

RANGE PLANNING — EXECUTIVE BRIEFING

Range Architecture Briefing

AW27 womenswear — what the range is made of, before the buy is committed

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
RAB-27-018	March 2027	Merchandising — Womenswear	7	Illustrative sample

The read

Commit the range at 62 options, not 78. The additional sixteen sit entirely in the seasonal tier, which is the tier that carries the markdown risk and the tier where last season's forecast was furthest out. Carryover and core are under-optioned against their share of sales.

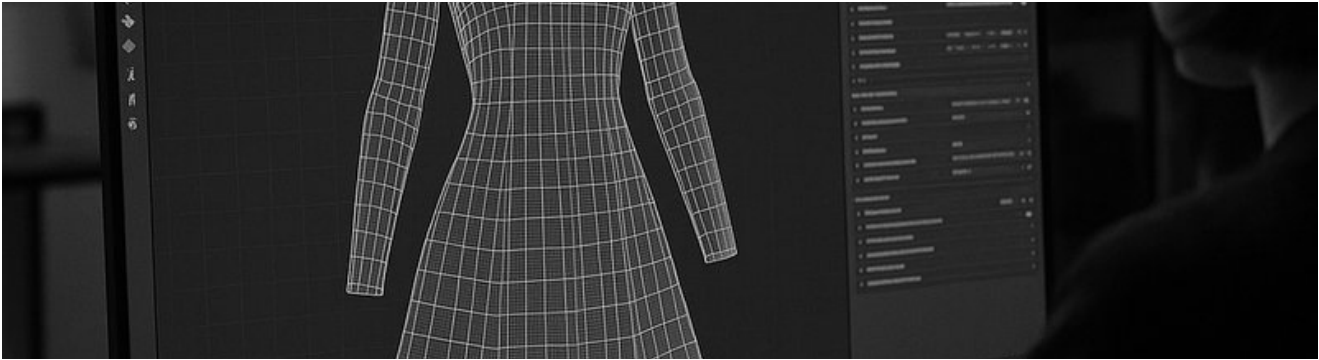
62 Options recommended for commitment	71% Sales expected from carryover and core	29% Options carrying 71% of the markdown risk	6 wks Time before the range is locked
---	--	---	---

THE EVIDENCE SUPPORTS

- 01 Carryover is under-optioned against its share of sales.
- 02 Core silhouettes re-cut, rather than re-invented, held full price longest.
- 03 The seasonal tier is where every one of last season's misses sat.

IT DOES NOT SUPPORT

- 01 Cutting the statement tier, which is small and earns its place on press.
- 02 Widening colour before the option count is settled.



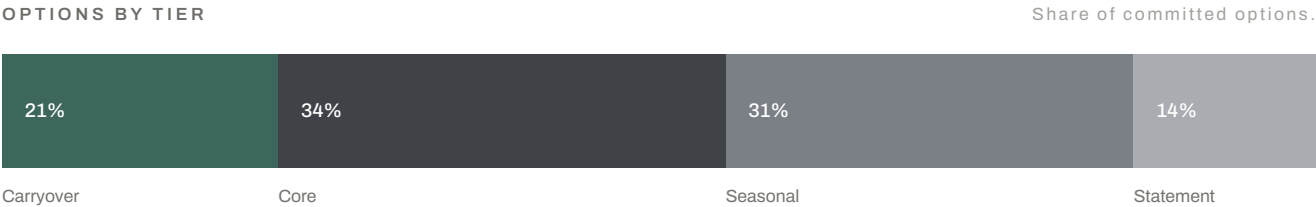
What the range is before it is a buy.

THE LINE-UP · MCLEUKER HOUSE SET

SO WHAT

Most of the range is not the new part, and the new part is where the risk is. Cutting sixteen seasonal options removes more markdown exposure than any pricing action available to us.

What the range is made of



TIER DETAIL			
TIER	OPTIONS	SHARE OF SALES	FULL-PRICE SELL-THROUGHVERDICT
Carryover	13	24%	81%UNDER-OPTIONED
Core	21	47%	74%AT LEVEL
Seasonal	19	23%	52%OVER-OPTIONED
Statement	9	6%	44%HOLD
Total	62	100%	68%

Sell-through is full-price only. A tier can look healthy on total sell-through and still be carrying its volume on markdown, which is the distinction the seasonal tier fails.

