

THE EFFECT OF VICTORIA'S SECRET BRAND REPOSITIONING ON TEENAGE GIRLS CUSTOMER LOYALTY IN KELAPA GADING

Florentine Mariska¹
Imam Nuraryo²

¹Communication Study Program, Institut Bisnis dan Informatika Kwik Kian Gie, Jakarta, Indonesia 14350. E-mail: mariskawuisan@gmail.com

²Communication Study Program, Institut Bisnis dan Informatika Kwik Kian Gie, Jakarta, Indonesia 14350. E-mail: imam@kwikkiangie.ac.id

Abstract

Victoria's Secret is a global brand that has a big role in spreading the meaning of beauty because of its unrealistic models who are known through the Victoria's Secret Fashion Show. But now, the concept of the brand is no longer suitable for today where an inclusive concept is becoming very strong in the fashion and beauty industry. Therefore, Victoria's Secret do a brand repositioning by creating the The VS Collective platform which presented 7 inspiring public figures. The purpose of this study was to determine how much influence the Victoria's Secret brand repositioning had on the customer loyalty of teenage girls in Kelapa Gading. The theory used in this research is the stimulus response theory, then brand repositioning and customer loyalty which there are 4 dimensions for each theory, which helps deepen the measurement. Brand repositioning as the independent variable and customer loyalty as the dependent variable. This study uses an explanatory survey with purposive sampling technique as a sampling technique and determination of 90 respondents. The data collection technique used is the distribution of questionnaires to the population of young women in the Kelapa Gading area who are Victoria's Secret customers. The conclusion is the repositioning of a brand can affect customer loyalty to the brand. In this study, the brand studied was Victoria's Secret.

Keywords:

Brand repositioning, customer loyalty, Victoria's Secret

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Corresponding Author:
Florentine Mariska

Email:
mariskawuisan@gmail.com

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INTRODUCTION

The presence of globalization affects the meaning of beauty which then becomes the same in every region and country so it makes women force themselves and do everything to be perfect beauty. Modern beauty trends target women to have a slim body, fair skin, rosy lips, straight hair, good fashion and so on. According to Hendariningrum (in Sariwaty, 2021:97), along with the development of fashion, making it a lifestyle, psychologically someone who looks comfortable and attractive can increase his self-confidence so that it affects the spirit in doing an activity.

One of the biggest supporters of this trend is due to media exposure regarding Victoria's Secret models, commonly known as Victoria's Secret Angels, which are then used as role models for women around the world as a perfect standard of beauty. The women became obsessed with wanting to have a body and dressed like Victoria's Secret Angels.

This largest US retail company is known for its lingerie products that sell the concept of sexiness and fantasy like a fairy tale that is always liked by women. With her iconic fashion show that was held from 1995 to 2018 and was seen globally, the Angels were increasingly recognized around the world. Victoria's Secret is a global brand so it has a big role in spreading the prevailing meaning of beauty and fashion.

But nowadays, people have started to realize that beauty is diverse and no longer needs to be compartmentalized. More and more people, especially women, are increasingly campaigning for body positivity so that it is hoped that the public can avoid mental health disorders, such as depression, low self-esteem, or overeating caused by distrust of their own beauty and body.

Victoria's Secret recognizes that the brand's position is outdated and its products are considered non-inclusive because they do not pay attention to diversity or consumer convenience. Today inclusiveness is becoming very strong in the fashion and beauty industry. An inclusive attitude reflects the increasingly widespread social, political, and technological changes that present opportunities as well as risks in running a global market-based company.

Thus brands serving global markets are vying to cater to an increasingly diverse and vocal consumer base. Therefore in 2021 to be precise on June 21, Victoria's Secret created "The VS Collective" a new partnership program that drives change within the Victoria's Secret brand. This strategy started with a campaign that brought in a new wave of women from all walks of life. Among the seven founding members chosen to join the "VS Collective" include actor, producer and entrepreneur Priyanka Chopra Jonas, US soccer star Megan Rapinoe, model and LGBTQ activist Valentino Sampaio, to South Sudanese refugee and health advocate Adut Akech, British journalist, photographer and equality advocate Amanda de Cadenet.

Then LGBTQIA+ activist, pay equality and body positivity advocate Paloma Elsesser and World Champion freestyle skier Eileen Gu, to the first transgender person to be featured in the Sports Illustrated Swimsuit Issue. They were chosen as representatives of the VS Collective to change the public's perspective on the new brand image.

