

PREPARED FOR

# MERIDIAN STUDIO

BOUTIQUE BRANDING & DESIGN AGENCY · PORTLAND, OR

ANNUAL REVENUE

\$320,000

SERVICE LINES

5 Active

FOUNDED

2017

REPORT DATE

April 2026

## FIVE REVENUE STREAMS. ONE UNCLEAR PICTURE.

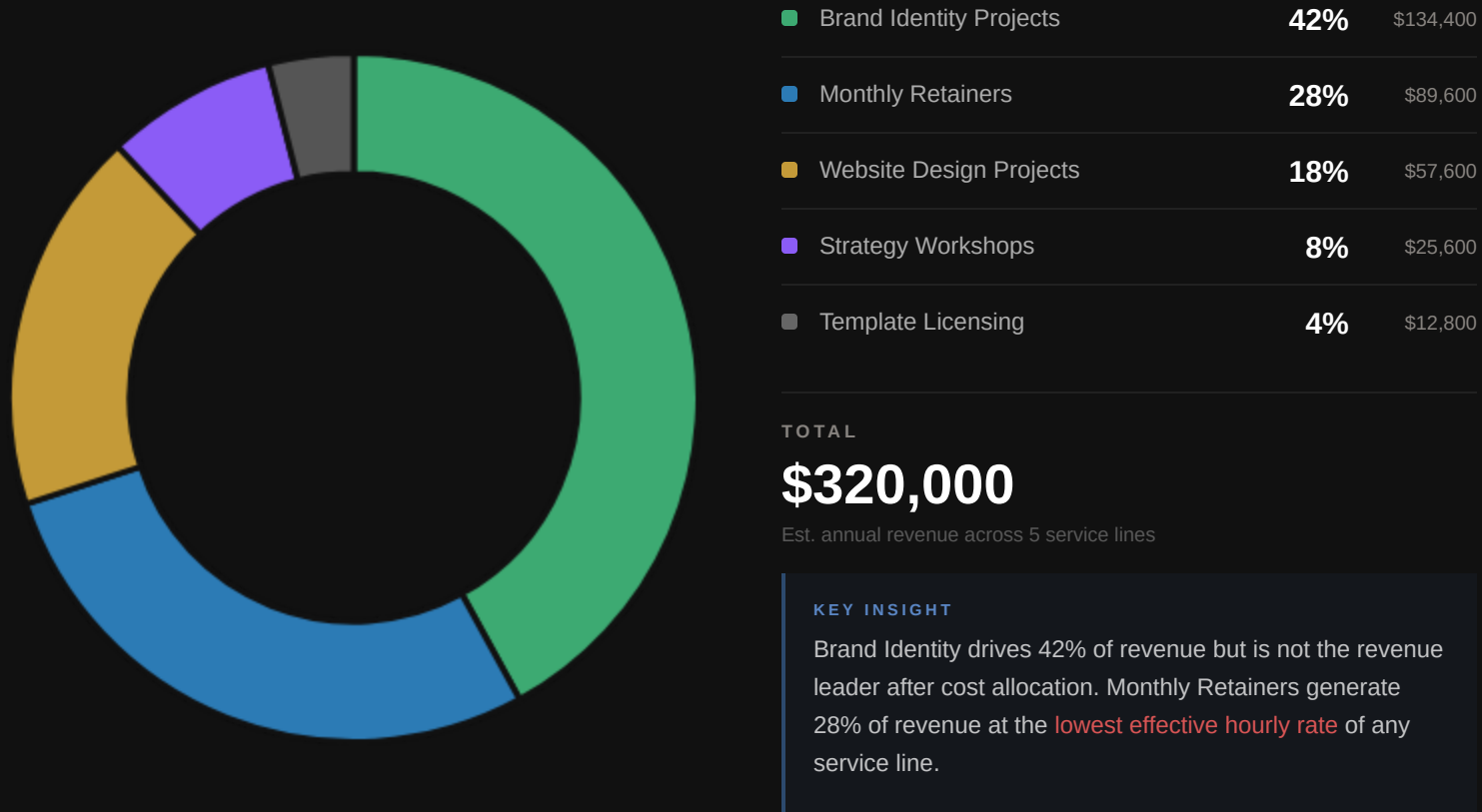
Each service line carries a different pricing structure, time cost, and margin profile. High-volume channels can mask low-margin ones.

