COMPETITOR TRACKING — EXECUTIVE BRIEFING

Competitor Move Briefing

A named contemporary competitor raised entry price points — what moved, and the window still open

FOR

Strategy & insight

THE QUESTION IT SETTLES

You learn a competitor moved from your own sell-through.

DOCUMENT	PREPARED	OWNER	PAGES
CMB-27-063	March 2027	Commercial — Merchandising	9

STATUS

Illustrative sample

The read

They moved entry price up and thinned the opening range rather than raising the whole architecture. The gap they left at the old entry point is real, and it stays open for about one buy cycle before their own value line fills it.

+14%	-22	9 wks	3
Entry price point, before to after	Options in the opening tier -31%	Estimated window before it closes	Categories where we are directly exposed

Observation and reading are kept separate throughout: what is recorded is what their own site, releases and store windows showed on the dates given. What we take it to mean is marked as a reading.

WHAT IS ESTABLISHED

01 Entry price up 14.4%, observed on their own listings.

02 Opening-tier options down 31% over four weeks.

03 No value line announced, as at the date of this briefing.

WHAT IS A READING, NOT A FACT

04 That the sequence was planned rather than reactive.

05 That the window runs about nine weeks.

WHERE THIS LANDS FOR US

CATEGORY	THEIR MOVE	OUR POSITION
Jersey	Vacated the entry point	Opportunity, this cycle
Knitwear	Vacated the entry point	Opportunity, this cycle
Accessories	Building depth	Exposed, next season

SO WHAT A price move that thins the opening range is a margin decision, not a positioning one. It can be answered with assortment inside one cycle, and it does not require us to move our own price.

THE MOVE, SEEN

What they showed

Their February show. Eveningwear moved from a capsule at the end of the run to the spine of the collection - which is what a price architecture change looks like before it reaches a shelf.

18
of 42 exits were evening, against 6 last season

+34%
opening price on the evening group

11 days
from show to the first repriced window

1 The move

SEQUENCE

12 Jan
Opening-tier options begin disappearing online
Observed: 71 options in the entry tier, down from 93 four weeks earlier.

26 Jan
New season lands at the higher entry point
Observed: lowest-priced item in the category up 14% on the equivalent item last season.

03 Feb
Positioning language changes
Observed: category page copy shifts from price framing to material framing.

18 Feb
Store windows follow
Observed in four flagship windows across two cities.

Now
No value line announced
Reading: the gap is unfilled, and filling it is a decision they have not visibly taken.

93 to 71
Options in the entry tier over four weeks
-22

14 days
From listing change to season landing

4
Flagship windows observed following the move

0
Value-line announcements since
gap open


WINDOW, 18 FEBRUARY
Observed: the raised entry point carried into four flagship windows.
Imagery: McLeuker house set


OPENING TIER, BEFORE
Observed 12 January: 93 options at the prior entry price.
Imagery: McLeuker house set

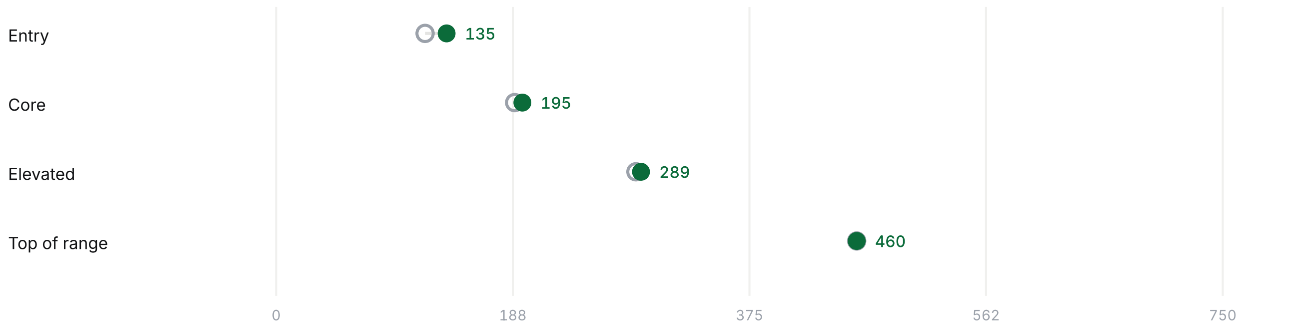

OPENING TIER, AFTER
Observed 26 January: 71 options, entry price up 14.4%.
Imagery: McLeuker house set

SO WHAT The sequence reads as planned rather than reactive — copy and windows followed the price, they did not precede it. A planned move is less likely to be reversed, so the gap should be treated as durable for the cycle.

2 Price

PRICE POINTS BY TIER

Indexed price points. Hollow marker is the prior season.



The move is almost entirely in the entry tier. Core and above are effectively unchanged, which is what separates this from a general repositioning.

