

BUYING — EXECUTIVE BRIEFING

Pre-Season Buy Briefing

AW27 outerwear — depth, phasing and where the open-to-buy should sit

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
PBB-27-020	April 2027	Buying — Outerwear	6	Illustrative sample

The read

Buy the same money in fewer options at greater depth, and hold 22% of the open-to-buy for in-season. Last season's misses were not option misses — the right styles were bought too thin and the wrong ones too wide, which is a depth problem rather than a selection problem.

22% Open-to-buy held for in-season	-14 Options against last season	+31% Depth on the top decile	61% Of markdown from 19% of options
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THE EVIDENCE SUPPORTS

- 01 Depth, not breadth, on proven styles.
- 02 A larger in-season reserve against a volatile category.
- 03 Earlier phasing on the two highest-velocity styles.

IT DOES NOT SUPPORT

- 01 Cutting the option count further than fourteen.
- 02 Buying the new supplier at the depth requested.



Committed before any evidence arrives.

THE BUY · MCLEUKER HOUSE SET

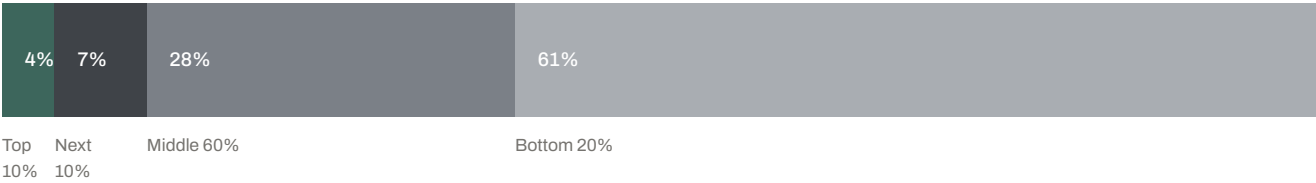
SO WHAT

Nineteen per cent of options produced sixty-one per cent of the markdown. That is a depth decision made before the season, not a trading problem discovered during it.

Where last season went

MARKDOWN BY OPTION DECILE

Share of total markdown value.



THE BOTTOM TWO DECILES

	COUNT	BOUGHT DEPTH	SELL-THROUGH	MARKDOWN SHARE
Bottom 20%	19	Index 118	41%	61%
Middle 60%	57	Index 96	68%	28%
Top 20%	19	Index 84	89%	11%

The best-performing options were bought thinnest and the worst were bought deepest. That is the inversion the buy is being rebuilt to correct.



Where the read is confirmed or is not.

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SO WHAT

The styles that sold were the ones we bought least of. Correcting the inversion is worth more than any improvement in selection.



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

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The buy

PROPOSED				
OPTIONS	DEPTH	PHASE	FIRST	DELIVERY
Proven core	24	Deep	Early	July
Repeat with change	18	Medium	Early	July
New, tested supplier	11	Shallow	Mid	August
New, untested supplier	6	Trial	Mid	August
In-season reserve	-	22% of OTB	Held	-

THE RESERVE	
Held	22% of open-to-buy
Committed by	Week 6 of the season
Trigger	Sell-through above 70% at week 4 on any option
Lead time to reorder	6 weeks with the two nominated suppliers
Not assumed	Whether the untested supplier can hold a 6-week reorder — recorded as unknown

SO WHAT A reserve is only useful if the reorder lead time fits inside the season. Six weeks works with two suppliers and has not been established with the third.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Approve the revised depth and option count	Buying Director	20 Apr	The inversion is bought again
Hold 22% of open-to-buy for in-season	Buying Director	20 Apr	There is nothing to trade with at week four
Confirm the reorder lead time with the untested supplier	Sourcing Lead	04 May	The reserve cannot be spent with them
Agree the week-four sell-through trigger	Merchandising Director	04 May	The reserve is spent late or not at all

SOURCES AND BASIS

Sell-through and markdown — our own season-end reporting, most recent full season.
Depth indices — our own buy records, indexed rather than absolute.
Lead times — supplier statements at the date of this document.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the Pre-Season Buy 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.