

INTERNAL WORKING DOCUMENT • V1.2 • CONFIDENTIAL UNTIL LAUNCH

Apex Atlas launch: communications pack

Every message the company sends about the Atlas service-plan family, in one place, in the order it goes out. Launch day is Monday, November 2, 2026. Existing customers keep their current pricing through January 31, 2027.

EMBARGOED UNTIL 8:00 AM ET, NOV 2, 2026

CONTENTS

01	Cover and contents	This page
02	Message house	One headline, three pillars, proof, what not to say
03	Timeline	T-14 days through T+30, with owners
04	Internal all-staff announcement	From Dana Whitfield, COO
05	Customer letter	From Avery Kellen, Customer Success
06	Partner letter, Northlight Group version	Merge fields for site-level sends
07	Press release	Dateline, boilerplate, media contact
08	Rep talk track	Opening plus three objections
09	FAQ	Ten questions, approved answers
10	Approval log and version block	Who signed what, and when

Owner

Sami Torres, Marketing Lead

Executive sponsor

Dana Whitfield, COO

Questions

launch@apexinstruments.example
(555) 010-0100

THE ONE THING EVERYONE SAYS THE SAME WAY

Message house

Every piece in this pack is built from this page. If a sentence does not trace back to the headline or a pillar, cut it.

HEADLINE

One plan covers every Meridian instrument. No surprise invoices.

Apex Atlas replaces per-incident repair pricing with a flat monthly service plan. Customers know the cost before anything breaks.

PILLAR 1

Predictable cost

Atlas Care is \$89 per month per instrument. Atlas Care Plus is \$149. Repairs, parts, and annual calibration are inside the plan, not on a separate invoice.

PILLAR 2

Faster service

Standard turnaround stays at 5 business days. Care Plus moves repairs to the 2-business-day priority lane and adds a loaner unit while yours is out.

PILLAR 3

One team that knows your bench

Every Atlas account has a named account manager and a service history that follows the instrument, not the ticket.

PROOF POINTS (USE THESE NUMBERS, AND ONLY THESE)

- Atlas Care: \$89 per month. Atlas Care Plus: \$149 per month. Both per instrument.
- Calibration (list \$180) is included once per year on both plans; every 6 months on Care Plus.
- Standard turnaround 5 business days; priority 2 business days on Care Plus; calibration 3 business days.
- Launch: Monday, November 2, 2026. Price sheet effective October 1, 2026.
- Existing customers keep current pricing through January 31, 2027. No action required before then.
- Covers Meridian Bench, Meridian Pro, and Meridian Field Kit. Plans are month to month.

Say it like this

- "Atlas replaces per-incident pricing." (Not "we are raising prices.")
- "Your current pricing holds through January 31, 2027."
- "Pick the plan that matches how hard you run the instrument."
- "Your account manager will walk you through it in 15 minutes."

What not to say

- Do not call the old model "broken" or "unfair." It served customers for years.
- Do not promise turnaround times that are not on this page.
- Do not quote historical per-incident repair figures in writing.
- Do not use "discount," "sale," or "limited time." This is a pricing model, not a promotion.
- Do not say migration is "mandatory." It is the standard for new service from November 2.

T-14 DAYS TO T+30

Launch timeline

Inside before outside. Partners before customers. Press last. Nothing goes out until the row above it is done.

