

COMPETITIVE — EXECUTIVE BRIEFING

Competitive Price Briefing

The same category across five retailers, dated

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
CPB-27-063	November 2027	Buying	6	Illustrative sample

The read

We are priced in the middle and discounting first. Entry price is competitive and full-price duration is the shortest of the five, which means the price position is being given away in week six rather than set in the buy.

3rd Price position of five	Wk 6 Our median first markdown	Wk 11 Category median	5 Retailers compared
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COMPETITIVE

- 01 Entry price across the category.
- 02 Breadth of assortment.
- 03 Price architecture within the range.

NOT COMPETITIVE

- 01 Full-price duration — shortest of the five.
- 02 Depth of first markdown — deepest of the five.



Committed before any evidence arrives.

THE BUY · MCLEUKER HOUSE SET

SO WHAT

The buy is priced correctly and the trading is giving it away. Discounting first and deepest turns a middle price position into the lowest realised one.

The comparison

FIVE RETAILERS

RETAILER	ENTRY PRICE	MEDIAN FIRST MARKDOWN	FIRST MARKDOWN DEPTH	REALISED POSITION
Retailer 1	Highest	Week 14	20%	HIGHEST
Retailer 2	High	Week 12	25%	HIGH
Us	Middle	Week 6	35%	LOWEST
Retailer 4	Low	Week 11	30%	Middle
Retailer 5	Lowest	Week 10	30%	Low

Realised position is entry price adjusted for markdown timing and depth. It is the position a customer actually experiences, and it is not the position we bought.



Where the read is confirmed or is not.

THE FLOOR · MCLEUKER HOUSE SET

SO WHAT

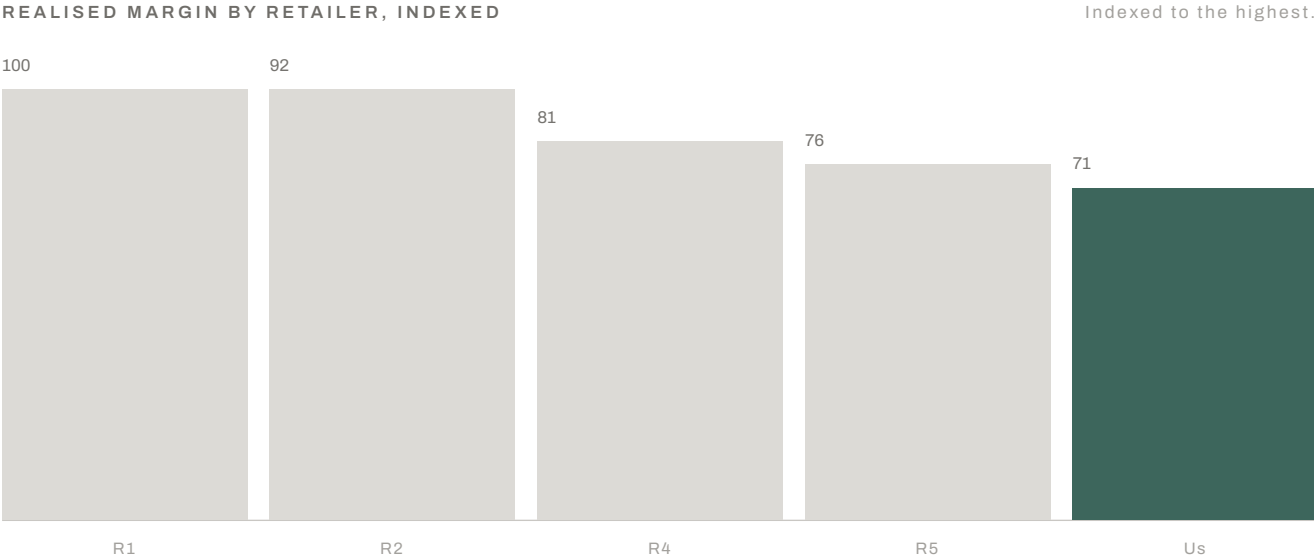
We bought the middle and we sell the bottom. The gap between those two is entirely made of markdown timing, which is a trading decision rather than a buying one.



Bought eight weeks ago, priced today, and marked in six. The only decision left by then is how deep.

MCLEUKER HOUSE SET

What it costs



THE MECHANISM

Entry price	Set correctly in the buy
Week six	First markdown, five weeks ahead of the category
Depth	Thirty-five per cent, deepest of the five
Effect	The category's lowest realised price from a middle entry price
Not assessed	Whether early markdown is driving volume that offsets it — measurable, not measured

SO WHAT Whether early markdown buys enough volume to pay for itself is measurable and has not been measured. That is the one number that would settle this.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Measure whether early markdown pays for itself in volume	Head of Insight	30 Nov	The trading pattern continues unexamined
Move the first markdown trigger later on a test group	Trading Manager	31 Dec	Nothing is learned this season
Reduce first markdown depth from 35% to 25% on the test	Trading Manager	31 Dec	Depth stays the deepest of the five
Report realised position, not entry price	Buying Director	31 Dec	We keep comparing the wrong number

SOURCES AND BASIS

Prices and markdown timing — observed at five retailers over the period stated.
Our own markdown timing and depth — our own trading records.
Realised margin — modelled from realised prices; basis stated.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the Competitive Price 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.