MARKET INTELLIGENCE — EXECUTIVE BRIEFING

Market Intelligence Briefing

Japanese premium denim — should we enter, and on what evidence

FOR

Strategy & insight

THE QUESTION IT SETTLES

You are asked which market to enter on Monday.

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
MIB-27-014	February 2027	Strategy — Commercial	9	Illustrative sample

The read

Enter, but through wholesale before retail. The category is growing at roughly twice the rate of the wider denim market and is structurally under-served above ¥30,000, where the two incumbents hold most of the volume and neither has moved on price in three seasons.

¥182bn	11.2%	2	18mo
Category value, most recent full year	Share held above the ¥30,000 price point	Brands holding a majority of premium volume	Time to first wholesale revenue on our plan
+6.4% YoY	+2.1pp		

WHAT THE EVIDENCE SUPPORTS

01 Growth is real and it is concentrated at the top of the range, not spread evenly across price.

02 Distribution is the binding constraint, not demand — the specialist accounts are the whole game.

03 A wholesale-first entry reaches revenue two seasons sooner than a retail-first one at a fraction of the fixed cost.

WHAT IT DOES NOT

04 Direct-to-consumer economics do not clear at our assumed acquisition cost until year three.

05 A same-season launch cannot be resourced against the current development calendar.

SO WHAT The decision is not whether to enter but through which door. Wholesale-first is the only route that reaches revenue inside the planning horizon, and it needs a decision this quarter to hold that.

BEFORE THE SIZING

Who we would be selling to

Tokyo, Omotesando, a Saturday. The premium tier is bought here by a customer who already owns the category and is replacing one thing well, not building a wardrobe.

41%
of premium spend is replacement, not addition

2.3x
price tolerance over the mainstream tier

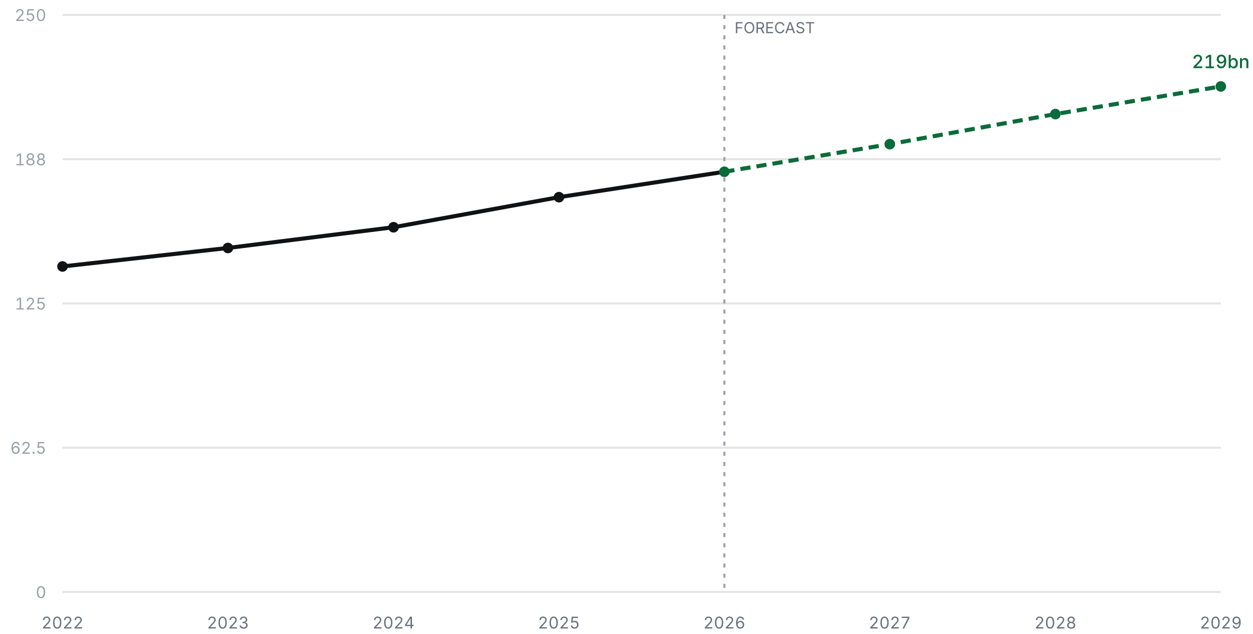
Nov
when the season's decision is actually made

1 The question, answered

How big the category is, how fast it is moving, and how much of that movement is available to a new entrant rather than locked into existing distribution.

