

# Buffet restaurant Business Plan: A Proven Sample for US Entrepreneurs

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Harvest Table Buffet, LLC (Colorado LLC formed March 15, 2024) operates a 6,200 sq. ft. modern buffet at 4800 E Hampden Ave, Denver. Founder Sarah K. Thompson (ex-Capital Grille GM, Cornell Hospitality) targets \$1.42M Year 1 revenue at \$14.99-\$18.99 price points with 32% food cost. 715,000-person Denver market has only 3 quality buffet competitors per Denver Health Dept inspection records.

# 1. EXECUTIVE SUMMARY

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Denver metro has 1.2M households but only 3 buffet concepts scoring >4.0 on Google (vs. 27 fast-casual chains). 68% of consumers demand dietary customization (Nielsen 2023), yet existing buffets like Paradise Island (\$12.99 lunch) use 40% pre-packaged items per Mystery Shopper audits. Harvest Table solves this with 100% fresh-prep stations and AI waste tracking, capturing 1.7% of Denver's \$185M buffet SAM.

We charge \$14.99 lunch/\$18.99 dinner to families earning \$75K+ (325K households in target ZIPs). Year 1 revenue: \$1.42M at 1,200 weekly covers (65% lunch, 35% dinner). Gross margin: 68% (\$454,400). Fixed costs: \$650,000 annualized. Break-even at 1,150 covers/week (4,600 monthly) by Month 10. Net profit: \$82,360 (5.8% margin) in Year 1.

Seeking \$650,000: \$250,000 equity (38.5%), \$300,000 SBA 7(a) loan (46.2% at 7.5% interest), \$100,000 angel (15.4%). Funds cover \$180,000 build-out, \$120,000 equipment, and 6 months' \$255,000 operating reserve. Milestones: 1,000 covers/week by Month 6, 2nd location feasibility study by Month 18. Projected 17.8% net margin (\$380,000) by Year 3.

## 2. COMPANY OVERVIEW

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Colorado LLC formed March 15, 2024 for liability protection and pass-through taxation. Location: Cherry Creek neighborhood (4800 E Hampden Ave) selected for 45,000 VPD traffic count (CDOT 2023) and proximity to 120,000 households earning \$100K+ (Census 2022). Ownership: Sarah K. Thompson (60%), James Delgado (30%), Greenlight Hospitality Fund (10%).

Sarah K. Thompson (CEO): Drove \$3.2M revenue at Capital Grille Denver (2019-2023), 22% YoY growth. James R. Delgado (COO): Reduced food waste 28% at True Food Kitchen via Winnow AI system. Dr. Linda Chen (Nutrition): Developed 140+ allergen-safe recipes for Whole Foods.

Date	Milestone	Status	Next Steps
Mar 15, 2024	LLC Formation	Complete	File EIN
Apr 30, 2024	Lease Execution	Complete	Begin build-out
Jun 15, 2024	Build-out Completion	Pending	Equipment installation
Jul 1, 2024	Staff Hiring	Pending	Train 28 FTEs
Jul 15, 2024	Soft Launch	Pending	Target 400 covers/week
Oct 1, 2024	Break-Even	Pending	1,150 covers/week
Jan 1, 2025	Year 1 Profitability	Pending	Plan CO Springs expansion

### 3. MARKET ANALYSIS

TAM: \$2.8B (IBISWorld 2023 US buffet revenue). SAM: \$185M (Colorado/Wyoming buffet sales, Colorado Restaurant Assoc data). SOM: \$3.2M (Denver metro, calculated as 1.7% SAM capture based on 180-seat capacity at 65% utilization vs. 3 competitors). Methodology: (180 seats x 2.5 turns/day x 365 days x \$16.50 avg ticket) = \$2.68M revenue potential per location.

Primary customers: 325K Denver households earning \$75K+ within 5 miles (Census 2022). 62% prioritize local sourcing (Technomic 2023), spending 22% more per meal. Average visit frequency: 1.8x/month (vs. 1.2x for fast-casual). Budget: \$15-\$20/person for family of 4.

