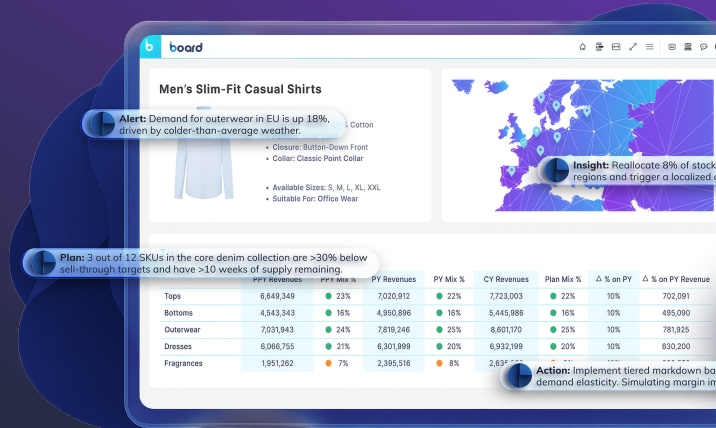




Board Merchandiser Agent

Continuous merchandising decisions, from plan to trade.



THE PROBLEM

Merchandising happens in seasons. Your margin doesn't.

Merchandising teams operate in cycles — pre-season plans, in-season reviews, end-of-season markdowns. But margin pressure, demand shifts, and inventory risk don't wait for the next planning meeting. By the time the data is analysed, the plan is drafted, and the buying decision is made, the commercial moment has often already passed. The problem isn't that merchandisers lack information. It's that MFP, OTB, and allocation run as separate processes, in separate systems, coordinated manually. Every handoff is a delay. Every disconnection is a margin risk.

71%
of merchants say AI merchandising tools have had limited or no effect on their business

40%
of merchant time spent on low-value tasks - data consolidation, spreadsheet work, and reconciling siloed systems

up to 40%
of merchant time spent on low-value tasks - data consolidation, spreadsheet work, and reconciling siloed systems

Sources: McKinsey Global Merchant Survey, Dec 2025 (n=114); McKinsey analysis, January 2026. "Merchants unleashed: How agentic AI transforms retail merchandising."

“ A recommendation without full commercial context isn't a buying decision. It's a starting point. ”

WHY FRAGMENTED MERCHANDISING AI ISN'T THE ANSWER

**Any agent can automate a decision.
Only Board optimises it to your operating model.**

Every merchandising AI vendor offers agents. What they don't all offer is the planning foundation those agents need to operate inside. When AI is layered on top of disconnected systems — MFP in one place, OTB in another, allocation somewhere else — the recommendation it produces is technically generated but commercially incomplete. It doesn't know the OTB position already committed. It doesn't see the margin target the finance team is holding you to. It can't account for the category investment signal locked in at the start of season. So before a merchandiser can act, they reconcile. They cross-reference. They build the spreadsheet the agent couldn't.

That reconciliation step is where commercial value is destroyed. Not in the quality of the AI — in the gap between what it sees and what the operating model requires.

KEY TAKEAWAY

AI agents are only as effective as the merchandising foundation they operate inside. Complete decisions require complete context — MFP, OTB, allocation, and margin targets connected in one model, aligned to the commercial operating model your business runs.

THE BOARD APPROACH

One continuous merchandising decision flow. Pre-season to in-season.



Board Merchandiser Agent is built inside a unified merchandising planning environment where MFP, OTB, allocation, and financial targets connect in one model. The agent doesn't summarise disconnected data — it operates with full commercial context. Every recommendation it makes is already aligned to your operating model: the category signal is real, the OTB position is current, the margin trade-offs are visible.

What makes this different is what the agent knows before it acts. Board lets you define your operating model inside the plan itself — your margin targets, your category priorities, your growth ambitions, your inventory policies. The agent doesn't just automate merchandising decisions. It optimises them against the commercial goals your business is actually running to.

The agent follows a consistent decision workflow across every merchandising scenario:



Analyse

Quantifies what changed across sales, margin, markdown, and ASP



Explain

Shows why it changed — by category, region, channel, or sub-category



Simulate

Models plan options with full margin, OTB, and inventory impact



Align

Surfaces trade-offs for commercial and financial sign-off



Act

Executes within governed thresholds once the merchandiser approves

WHERE THE AGENT CREATES MERCHANDISING VALUE

One planning foundation. Every merchandising decision.