ANNUAL REVENUE	SERVICE LINES	ACTIVE CLIENTS	CONTRACTORS	YEARS OPERATING	PEAK SEASON
<b>\$320K</b>	<b>5</b>	<b>18</b>	<b>2</b>	<b>8</b>	<b>Q1 Refresh</b>

### REVENUE BY SERVICE LINE

## WHERE THE \$320K COMES FROM.

Revenue share ≠ margin share. The largest channel is not the most profitable one.



# \$49,300

**PER YEAR RECOVERABLE**

Identified across 3 operational gaps.  
Zero new clients. Zero new services.

**GAP BREAKDOWN**

<b>GAP 01</b> Scope Creep Margin Drain	<b>+\$12,500</b>
<b>GAP 02</b> Retainer Margin Inversion	<b>+\$25,400</b>
<b>GAP 03</b> Contractor Cost Blindspot	<b>+\$11,400</b>

**COMBINED ANNUAL IMPACT**

**\$49,300 / yr**

**GAP 01 — HIGHEST IMPACT**  
**Scope Creep Margin Drain**

**+\$12,500 / yr**

Fixed-fee brand identity projects are scoped at 51 hours. Actual hours logged average 61 — a 10-hour overrun per project absorbed silently. Client revision cycles exceed scope; no change orders are raised.

METRIC	VALUE
Brand identity projects / year	26
Average project fee	\$5,200
Hours scoped per project	51 hrs
Hours actually logged	61 hrs
Overrun per project	10 hrs
Contractor rate (overflow hours)	\$85 / hr
Unbilled cost per project	\$850
Annual unbilled total (gross)	\$22,100
<b>Net margin impact</b>	<b>\$12,500 / yr</b>

**HOW THE MATH WORKS**

Per project  
**10 hrs × \$85 = \$850 unbilled**

26 projects / year  
**\$850 × 26 = \$22,100 gross**

Net margin impact  
**\$12,500 / year**

**PRESCRIPTION**

- 3-revision limit clause in all fixed-fee agreements
- \$350 change order fee for any out-of-scope request
- Flag internally at 80% of scoped hours consumed

**3-YEAR IMPACT IF UNADDRESSED**

YEAR	UNBILLED OVERRUNS	LOST NET MARGIN
Year 1 (current)	\$22,100	<b>\$12,500</b>
Year 2 (projected)	\$23,200	<b>\$13,100</b>
Year 3 (projected)	\$24,400	<b>\$13,800</b>
<b>3-Year Total</b>	<b>\$69,700</b>	<b>\$39,400</b>

**WITHOUT INTERVENTION**

\$12,500 walks out the door every year in unbilled scope work — with no client ever knowing it happened.

**AFTER CONTRACT UPDATE**

A 3-revision cap and \$350 change order fee converts overrun work into billable revenue — no client conversation required.

**\$12,500**

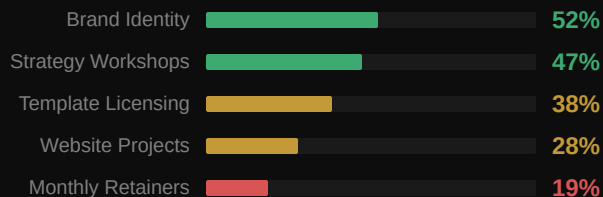
RECOVERED / YEAR

## Retainer Margin Inversion

**+\$25,400 / yr**

Monthly retainers feel like stable income. Four clients at \$1,870/month consume 28 hrs/month on average against a 20-hour scope. The overage is never billed. The "safe" revenue is the least profitable.

### NET MARGIN BY SERVICE TYPE



SERVICE LINE	EFF. HOURLY RATE
Brand Identity	\$107 / hr
Strategy Workshops	\$98 / hr
Website Projects	\$82 / hr
<b>Monthly Retainers</b>	<b>\$67 / hr</b>

### PRESCRIPTION

- Hard monthly hour cap + overage billing at \$110/hr
- Raise retainer floor to \$2,400/month at next renewal
- Quarterly review clause — 3-month check triggers scope reset

## Contractor Cost Blindspot

**+\$11,400 / yr**

\$68,400/year in contractor spend is tracked as a single overhead line — no allocation per project. Website builds (60% contractor-heavy) look as profitable as brand identity work. They are not.