Trends: 1) Dietary customization demand up 14% YoY (Nielsen). 2) Local sourcing expectation: 62% diners check supplier lists (Technomic). 3) Buffet market shifting from \$9.99 value to \$15+ quality segment (growing 8.2% annually vs. -3.1% for budget buffets). 4) Post-pandemic hygiene focus: 78% of diners inspect kitchen visibility (Dennys survey).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Families (25-45)	\$98M	6.8%	1.5%	180-seat capacity targets 1,200 weekly covers
Seniors (65+)	\$32M	4.1%	0.8%	15% discount drives off-peak traffic
Tourists	\$28M	12.3%	0.5%	Cherry Creek location near hotels
Students	\$27M	3.9%	0.3%	Limited appeal due to pricing

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Buffets	\$2.8B	\$185M	\$3.2M	IBISWorld x Colorado pop. x 1.7% capture

## 4. COMPETITIVE ANALYSIS

Direct competitors: Paradise Island (\$1.1M revenue est., \$12.99 lunch, 40% pre-packaged items), Old Country Buffet (declining, \$850K revenue est., 3.2 Google stars), Saffron Grill (\$920K revenue est., niche Indian). Indirect: Chipotle (\$2.4M avg unit revenue), Costco Food Court (\$1.8M revenue at \$4.99 meal). Key weakness: 68% use pre-made bases per Mystery Shopper reports.

Competitive advantages: 1) 100% fresh prep (vs. 40% industry average) verified by Winnow AI waste logs. 2) Digital sourcing transparency: Menu boards show 14 local farms (vs. 0 competitors). 3) Allergy-safe zone with dedicated staff (12% of diners require accommodations per FARE data). 4) Waste reduction: 28% lower food cost variance than industry (True Food Kitchen case study).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Paradise Island	\$1.1M	\$12.99 lunch	Low price	40% pre-packaged	100% fresh prep
Old Country	\$850K	\$10.99 lunch	Brand recognition	3.2 stars, outdated	Modern facility
Saffron Grill	\$920K	\$15.99 lunch	Niche cuisine	Limited variety	8 rotating stations
Chipotle	\$2.4M	\$11.50 meal	Speed	No variety	Unlimited choices
Costco	\$1.8M	\$4.99 meal	Price	Poor quality	Quality ingredients

Strengths	Weaknesses	Opportunities	Threats
Winnow AI waste reduction (28% savings)	High startup cost (\$650K)	Denver population growth (2.1% YoY)	Minimum wage increase to \$17/hr by 2025
14 local farm partnerships	New concept risk	Meal kit competition (12% market share)	Food cost inflation (8.4% USDA)
Experienced ops team (15+ yrs avg)	Limited marketing budget (\$3,300/mo)	Tourist growth (18% YoY recovery)	Hygiene concerns (78% diner sensitivity)
ADA-compliant facility	Dependent on foot traffic	Corporate catering demand (22% of SAM)	New competitors (2 planned in 2024)

## 5. PRODUCTS & SERVICES

8 rotating stations with 2-hour fresh cycles: 1) Fresh Start (seasonal greens), 2) Comfort Classics (rotisserie chicken), 3) Global Kitchen (weekly rotation), 4) Plant-Powered (vegan entrees), 5) Build-Your-Own (tacos/bowls), 6) Kids' Corner (mini sliders), 7) Allergy-Safe Zone (dedicated prep), 8) Sweet Finish (artisan desserts). All items cooked on-site; no frozen entrees. Winnow AI tracks waste to 0.1lb precision.

Pricing: Adults lunch \$14.99 (vs. Paradise Island \$12.99), dinner \$18.99 (vs. Saffron \$15.99). Children \$8.99 flat. Senior discounts (\$12.99 lunch) drive off-peak traffic. Family deal: 2A+2K=\$50 (13.3% discount). Price set at 32% food cost target:  $\$14.99 \times 0.32 = \$4.80$  COGS per adult lunch cover.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Adult Lunch	\$14.99	5 stations	Families, professionals	45%	68%
Adult Dinner	\$18.99	8 stations + desserts	Families, seniors	35%	68%
Weekend Brunch	\$16.99	Breakfast + lunch stations	Families	15%	65%
Children	\$8.99	Kids' Corner only	Children 5-12	5%	72%

Metric	Value	Calculation/Notes
Price per cover (adult)	\$16.50	$(65\% \times \$14.99) + (35\% \times \$18.99)$
COGS per cover	\$5.28	$\$16.50 \times 32\%$
Gross Profit per cover	\$11.22	$\$16.50 - \$5.28$
Gross Margin %	68%	$\$11.22 / \$16.50$
CAC	\$8.50	$\$3,300 \text{ marketing} / 388 \text{ customers}$
LTV	\$198	$12 \text{ visits} \times \$16.50$

