

What it costs to be the answer.

We measure one thing at a time. Count the things. Decide how often. That is the price.

THE UNIT — THE ASSAY™

\$50,000 per subject.

Founding cohort — \$35,000. Twelve seats, two conditions, both standing.

A subject is one entity, measured at one buying decision. A home-security company, at the decision to buy home security, is one subject. The same company at the decision to manage a household’s energy is a second. *Two decisions about one company are two subjects. Two questions about one decision are one.*

THE FOUNDING SEAT

THE TRADE	\$35,000 instead of \$50,000 — not a discount, an exchange. Rebel.Rebel may publish the findings and the method. The client keeps every word of its own authored language, outright and permanently. What is publishable is the study, never the voice. <i>Same terms as the Makers seat, at house scale.</i>
DIRECT ONLY	Founding seats are direct engagements. Introduced work is quoted at list, without exception — a founding rate is never combined with an introduction. The seat is how the practice buys evidence, and evidence is only worth buying where the relationship is its own.
TWELVE, THEN NEVER	Capacity-limited. The practice certifies additional readers before it takes a thirteenth engagement, and returns to list. The number is a throughput constraint, not an introductory offer.

WHAT \$50,000 BUYS

SIXTY FROZEN QUESTIONS	Phrased the way your buyers actually phrase them, built to the engagement, sealed before the run, and never changed — including questions you should lose.
FIVE ASSISTANTS, THREE PASSES	Clean sessions, model versions disclosed. Not fewer than 1,260 logged answers per subject. Three passes because one answer is an anecdote.
YOUR COMPETITORS, SAME QUESTIONS	Scored on the identical battery. Nothing is claimed to have moved without a control.
THE PAIRED MODULE	The same question asked twice — once clean, once with the objection your buyers actually raise: the contract, the price, the reputation. The gap between the two answers tells you whether your problem is the story or the record. Those need different repairs, and nothing else can tell them apart. Never sold separately.
TWO BLIND READERS	Independent, with a named second reader. They do not know what is being tested. How closely they agree is measured and printed in your report.
OUR PREDICTIONS, SEALED FIRST	What we expect to find is written down, dated and sealed before the first answer is logged — so a finding is earned rather than fitted.
WHAT YOU KEEP	The one-page ledger, the complete run log — every prompt, answer and code, yours permanently — and a working session on the findings.

What changes the price, and what happens after.

WHAT CHANGES THE PRICE

SUBJECTS How many decisions you want measured. One house is one. A brand and four categories is five. A fund's six holdings is six.

CADENCE How often the battery re-runs. Once is a baseline. Quarterly is a standing program.

Nothing else changes it. Not hours, not seniority, not how hard the work turns out to be.

THE STANDING PROGRAM

PER SUBJECT, PER QUARTER \$37,500 — the Wave™ at \$25,000 and editorial governance at \$12,500. Minimum four quarters. **\$150,000 per subject per year.** The same frozen battery, the same controls, the same readers, so the second quarter can be compared to the first.

GOVERNANCE — THREE JOBS **Standard:** holding the authored record to the line it was written on. **Drift:** watching what the machines start saying instead. **Circulation:** deciding where authored material is placed and **who carries it** — because in a retrieval system the source is part of the claim. The instrument scores which sources the machines are actually reading, which makes circulation a measured decision rather than a hopeful one.

AUTHORED WORK Artifacts commissioned **after** the measurement, never before — **\$6,000 to \$18,000** each by form and length. Folded into the program at scale. Governance holds the standard; authorship writes the record; the two are priced apart.

THE TWO FRONT DOORS — YOU LOOK, THEN YOU DIG, THEN YOU ASSAY

THE FIELD READ \$2,500. A look, not a measurement. Clean sessions against the open record, single pass, **no frozen battery, no control set, no second reader.** It shows you the shape of the problem — where the record breaks and in whose language. **It cannot tell you the size of it, and it is never dressed as a baseline.** Credited in full against anything that follows.

