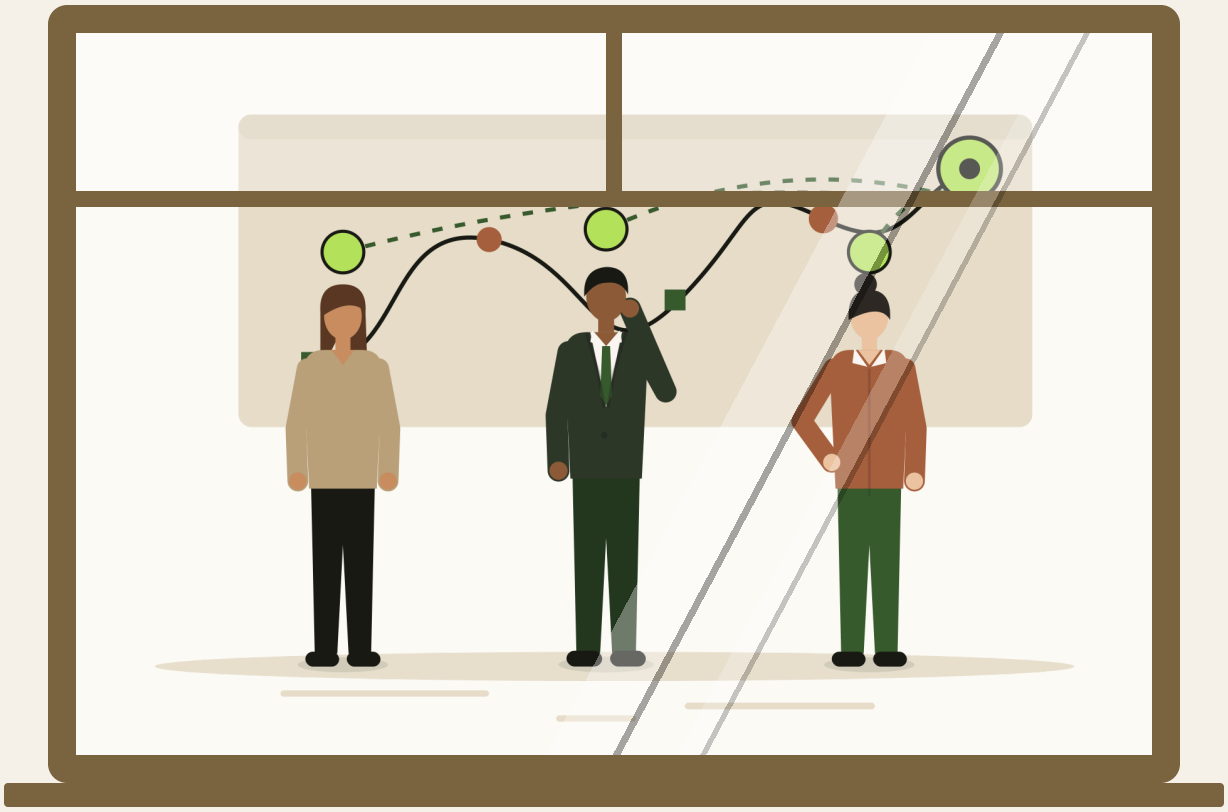
The Market Verdict™

FICTIONAL EXAMPLE



BRAND INTELLIGENCE REPORT · THE OUTSIDE READ

Velmont Outdoor

An outdoor brand built on jackets you repair for life, now growing through cheaper lines and big-box stores. What customers do with each.

BIR

Scale · Pilot Edition · October 2026 · Specimen: fictional company

Velmont Outdoor is fictional. Its reviews, retailers and sources were created to show the format.

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Growth is coming from a line customers don’t keep. The brand lives in the one they repair.

THE BRAND YOU PLANNED

“Outdoors, every day.” Affordable outdoor style for everyone, sold everywhere, including 220 big-box stores.

WHAT THE PUBLIC EVIDENCE SUPPORTS

Buy once, repair for life. Gear people keep for years, send back to be fixed and sell on for most of what they paid.

Three things worth knowing

1. **Old Velmont holds its value. New Velmont doesn’t.** On the largest resale marketplace, used core waxed jackets sell at a median 71% of the new price. The Lite jackets, launched in March 2026, sell at 22% [1].
2. **Repairs keep rising.** Velmont’s own Repair Report counts 9,400 repairs in 2025, up from 6,100 in 2023 (+54%). The average jacket sent in was 6.2 years old [2].
3. **The new customers rate it lower.** Velmont products average 3.6 stars across 410 reviews at the big-box retailer, against 4.7 on Velmont’s own site [3][4].