LTV:CAC	23.3	\$198 / \$8.50
Payback Period	0.5 months	\$8.50 CAC / \$11.22 GP

## 6. MARKETING & SALES

Primary channel: Google Ads (\$3,000/mo) targeting "buffet Denver" (1,200 monthly searches, \$2.40 CPC). Secondary: Instagram food visuals (\$500/mo) driving 45% of under-40 customers. Tertiary: School partnerships (12 schools x \$200/mo sponsorship) capturing 22% family traffic. CAC: \$8.50 based on \$3,300 monthly spend acquiring 388 customers.

Sales cycle: 1) Digital ad click (3.2% CTR), 2) Online reservation (4.1% conversion), 3) First visit (15% redemption of Groupon offer), 4) Loyalty program enrollment (68% opt-in rate). Sales cycle length: 7.2 days avg. Conversion rate: 4.1% from reservation to visit.

Retention: Harvest Rewards app (10th meal free) targets 35% repeat rate. Monthly "Member-Only" items increase frequency to 1.8x/month (vs. 1.2x industry). Family subscription (\$20/mo unlimited kids' meals) targets 120 subscribers by Year 1. Churn target: 5.8% monthly (vs. 7.2% industry).

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	\$3,000	\$7.32	1,250	4.1%	51	153%
Instagram	\$500	\$9.80	300	3.8%	51	114%
School Partnerships	\$2,400	\$6.25	384	15.0%	58	182%
Groupon Launch	\$1,200	\$4.00	300	100.0%	300	280%
<b>Total</b>	<b>\$7,100</b>	<b>\$8.50</b>	<b>2,134</b>	<b>18.2%</b>	<b>388</b>	<b>172%</b>

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	\$3,000	\$500	\$0	\$1,200	\$300	\$5,000	1,500	250
2	\$3,000	\$500	\$200	\$500	\$300	\$4,500	1,400	220
3	\$3,000	\$500	\$200	\$300	\$300	\$4,300	1,350	210
4-12	\$3,000	\$500	\$200	\$200	\$300	\$4,200	1,300	200

## 7. OPERATIONS

Daily workflow: 1) 4AM: Produce delivery (Mile High Organics), 2) 6AM: Prep begins (4 cooks), 3) 10AM: Line setup (2 cooks), 4) 11:30AM: Service (8 FOH staff), 5) 2:30PM: Reset for dinner, 6) 8:30PM: Close (4 staff). Capacity: 180 seats at 2.5 turns = 450 covers/day. Waste tracking: Winnow AI scans discarded food; targets 25% reduction vs. industry average 8%.

Key vendors: Mile High Organics (\$8,200/mo, 70% produce, 24-hour notice for changes), Sunset Meats (\$6,500/mo, fixed-price 12-month contract), Sysco (\$3,200/mo, daily deliveries). Technology: Toast POS (\$1,200/mo including payroll), Winnow AI (\$400/mo), MarketMan inventory (\$300/mo).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Mile High Organics	Produce	\$8,200	Month-to-month	Rocky Mountain Growers Co-op
Sunset Meats	Meat/Poultry	\$6,500	12-month fixed price	Bell & Evans direct
Sysco Denver	Dry goods	\$3,200	Monthly	US Foods
Toast POS	POS System	\$1,200	Annual	Square
Winnow AI	Waste tracking	\$400	Monthly	Manual logs

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Toast POS	Payments, inventory	\$1,200	28	Square (\$900/mo)
MarketMan	Inventory control	\$300	5	Upserve (\$350/mo)
HubSpot	CRM, email	\$450	3	Mailchimp (\$200/mo)
TempChek	Food safety	\$150	2	ThermoWorks (\$100/mo)

## 8. MANAGEMENT TEAM

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Structure: 1 CEO, 1 COO, 1 GM, 28 FTEs (65% part-time). Compensation: Frontline staff \$17.50/hr (15% above Denver minimum), managers \$55K-\$75K base + 5% bonus at 105% revenue target. Benefits: 100% medical premium coverage for FT staff, free meals.

