AURELIS
PERFORMANCE · LIVING

SWOT & Strategic Position

A structured read of where **Aurelis**—a fictional premium sustainable athleisure label—stands in the European performance-lifestyle market, and where the FY2026–27 strategy should push. Internal audit is first-party; external market context is ILLUSTRATIVE — SAMPLE DATA and must be re-sourced before any decision.

SUBJECT **Aurelis** (fictional brand)	MARKET **EU premium** athleisure	HORIZON **FY2026–27** 18-mo
PURPOSE **Positioning** + TOWS actions	PREPARED BY **Strategy Office** internal	STATUS **Draft v0.9** sample

FOUR QUADRANTS · ONE PICTURE

How to read this pack. P2 is the SWOT 2×2 hero. P3 converts it into a TOWS action grid. P4 prioritises by impact & effort and assigns owners.

THE HERO VIEW · INTERNAL + MARKET

SWOT — Aurelis, EU Premium Athleisure

Rows Internal ↑ / External ↓ **Columns** Helpful ← / Harmful →

MARKET ITEMS ILLUSTRATIVE

S Strengths

INTERNAL · HELPFUL

- **Design credibility.** Signature recycled-knit silhouette; 4.7/5 owned-channel rating (sample).
- **Traceable supply.** 82% of fabric bluesign-certified (illustrative) — hard for fast rivals to copy.
- **Loyal core.** 41% repeat-purchase rate in DTC; high email engagement.
- **Lean SKU count.** Focused range → strong sell-through, low markdown exposure.

W Weaknesses

INTERNAL · HARMFUL

- **Channel concentration.** ~78% of revenue from a single DTC site (sample).
- **Thin men's line.** Only 3 men's franchises; low awareness outside home market.
- **Ops capacity.** Peak fulfilment SLAs slip; 2 suppliers cover 60% of volume.
- **Data maturity.** No unified CDP; lifetime-value modelling still manual.

O Opportunities

EXTERNAL · HELPFUL

- **Premium athleisure growth.** EU segment ~+9% CAGR to 2028 (illustrative — sample data).
- **Resale & repair.** Circular services fit brand DNA; new margin + loyalty loop.
- **Wholesale & concessions.** Curated retail partners de-risk the DTC dependence.
- **DACH + Nordics.** Under-penetrated regions indexing high on sustainability intent.

T Threats

EXTERNAL · HARMFUL

- **Incumbent discounting.** Global majors flooding promo calendar (sample).
- **Input cost & freight.** Recycled-yarn prices volatile; tariff exposure on key lanes.
- **Greenwashing scrutiny.** Tightening EU claims rules raise the compliance bar.
- **Acquisition costs.** Rising paid-social CPMs erode DTC-only economics.

SIGNAL, RANKED

Prioritised findings

The eight items that most move the FY2026 thesis, ordered by strategic weight. Letter tag = originating SWOT quadrant.

1. **DTC single-channel risk** W
   78% revenue concentration is the top structural fragility.
2. **Wholesale as a hedge** O
   Curated partners diversify demand and lift reach.
3. **Traceability moat** S
   Certified supply is a defensible, marketable asset.
4. **Claims-compliance exposure** T
   New EU rules could invalidate sustainability messaging.
5. **Resale / repair upside** O
   On-brand circular revenue with a loyalty flywheel.
6. **Supplier concentration** W
   Two vendors at 60% of volume is an ops single point.
7. **Rising acquisition cost** T
   CPM inflation squeezes DTC-only unit economics.
8. **Loyal, engaged core** S
   41% repeat rate is the base to expand men's + regions.