WHAT TO DO FIRST

Don’t let the Lite line carry the Velmont name without the repair promise. Either make it repairable, or give it its own name. Decide before the spring 2027 range is ordered.

About this sample. Velmont Outdoor is a fictional company. Every review, listing, retailer, number and source in this report was created to show what a Brand Intelligence Report looks like for a growing organization (the Scale edition). Any resemblance to a real business is unintended.

Four findings from public behavior

Each finding says what we saw, where, and how sure we are. What people did counts for more than what they said.

Customers treat the core range as something to keep and sell on

A USE YOU DIDN'T DESIGN FOR

What we saw	We sampled 1,140 resale listings sold between July and October 2026: 830 core and 310 Lite. Core waxed jackets sold at a median 71% of the current new price, and core packs at 64%. Lite jackets sold at 22%, and Lite packs at 18% [1]. Of 26 threads in a "buy it for life" forum naming Velmont in 2026, 17 recommend the core waxed range [5].
Where	[1] [5]
How sure we are	HIGH · observed prices paid by separate buyers, plus an independent forum.
What it suggests	The brand's value sits in durability. People pay for it twice: once new, and again used.

Repairs are rising, and waits are getting longer

A PAIN THAT KEEPS COMING BACK

What we saw	Repairs rose from 6,100 (2023) to 9,400 (2025) [2]. The repair page promised "2–3 weeks" in an archived March 2025 version and "6–8 weeks" in September 2026 [6]. Since June 2026, 37 own-site reviews mention waiting for a repair [4].
Where	[2] [4] [6]
How sure we are	MEDIUM · the repair counts come from Velmont itself; the wait times and reviews are public and dated.
What it suggests	The thing that makes the brand is now its bottleneck. Growth is adding demand for repairs faster than capacity.

The Lite line is drawing “not the old Velmont” complaints

A PAIN THAT KEEPS COMING BACK

What we saw	Of 380 reviews of Lite products at outside retailers, 96 (25%) say it isn’t up to the old standard, mention seams or zips failing, or say it can’t be repaired [3][7]. Nine of the 26 forum threads warn buyers off Lite specifically [5].
Where	[3] [5] [7]
How sure we are	MEDIUM · two kinds of source, but all within seven months of launch.
What it suggests	The cheaper line borrows the reputation, and is starting to spend it.

The big-box shopper isn’t staying, so far

A PLANNED CUSTOMER WHO HASN’T SHOWN UP

What we saw	Velmont averages 3.6 stars across 410 reviews at the big-box retailer, against 4.7 across 600 own-site reviews [3][4]. The most common reason in one- and two-star reviews is price against cheaper brands on the same shelf: 58 of 104 [3].
Where	[3] [4]
How sure we are	LOW · reviews show satisfaction, not whether these customers buy again. No public repeat-purchase data.
What it suggests	The customer the growth plan is built for compares Velmont on price. That is the one comparison it can’t win.

In their own words

> *“Twelve years, two zips, one new elbow. Still my only jacket.”*

Velmont own-site review, waxed field jacket, May 2026 [4]

> *“Bought the Lite version thinking it was the same jacket for less. The seam went in a month and they won’t repair it.”*

Outside retailer review, Lite shell jacket, August 2026 [7]

> *“Buy the old waxed ones used. Skip anything that says Lite.”*

“Buy it for life” forum thread, September 2026 [5]

What is Velmont's Real Brand?

We wrote three genuinely different answers and, before looking, what would show each one wrong. Then we looked.

