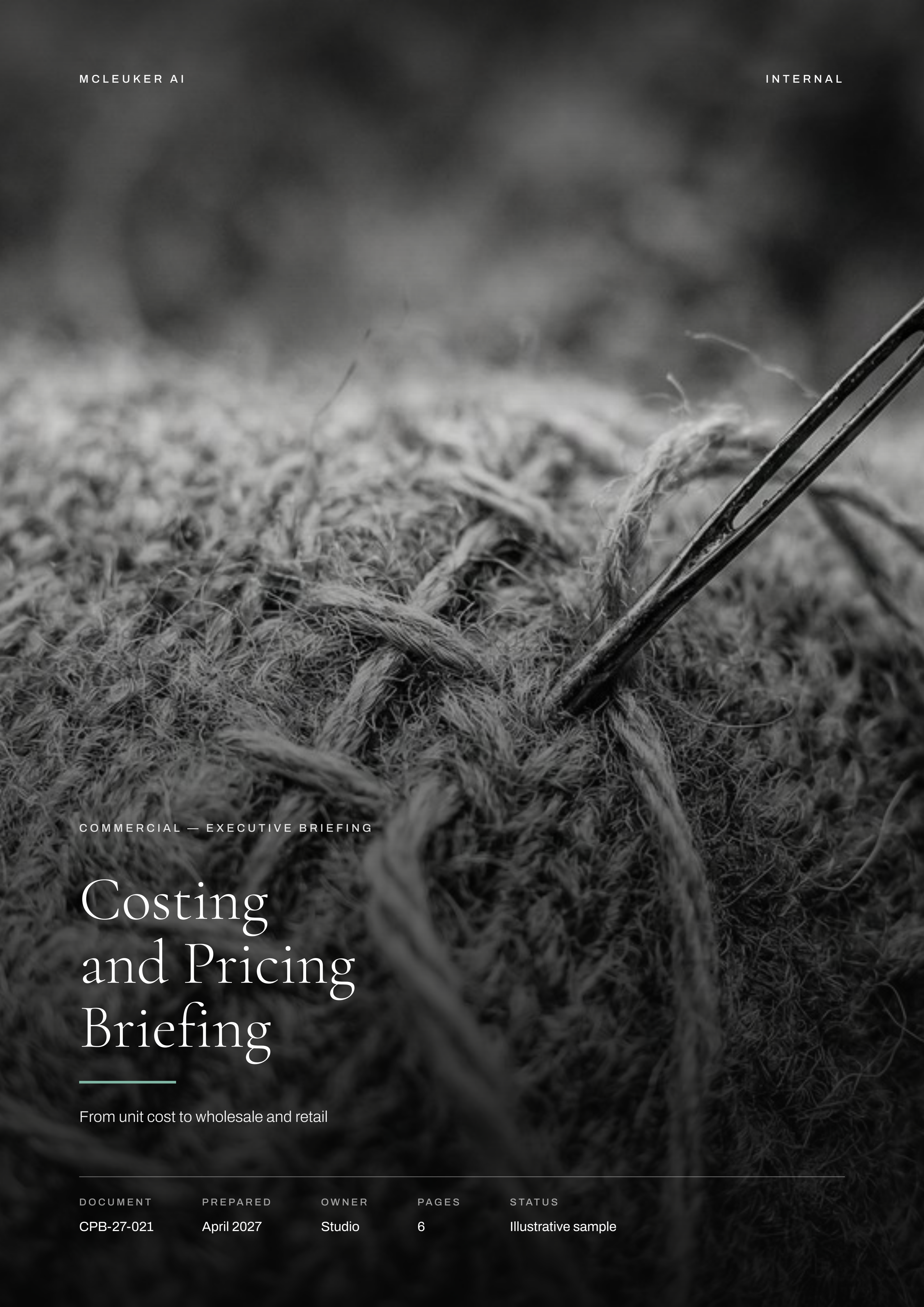


COMMERCIAL — EXECUTIVE BRIEFING

Costing and Pricing Briefing

From unit cost to wholesale and retail

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
CPB-27-021	April 2027	Studio	6	Illustrative sample

The read

The retail price works and the wholesale price does not. Costing was built backwards from a retail price that felt right, which leaves no room for a wholesale margin — so every wholesale order at the current price loses money.

4	4	2.1x	0
Styles costed	Where wholesale does not clear	Current retail multiple	Wholesale orders taken so far

WORKS

01 Retail price against the market.

02 Unit cost, quoted and confirmed.

03 Retail margin.

DOES NOT WORK

01 Wholesale margin at the current retail price.

02 Any wholesale order at these numbers.

Where it starts, and costs nothing.

THE IDEA · MCLEUKER HOUSE SET

SO WHAT Nothing is wrong with the cost or the retail price; the multiple between them is too small to carry two margins. That is a pricing structure problem and it is fixable before the first order.