DAY	DATE	AUDIENCE	ACTION	OWNER	CHANNEL
T-14	Mon Oct 19	All staff	All-staff announcement (page 4). Plan sheet and FAQ posted on the intranet.	Dana Whitfield	Email, town hall
T-12	Wed Oct 21	Sales, support	Rep training: talk track (page 8), objection drill, pricing calculator walkthrough.	Jordan Vale	90-min session
T-10	Fri Oct 23	Northlight Group	Partner letter (page 6) to network leadership, then site contacts. Co-branded FAQ attached.	Jordan Vale	Letter, call
T-7	Mon Oct 26	Customers	Customer letter (page 5) mailed. Nurture email 1 sent to the full customer list.	Avery Kellen	Mail, HubSpot
T-5	Wed Oct 28	Public	FAQ (page 9) and Atlas plan page published. Support macros loaded.	Sami Torres	Website
T-3	Fri Oct 30	Press	Press release (page 7) shared with three trade outlets under embargo.	Sami Torres	Email
T-1	Sun Nov 1	Launch team	Final check: links, tokens, pricing calculator, phone tree message. Go or hold decision by 6:00 PM ET.	Morgan Reyes	Checklist
T0	Mon Nov 2	Everyone	Launch. Embargo lifts 8:00 AM ET. Nurture email 2 sends 9:00 AM. Reps begin outreach to top 50 accounts.	Sami Torres	All
T+3	Thu Nov 5	Customers, partners	Live webinar: "Atlas in 45 minutes." Recording posted same day.	Avery Kellen	Webinar
T+7	Mon Nov 9	Customers	Nurture email 3 (plan comparison). Support call volume reviewed against forecast.	Morgan Reyes	HubSpot
T+14	Mon Nov 16	Top accounts	Account manager check-in calls to every account with 3 or more instruments.	Jordan Vale	Phone
T+21	Mon Nov 23	Non-responders	Nurture email 4 (the January 31 date, stated plainly). Personal follow-up from reps.	Avery Kellen	HubSpot
T+30	Wed Dec 2	Leadership	Thirty-day review: enrollments, ticket volume, top three objections heard. Decide on any message changes.	Dana Whitfield	Review

Hold rule

If the pricing calculator or plan page is not live by T-1 at 6:00 PM ET, the launch moves one week. Nobody sends early.

Daily stand-up

T-3 through T+7: 8:30 AM ET, 15 minutes. Sami Torres runs it. Support brings the top five questions from the day before.

Escalation

Any press inquiry goes to Sami Torres. Any pricing exception request goes to Dana Whitfield. Reps do not improvise on either.

TO All staff
FROM Dana Whitfield, Chief Operating Officer
DATE Monday, October 19, 2026
SUBJECT Apex Atlas: what we are launching on November 2 and what it means for your work

Team,

On Monday, November 2 we launch Apex Atlas, a family of service plans that replaces the per-incident repair pricing we have used since the first Meridian Bench shipped. This note is the full story before anyone outside the company hears it. Please read it once, then keep it somewhere you can find it.

What is changing

Today a customer with a broken instrument calls us, we quote a repair, and they decide. That model worked, and it also meant our customers could not budget for service and we could not plan our bench capacity. Atlas fixes both. A customer picks Atlas Care (\$89 per month per instrument) or Atlas Care Plus (\$149), and repairs, parts, and annual calibration are covered. Care Plus adds the 2-business-day priority lane, a loaner unit, and calibration every six months.

What is not changing

Existing customers keep their current pricing through January 31, 2027. Nobody is being moved without a conversation. Standard turnaround stays at 5 business days. The people customers call are the same people. Meridian hardware prices on the October 1 price sheet are unchanged.

What it means for each team

- **Sales and account management:** rep training is Wednesday, October 21. Jordan Vale runs it. After that session, every conversation about service uses the Atlas talk track.
- **Support:** the FAQ and macros go live October 28. Until then, if a customer asks, say the announcement is coming the week of November 2 and their account manager will reach out.
- **Operations and service bench:** Morgan Reyes is finalizing the priority-lane workflow. Care Plus tickets are tagged at intake starting November 2.
- **Marketing:** Sami Torres owns the outbound calendar and every press contact. Please route any external question to Sami.

One ask

Until 8:00 AM ET on November 2, this is confidential. That includes partners, friends at customer sites, and social media. If someone asks you about it before then, the answer is "there is news coming in early November, and your account manager will have the details."

This is the most significant change to how we serve customers in the company's history. It is also the simplest thing we have ever offered. Thank you for helping us get it right.

Dana Whitfield

CHIEF OPERATING OFFICER

dana.whitfield@apexinstruments.example · (555) 010-0102

{{contact.firstname}} {{contact.lastname}}
{{company.name}}
{{company.address}}

400 MERIDIAN WAY, SUITE 200
TAMPA, FL 33602
(555) 010-0100
APEXINSTRUMENTS.EXAMPLE

OCTOBER 26, 2026

Dear {{contact.firstname}},

On November 2 we are changing how service works for every Meridian instrument, and I want you to hear it from us first, in plain terms.

