Solutions

2.1

- Effective price = 52/20 = £2.60 a cup.
- CM = 2.60 − 0.90 = £1.70.
- Shelf: rival pays 3.40 × 0.6 = £2.04, CM = £1.14.
- The subscription is richer per cup AND owns the data.

2.2

- Cost-plus: 0.90 × 1.4 = £1.26.
- Leaves most of the value uncaptured and prices a premium offer as a commodity.
- The floor is the starting point, not the answer.

2.3

- Spent: 200 × 20 × (1.70 − 1.30) = £1,600 (launch CM £1.30 = 2.20 − 0.90).
- Rule: "reverts to £52 in month 2" – dated, published, and the churn at reversion is measured.

2.4

- The minimum-order and the box structure: vouchers apply to boxes, not loose cups.
- Missing them, customers assemble 2+1 deals and the box CM unravels – the Nimbus two-meal minimum principle.

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