The goal of the VS Collective is to continue to drive positive change and support important causes for women around the world. Through social, cultural and business relationships, VS Collective will create programs with new partners, collections of revolutionary products, interesting and inspiring content, and mobilize support for empowerment for women.

Victoria's Secret's decision to carry out brand repositioning can also affect the mindset, trust and interest of each different customer, giving rise to the possibility for some consumers to like or dislike the new brand repositioning. Which then leads to customer loyalty. Victoria's Secret must continue to maintain and maintain the satisfaction, emotional bond, trust, convenience and experience that the brand offers to its customers in order to continue to generate a positive response. A well-managed brand relationship with customers will create what will result in customer loyalty.

Based on the background, the authors say that this is feasible and important to be used as research. The author wants to examine more deeply how brand repositioning can affect customer loyalty by using a case study of the Victoria's Secret company which then released the



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name and concept of the company into VS Collective. Thus, a research was conducted with the title "The Effect of Victoria's Secret Brand Repositioning on Teen Customer Loyalty in Kelapa Gading".

LITERATURE REVIEW

Stimulus Response Theory

The stimulus-response theory was pioneered by a Russian scholar named Ivan P. Pavlov (1849-1936). Pavlov is famous for his experiments on "conditioning". In simple terms, Pavlov then explored the experimental phenomenon, and then developed a study of conditioned behavior, known as the Classical Conditioning theory.

According to Haslinda (2019:89), classical conditioning is a learning model that uses a stimulus to evoke stimuli naturally through other stimuli. Classical conditioning refers to a number of training procedures in which one stimulus appears to remember another stimulus in developing a response, this procedure is called classical because of its historical priority as developed by Pavlov.

The classic word that started the name of this theory is used solely to appreciate Pavlov's work which is considered the earliest in the field of conditioning and to distinguish it from other conditioning theories. From the results of these experiments, Pavlov explained that all human behavior is the result of conditioning, including the strength or weakness of the stimulus-response association. To cause or bring up the desired reaction called a response, it is necessary to have a stimulus called repeatedly so that it is habituation. By offering a familiar stimulus, it will cause a habitual response. This theory refers to a habit that is carried out.

Stimulus response (S-R) is the most basic communication model. This model is influenced by the discipline of psychology, especially the behavioristic one. Stimulus-response theory is a simple learning principle, where the reaction effect is to a certain stimulus. Thus, it can be seen that there is a relationship between the message in the media and the reaction of the audience.

This model shows communication as a very simple reaction process. The S-R model assumes that verbal (spoken-written) words, nonverbal questions, pictures, and certain actions will activate other people to respond in a certain way. Therefore you can think of this process as an exchange or transfer of information or ideas. This process can be reciprocal and have multiple effects. Each of its effects can change the next act of communication (communication act).

The S-R model discusses communication as a process, especially with regard to human factors. There is an implicit assumption in this S-R model that human behavior (response) can be predicted. In short, communication is considered static, humans are considered to behave because of external forces (stimulus), not based on their will, desire, or free ability. This model is more suitable when applied to air temperature control systems rather than human behavior.

Branding has existed for centuries as a means of differentiating products from one manufacturer to another. According to the American Marketing Association (in Keller, 2020:2), a brand is a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of others. competitor."

Technically, every time a marketer creates a new name, logo, or symbol for a new product, he or she has created a brand. However, many managers practice referring to a brand as more than that, but as something that has created a certain amount of awareness, reputation, prominence, and so on in the marketplace. It is the difference between commodities and special offers that make up a brand.

For consumers, brands provide an important function. A brand identifies the source or maker of a product and allows consumers to assign responsibility to a particular manufacturer



or distributor. Most importantly, brands have special meaning for consumers. Because of past experience with the product and its marketing programs over the years, consumers know which brands meet their needs and which don't.

If consumers recognize a brand and have some knowledge of it, then they do not need to engage in a lot of additional thinking or information processing to make product decisions. Thus, from an economic perspective, brands enable consumers to lower product search costs both internally (in terms of how much they have to think) and externally (in terms of how much they have to browse).