Advisory board: Mark Reynolds (ex-Olive Garden VP, 20+ multi-unit openings), Dr. Anya Petrova (food waste specialist, USDA consultant). Compensation: \$1,500/meeting + 0.5% equity upon Series A.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Executive Chef	\$65,000	Critical	Industry referral	30 days
1	GM	\$72,000	Critical	LinkedIn	45 days
2	Sous Chefs (2)	\$52,000	High	Culinary schools	30 days
3	Line Cooks (4)	\$42,000	High	Indeed	14 days
4	FOH Staff (12)	\$32,000	Medium	Craigslist	7 days

## 9. FINANCIAL PLAN

Key assumptions: Month 1 covers: 800 (65% lunch). Growth: 8% monthly to 1,400 by Month 12. Avg ticket: \$16.50. COGS: 32% fixed. Labor: 28% of revenue. Monthly churn: 5.8%. CAC: \$8.50. Break-even: 1,150 covers/week (4,600 monthly).

Revenue model: 65% lunch (\$14.99), 35% dinner (\$18.99). Growth drivers: 1) School partnerships (22% family traffic), 2) Loyalty program (35% repeat rate), 3) Tourism (18% YoY growth). Year 1 revenue: \$1.42M (1,200 avg weekly covers x 52 weeks x \$16.50).

Cost structure: Fixed costs: \$54,167/mo (rent \$8,500, loan \$3,600, insurance \$1,200, software \$600, management salaries \$22,000). Variable costs: COGS 32%, labor 28% (excluding management), marketing 2.3%. Variable costs scale at 60.3% of revenue.

Funding: \$650,000 total. Use: Leasehold improvements \$180,000 (27.7%), equipment \$120,000 (18.5%), inventory \$35,000 (5.4%), operating reserve \$255,000 (39.2%). Runway: 6 months post-launch. Milestones funded: 1,000 covers/week (Month 6), break-even (Month 10).

Category	Item	Cost	Notes
Leasehold Improvements	Kitchen build-out	\$120,000	Per contractor bid
Leasehold Improvements	Dining room renovation	\$60,000	Included ADA compliance
Equipment	Convection ovens (3)	\$21,000	Used equipment
Equipment	Buffet line	\$45,000	20-ft refrigerated
Equipment	Prep equipment	\$43,000	Steamers, fryers
Technology	Toaster, POS setup	\$15,000	Hardware + software

Technology	Windows, AI installation	\$10,000	Cameras + sensors
Furniture	Dining tables/chairs	\$48,000	180-seat capacity
Furniture	Bar seating	\$12,000	20 seats
Initial Inventory	Food stock	\$30,000	First 2 weeks supply
Initial Inventory	Smallwares	\$5,000	Utensils, dishes
Licenses	Liquor license (Type 40)	\$8,500	Denver fee
Licenses	Health permits	\$6,500	Annual fees
Marketing	Launch campaign	\$10,000	Groupon ads, events
Operating Reserve	6 months expenses	\$255,000	\$42,500 x 6
Total		\$650,000	

Category	Monthly Cost	Annual Cost	Notes
Rent	Fixed \$8,500	\$102,000	TNN lease

Salaries	Fixed	\$22,000	\$264,000	Management only
Loan Payment	Fixed	\$3,600	\$43,200	SBA 7(a) at 7.5%
Insurance	Fixed	\$1,200	\$14,400	Liability + workers' comp
Software	Fixed	\$600	\$7,200	Toast, MarketMaker, HubSpot
Utilities	Fixed	\$2,200	\$26,400	Electric, gas, water
COGS	Variable	\$37,900	\$454,800	32% of revenue
Labor	Variable	\$39,000	\$396,000	28% of revenue
Marketing	Variable	\$3,800	\$39,600	2.3% of revenue
Maintenance	Variable	\$1,500	\$18,000	Repairs, supplies
Fixed Total		\$38,100	\$457,200	
Variable Total		\$75,700	\$908,400	
Combined Total		\$113,800	\$1,365,600	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	\$79,200	\$85,536	\$92,379	\$99,769	\$107,751	\$116,371	\$125,681	\$135,735	\$146,594	\$158,322	\$171,000	\$184,680	\$1,420,000
COGS	\$25,344	\$27,372	\$29,561	\$31,926	\$34,480	\$37,239	\$40,218	\$43,435	\$46,910	\$50,663	\$54,720	\$59,100	\$454,400
Gross Profit	\$53,856	\$58,164	\$62,818	\$67,843	\$73,271	\$79,132	\$85,463	\$92,300	\$99,684	\$107,659	\$116,280	\$125,580	\$965,600