SERVICE TYPE	APPARENT MARGIN	TRUE MARGIN	DELTA
Brand Identity	52%	44%	-8 pts
Website Projects	38%	19%	-19 pts
Monthly Retainers	28%	19%	-9 pts
Strategy Workshops	47%	47%	0

**Impact** **\$11,400/yr in margin that doesn't exist**

### CONTRACTOR SPEND BREAKDOWN

Total contractor spend / year

**\$68,400**

Project-level allocation

**None — single overhead line**

Mispriced margin impact

**\$11,400 / year**

### PRESCRIPTION

- Allocate contractor hours to project codes
- Build 5-row P&L: revenue / contractor / tools / hours / net
- 6-month look-back — reprice website builds from real data

### 5-ROW P&L TEMPLATE — WEBSITE PROJECT EXAMPLE

LINE	CURRENT VIEW	AFTER ALLOCATION
Revenue	\$6,800	\$6,800
Contractor cost	—	<b>\$3,200</b>
Tool cost	—	<b>\$240</b>
Owner hours	—	<b>\$840</b>
<b>Net margin</b>	<b>38% · \$2,584</b>	<b>19% · \$1,312</b>

### COMPOUND EFFECT — ADDRESSING ALL THREE GAPS

Gap 01 fix

**+\$12,500**

Scope discipline

Gap 02 fix

**+\$25,400**

Rate rebalancing

Gap 03 fix

**+\$11,400**

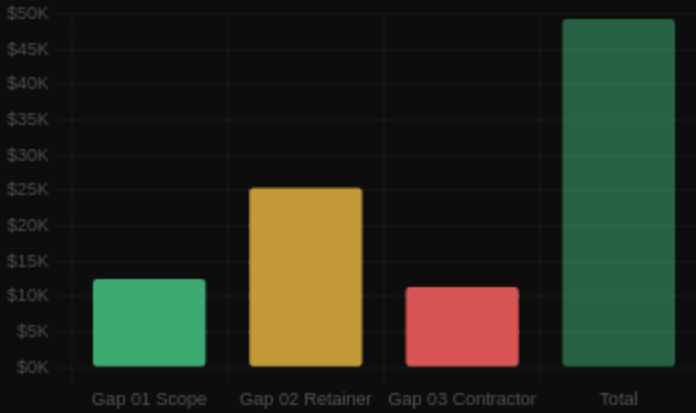
Cost allocation

Combined

**+\$49,300**

Per year · Same revenue base

# THREE GAPS. ONE YEAR. \$49,300 RECOVERED.



Gap 01 — Scope Creep	<b>+\$12,500</b>
Gap 02 — Retainer Rebalancing	<b>+\$25,400</b>
Gap 03 — Contractor Allocation	<b>+\$11,400</b>
<b>Total recoverable / year</b>	<b>\$49,300</b>

No new clients · No new services · No rebrand · No extra hours

PRESCRIPTION

# THREE MOVES. CORRECT SEQUENCE.

<p>STEP 01 — IMMEDIATE</p> <p><b>HIGHEST IMPACT</b></p> <p><b>Introduce scope-change fees in all future briefs</b></p> <p>3-revision cap + \$350 change order. Contract update only — no client conversation. Apply to next intake. Recovers \$12,500/yr.</p>	<p>STEP 02 — NEXT RENEWAL</p> <p><b>ONE CONVERSATION</b></p> <p><b>Raise retainer rates and add a hard hour cap</b></p> <p>Floor: \$2,400/month (from \$1,870). Hard cap with overage at \$110/hr. One conversation per client at renewal. Recovers \$25,400/yr.</p>	<p>STEP 03 — 30 DAYS</p> <p><b>ONE SPREADSHEET</b></p> <p><b>Build the 5-row project P&amp;L and run the look-back</b></p> <p>Allocate contractor invoices to project codes. Run 6-month look-back. Reprice website builds from actual data. Recovers \$11,400/yr.</p>
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# YOUR BUSINESS. YOUR DATA. YOUR GAPS.

This was an illustrative sample. The Clarity Index™ is built from your actual numbers — your service mix, your costs, your 90-day goals. Not a template. Not a checklist. Your specific business.

# \$199

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STEP 01 · THE CLARITY INDEX™ STARTS HERE

- 2-page PDF report — your specific business, your specific data
- Top 3 operational gaps named and ranked by financial impact
- Clear prescription — what to fix first, in what sequence
- 7-day follow-up question window included
- 1-hour walkthrough call included
- 3 revision rounds at no additional cost

The Clarity Index™ builds from here. The Operational Diagnosis is your entry point — the full methodology continues across every service tier.