Based on what they already know about the brand, i.e. its quality, product characteristics, and so on, consumers can make assumptions and form reasonable expectations about what they may not know about the brand. The meanings embodied in brands can be profound, allowing us to think of the relationship between brands and consumers as a type of bond.

Consumers offer their trust and loyalty with an implicit understanding that brands will behave in certain ways and benefit them through consistent product performance and appropriate pricing, promotions, and distribution programs and actions. As long as consumers are aware of the advantages and benefits of buying a brand, and as long as they derive satisfaction from consuming the product, they are likely to continue to buy it.

Brands can serve as symbolic devices, allowing consumers to speculate on their self-image. Certain brands are associated with certain types of people and thus reflect different values or traits. Consuming such products is a means by which consumers can communicate with others or even to themselves or whoever they wish to address.

The influence of brand culture is profound, and much interest has been generated in recent years in understanding the interactions between consumer culture and brands. Brands can also play an important role in signaling certain product characteristics to consumers. Researchers have classified products and their associated attributes or benefits into three main categories: search items, experience items, and trust items.

The conclusion according to Keller (2020:7), for consumers, the special meaning that brands take can change their perception and experience with a product. Identical products may be evaluated differently depending on the brand identification or attribution they carry. Brands have unique personal meanings for consumers that facilitate their daily activities and enrich their lives.

Brand Positioning

According to Keller (2020:47), brand positioning is the heart of marketing strategy. Because brand positioning is designing the offering to be delivered as well as the company image so that the brand can be a place for different and worthy customers in the minds of the target audience.

As the name implies, brand positioning determines the right location and in accordance with the minds of a group of consumers or market segments, so that they can determine the product or service properly or in the desired way to maximize profit potential for the company. Brand positioning is how consumers define a product or brand relative to its competitors.

The purpose of brand positioning is to place a product in the consumer's mind that features the most worthy features and advantages of its competitors. Good brand positioning helps demonstrate marketing strategy by clarifying the brand itself, how it is unique and different from competing brands and why consumers should buy and use it.

A brand positioning is also based on some comparison ideas. Is the brand more expensive or cheaper; whether it is a high-end product or a lower symbol; is it functional, safe, or risky? Brand positioning is about locking the brand in the minds of consumers based on some qualities that are relevant to them in which the brand stands out more.

Brand Repositioning

Most companies that do brand positioning will do brand repositioning, namely brand positioning again. This term refers to giving a new position or meaning to an existing brand, by improving the product or service, value, target or otherwise without changing the brand name. Brand repositioning aims to place a unique position and change consumer perceptions of brand relationships into brand competition.

Sometimes companies do brand repositioning to support demand growth when the market is down or to correct brand positioning errors. Changes in demographics, declining sales or changes in the social environment often motivate companies to reposition branding. Regardless of the type of target market segment, brand repositioning sometimes requires companies to establish more attractive points of difference. Other times, companies need to reposition the brand to set a balance point on several key image dimensions.

A common problem for marketers of well-known and mature brands is to make them more contemporary by creating relevant usage situations, more contemporary user profiles, or more modern brand personalities. A superior brand that has existed for a long time but is still in demand by the public looks trustworthy but is also boring, unattractive, and unpopular.

The company carries out brand repositioning in order to create a new image that is relevant to the market and appropriate and appropriate to the benefits of the product and service attributes offered so that the expectations and desires of consumers can be fulfilled so that consumers will remember the brand.

The company tries to form a positive image of the product in the minds of consumers. Updating a brand may require some new product combinations, new advertising, new promotions, and new packaging. With a good repositioning, the company has an attractive competitive position and will be supported by strong associations as well. The main objective of a brand repositioning strategy is to form a certain brand image in the minds of consumers. Psychologically, consumers will tend to adopt a type of product that has a strong brand image, and is unique because it offers something different from that offered by competitors.

The success of the repositioning strategy of a product that is carried out on the product is the formation of a unique and strong brand image embedded in the minds of consumers, which will certainly have an effect on product selection activities. Psychologically, consumers will tend to adopt a type of product that has a strong brand image, and is unique because it offers something different from that offered by competitors.

