CATEGORY — EXECUTIVE BRIEFING

Ingredient Landscape Briefing

What the category is repositioning around, and how fast

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
ILB-27-034	June 2027	Category	6	Illustrative sample

The read

One active is moving from specialist to mass and a second is moving in the opposite direction. The first is where the category's volume is going; the second is where its margin is. We are positioned on neither.

2	4	+61%	0
Actives moving materially	Retailers reviewed	Listings carrying the first active	Our SKUs carrying either

THE DATA SUPPORTS

01 One active moving toward mass distribution.

02 A second consolidating in premium.

03 Price compression on the first, not the second.

IT DOES NOT SUPPORT

01 A claims-driven explanation — permitted claims did not change.

02 Any read on efficacy from listing data.

What is in it.

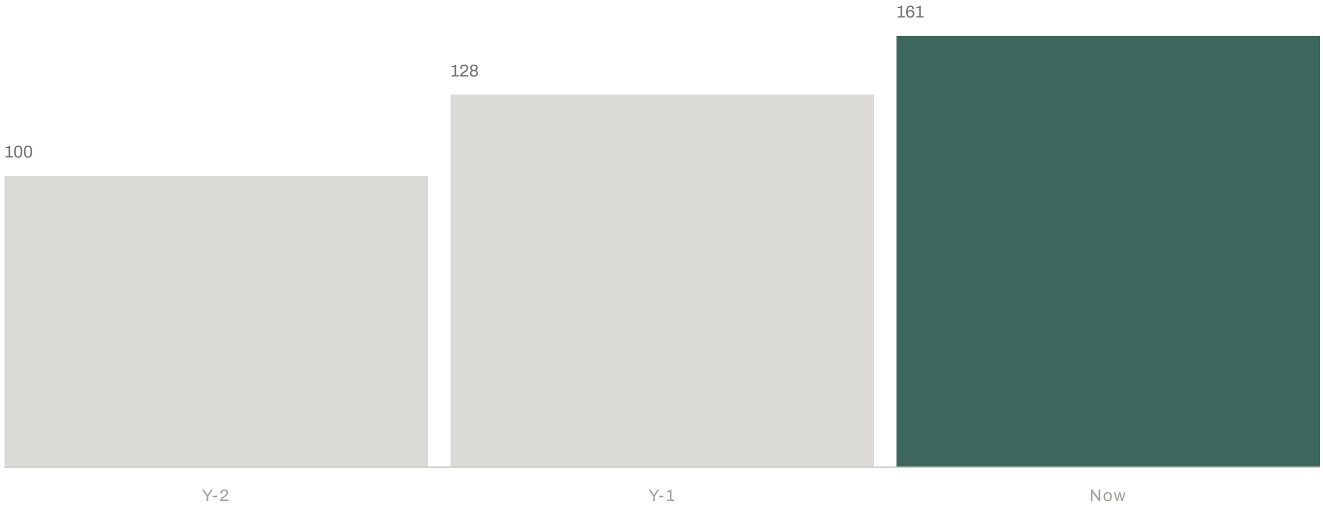
THE FORMULATION · MCLEUKER HOUSE SET

SO WHAT Listing data shows where a category is going, not whether it should. Reading it as a demand signal is safe; reading it as an efficacy signal is not, and both are being done.

The movement

LISTINGS CARRYING ACTIVE ONE

Indexed to two years ago.



BY TIER

TIER	ACTIVE ONE	ACTIVE TWO	PRICE DIRECTION
Mass	GROWING	EXITING	Down
Mid	GROWING	FLAT	Down
Premium	FLAT	GROWING	Firm
Specialist	EXITING	GROWING	Firm

SO WHAT

The two actives are moving through the tiers in opposite directions. Volume is following one and margin the other, which makes it a positioning choice rather than a formulation one.

Every claim ends up here, at the distance a customer decides whether it was true.

MCLEUKER HOUSE SET

Where we sit

OUR ASSORTMENT

Active one	Not carried
Active two	Not carried
Our current hero active	Flat across every tier
Implication	We are neither following volume nor defending margin
Not assessed	Whether either active suits our formulation platform — a separate question

THE CHOICE

VOLUME	Follow active one into mid Price is compressing there; margin will follow.
MARGIN	Follow active two into premium Smaller, firmer, and closer to our current price position.
NEITHER	Defend the current hero Requires a reason the data does not currently supply.

SO WHAT

Following volume into a compressing price tier is the more obvious move and the worse one. The premium direction is smaller and closer to where we already price.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Decide which active, if either, to develop against	Category Director	30 Jun	We stay positioned on neither
Confirm formulation feasibility for the chosen active	Formulation Lead	31 Jul	A positioning decision is made without a platform
Stop reading listing data as an efficacy signal	Category Director	30 Jun	A commercial signal is used as a clinical one
Re-read listings in two quarters	Head of Insight	31 Dec	The movement is assumed to continue

SOURCES AND BASIS

Listings — retailer assortment across four retailers, compiled at the dates shown.
Price direction — observed shelf and online prices at the same dates.
Our assortment — our own product file, current.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the Ingredient Landscape Briefing template, produced to show its structure, exhibit inventory and register. The figures in it are illustrative and are not market intelligence. A real run of this template researches and cites its figures with an as-of year for each, or marks them as modelled and states the basis — the rule the template itself carries.