THE DIG \$7,500. The evidence, before the instrument. Two weeks on one subject: what the company actually is in named and dated facts, where its record came from and who wrote it, the commercial truth, the tensions held open, the readers and what they are really asking, and an evidence register in which every claim is attributable.

And the sun — the candidate positions, declared as hypotheses **before anything is measured**, so the Assay tests them rather than flatters them. A position that survives its own measurement is worth more than one that was never at risk.

Credited in full against an Assay signed within ninety days.

THE PREMIUM, AND THE TWO OTHER SEATS

EDITORIAL EXCLUSIVITY +40% to +100% on the standing fee. Scoped to the named competitive set, not to the whole market. Term-boxed and renewable. **The instrument itself is never exclusive, at any price, to anyone.**

THE ASSAY FOR A PERSON \$12,500. A single named individual — principal, chief executive, athlete. Adds the casting read: employee, principal, or split. **Credited in full against a subsequent house engagement.**

THE MAKERS SEAT \$7,500. Four per year, underwritten by the practice, for a maker whose hands are on the work. Same battery, same second reader. In exchange, Rebel.Rebel may publish the findings and the method. **The maker keeps every word of his own language, permanently.**

How the card produces every engagement.

No enterprise tier, no portfolio tier, no bespoke quote. Count the subjects, set the cadence, apply the premium.

ONE HOUSE	One subject. \$50,000 — \$35,000 at founding.
A CATEGORY READ	The house, plus the segment structure beneath it. Four subjects. \$200,000.
AN ENTERPRISE MAP	Brand-level read plus three to five priority categories. Four to six subjects. \$200,000 to \$300,000 — the phase-one step that proves the instrument at scale and scopes the program precisely, so the program is costed against a real map rather than an estimate.
A PORTFOLIO READ	A sponsor's holdings, measured at a moment in the hold — entry, first hundred days, mid-hold, pre-exit. Two assets, \$100,000. Six holdings, \$300,000. Whatever architecture proves at one asset becomes the template the fund runs again.
AN ENTERPRISE STANDING PROGRAM	Twelve subjects held quarterly. \$1,800,000 per year, before authored work and before exclusivity. Breadth, cadence and how much of the record the house authors directly versus governs to a standard are what move the number.
A SINGLE HOUSE, STANDING	One subject, quarterly. \$150,000 per year — \$37,500 a quarter, artifacts quoted as commissioned.

The instrument is one of one. It measures a layer no other tool scores, and it scores the half that matters most — whose language won.

The rules that govern every engagement.

1	The list price is the price. No second price in the market, no special rate, no discount by another name. The founding seat is not an exception to this rule but an application of it: it is a printed trade — a lower fee for publication rights, on direct engagements only — available to anyone who will take it, and closed at twelve.
2	Every fee credits forward, in full, within ninety days. The Brief credits into the Assay. The Assay credits into the engagement. The person credits into the house. Measurement is never a toll on the way to the work.
3	Editorial is never priced before the measurement. Pricing the writing ahead of the study is guessing at the size of the gap. After the Assay, scope is set against a measured deficit.
4	Measurement and authorship are separate invoices, always. The firewall and the billing structure are the same drawing. It is why the number stays sellable to a chief financial officer.
5	The client keeps the run log. Every prompt, every answer, every code, both readers — outright and permanently, whatever they decide next.

TERMS

Half at commencement, half on delivery. **In field within two weeks of a clean start; findings at six.** Founding rates hold through the first twelve engagements, after which list applies. Quoted in USD, exclusive of travel. Intake is the practice's: no engagement is committed until capacity is confirmed.

THE HONEST BOUNDARY

The instrument claims only that the record moved, measured against control. It never claims revenue followed. That discipline is what makes the score worth pricing — and it is why the measurement can sit beside a client's own performance reporting without either number contaminating the other.

A study can conclude that nothing is wrong. That is the instrument working, not failing, and it is priced the same.

• • •

Canonical v1.2 — supersedes all prior rate cards. Every figure on this card derives from one unit and two multipliers.