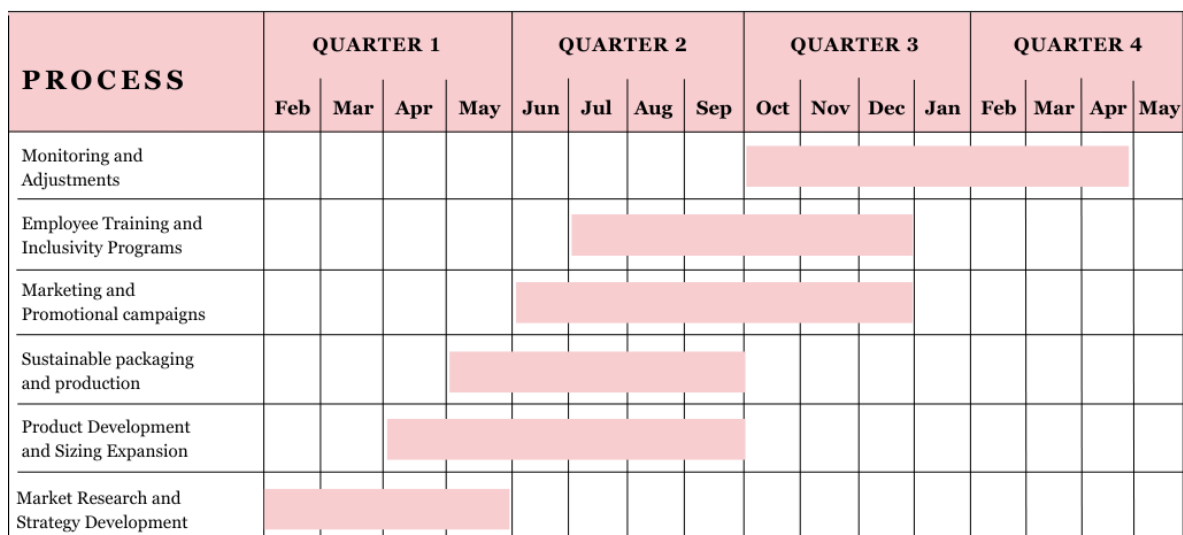


Figure 8: Gantt Chart for Brandy Melville's New Marketing Plan, 2025

## FINANCIAL PROJECTION

Category	Q1 (£)	Q2 (£)	Q3 (£)	Q4 (£)	Total
Marketing and Branding	50.000	60.000	40.000	50.000	200.000
Influencer Collaborations	30.000	40.000	45.000	50.000	165.000
Social Media Content Creation	20.000	30.000	25.000	20.000	95.000
Sustainability and Packaging	40.000	35.000	30.000	20.000	195.000
Omnichannel Integration	25.000	20.000	15.000	25.000	85.000
Training diversity programs	15.000	10.000	10.000	10.000	45.000
Market research and testing	20.000	15.000	10.000	10.000	55.000
Contingency Fund	20.000	20.000	15.000	15.000	70.000

Table 5: Financial Projection for Brandy Melville's New Marketing Plan, 2025



# FINAL BALANCE SCORECARD

## Financial Perspective

-> The marketing plan is predicted to boost revenue by attracting diverse consumer segments and expanding market reach. However, higher production costs due to sustainable packaging and inclusive sizing must be considered. Profit margins might initially decrease, but long-term brand equity and consumer loyalty will pay back.

**Metric:** sales growth, targeting a 15% revenue increase within 12 months while keeping profitability via strategic pricing.

## Process Perspective

-> Operational efficiency is fundamental, focusing on the integration of diverse sizing, sustainable materials, and omnichannel retailing. However, supply chain adaptation requires expenditure in the ethical manufacturing process. Measuring production lead time, inventory turnover, and smooth online and in-store shopping experiences guarantees seamless execution.

**Metric:** depends on diminishing waste, decreasing stockout, and achieving a 20% advance in supply chain responsibilities to support the product mix.

## Customer Perspective

-> Consumer perception is essential, increasing inclusivity in product offering and brand communication. However, changing brand image without disrupting the core audience is a challenge. The goal includes higher engagement rates, customer satisfaction scores and sentiment analysis from social media,

**Metric:** A 25% increase in positive brand sentiment and a broader demographic range, guaranteeing that different consumers feel defined while keeping Brandy Melville's inspirational aesthetic.

## Learning and Growth Perspective

-> Internal change and Workforce Inclusivity initiate sustainable brand evolution. However, employee training on customer service and diversity is crucial for reliability. KPIs include training completion, diversity hiring and employee satisfaction.

**Metric:** a 30% increase in internal inclusivity actions and constant improvement in developmental competency, guaranteeing adjustment with the inclusivity approach at every level of the company.

Figure 9: Balance Score Card for Brandy Melville's New Marketing Plan, 2025

## CONCLUSION

Brandy Melville's inclusivity plan reconsiders its brand identity, acknowledging past criticism while adjusting Gen Z's values. However, its success depends on authentic achievement, constant engagement, and measurable impact. This strategy critically navigates consumer expectations, competitive pressures, and market dynamics, guaranteeing a rebranding that is profitable and ethical.

# REFERENCES

## SWOT:

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