Pricing architecture and margin recovery

A fourteen-week engagement to rebuild Container Co.'s rate card on real cost-to-serve, put owners and thresholds on every discount, and leave the commercial team running it without us.

PREPARED FOR

Container Co.

Jordan Ellis, Chief Financial Officer
3 June 2025

AT A GLANCE

Fixed fee	$64,500
Duration	14 weeks
Start	23 June 2025
Team	3 · 0.9 FTE
Open until	20 June 2025

WHY NOW

Container Co. quotes roughly **4,100 leases a quarter** against a rate card last rebuilt in 2019. Sixty-two per cent of those quotes close below list, at a discount no single person approves and no report tracks. Gross margin has fallen 2.9 points across six quarters while lease volume grew 14 per cent — you are moving more boxes and keeping less of the money.

None of this needs a new system. It needs a rate card that reflects what each lane actually costs to serve, a discount ladder with names against the thresholds, and one weekly number the commercial team is measured on.

HOW WE WORK

1 Rebuild the cost-to-serve basis

Lane-level costing for 34 routes and six equipment classes, built from your billing extract and depot records. No new data collection and no survey work.

2 Design the card and the ladder

A four-tier rate card with approval thresholds at 5, 10 and 15 points, priced against won and lost deal history since 2023 and stress-tested on your ten largest accounts.

3 Land it with the commercial team

Quoting sheet, objection playbook and eight weeks of deal-desk coaching, with Riley in the room for the first twenty quotes that go out on the new card.

WHO DOES THE WORK

Elena Marsh
Partner. Pricing and commercial strategy. Two days a week on the engagement.

Riley Thompson
Engagement lead. On site Tuesdays and Thursdays for the full fourteen weeks.

Ava Cruz
Analyst. Cost-to-serve modelling and the weekly margin report.

PHASES & FEES

Diagnostic and cost-to-serve model	Weeks 1–4	**$18,500**
Rate card and discount ladder	Weeks 5–8	**$21,000**
Rollout and deal-desk coaching	Weeks 9–14	**$25,000**
TOTAL, FIXED		**$64,500**

Invoiced monthly in arrears, net thirty. Travel is billed at cost and capped at $3,200 for the engagement. Any configuration work inside your quoting system is quoted by your vendor and is not included here.

WHAT THIS USUALLY RETURNS

+3.4 pts
Median gross-margin gain across nine pricing engagements, measured two quarters after rollout

11 weeks
Median time from kickoff to the first approved price change

$1.8M
Largest annualised recovery to date — regional equipment lessor, 2024

WHAT WE ASSUME

1. The 2023–2025 billing extract and the depot cost file reach us within five working days of signature.
2. Jordan or a delegate chairs a 45-minute steering call each Thursday for the full fourteen weeks.
3. Price changes are approved by your executive team. Meridian recommends; it does not sign.

COMPARABLE WORK

Staple & Oak
Range architecture and list rebuild · 2024

Westhill
Deal desk and discount governance · 2024

Toyco
Cost-to-serve model, 41 SKUs · 2023

Brightline
Commercial model review · 2023

ACCEPTANCE

Countersign and return one copy by **20 June 2025** to hold the 23 June start and the fee above.

SIGNED FOR CONTAINER CO.	NAME AND TITLE	DATE