According to Kartajaya (in Utari, 2016:88) there are several considerations and reasons for the company to reposition, these considerations include:

a. Reactions to competitors' new positions

If a new company's competitors can position themselves as products that offer the same thing or offer more things, ranging from useful, better, more sophisticated or cheaper so that positioning the company's products in the minds of customers is no longer unique and does not show a superior point, then a strategy is needed. product repositioning as a precautionary measure.

b. Reach new market

A brand but already has a good market, it often invites new competitors who want to seize the market share occupied by the market or the brand is less developed in the target market, therefore the company repositions to assign new customer segments.

c. Responding to new trends

The dynamics of a market create new trends that can change consumer behavior patterns and preferences, thus making companies consider repositioning so that they can meet consumer desires.

d. Changing the value offering

Repositioning can be done when a brand tries to offer a different value. Value here shows the comparison between what is obtained and what is given.

Customer Loyalty



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According to Kotler (2018:77), loyalty is a firmly held decision to buy or subscribe to a product or later influenced by situations or marketing efforts that support switching to another product. A company needs to have the ability to develop, create, maintain, and maintain functional and long-term emotional relationships between organizations and consumers so that consumers are loyal to their products and services which will create sustainable success.

Customers who demonstrate their loyalty to a business will grow by continuing to buy, paying premium prices, and helping to introduce and invite new customers through positive word of mouth. Customer loyalty is the impact of previous transactions which is defined as a commitment to provide recommendations to others and make repeat purchases and financial means to pay more.

Customer loyalty is a repeat purchase attitude and support given to customers for a product after comparing other alternatives. According to Griffin (2016), loyalty refers more to the form of decision-making units making continuous purchases of goods or services from a selected.

Good customer relationship management creates customer satisfaction. Customers, satisfied customers stay loyal and speak well to others about the company and products. Studies show a large difference in loyalty between satisfied and dissatisfied customers. Even a small amount can lead to a huge drop in loyalty. Thus, the goal of relationship management is to create not only customer satisfaction but also customer pleasure. Keeping loyal customers makes the economy good. More loyal customers and stay longer.

Research shows that retaining existing customers is five times cheaper than acquiring new ones. On the other hand, customer defection can be expensive. Losing a customer means losing more than one sale. This means losing the entire flow of purchases a customer would have made during a lifetime of patronage.

Meanwhile, Kartajaya (in Utari, 2016: 88) states that loyal customers are willing to buy even at a slightly expensive price and always make repeat purchases and recommend these products or services to others. There are several dimensions of customer loyalty, including:

- a. Repetition : loyalty to product purchases, make repeat purchases on a regular basis. Customers who have purchased a product or service twice or more.
- b. Purchase across product line is to buy all the goods or services that are provided and they need, they buy regularly, related to this type of customer has been strong and lasts a long time and also makes them unaffected by competitors' products.
- c. Retention is not easily influenced by the attractiveness of competitors or rejecting competitors' products.
- d. Recommendation is referring products or services to others so that they buy the brand's products or services. This activity is indirectly marketing for a brand because it brings consumers to the company.

Those who are categorized as loyal customers are those who are so satisfied with a particular product that they have the enthusiasm to introduce it to anyone they know. In the next stage, these loyal customers will expand their loyalty with products made by the same manufacturer which will eventually form as loyal customers to a particular manufacturer.

RESEARCH METHODS

According to Sugiyono (2017:38), the object of research is an attribute or nature, or value of people, objects, or activities that have certain variations that are determined by researchers to be studied and then drawn conclusions. In this study, the individuals selected by the author are young women aged 15-24 years and domiciled in Kelapa Gading. This study was conducted to prove the effect of brand repositioning on female adolescent customer loyalty in Kelapa Gading. The object of this research is the brand repositioning of Victoria's Secret to become VS Collective.

In this study, the author uses an explanatory survey method and descriptive analysis with a quantitative approach. Quantitative research is defined as research on social problems or



Penelitian ini menggunakan metode kualitatif dengan pendekatan fenomenologi. Data dikumpulkan melalui wawancara mendalam dan observasi partisipatif. Analisis data dilakukan secara tematik. Penelitian ini bertujuan untuk memahami pengalaman dan persepsi konsumen dalam memilih produk kecantikan. Hasil penelitian menunjukkan bahwa faktor-faktor yang mempengaruhi keputusan pembelian konsumen meliputi harga, kualitas produk, dan pelayanan. Penelitian ini diharapkan dapat memberikan kontribusi bagi pengembangan strategi pemasaran perusahaan.

human problems based on theory testing consisting of variables, measured by numbers, and analyzed by statistical procedures to determine whether the predictive generalizations of the theory are correct.