Use case	Planning friction	What the agent does	Business outcome
Merchandise Financial Planning MFP Intelligence	The MFP process starts with weeks of manual LY analysis. By the time the plan is drafted, the data is stale and the commercial signal has already shifted.	Runs the LY scorecard automatically. Classifies categories into growth, core, and decline. Surfaces where deviations compound rather than cancel. Drafts the opening plan against financial targets.	Plan drafted in days, not weeks. Commercial investment decisions anchored in category signal, not last year's intuition. Margin and sales aligned from the start.
Open to Buy Buying Risk & Opportunity	OTB decisions are made against a single view — intake vs. budget — without visibility of WoS coverage, frozen period exposure, or where MFP plan errors are driving the gap.	Surfaces overstock and understock exposure by WoS vs. target. Ranks planning lines by commercial priority. Flags frozen period risk and models intake reallocation options.	Buyers act on the right lines at the right time. Intake decisions grounded in real coverage and margin impact, not instinct. Fewer late markdowns.
Allocation & Replenishment Exception & Stock Health	Exception queues are too long to work through manually. Stock-outs and overstock build quietly until they become markdown or availability failures. Parameter rules drift without anyone noticing.	Triages exceptions by risk and commercial impact. Surfaces stock-outs and overstock early. Flags parameter rules that need adjustment. Recommends actions with highest stock health impact.	Teams focus on exceptions that matter. Stock health improves continuously. Availability protected without excess inventory building across the network.

GOVERNANCE

Every recommendation is explainable. Every decision is yours.

The merchandising teams that get the most from AI agents are not the ones that hand over the most decisions. They're the ones that use AI to make better decisions — while staying clearly accountable for commercial outcomes.

Board Merchandiser Agent surfaces signals, ranks options, and models impact. Merchandisers set the assumptions, challenge the logic, and approve what moves. Every recommendation is traceable.

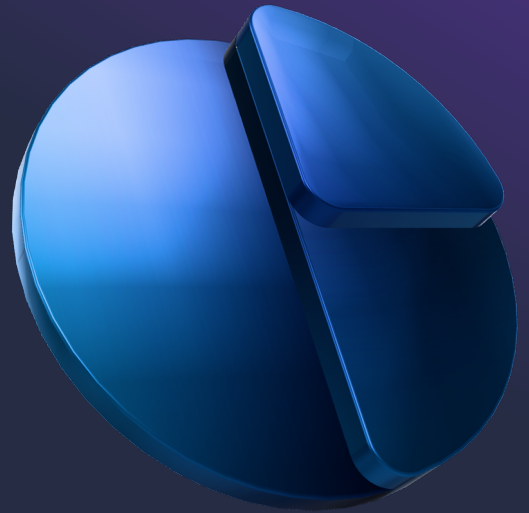
Every action is governed and written back to the live plan with full auditability.

This isn't a constraint on what the agent can do — it's what makes it trustworthy enough to use at scale.

“**Autonomous-ready does not mean merchandiser-free. It means decision-ready.**”

Only 24% of merchants say their organisations currently provide meaningful AI upskilling. The teams that get there fastest are the ones that keep humans in control of decisions — and let the agent do the work.

Source: McKinsey Global Merchant Survey, Dec 2025 (n=1,114). "Merchants unleashed: How agentic AI transforms retail merchandising," McKinsey, January 2026.



Trusted by Retail Leaders

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Board's retail merchandising platform is in active use across fashion, sporting goods, and lifestyle retail — helping merchants turn consumer spending patterns into smarter merchandise, assortment, and replenishment plans.

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PLATFORM ARCHITECTURE

One Platform. One Version of the Truth. Confident Merchandising Decisions.

Board is the Contextual Decision Layer that connects merchandise financial planning, OTB, allocation, assortment, and financial targets in a single unified model — turning governed data into trusted plans, coordinated actions, and measurable outcomes. AI operates through Board's semantic model, security, and workflow context. There is no synchronisation between layers, no reconciliation overhead, and no gap between what the agent sees and what the commercial operating model requires.

The result: agents that inherit full commercial context the moment they act — not a copy of it, not a summary of it. This is the architectural reason Board agents optimise merchandising decisions rather than merely automate them.

Data connectivity

In-memory compute

Unified planning model

Analytical AI

Agentic AI

Governance & auditability

Cloud or on-premise