

Six units, one toy car, and **\$5.33** that a national price would have left behind.

The first paper argued that the Buy Box is not one number, and that a seller who can see the regional spread is playing a different game. This is one ASIN, six units, and the receipts. It is small on purpose: every figure here is checkable, though I have masked some details for privacy.

+23%

More profit across six units than the same six units sold at the national Buy Box price, after exact Amazon fees and identical unit cost.

The product

A Hot Wheels die-cast car, ASIN B09XXXXXXX. Unit cost **\$5.79**, fulfilled by Amazon. Six units sold between 7 and 26 June 2026, each a separate order.

Let's cover Amazon's fees up front because they drive everything below. The referral fee in this case is exactly **15.00%** of the sale price. The FBA fee is **\$4.09 flat, at every price we tested**. So the FBA fee and the unit cost are identical whatever I charge, and only the referral fee scales. **Every extra dollar of price drops through to profit at 85 cents.**

What actually happened

Sale prices come from the order record. The Buy Box column is what Keepa reported for that day and hour, which is a single national figure.

SOLD	PRICE	NET	NAT. BB	NET THERE	DIFF.	NOTE
7 Jun, 11:05	\$19.99	\$12.90	\$16.47	\$9.91	+\$2.99	Peak price observed when inbound shipment went out
8 Jun, 18:10	\$17.07	\$10.42	\$16.35	\$9.81	+\$0.61	Next highest regional price available
9 Jun, 00:37	\$17.07	\$10.42	\$15.20	\$8.83	+\$1.59	Next highest regional price available
14 Jun, 14:51	\$16.61	\$10.03	held it	\$10.03	–	Next highest regional price available
14 Jun, 17:16	\$16.61	\$10.03	\$16.45	\$9.89	+\$0.14	Same price setting from earlier in the day
26 Jun, 07:37	\$15.58	\$9.15	held it	\$9.15	–	Next highest regional price available
six units	\$102.93	\$62.95	\$96.66	\$57.62	+\$5.33	

Net is the sale price minus all Amazon fees. Unit cost of \$5.79 is identical on both sides, so it cancels out of the difference and is excluded from these columns.

Against a \$5.79 unit cost, profit across the six was **\$28.21**. At the national Buy Box price it would have been **\$22.88**. Revenue was 6.5% higher; profit was **23% higher**, because the fixed \$4.09 fee amplifies the premium once it comes out.

THE PART THAT MATTERS

**I was not pricing above the market.
I was pricing to a different one.**

The lazy reading of a \$17.07 sale against a \$16.35 national Buy Box is that I was priced over the market and got lucky twice. That reading is wrong, and our own scan record is what shows it.

There is no single market to be above. On **8 June** our 18-market scan caught the highest regional Buy Box at **\$18.11 in the morning** and **\$16.32 by late afternoon**. On **9 June** it was back up to **\$17.99**. Across the month the

regional ceiling swung between \$15.45 and \$18.15, while Keepa's national figure moved only between \$15.20 and \$16.61.

\$17.07 was not above the highest price in the market. But it was the highest price available to me within the regions my inventory could serve. It sat below the top of the regional range and above the national number, which is precisely the gap the strategy can exploit.

The rule I priced by is specific: **match the highest Buy Box among the regions that my inventory can actually serve.** If the Texas metro area where I have 2 units is at \$16.06 but I have units that can serve New York where the box is \$17.45, I price to \$17.45. When that stock sells through, I move to the next highest Buy Box my remaining inventory can reach.

I'm not beating the national number. I am declining to compete in the markets that pay least (where I can avoid it), in a system that only lets me post one price.

Where each price came from

Every price below the first one is the same rule applied: the highest Buy Box in a region my inventory could serve at the time.

- **\$19.99** is the one exception. It was the peak price I had seen on the item when I sent the inventory in, and I set it there on arrival. The first sale came at that price.
- **\$17.07** was the highest regional Buy Box I could serve the following day. Two sales followed at that price while Keepa's national figure sat at \$16.35, then \$15.20. Our scans put the regional ceiling at \$18.11 that morning and \$17.99 the next evening, so \$17.07 sat inside the range, not above it.
- On **14 and 26 June**, where Keepa shows me holding the Buy Box outright, I was matching a high regional price. Winning the national box was a consequence, not the target.