Marketing	\$5,000	\$4,500	\$4,300	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$49,800
Salaries	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$660,000
Rent	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$102,000
Software	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200
Insurance	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$14,400
Other OpEx	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$36,000
Total OpEx	\$73,300	\$72,800	\$72,600	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$869,400
EBITDA	-\$19,444	-\$14,636	-\$9,782	-\$4,657	\$771	\$6,632	\$12,963	\$19,800	\$27,184	\$35,159	\$43,780	\$53,080	\$96,200	
Depreciation	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$65,000
EBIT	-\$24,861	-\$20,053	-\$15,199	-\$10,074	-\$4,646	\$1,215	\$7,546	\$14,383	\$21,767	\$29,742	\$38,363	\$47,663	\$31,200	
Interest	\$1,875	\$1,863	\$1,850	\$1,837	\$1,824	\$1,811	\$1,798	\$1,785	\$1,772	\$1,759	\$1,746	\$1,733	\$21,625	
Taxes (25%)	\$0	\$0	\$0	\$0	\$0	\$0	\$1,437	\$3,149	\$5,014	\$6,996	\$9,102	\$11,333	\$30,975	
Net Income	-\$26,736	-\$21,916	-\$17,049	-\$11,911	-\$6,470	-\$596	\$4,311	\$9,449	\$14,741	\$21,087	\$27,515	\$34,597	\$82,360	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	\$255,000	\$135,000	\$113,084	\$96,035	\$84,124	\$77,654	\$77,058	\$81,369	\$90,818	\$105,559	\$126,646	\$154,161
Cash In	\$79,200	\$85,536	\$92,379	\$99,769	\$107,751	\$116,371	\$125,681	\$135,735	\$146,594	\$158,322	\$171,000	\$184,680
Total Cash In	\$79,200	\$85,536	\$92,379	\$99,769	\$107,751	\$116,371	\$125,681	\$135,735	\$146,594	\$158,322	\$171,000	\$184,680
Cash Out	\$199,200	\$107,452	\$109,395	\$111,680	\$114,221	\$116,967	\$116,967	\$116,967	\$116,967	\$116,967	\$116,967	\$116,967
Total Cash Out	\$199,200	\$107,452	\$109,395	\$111,680	\$114,221	\$116,967	\$116,967	\$116,967	\$116,967	\$116,967	\$116,967	\$116,967
Net Cash Flow	-\$120,000	-\$21,916	-\$17,016	-\$11,911	-\$6,470	-\$596	\$8,714	\$18,768	\$29,627	\$41,355	\$54,033	\$67,713
Ending Cash	\$135,000	\$113,084	\$96,035	\$84,124	\$77,654	\$77,058	\$85,772	\$104,540	\$134,167	\$175,522	\$229,555	\$297,268

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	\$1,420,000	\$465,000	\$488,250	\$512,663	\$538,296	\$565,211	\$593,471	\$623,145	\$654,302	\$2,436,128

COGS	\$454,400	\$148,800	\$156,240	\$164,052	\$172,255	\$180,868	\$189,911	\$199,406	\$209,377	\$779,562
Gross Profit	\$965,600	\$316,200	\$332,010	\$348,611	\$366,041	\$384,343	\$403,560	\$423,739	\$444,925	\$1,656,567
OpEx	\$869,400	\$255,000	\$255,000	\$255,000	\$255,000	\$255,000	\$255,000	\$255,000	\$255,000	\$1,020,000
EBITDA	\$96,200	\$61,200	\$77,010	\$93,611	\$111,041	\$129,343	\$148,560	\$168,739	\$189,925	\$636,567
Net Income	\$82,360	\$52,470	\$66,259	\$80,406	\$95,395	\$111,241	\$127,976	\$145,683	\$164,339	\$550,240
Ending Cash	\$297,268	\$350,000	\$406,000	\$466,000	\$530,000	\$600,000	\$675,000	\$755,000	\$840,000	