CATEGORY VALUE, ACTUAL AND FORECAST

¥bn at retail value. Forecast from the trailing three-year rate.



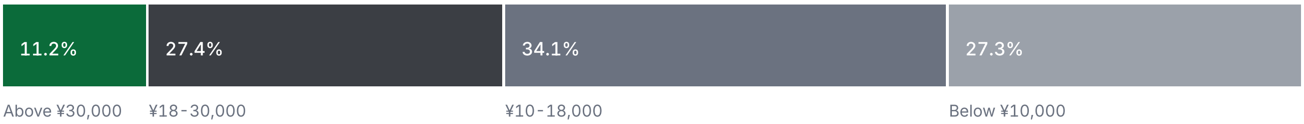
The forecast leg carries the trailing rate forward unchanged; it is a projection, not a market view, and the scenarios on page 6 are where the view sits.

SO WHAT Growth is steady rather than spiking, which favours an entrant building distribution over one buying share — a spiking market would have argued the opposite.

2 What the market is made of

VALUE BY PRICE TIER

Share of category value.



CATEGORY DETAIL

SEGMENT	VALUE ¥BN	GROWTH	SHARE
Premium selvedge	20.4	+9.1%	11.2%
Contemporary	49.9	+7.2%	27.4%
Mainstream branded	62.1	+5.4%	34.1%
Value	49.6	+4.8%	27.3%
Total	**182.0**	**+6.4%**	**100.0%**

THE PREMIUM TIER

Where the growth sits: full-price specialist distribution, not the discount floor.

Imagery: McLeuker house set

THE MAINSTREAM TIER

Largest by value and the slowest growing of the four.

Imagery: McLeuker house set

THE ENTRY WE MODEL

Incumbent price, narrower distribution — the position on the facing page.

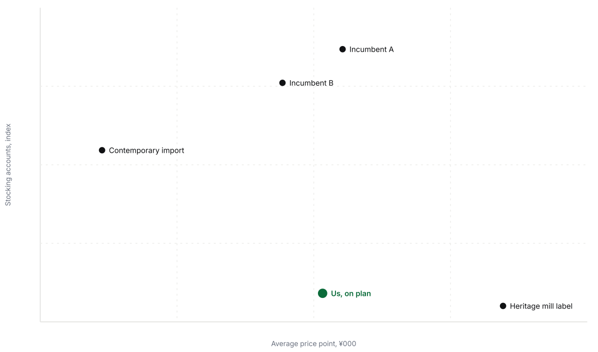
Imagery: McLeuker house set

SO WHAT The tier we would enter is the smallest by value and the fastest by growth. That combination is what makes distribution rather than demand the thing to solve first.

3 Who holds it

POSITIONING — PRICE AGAINST DISTRIBUTION BREADTH

Bubble marked in accent is our modelled entry position.



Two brands hold most of the premium volume and both sit in the same price band. The space at equivalent price and narrower distribution is where an entrant can be credible without discounting.

The incumbent, photographed

Their own campaign imagery, not ours. Shot in hard daylight against stone, styled tonally, and priced at the top of the tier - the position we would be entering underneath.

SO WHAT We can enter at the incumbents' price without competing on their distribution. Undercutting them would buy volume and cost the positioning the entry depends on.

4 What governs it

CONSTRAINTS ON THE ENTRY PATH

Now

Country-of-origin labelling

Applies at import; adds a labelling step to the existing pack spec.

+6mo

Retailer chemical-compliance standard

Specialist accounts require their own testing pack before a first order.

+14mo

Extended producer responsibility, textiles

Registration and fee become payable in the destination market.

+24mo

Digital product passport, phase one

Applies to our EU volume, not this market — but the same data model serves both if built once.