Until now, when an instrument needed a repair, we quoted the job and you approved it. Starting November 2, that per-incident model is replaced by Apex Atlas, a monthly service plan. You pick one of two plans per instrument, and repairs, parts, and annual calibration are covered inside it. You will not see a repair invoice again.

ATLAS CARE · \$89 PER MONTH

Repairs, parts, and one calibration per year.
Standard 5-business-day turnaround.

ATLAS CARE PLUS · \$149 PER MONTH

Everything in Care, plus 2-business-day priority turnaround, a loaner unit, and calibration every six months.

Nothing changes for you before January 31, 2027. Your current pricing holds through that date. Between now and then, your account manager will call to walk through which plan fits each instrument you run. That conversation takes about 15 minutes, and there is no paperwork until you say yes.

A few things I want to be clear about. Hardware pricing is not changing. Your account manager is not changing. The bench that services your instruments is the same bench, and the standard turnaround is the same 5 business days it is today.

If you would rather not wait for the call, you can read the full plan comparison at apexinstruments.example/atlas or reply to this letter. I read every response.

Thank you for running Meridian. We built Atlas so that the cost of keeping it running is something you can plan for.

Avery Kellen

CUSTOMER SUCCESS LEAD

avery.kellen@apexinstruments.example · (555) 010-0104

TO `{{partner.site_lead_name}}`, `{{partner.site_name}}`
 FROM Jordan Vale, Account Manager for the Northlight Group network
 DATE October 23, 2026
 RE Apex Atlas service plans and the Northlight network agreement

Dear `{{partner.site_lead_first}}`,

Ten days before it becomes public, I want to give you and the `{{partner.site_name}}` team the full picture of Apex Atlas, the service-plan family we launch on Monday, November 2. Northlight leadership reviewed this with us on October 16, and the network terms below are agreed.

What Atlas is

Atlas replaces per-incident repair pricing with a flat monthly plan per instrument. Atlas Care is \$89 per month and covers repairs, parts, and annual calibration. Atlas Care Plus is \$149 and adds 2-business-day priority turnaround, a loaner unit, and calibration every six months.

What is specific to Northlight sites

- Your site's `{{partner.instrument_count}}` Meridian instruments keep current per-incident pricing through January 31, 2027, the same as every Apex customer.
- Network billing is available. If `{{partner.site_name}}` prefers, Atlas plans roll into the monthly Northlight consolidated invoice rather than a site invoice.
- Care Plus loaner units for Northlight sites ship from the Tampa bench with the standard 2-business-day priority window.
- I remain your single point of contact. Nothing about who you call changes.

What I need from you

A 20-minute call before November 13 to match each instrument to a plan. I will send three time options on `{{partner.followup_date}}`. If you have a bench lead or practice manager who should be on that call, reply with their name and I will include them.

Please hold this letter internally until November 2. After that, feel free to share it with anyone at your site.

Jordan Vale

ACCOUNT MANAGER

jordan.vale@apexinstruments.example • (555) 010-0103

MERGE FIELDS USED ON THIS PAGE

`{{partner.site_lead_name}}` · `{{partner.site_lead_first}}` · `{{partner.site_name}}` · `{{partner.instrument_count}}` · `{{partner.followup_date}}`. Source: the Northlight site roster export. Verify every count against the service history before sending.

FOR RELEASE 8:00 AM ET • NOVEMBER 2, 2026

EMBARGOED UNTIL THEN

Apex Instruments launches Apex Atlas, replacing per-incident repair pricing with flat monthly service plans

Two plans cover repairs, parts, and calibration for every Meridian instrument. Existing customers keep current pricing through January 31, 2027.

TAMPA, Fla., November 2, 2026. Apex Instruments, a manufacturer of precision instruments for partner clinics, labs, and distributors, today launched Apex Atlas, a family of monthly service plans that replaces the company's per-incident repair pricing across its Meridian product line.

Atlas Care, priced at \$89 per month per instrument, covers repairs, parts, and one calibration per year with the company's standard 5-business-day turnaround. Atlas Care Plus, at \$149 per month, adds a 2-business-day priority repair lane, a loaner unit while the customer's instrument is out, and calibration every six months. Both plans are month to month and available for the Meridian Bench, Meridian Pro, and Meridian Field Kit.