Quantitative methods are not too concerned with the depth of data or analysis. Researchers are more concerned with aspects of the breadth of the data so that the data or research results are considered to be a representation of the entire population. This research is explanatory because it wants to explain the causal relationship between the variables studied through hypothesis testing. And descriptive statistical analysis that describes and analyzes certain groups that are the object of research without drawing conclusions based on the calculation of probability or inference about a larger group.

The data collection technique used in this research is to use communication techniques. The communication technique is by distributing a list of statements (questionnaires) to respondents. The type of data used in this study uses primary data collection, the primary data in question is original data collected by researchers to answer specific research problems.

The sampling technique used in this research is purposive sampling. Purposive sampling is a sampling technique with certain considerations in Sugiyono, (2017: 85). The purposive sampling technique is a sampling method that has a specific purpose that is not based on strata, random, or geography. This technique is used because of several considerations such as sampling based on certain characteristics and criteria which are the main characteristics of a population.

According to Sugiyono (2017: 85), purposive sampling is a sampling technique with certain considerations. This researcher uses the following criteria:

1. Teenage girls aged 15 - 24 years in Kelapa Gading
2. Is a Victoria's Secret customer

This study uses a multivariate study with a minimum sample size of 5 to 10 for each question. So that this study has 18 questions, the following calculations can be obtained:

$$N = 5 \times \text{number of questions}$$

$$= 5 \times 18$$

$$= 90 \text{ respondents}$$

So the number of samples that will be used in this study is 90

Researchers used several tests in this study, there were Validity Test, Reality Test, Normality Test, Simple Regression and Hypothesis Test.

RESULTS AND DISCUSSION

This study uses quantitative methods with the help of SPSS 25.0 software to calculate validity and reliability tests, descriptive analysis, normality tests, F statistical tests, t statistical tests, and coefficients of determination tests. With brand repositioning as the independent variable and customer loyalty as the dependent variable. Thus, the authors distributed questionnaires to 90 respondents with predetermined criteria to determine the effect of brand repositioning on female adolescent customer loyalty in Kelapa Gading.

First, based on the results of the validity and reliability test of the respondent's data collected, it is proven that each statement item is valid and reliable. Then on the results of descriptive analysis, the value obtained by the brand repositioning variable (X) with the dimensions of reaction to competitors' new positions, reaching new markets, responding to new trends and changing value offerings is 4.11. The average value indicates the "agree" scale range. Furthermore, the value obtained by the customer loyalty variable (Y) with the dimensions of repetition, purchase across product line, retention and recommendation is 4.14 which means that the scale ranges "agree".

The normality test using the Kolmogorov-Smirnov Z shows a sig value of 0.091 which is greater than 0.05 so it can be stated that the regression model with the brand repositioning variable (X) and the customer loyalty variable (Y) is normally distributed. Then the F statistical test with results showing that Fcount with a value of 109.618 is greater than Ftable which is 3.94



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so that it can be said that there is an influence between the brand repositioning variable (X) and the customer loyalty variable (Y) and the model is feasible to use.

T-statistical test with results showing that tcount with the number 10,470 is greater than ttable, which is 1.98. While the sig value obtained is 0.000 which is smaller than the value of (0.05) which indicates the independent variable has a significant positive effect on the dependent variable. And lastly, testing the coefficient of determination with an R value shows the large proportion of the influence of the dependent variable on the independent variable is 74.5%, and the rest is influenced by other factors as much as 25.5%.

CONCLUSIONS

Based on research conducted by the author regarding the effect of Victoria's Secret brand repositioning on female adolescent customer loyalty in Kelapa Gading with the results of descriptive analysis, namely the weighted average value of brand repositioning of 4.11 on the "agree" scale range, which means respondents agree with the statement of each dimension brand repositioning variable.

Then, the weighted average value of female adolescent customer loyalty in Kelapa Gading is 4.14 which indicates that the "agree" scale range means that the respondent agrees with the statement of each dimension of the customer loyalty variable.

Based on the explanatory survey, it shows that the brand repositioning of Victoria's Secret has a positive and significant effect on customer loyalty for teenage girls in Kelapa Gading. So it can be said that the repositioning of a brand can affect customer loyalty to the brand, in this study the brand studied was Victoria's Secret.

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