Possible Real Brand	Wrong if	What we found	Verdict
A. Buy once, repair for life	Core resale values fall toward Lite levels, and repair volumes fall	Core resale is a median 71% against 22% for Lite [1]. Repairs are up 54% in two years [2]. 324 of 600 own-site reviews (54%) mention durability, repairs or the item's age [4].	HOLDS
B. Affordable everyday outdoor style, sold everywhere	Lite and big-box reviews score well below core, and Lite resale collapses	3.6 against 4.7 stars [3][4]. A quarter of Lite reviews complain about quality [3][7]. Lite resale is 22% [1]. Both conditions are met.	WRONG As the brand's role. The line may still sell.
C. A heritage look, worn in the city	Reviews and posts talk about use, not looks, and city wear is rare	108 of 600 own-site reviews (18%) talk only about style or fit [4]. In 200 tagged Instagram posts, 62 (31%) are in a city setting [8].	HOLDS FOR ONE GROUP City buyers who wear it for the look

Review themes are counted once per review, and a review can carry more than one theme. B is marked Wrong as the brand's role, not as a product: the Lite line may still be profitable. Public evidence can't show that.

THE GROWTH PLAN AND THE BRAND HAVE SPLIT

The plan is betting on B. The evidence says customers give Velmont role A, with a real but smaller group in C.

Our read, in the same eight fields as your workbook

This is what public evidence supports. It is not confirmed. Crosscheck compares it with your own.

01 · THE REAL BRAND

Outdoor gear you buy once and keep for life, because Velmont repairs it, and because it is still worth something when you pass it on.

02 · THE JOB (IN CUSTOMERS' WORDS)

"Still my only jacket." Variations of "my only" or "the last one I'll buy" appear in 41 own-site reviews [4].

03 · THE REAL CUSTOMER

People who use their gear hard, buy rarely and care about cost per year more than price. Many buy used first.

04 · THE EVIDENCE

Resale values [1]; repair counts [2]; review themes [4]; forum recommendations [5].

05 · THE PLANNED BRAND

"Outdoors, every day": affordable outdoor style for everyone, sold in 220 big-box stores [6][9].

06 · THE NON-NEGOTIABLE

The repair promise, delivered in reasonable time. It is what separates core Velmont from the brands next to it on the shelf.

07 · WHAT YOU ARE NOT

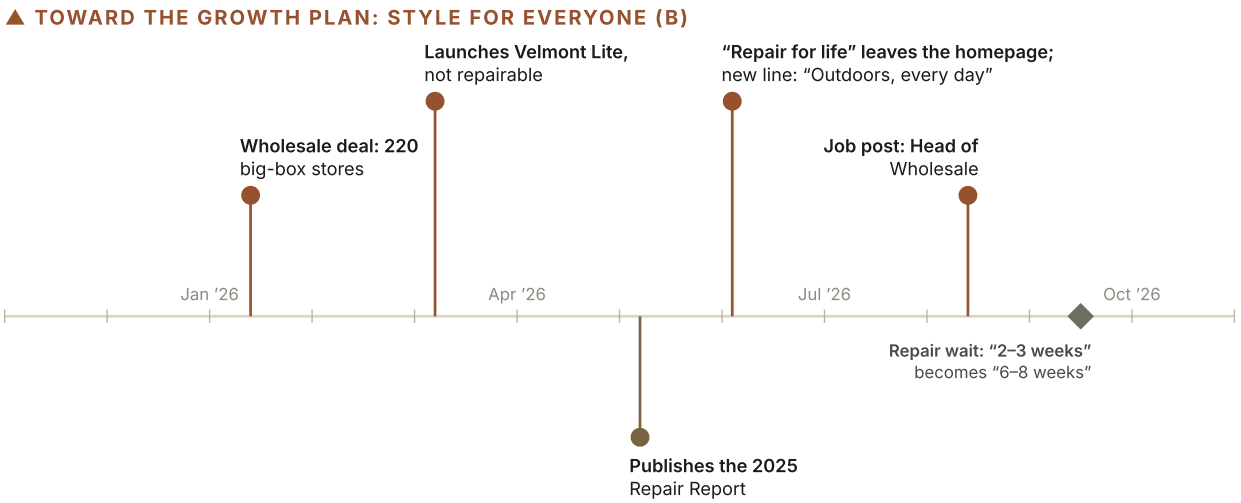
Not the cheapest jacket on a big-box shelf. Customers who compare on price rate Velmont lowest.

08 · WHAT CHANGES NOW

Protect the repair promise as you grow, keep "Velmont" for gear that can be repaired, and measure growth by customers who stay, not units shipped.