WHAT EACH CONSTRAINT COSTS TO MEET

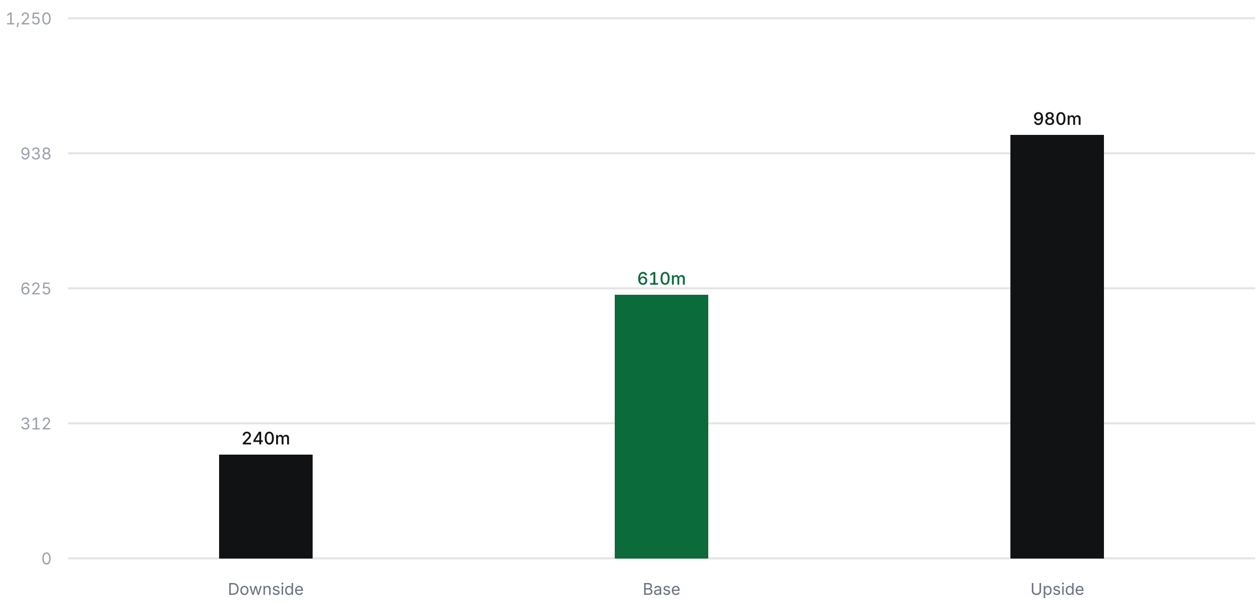
CONSTRAINT	OWNER	ONE-OFF	PER SEASON
Country-of-origin labelling	Product Ops	Pack spec revision	None
Retailer chemical testing	Quality	Testing pack per fabric	Re-test on fabric change
Producer responsibility	Finance	Registration	Fee on volume
Product passport readiness	Product Ops	Data model build	Data capture per style

SO WHAT None of the constraints blocks entry, and one of them argues for sequencing: build the product data model once, for the stricter regime, and this market is covered by it.

5 The three scenarios

YEAR-THREE REVENUE BY SCENARIO

¥m, wholesale value.



WHAT DRIVES EACH

SCENARIO	DRIVING ASSUMPTION	CONFIRMING SIGNAL
Downside	Two specialist accounts, no reorder	First-season sell-through below 55%
Base	Six accounts, one reorder per season	Reorder placed inside eight weeks
Upside	Twelve accounts plus one department store	An account requests exclusivity

SO WHAT The scenarios separate on account count, not on price or product. That makes the sales hire the single highest-leverage decision on the page, ahead of the range itself.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Approve wholesale-first entry for the market	Commercial Director	28 Feb	Entry slips a full season
Fund the market sales hire	Chief Executive	14 Mar	Base case is not reachable
Commit the range to the development calendar	Design Director	31 Mar	First delivery misses the buy window
Build the product data model to the stricter regime	Head of Product Ops	30 Apr	The work is repeated for EU volume

SOURCES AND BASIS

Category value and tier split — trade association annual statistics, most recent full year.

Distribution breadth — specialist account census compiled from retailer directories.

Regulatory dates — published implementing regulation and retailer compliance manuals.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the **Market Intelligence 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.