- The second 14 June sale went through at \$16.61 against a national Buy Box that had drifted down to \$16.45. I was still holding the higher regional price I had matched earlier that day, and it still sold.

The gap between the national number and the top of the regional range is the entire opportunity. To size it conservatively: the highest national Buy Box we read all month was **\$16.61**, while the regional ceiling reached **\$18.15**. The best region was paying **\$1.54 more than the national figure ever showed**, on a \$5.79 toy car.

Take out the best trade and it still works

One sale, the \$19.99 on 7 June, produced \$2.99 of the \$5.33. It is fair to ask whether the rest is noise. I don't think it is.

Excluding that sale entirely, the remaining five units still earned **\$2.34** more than the national Buy Box would have paid. That is **47 cents of additional profit per unit** on an item that cost **\$5.79**.

Forty-seven cents per unit is 8% of the unit cost, and it lifts profit on those five units by **12.5%** against selling them at the national number. On a catalog rather than a single toy car, that can be the difference between single and double-digit margins.

The fine print

One ASIN and six units is an illustration. Specifically:

- **Fulfilment-centre placement is read live and never retained.** That leaves the June record impossible to replay sale by sale, so the exact regional Buy Box that was reachable at each moment is gone. The pricing rule is mine, managed through my own internal systems, and the per-sale serving region sits outside what this data can confirm.

- **Our scan cadence is far coarser than the market.** The 22 scans we completed during this window sit hours apart, and the regional ceiling moved \$1.79 in a single day. Any given scan is a snapshot of a fast-moving surface, not the state at the moment of a sale.
- **The hard records here are the prices, timestamps and fees.** The specific figure I was looking at when I set each price survives only in my memory of it, though I had the regional buy box map open each morning when I (re)set prices.
- **Keepa reports one national Buy Box.** By our own measurement it differs by region on roughly 43% of products, so “the Buy Box price” in the table is a national approximation, not the number any particular customer saw.

Why this is the round robin case

You cannot set a different price by region on Amazon. One listing, one price, all fifty states. What you can do is choose *which* single number to hold, and when to move it.

Set it to the highest Buy Box *your inventory can actually reach*, and you win in the market paying the most while losing the cheaper ones. That is the intended outcome, not a cost of it, because you only have so many units and every one sold in a cheap market is a unit you cannot sell in an expensive one. Sell that stock at that price. Then step down to the next highest box your remaining inventory can serve, and take that region.

The six units above are one small pass down that ladder: **\$19.99, then \$17.07, then \$16.61, then \$15.58**, each step taken as the stock behind it cleared.

The convenience store, not the warehouse club

This belongs to a particular business model, and naming it answers the reflexive objection that pricing high costs you sales. That objection assumes I wanted those sales.

A warehouse club wins on volume. Thin margins, enormous throughput, be everywhere, be cheapest. It needs to sell every unit the market will take at the lowest number, and it is built to. A convenience store wins on position. Fewer units, each sold to somebody who is willing to pay more for it, and nobody walks in expecting the lowest price in the county.

Round robin is the convenience store run against a single national price. I am not trying to sell every unit the market would take at \$15.20. I am trying to sell *the units I have* at the best price the country will pay for them.

Those are different businesses. Volume lost in the cheap markets is not a cost of this strategy, it is the mechanism of it, and only one of these two models has any use for the spread at all.

Every step of that ladder requires knowing where the rungs are. A single national Buy Box figure cannot show you, because it is one number standing in for a distribution. That is the case for measuring the spread, and \$5.33 on six units of a toy car is what it looked like the first time we went back and checked.

ASIN B09XXXXXXX, six units sold 7–26 June 2026. Sale prices and timestamps from the Amazon order record; fees from Amazon's Product Fees API at each price point; regional prices from 22 eighteen-market scans over the same window; national Buy Box figures read from Keepa. Unit cost is my own landed cost.