

CATEGORY — EXECUTIVE BRIEFING

Category Depth Briefing

Which categories hold value, and which do not

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
CDB-27-069	December 2027	Category	6	Illustrative sample

The read

Two categories hold value and two do not, and the platform treats all four identically on fees, promotion and authentication. The two that hold value also carry the highest authentication cost, which is why they look less profitable than they are.

2	4	2.8x	0
Categories holding value	Treated identically on fees	Authentication cost, holding vs not	Fee differentiation

HOLD VALUE

- 01 Leather goods — resale price stable against retail.
- 02 Watches — stable, with a longer sale cycle.

DO NOT

- 01 Ready-to-wear — falls sharply with season.
- 02 Footwear — falls sharply with wear, regardless of season.



What is actually being sold.

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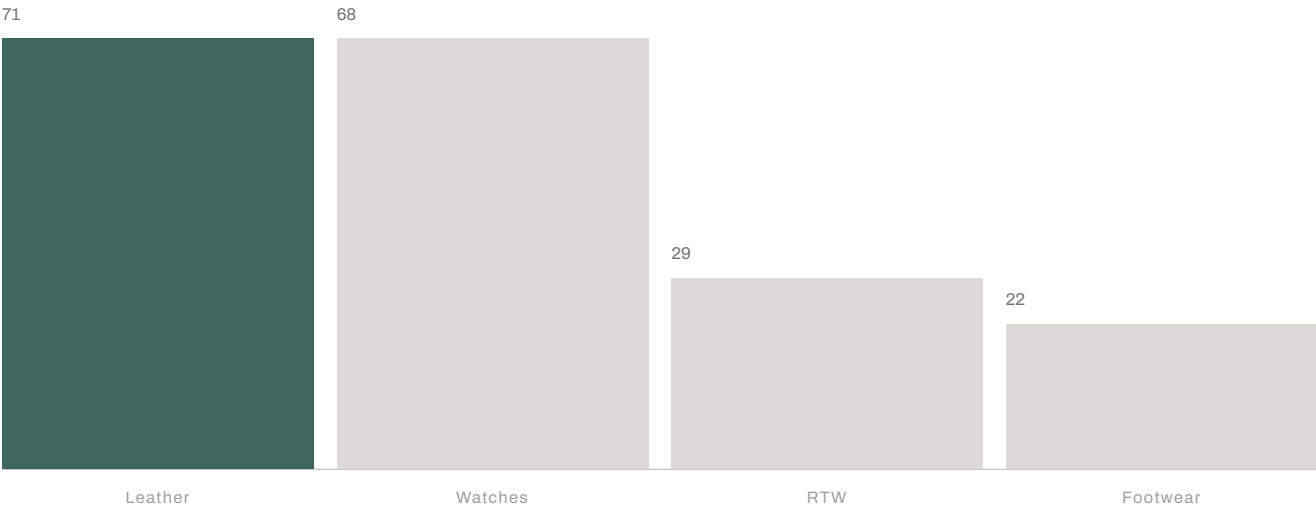
SO WHAT

The categories that hold value cost the most to authenticate, which makes them look worse on a flat fee. Reading margin after authentication rather than before reverses the picture.

Value retention

RESALE PRICE AGAINST RETAIL, BY CATEGORY

Median resale as a share of original retail.



AGAINST COST TO SERVE

CATEGORY	VALUE RETENTION	AUTHENTICATION COST	SALE CYCLE	MARGIN AFTER COST
Leather goods	71%	HIGH	Medium	HIGHEST
Watches	68%	HIGHEST	Long	HIGH
Ready-to-wear	29%	LOW	Short	LOW
Footwear	22%	LOW	Short	LOWEST

SO WHAT

Ranking on authentication cost alone would deprioritise exactly the two categories that produce the margin. That is what a flat fee does implicitly.



One of one, photographed once, sold once. Everything about this listing has to be right the first time.

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The implication

WHAT A FLAT FEE DOES

On leather and watches Undercharges relative to cost to serve, and still profitable

On RTW and footwear Overcharges relative to cost, and still marginal

Effect on supply Sellers of low-retention stock are subsidised to list

Effect on the catalogue Growth in the categories that sell worst

Not assessed Price elasticity on fees — no test has been run

SEQUENCE

NOW Report margin after authentication, by category
The current view inverts the ranking.

+1 MO Model differentiated fees
Before changing any, because elasticity is unknown.

+3 MO Test on one category
One, not four.

SO WHAT Fee elasticity has never been tested here, so modelling comes before changing and a test comes before a rollout. Four categories at once would tell us nothing about any of them.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Report margin after authentication cost, by category	Category Director	31 Dec	The ranking stays inverted
Model differentiated fees before changing any	Pricing Lead	31 Jan	Fees are changed against unknown elasticity
Test a fee change on one category only	Pricing Lead	31 Mar	Four changes produce one uninterpretable result
Stop promoting all four categories identically	Marketing Director	31 Jan	Promotion keeps growing the weakest categories

SOURCES AND BASIS

Resale and retail prices — our own completed sales against recorded original retail.
Authentication cost — our own processing records, by category.
Fees — our own fee schedule, current and flat across categories.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the Category Depth 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.