MERIDIAN CONSULTING

Strategy & operations for food and beverage manufacturers

44 Wharf Road, Brooklyn NY 11222

REF MC-2025-088

Sam Ortiz
Chief Operating Officer
Northwind Coffee Roasters, Inc.
1420 SE Stark Street, Portland OR 97214

4 November 2025

PROPOSAL

Wholesale expansion readiness — plant capacity, account economics and the 2026 price list

Dear Sam,

Northwind can carry double the wholesale volume in 2026 without a second roastery — but not on the price list, lead times and account structure you run today. This proposal sets out a **ten-week review** that answers three questions before you commit capital: what the Stark Street plant can actually deliver, what each wholesale account is worth after the cost of serving it, and what to charge next year.

WHAT WE HEARD

On 18 September we walked the roastery with you and Maya and spoke to four of your wholesale accounts. The pattern was consistent: Northwind wins on the cup and loses on the calendar. Two roast days a week means a café ordering on Wednesday waits until the following Tuesday, and the three accounts that left this year all named lead time before they named price. Meanwhile the price list has moved once since 2022 while green coffee, labour and freight have not — on your volumes at least a third of the wholesale book is likely earning under 20 per cent margin, and nobody can currently say which third.

HOW WE WOULD WORK

1. **Capacity.** Model the Stark Street line at three, four and five roast days, including green storage, packing labour and the delivery route, and give you the volume ceiling for each with the capital required to lift it.
2. **Account economics.** Cost every one of the 84 wholesale accounts on delivery, service and credit, then rank them so you can see which relationships pay for themselves and which are being subsidised by the café.
3. **The 2026 list.** Build the price list, the volume tiers and the standard terms, and sit with Maya through the first ten account conversations so the increases are held rather than discounted away.

TIMING AND FEE

Stage one — capacity model and plant walkthrough	Weeks 1–3	**$13,500**
Stage two — account economics and ranking	Weeks 4–7	**$18,000**
Stage three — 2026 list and account conversations	Weeks 8–10	**$15,500**

FIXED FEE **$47,000**

Invoiced at the end of each stage, net thirty. Travel to Portland is billed at cost and capped at $2,400. We would start on 1 December 2025 and report to your board on 12 February 2026.

If this reads right, countersign below and return one copy by **28 November**. We will hold the 1 December start until that date and send the data request — twelve months of invoices, the green ledger and the delivery schedule — that week.

Yours sincerely,

Elena Marsh
PARTNER · MERIDIAN CONSULTING

ACCEPTED FOR NORTHWIND COFFEE ROASTERS, INC.

SIGNATURE

NAME AND TITLE

DATE