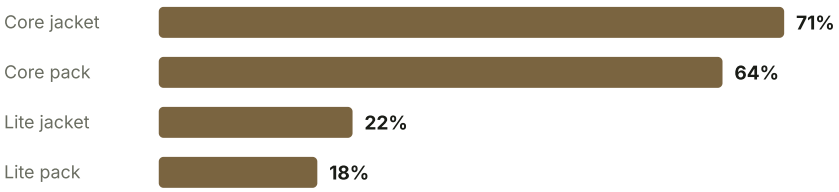
Four of five public decisions pull toward the growth plan. Customers keep paying for the old promise.

Dated public decisions in the last 12 months, above or below the line by the direction they move the brand [6][9][10]. The grey diamond is a consequence rather than a decision: the repair wait the growth has created.



Meanwhile, what customers paid: resale value

Median resale price as a share of the current new price, Jul–Oct 2026 [1]. 830 core and 310 Lite listings sold.



Resale price is behavior, not opinion: someone paid it. The market is putting a value on the promise the company is moving away from.

06 · WHAT TO DO NEXT

Three actions

1. **Decide what the Velmont name means before spring 2027.**
   NEXT 8 WEEKS · OWNER: PRODUCT AND BRAND
   Either make Lite repairable or move it to its own name. Measure: in the six months after the change, the share of Lite reviews complaining about quality or repairs, against today's 25%.
2. **Grow repair capacity at the same pace as sales.**
   NEXT QUARTER · OWNER: OPERATIONS
   Bring the published repair wait back to three weeks or less. Measure: the wait shown on the repair page each month, and repair-wait mentions in reviews against today's 37.
3. **Sell the repair promise on the big-box shelf, or step back from it.**
   NEXT 6 MONTHS · OWNER: WHOLESALE
   Test repair-promise display and tags in 20 of the 220 stores. Measure: star rating and price-related complaints in those stores against the other 200. If ratings don't move, reduce the wholesale range to core products.

07 · OUR PREDICTION, ON RECORD

What we expect to happen

ILLUSTRATIVE · RECORDED OCTOBER 2026 · CHECK DATE OCTOBER 2027

If nothing changes, by October 2027 used Lite jackets will still sell below 30% of the new price while core waxed jackets stay above 60%, and Velmont's big-box rating will stay below 4.0.

Right if: all three hold, measured on at least 200 resale listings per line and 300 big-box reviews.

Wrong if: Lite resale rises above 40%, or the big-box rating reaches 4.3 or more.

Inconclusive if: fewer listings or reviews than that are available; the Lite line is renamed, made repairable or withdrawn, which changes what's being compared; or the marketplace changes how it reports prices.

Recorded before the outcome is known. Illustrative, because this is a fictional company: it shows the format of a prediction, not a real forecast.

What this rests on

What we could not see

This assessment is based on publicly available evidence only. It does not include internal financials, customer-level transaction data, or management-provided documents. We did not see your workbook.

What we are least sure about

- We can't see whether big-box customers buy again. Low ratings are a warning, not proof that they leave.
- The Lite line may be profitable. This report reads the brand, not the margin.
- The repair counts come from Velmont's own report. We haven't checked them independently.
- Resale prices include condition differences we can't fully control for; the older core items may be in better shape than they look.

Sources

1. Resale marketplace, Velmont listings sold Jul–Oct 2026: 830 core, 310 Lite; sold prices compared with current list prices.
2. Velmont, "2025 Repair Report", company blog, May 2026, with the 2023 report for comparison.
3. Big-box retailer website, Velmont product reviews, Jan–Oct 2026, 410 reviews read.
4. Velmont website, product reviews, most recent 600 at October 2026.
5. "Buy it for life" forum, threads naming Velmont, Jan–Oct 2026, 26 threads read.
6. Velmont website, current and archived versions: homepage and repair page, Mar 2025–Sep 2026.
7. Two outdoor retailers' websites, Velmont Lite reviews, Mar–Oct 2026 (with [3], 380 Lite reviews in total).
8. Instagram, 200 most recent posts tagged #velmont, October 2026.
9. Regional business journal, coverage of the wholesale agreement, January 2026.
10. Velmont job posting, "Head of Wholesale", August 2026.

Specimen: Velmont Outdoor, its reviews, retailers, listings and sources are fictional, created to show the format and tone of a Brand Intelligence Report. The Market Verdict™ does not claim omniscience, internal access, or definitive knowledge of customer intent. It reads publicly available behavioral evidence and applies a structured interpretation framework to it.

The Market Verdict™

BRAND INTELLIGENCE REPORT · FICTIONAL EXAMPLE

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