

Adding wholesale is an operating decision, not a channel decision.

For a DTC brand that has hit the wall, the next channel is someone else's floor. Pricing is the easy part. Wholesale does not have to dominate the company, but the choice reaches every part of it: cash flow, merchandising, design, production, sales and operations all make room for a buyer's process, and the drops have to fit in without breaking the wholesale promise. The buying process is the retailer's; how the brand plans, produces and deploys capital around it can stay as nimble as today. Organisational work before commercial work; 0600 does it with the team.

9 to 12 months

from the day a wholesale line is designed to the day it sells through on a retailer's floor. A DTC brand runs on weeks.

The usual failure is not the price list. It is a line planned too late for market, production bought in one bet, a drop that lands on the retailer's floor set, and nobody inside who owns the account.

TWO SEASONS, ONE YEAR: WHAT THE COMPANY COMMITS TO, AND WHEN ILLUSTRATIVE · TWO DELIVERIES PER SEASON

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FALL / WINTER	Market and sell-in	Production					Deliveries	In store, reorders				
SPRING / SUMMER	Deliveries	In store, reorders					Market and sell-in	Production				
DESIGN	Design and line freeze, next Spring						Design and line freeze, next Fall					
DTC DROPS TODAY	●	●	●	●	●	●	●	●	●	●	●	●

Every bar is a commitment made months before a DTC team would have decided anything. The drops do not go away. They become planned newness, colour stories and in-season injections, that retailers set dollars aside for ahead of the buy. Less spontaneous, still the brand's.

WHAT THE DECISION TOUCHES · SIX FUNCTIONS

Strategy	Which tier of door, which markets, in what order, and what wholesale is for: reach, credibility or volume. What stays DTC.
Planning	A seasonal line plan with deliveries, depth by door and a core that carries over. Pre-books against replenishment. The drops planned in as a layer retailers can buy.
Design	Collections on a calendar, a line freeze that holds, samples ready for market. The brand's newness moves into in-season stories, off the critical path.
Production	Lead times that hit the window, minimums sized to orders not forecasts. Not everything in one run: production staged against pre-books and reorders, so capital goes in as the channel proves itself.
Sales and ops	Who owns the account: reps, showrooms or in-house. Market weeks, order management, B2B fulfilment, chargebacks.
Economics	The margin stack, terms, the cash cycle from paid-at-checkout to net 60, then the price list: the simplest piece once the rest is settled.

THE BUILDING BLOCKS

PLAN
SIX WEEKS

The wholesale plan, built or evaluated

From scratch, or a read of the plan the brand already has: what wholesale is for, which doors and markets, the calendar the wholesale business will run on, how capital goes in, the economics by channel, where each function stands. Ends in a decision: go, fix first, or stay DTC.

BUILD
AS THE PLAN
CALLS FOR

The pieces the plan says are missing

Planning calendar and line architecture. A staged production and capital plan. The sales organisation, reps or in-house. Order platform, B2B fulfilment, data. Terms, pricing, line sheets. Each a block on its own, taken when needed.

LAUNCH
THE FIRST
SEASON

The first season, run with the team

Market and sell-in, production tracked to the window, deliveries, reorders, the drops layer, the first retailer scorecards. Handover with a playbook the team keeps.

Plan first

BUILT, OR EVALUATED

Priced per block

STOP AT ANY GATE

Run with the team

AN OPERATOR, NOT A DECK

THE READINESS READ · SIX FUNCTIONS, GRADED BEFORE A BUYER GRADES THEM

C PARTIAL Strategy Door tiers, markets, sequence, what stays DTC	F NOT STARTED Planning Seasonal line plan, deliveries, pre-books, core	D GAP Design calendar Line freeze, samples for market, drops as a layer	C PARTIAL Production Lead times, minimums, staged capital	F NOT STARTED Sales and ops Reps or in-house, order platform, B2B 3PL, EDI	A READY Economics Margin stack, terms, cash cycle, price list
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Scored against what a first season of wholesale will demand of each function. Illustrative, and typical of a DTC brand at its first wholesale conversation: the numbers work, the organisation does not yet. The Plan produces yours, with the order and cost of closing each gap.

Erik Ulin · 0600

WHOLESALE · TECHNOLOGY · FINANCE

Two decades on the wholesale side of apparel: brand P&Ls as president, the market calendar, reps and showrooms, the retailer relationship. Then the technology behind it, at the platform wholesale buyers order on, and the finance behind it, in restructuring and capital. The calendar, the systems and the money, together.

EXPERIENCE

President · J.Lindeberg USA
President, Men's Fashion · UBM
Restructuring · FTI Consulting
VP Marketplaces · NuORDER
SVP Revenue & Ops · Ghost
MBA · Columbia Business School

HOW IT STARTS

- 1 A 30-minute call on where the brand is: DTC only, first orders in, or stuck between.
- 2 The readiness read across the six functions, within two weeks.
- 3 The Plan, built or evaluated. Then decide what, if anything, comes next.