"Customers told us the hardest part of owning an instrument was not the repair, it was not knowing what the repair would cost," said Dana Whitfield, Chief Operating Officer at Apex Instruments. "Atlas puts a fixed number on service so that a lab or clinic can budget for it the same way they budget for the instrument itself."

Customers with instruments under the current per-incident model keep that pricing through January 31, 2027. Account managers will contact every customer before that date to match each instrument to a plan. Meridian hardware pricing, published on the company's October 1, 2026 price sheet, is unchanged.

Northlight Group, a multi-site partner network, participated in the design of the network billing option that lets partner sites consolidate Atlas plans into a single monthly invoice.

Plan details and a comparison are available at apexinstruments.example/atlas. A 45-minute webinar for customers and partners will be held Thursday, November 5, 2026, with the recording posted the same day.

About Apex Instruments

Apex Instruments designs and builds the Meridian line of precision instruments for partner clinics, laboratories, and distributors, and services them from its bench in Tampa, Florida. The company's Atlas service plans cover every Meridian instrument in the field. Learn more at apexinstruments.example.

Media contact

Sami Torres, Marketing Lead
sami.torres@apexinstruments.example
 (555) 010-0105
 400 Meridian Way, Suite 200, Tampa, FL 33602

###

FOR ACCOUNT MANAGERS AND SALES • USE FROM OCTOBER 21

Talk track

This is a conversation guide, not a script. Say it in your own words, keep the numbers exact, and never answer a question this page does not answer. Write the question down and send it to Jordan Vale.

OPENING • ABOUT 60 SECONDS

"Thanks for the time. I am calling because on November 2 we are changing how service works for your Meridian instruments, and I wanted you to hear it from me before you read it anywhere. The short version: instead of quoting each repair, we are moving to a monthly plan per instrument that covers repairs, parts, and calibration. There are two plans, \$89 and \$149 a month. Your current pricing does not change until January 31, so there is no decision today. What I would like to do is spend ten minutes matching each of your instruments to the plan that fits how hard you run it. Does that work?"

Then stop talking. Let them react. The first thing they say is usually the objection you need to handle.

Objection 1 "So this is a price increase."

"I understand why it sounds that way. Here is the honest comparison. Under per-incident pricing, a year with no repairs costs you nothing and a year with two repairs can cost more than a year of Atlas Care. Atlas trades that swing for a fixed number. For most accounts running an instrument daily, the plan comes out close to what they spent last year, with calibration now included. If you want, I can pull your service history for the last 24 months and we can look at the actual figure together." **Then do it.** Never argue from a hypothetical when the real history is available.

Objection 2 "My instrument never breaks. Why would I pay monthly?"

"That is exactly the account Atlas Care was built for. At \$89 a month you are mostly paying for the annual calibration, which is \$180 on its own, plus the certainty that if the instrument does fail you are not making an unplanned purchase decision that week. If you genuinely do not want coverage, you can stay on per-incident terms through January 31 and we will talk again then. I would rather you pick the plan that fits than sign up for one you resent."

Objection 3 "I need to run this by my finance team and I do not have time right now."

"Completely fair, and you have until January 31. Let me make it easy: I will send a one-page comparison with your instruments already filled in, and the cost for both plans next to what you spent on service last year. Your finance team gets a real number, not a brochure. Can I send that today and call you back the week of the 16th?" **Book the follow-up before you hang up.** A note without a date is a lost account.

Always

Quote \$89 and \$149 exactly. Say "January 31, 2027" in full. Offer the service-history comparison.

Never

Quote old repair prices from memory. Promise a turnaround not on the message house. Say "mandatory."

Escalate

Any request for a custom price or a longer grace period goes to Dana Whitfield the same day.

PUBLIC FROM OCTOBER 28 · APEXINSTRUMENTS.EXAMPLE/ATLAS

Frequently asked questions

These answers are approved for the website, support macros, and reps. Use them word for word or shorter, never longer.

01 What is Apex Atlas?

A family of monthly service plans for Meridian instruments. It replaces per-incident repair pricing. Atlas Care is \$89 per month per instrument; Atlas Care Plus is \$149.

02 When does it start?

Atlas is available from Monday, November 2, 2026. It becomes the standard for new service from that date.