The numbers

BY STYLE

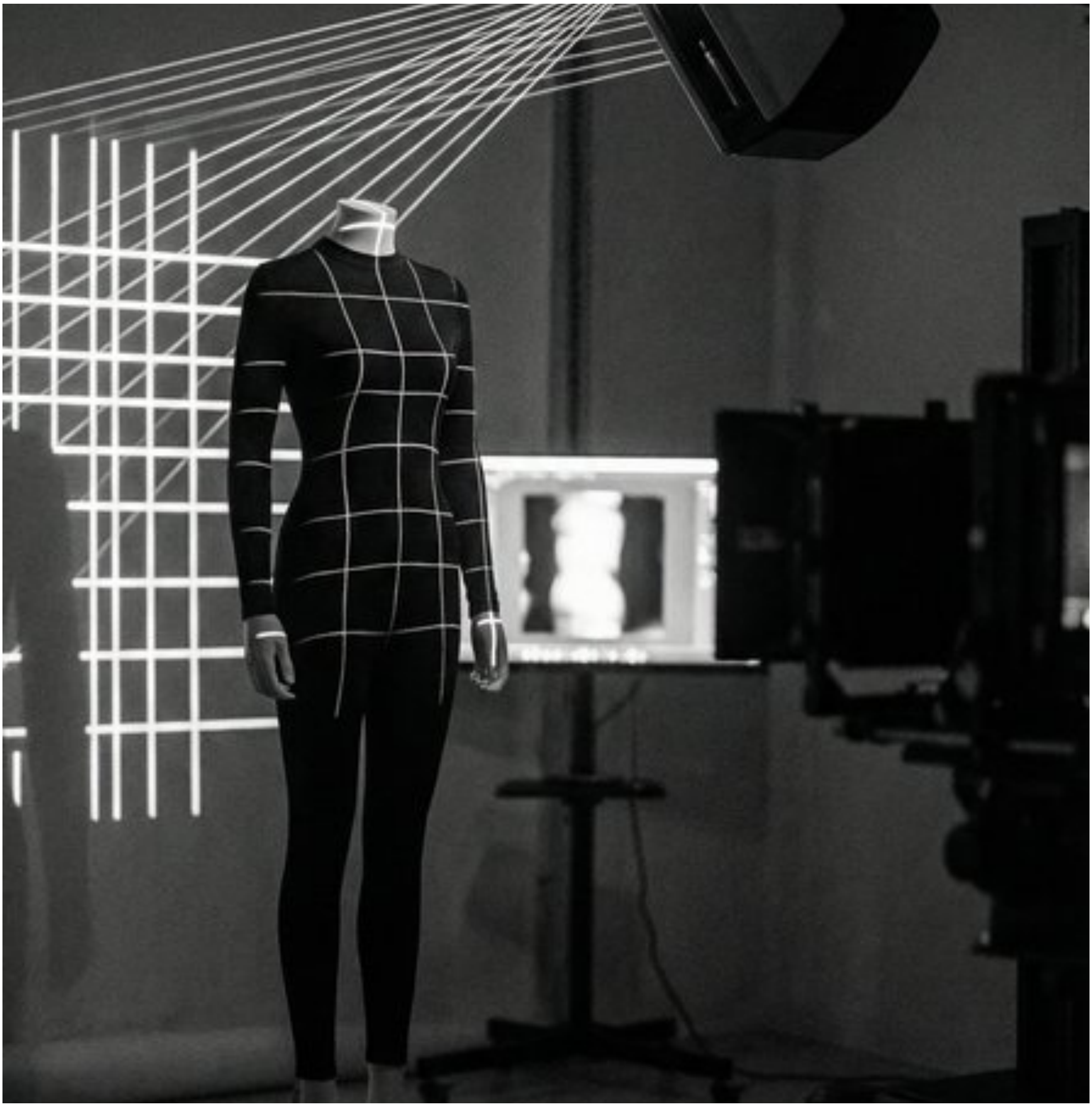
STYLE	UNIT COST	WHOLESALE	RETAIL	MULTIPLE	WHOLESALE MARGIN
Coat	84.00	148.00	178.00	2.1x	THIN
Trouser	39.00	68.00	82.00	2.1x	THIN
Shirt	31.00	54.00	65.00	2.1x	THIN
Dress	52.00	91.00	110.00	2.1x	THIN

HOW THE MULTIPLE HAS TO WORK

Unit cost	What the factory charges
Wholesale	Has to carry your margin
Retail	Has to carry the stockist's margin as well
Typical structure	Retail at 2.5 to 3 times cost, wholesale at roughly half retail
Our structure	2.1x, which leaves one margin to split between two parties

SO WHAT

A 2.1 multiple has one margin in it and two parties who need one. Either retail rises or wholesale is not a channel, and both are legitimate answers.



One person, and the same calendar as a brand with forty. Everything in this document is about what to do first.

MCLEUKER HOUSE SET

The options

THREE POSITIONS

OPTION	EFFECT ON RETAIL	EFFECT ON WHOLESALE	EFFECT ON THE BRAND
Raise retail to a 2.7 multiple	+28%	CLEARS	Repositions upward
Reduce unit cost	No change	CLEARS	Requires volume we do not have
Direct only, no wholesale	No change	n/a	Slower, and fully controlled

WHAT EACH DEPENDS ON

Raising retail	Whether the market carries it — not tested
Reducing cost	Volume, which needs wholesale, which needs the margin
Direct only	Cash, because growth is slower
Not assessed	Whether the current retail price was ever tested, or just chosen

SO WHAT Reducing cost needs volume, volume needs wholesale, and wholesale needs the margin that reducing cost was meant to create. That option is circular and should be set aside.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Decide between raising retail and going direct only	Founder	18 Apr	Wholesale orders are taken at a loss
Test the higher retail price before committing	Founder	30 Apr	A reposition is made on instinct
Do not take wholesale orders at the current price	Founder	Immediately	Each order costs money
Rebuild the costing forward from cost, not back from retail	Founder	30 Apr	The same structure is repeated next season

SOURCES AND BASIS

Unit costs — factory quotations, confirmed, at the date of this document.
Retail prices — as currently set; basis recorded as chosen rather than tested.
Multiple conventions — general trade practice, stated as such rather than as a rule.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the Costing and Pricing 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.