Metric	Value	Calculation
Monthly Fixed Costs	\$54,167	$(\$650,000 \text{ startup} - \$255\text{k reserve}) / 12 + \text{loan payment}$
Variable Cost per Cover	\$5.28	$\$16.50 \times 32\%$
Price per Cover	\$16.50	Average ticket
Contribution Margin per Cover	\$11.22	$\$16.50 - \$5.28$
Contribution Margin %	68%	$\$11.22 / \$16.50$
Break-Even Units per Month	4,828	$\$54,167 / \$11.22$
Break-Even Revenue per Month	\$79,662	$4,828 \times \$16.50$
Expected Break-Even Month	Month 10	Per P&L projections
Safety Margin	4.3%	$(5,300 \text{ actual covers} - 4,828 \text{ BE}) / 5,300$

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	68.0%	68.0%	68.0%	70%

Operating Margin %	6.7%	13.2%	15.0%
Net Profit Margin %	5.8%	11.2%	13.0%
Current Ratio	1.4	1.82	31.2
CAC Payback	0.5 months	0.40	0.36-18 months
LTV:CAC	23.3	28.3	33.7:1
Monthly Burn Rate	\$42,500		
Runway	6 months		

## 10. RISK ANALYSIS

Top risks: 1) Food cost inflation (8.4% USDA, 70% probability), 2) Labor shortage (Denver restaurant vacancy rate 12.3%, 65% probability), 3) Buffet stigma (78% diners cite hygiene concerns, 50% probability), 4) Minimum wage increase (to \$17/hr by 2025, 100% probability).

Mitigation: 1) Fixed-price contracts with Sunset Meats covering 60% of protein costs. 2) Cross-training 100% of staff for 3+ roles; wage 15% above market. 3) Plexiglass barriers + staff handling protocols; publish monthly health scores. 4) Winnow AI waste reduction targets 28% savings to offset wage costs.

Risk	Impact (1-5)	Risk Score	Mitigation Strategy	Contingency Plan	Owner	
Food cost inflation	4 4	16	Fixed-price contracts for 60% protein	Menu engineering to shift to lower-cost items	COO	
Labor shortage	4	4	16	Cross-training + 15% wage premium	Reduce hours to 5 days/week	GM
Buffet stigma	3 5	15	Plexiglass + published health scores	Shift to made-to-order model	CEO	
Minimum wage increase	5 3	15	Winnow AI waste reduction	Negotiate rent reduction	COO	
Supply chain disruption	3 4	12	30-day dry goods buffer	Source from 2+ suppliers	COO	
Slow customer adoption	3 3	9	Groupon launch offer	Reduce prices 10% temporarily	CEO	
Health code violation	2 5	10	ServSafe manager on duty	Emergency retraining	GM	
Competitor response	2 3	6	Loyalty program lock-in	Accelerate menu innovation	CEO	

## 11. IMPLEMENTATION TIMELINE

Critical path: Build-out completion (Jun 15) must precede staff training (Jul 1). Dependency: Liquor license approval required before soft launch. Key priority: Achieve 1,000 covers/week by Month 6 through school partnerships (12 contracts) and Groupon campaign.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Build-out completion	Inspection sign-off	\$180k budget, contractors	Jun 15 deadline met	CEO
2	Equipment installation	Full kitchen operational	\$120k budget, technicians	Jun 25 testing complete	COO
3	Staff hiring	28 FTEs hired	\$15k recruitment budget	Jul 1 start date	GM
4	Staff training	100% certified	Winnow AI system	95% pass rate	COO
5	Soft launch	First 500 covers	Groupon campaign	400 covers/week	CEO
6	Break-even progress	1,000 covers/week	School partnerships	12 contracts signed	GM
7	Process optimization	Waste reduction	Winnow AI reports	25% waste reduction	COO
8	Loyalty program launch	500 app downloads	HubSpot integration	35% repeat rate	CEO
9	Profitability prep	Cost control	Monthly P&L review	\$72,500 OpEx	COO
10	Break-even achieved	1,150 covers/week	Marketing adjustments	Net positive cash flow	CEO
11	Expansion planning	CO Springs site analysis	\$10k feasibility study	Site identified	CEO
12	Year 1 review	Financial close	Audit documentation	\$82,360 net profit	COO

## 12. APPENDIX

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Supporting documents available: Lease agreement (4800 E Hampden), contractor bids, supplier contracts, Winnow AI case studies, Denver Health Dept inspection reports. All assumptions documented with source data (USDA, Census, IBISWorld). Financial model validated against Colorado Restaurant Assoc benchmarks.