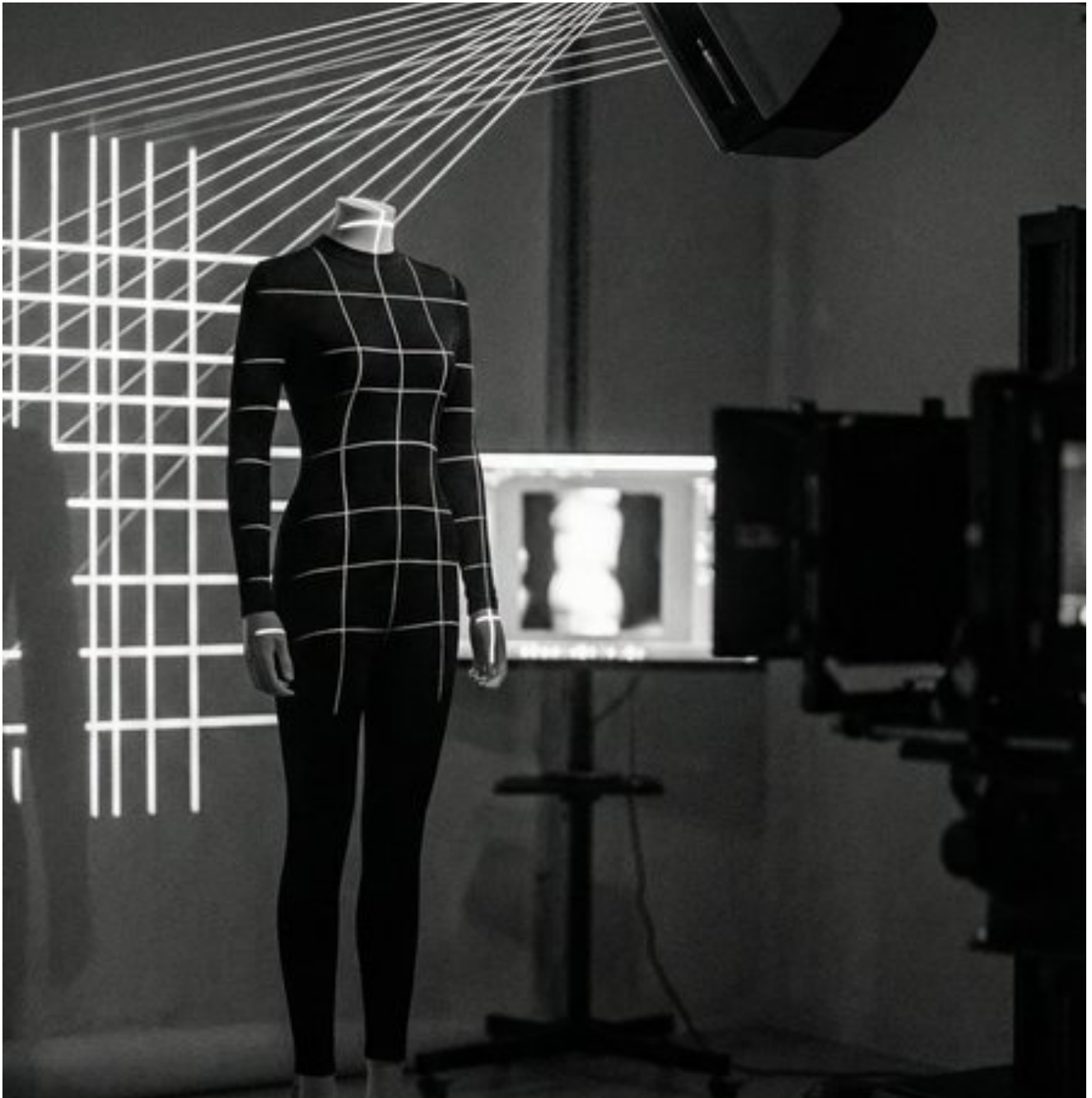


Where a specification becomes a garment.