03 I am an existing customer. What changes for me?

Nothing before January 31, 2027. Your current pricing holds through that date. Your account manager will contact you to match each instrument to a plan before then.

04 What does Atlas Care include?

Repairs, parts, and one calibration per year, with the standard 5-business-day turnaround. Plans are per instrument and month to month.

05 What does Atlas Care Plus add?

A 2-business-day priority repair lane, a loaner unit while your instrument is at the bench, and calibration every six months instead of once a year.

06 Which instruments are covered?

Meridian Bench, Meridian Pro, and Meridian Field Kit. Each instrument is on its own plan, so you can mix Care and Care Plus across your fleet.

07 Are hardware prices changing?

No. The October 1, 2026 price sheet stands: Meridian Bench \$4,850, Meridian Pro \$7,900, Meridian Field Kit \$1,240.

08 Can I cancel?

Yes. Plans are month to month. Cancel with 30 days' notice and coverage ends at the close of that billing period. Calibration already performed is not refunded.

09 I am a Northlight Group site. Is anything different?

Your plan terms are the same. Northlight sites can choose to have Atlas billed on the consolidated network invoice. Jordan Vale is your contact.

10 Where do I ask something not covered here?

Call (555) 010-0100, email atlas@apexinstruments.example, or join the webinar on Thursday, November 5. The recording is posted the same day.

HOW TO USE THESE ANSWERS

Website: publish all ten as written. Support macros: answer plus the FAQ number. Reps: paraphrase, but keep every figure and date exact.

SUPPORT NOTE

If a question is not on this page, do not guess. Log it in the Atlas questions channel. Sami Torres reviews the log daily through T+7 and publishes additions to this page every Friday.

PLANS AT A GLANCE (APPROVED COMPARISON TABLE)

INCLUDED	ATLAS CARE · \$89/MO	ATLAS CARE PLUS · \$149/MO
Repairs and parts	Included	Included
Calibration (list \$180)	Once per year	Every six months
Repair turnaround	Standard, 5 business days	Priority, 2 business days
Loaner unit while yours is at the bench	Not included	Included
Term	Month to month, per instrument	Month to month, per instrument

SIGN-OFF RECORD

Approval log

A piece is not final until every row for it reads Approved. Sami Torres keeps this page current; nobody else edits it.

PIECE	REVIEWER	ROLE	DATE	STATUS
02 · Message house	Dana Whitfield	COO	Oct 9, 2026	APPROVED
03 · Timeline	Morgan Reyes	Operations Lead	Oct 12, 2026	APPROVED
04 · Internal all-staff	Dana Whitfield	COO	Oct 14, 2026	APPROVED
05 · Customer letter	Avery Kellen	Customer Success Lead	Oct 15, 2026	APPROVED
06 · Partner letter (Northlight)	Jordan Vale	Account Manager	Oct 16, 2026	APPROVED
06 · Partner letter (Northlight)	Northlight Group leadership	Partner review	Oct 16, 2026	APPROVED
07 · Press release	Dana Whitfield	COO	Oct 20, 2026	PENDING
08 · Rep talk track	Jordan Vale	Account Manager	Oct 15, 2026	APPROVED
09 · FAQ	Avery Kellen	Customer Success Lead	Oct 17, 2026	APPROVED
All pieces · house style and brand	Sami Torres	Marketing Lead	Oct 17, 2026	APPROVED

VERSION BLOCK

v1.0	Oct 9	First full draft from the message house. Internal circulation only.
v1.1	Oct 14	Customer letter shortened to one page. Timeline moved press to T-3. FAQ 08 (cancellation) added.
v1.2	Oct 17	Northlight terms confirmed and merge fields added to page 6. Press release quote updated. Current version.

DOCUMENT CONTROL

DOCUMENT	Atlas launch communications pack
OWNER	Sami Torres, Marketing Lead
SPONSOR	Dana Whitfield, COO
STATUS	v1.2, one approval pending (press release)
NEXT REVIEW	Wednesday, December 2, 2026 (T+30)
DISTRIBUTION	Leadership, sales, support, operations. Not for external distribution before November 2.
SOURCE FILE	launch-pack/index.html

OPEN ITEM

Press release (page 7) is awaiting Dana Whitfield's sign-off on the quote. Target October 20. The release does not go to outlets until this row reads Approved.