FROM ANALYSIS TO ACTION

TOWS strategy grid

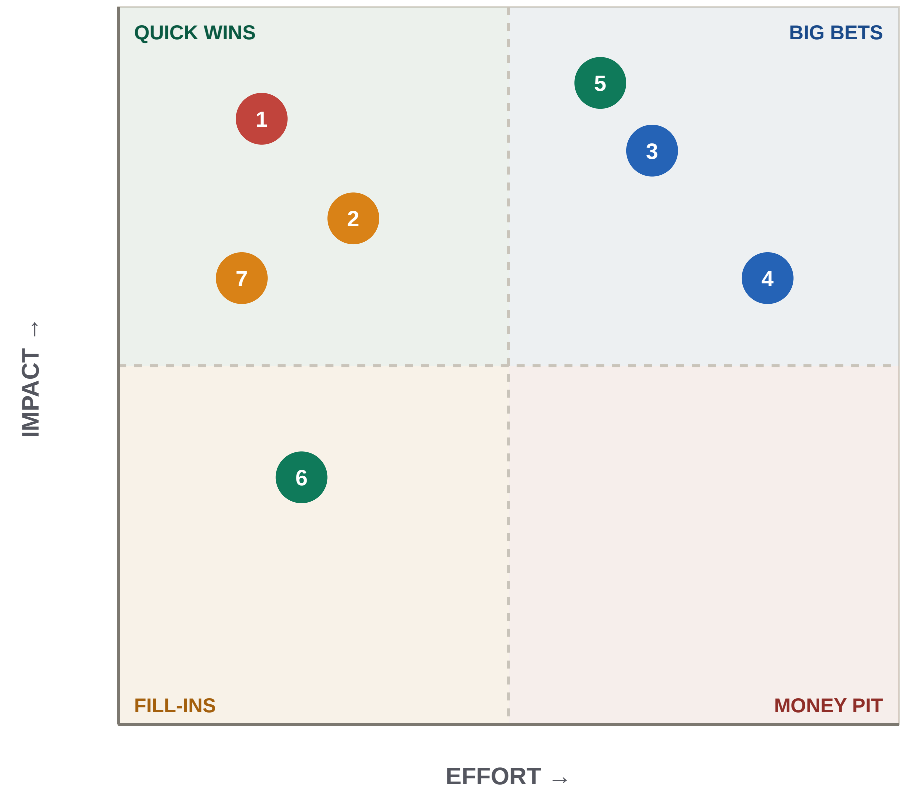
Each cell pairs an internal factor with an external one to generate a concrete play. MARKET INPUTS ILLUSTRATIVE

	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO · ATTACK — USE STRENGTH TO SEIZE • **Lead resale with traceability:** launch a certified pre-owned line using existing provenance data. • **Enter DACH/Nordics** on the sustainability story where intent indexes highest.	WO · BUILD — FIX WEAKNESS VIA OPPORTUNITY • **Open selective wholesale** to break the single-channel dependence. • **Stand up a CDP** before regional expansion so LTV is measurable.
Threats (T)	ST · DEFEND — STRENGTH TO COUNTER THREAT • **Compete on proof, not promo:** answer discounting with verified sustainability + design. • **Pre-empt claims rules** — publish audited data ahead of the deadline.	WT · PROTECT — MINIMISE WEAKNESS & THREAT • **Dual-source yarn & add a 3rd supplier** to cut cost + concentration risk. • **Shift spend to retention** (owned channels) as paid CPMs climb.

SEQUENCING THE PLAYS

Priority matrix

TOWS plays scored by **impact** (vertical) against **effort** (horizontal). Top-left = quick wins; do first. SCORING ILLUSTRATIVE



OWNERS & TIMELINES

Recommendations

Five commitments for the next four quarters, each with a named owner and a window.

PRI	ACTION	OWNER	WHEN
P0	**Dual-source recycled yarn + qualify a 3rd supplier** Cuts cost volatility & the 60% concentration risk	**L. Faber** VP Supply Chain	Q3 ’26
P0	**Publish audited sustainability data ahead of EU rules** Pre-empts claims-compliance threat; feeds marketing	**R. Osei** Head of Sustainability	Q3 ’26
P1	**Open selective wholesale (6–8 curated partners)** Breaks single-channel dependence; extends reach	**M. Devlin** Commercial Director	Q4 ’26
P1	**Launch certified pre-owned (resale) pilot** On-brand circular revenue + loyalty flywheel	**S. Ito** Dir. New Ventures	Q1 ’27
P2	**Stand up unified CDP + LTV model, then enter DACH/Nordics** Makes expansion measurable before spend scales	**P. Novak** VP Data & Growth	Q2 ’27

≤60%
DTC revenue share target
SAMPLE

3
New markets / channels opened by FY27

100%
Claims audited before EU deadline