THE SAMPLE · MCLEUKER HOUSE SET

SO WHAT

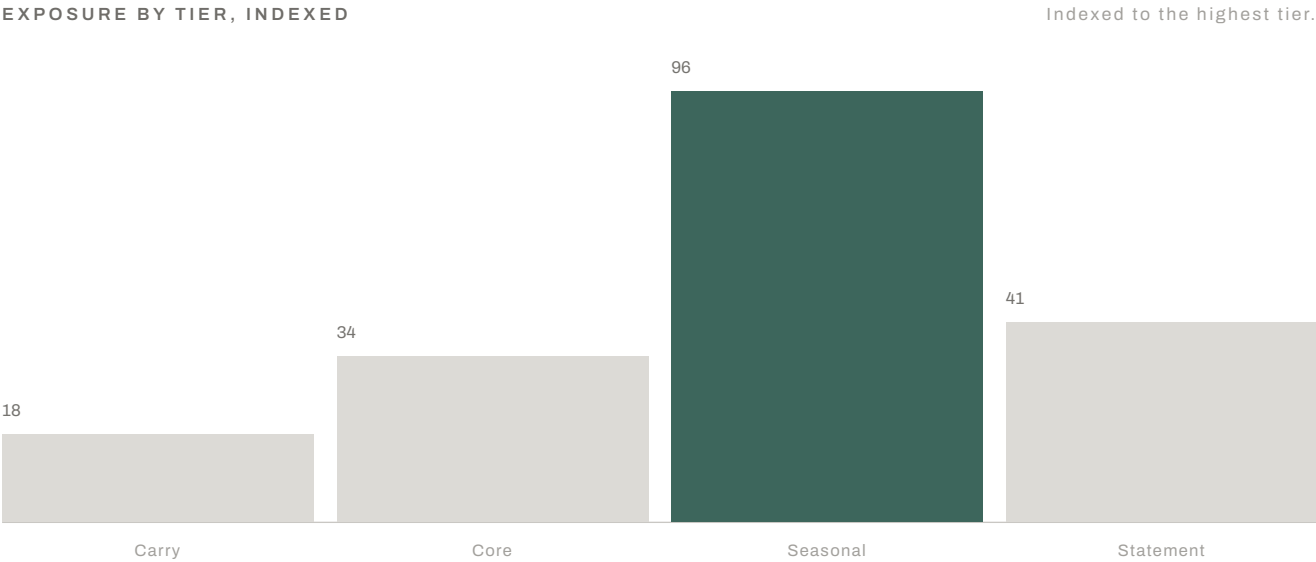
The tier with the fewest options carries nearly half the sales. That is the argument for adding options to core rather than protecting the seasonal count.



A rail, a season and a date. Everything above is an argument about which of these to cut and which to buy twice.

MCLEUKER HOUSE SET

Where the risk sits



LAST SEASON, READ BACK

Options missed	11 of 14 sat in the seasonal tier
Common factor	Committed before the retail read was in
Colour	Three of the eleven were the same shade at different weights
Recoverable	Four could have been carried; the rest were marked
Not assessed	Two styles pulled before delivery — excluded rather than assumed

SO WHAT Eleven of fourteen misses in one tier is not variance, it is a process fault — the seasonal tier is being committed before the evidence that would price it exists.

The recommendation

PROPOSED AGAINST PLAN

TIER	PLANNED	PROPOSED	CHANGERATIONALE
Carryover	13	17	+4Under-optioned against 24% of sales
Core	21	26	+5Highest full-price sell-through in the range
Seasonal	35	19	-16Entire markdown exposure sits here
Statement	9	9	0Small, and earns its place on press rather than sell-through
Total	78	71	-7

SEQUENCE

NOW	Lock tier counts Before colour, before fabric. Every later decision is cheaper once this is fixed.
+ 2 WKS	Colour against the settled count Widening colour before the count is set is how the option plan grows back.
+ 6 WKS	Range locked After this, changes cost sampling time rather than planning time.

SO WHAT	Seven options out of the range and sixteen moved between tiers. The count barely moves; where the risk sits changes completely.
---------	---

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Commit the range at 71 options with the revised tier split	Merchandising Director	14 Mar	The seasonal tier is bought at last season's depth
Re-option carryover and core before colour is set	Head of Design	21 Mar	Colour widens the range back to 78
Agree the full-price sell-through target per tier	Commercial Director	28 Mar	Performance cannot be judged against anything
Lock the range	Merchandising Director	25 Apr	Changes move from planning cost to sampling cost

SOURCES AND BASIS

Sell-through and option counts — our own season-end reporting, most recent full season.
Markdown exposure — modelled from committed depth against realised full-price rate.
Tier definitions — our internal range architecture standard.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the Range Architecture 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.