PRICE MOVE BY TIER

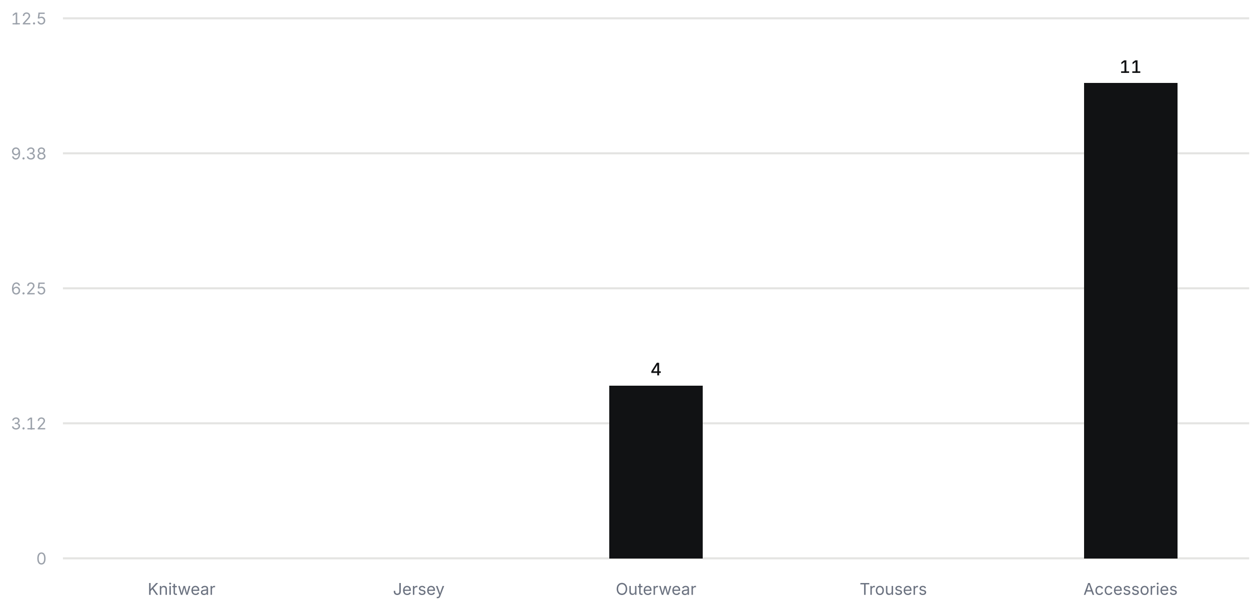
TIER	BEFORE	AFTER	CHANGE
Entry	118	135	+14.4%
Core	189	195	+3.2%
Elevated	285	289	+1.4%
Top of range	460	460	0.0%
Weighted average	**213**	**228**	**+7.0%**

SO WHAT Because only the floor moved, their average selling price rises without any of the top of the range having to justify it. That is cheap margin, and it is available to us on the same terms.

3 Assortment

OPTION COUNT CHANGE BY CATEGORY

Net change in live options over the observation window.



WHERE WE ARE EXPOSED

CATEGORY	THEIR CHANGE	OUR OVERLAP	EXPOSURE
Jersey	-22 options	High	Direct — the vacated price point is ours to take
Knitwear	-14 options	High	Direct
Accessories	+11 options	Medium	Defensive — they are building where we are thin
Outerwear	+4 options	Low	None this cycle

SO WHAT Two categories are an opportunity and one is a threat. Treating the move as uniformly good news would miss that they are building accessories while we are not.

4 Voice

How it is being worn out

Street, three weeks after delivery. The evening group is being bought and worn day-to-day, which is not how they staged it - and is the read their own campaign will not give us.

> The opening price of a garment should be set by what it is made of, not by what a competitor has decided it should be.
>
> THEIR PUBLISHED SEASON NOTE, 26 JANUARY — QUOTED VERBATIM

> We would rather sell fewer, better pieces than defend a price point we no longer believe in.
>
> THEIR COMMERCIAL LEAD, TRADE PRESS INTERVIEW, 04 FEBRUARY

Reading: the framing is material-led, which pre-commits them against reopening the old price point quickly. Reversing would now cost them the argument they have just made in public.

CLAIM AGAINST OBSERVATION

THEIR CLAIM	WHAT WE OBSERVED	READING
Price set by material	Cloth unchanged on 9 of 11 carried styles	Margin, framed as material
Fewer, better pieces	Entry options down 31%, core flat	Accurate, and confined to entry
No longer believe in the price point	No value line announced	The gap is unfilled and unclaimed

SO WHAT Their own language raises the cost of a reversal. That is what turns a nine-week window into something worth building a buy around rather than a fluctuation to watch.

5 What it means for us

OUR POSITION AGAINST THEIRS, SAME AXES

	THEM, AFTER	US, TODAY	US, IF WE ACT
Entry price	RAISED	UNCHANGED	UNCHANGED
Opening options	THINNED	ADEQUATE	EXTENDED
Material story	STRONG	PARTIAL	STRONG
Accessories depth	BUILDING	THIN	PLANNED

RESPONSE OPTIONS

OPTION	COST	LEAD TIME	CLOSES
Extend the opening tier into the vacated price point	Low	6 weeks	End of buy cycle
Bring forward the accessories plan	Medium	1 season	Next season
Match their price move	None	Immediate	Not recommended

SO WHAT The cheap option and the right option are the same one this time. Matching their price would hand them the gap back and buy us nothing we do not already have.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Extend the opening tier into the vacated price point	Head of Merchandising	21 Mar	The window closes and the volume goes to their value line
Bring the accessories plan forward one season	Category Director	04 Apr	We stay thin where they are building
Hold our own entry price	Commercial Director	21 Mar	We give back the position the move created
Re-observe on the same axes in six weeks	Insight Lead	02 May	We learn of the reversal from our own sell-through

SOURCES AND BASIS

Price and option counts — the competitor's own public listings, observed on the dates stated.

Quotations — the competitor's published season note and a signed trade-press interview.

Store observations — first-party visits, four flagship windows across two cities.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the **Competitor Move 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.