Sample Business Plan for a Successful Carpet repair in the US

CarpetCare Pro LLC (Texas LLC, founded March 15, 2024). James Reed (ex-franchise ops manager, scaled team to $2.1M revenue) and Maria Thompson (PMP, managed 120-unit property portfolio). Provides carpet repair at $400 avg ticket to Austin homeowners, targeting $220k Year 1 revenue. May 2024.

SECTION 1: EXECUTIVE SUMMARY

68% of U.S. homeowners choose repair over replacement to save $1,200 avg (National Floor Covering Association 2023), yet 74% of Austin carpet repair providers lack same-day service (Google Local audit, Jan 2024). CarpetCare Pro fixes buckles, burns, and pet damage at 60% cost of replacement using IICRC-certified techniques. We charge $99-$499 per job with 68% gross margin.

Revenue model: 70% residential ($400 avg ticket), 30% commercial ($410 avg ticket). Year 1 revenue: $220,000 (550 jobs). Gross margin: 68% ($149,600). Fixed costs: $15,033/month. Break-even at 55.3 jobs/month. Achieve profitability Month 14 with $425 avg ticket and 135 jobs/month by Year 3.

Seek $150,000 funding ($50k owner equity, $100k SBA 7a loan at 7.5% fixed). Funds cover $160,000 startup costs: $38k equipment, $42k van down payment, $15k marketing. Enables 14-month runway to profitability. Milestones: 45 jobs/month by Month 6, 98% CSAT by Month 9, San Antonio expansion by Q4 2026. Projected 22% IRR by Year 5.

SECTION 2: COMPANY OVERVIEW

Formed as Texas LLC for liability protection and pass-through taxation. Leased 800 sq. ft. facility at 4200 N Lamar Blvd, Austin ($2,200/month) due to proximity to Travis County's 412,000 housing units (U.S. Census 2023) and 15-minute average service radius to 87% of target customers. Ownership: James Reed (70%), Maria Thompson (30%).

James Reed: Managed Chem-Dry Austin franchise (2018-2023), grew revenue 37% to $1.8M in 2 years. Holds Texas Home Improvement Contractor License #TACLB12345. Maria Thompson: Ex-operations manager at ProManage Properties, reduced tenant turnover 22% for 1,200-unit portfolio (2020-2023). PMP certified (#678910).

Date	Milestone	Status	Next Steps
Mar 2024	LLC formation, $50k equity deposit	Complete	N/A
Apr 2024	SBA loan application submitted	In process	Secure commitment by May 30
May 2024	2 Ford Transit vans purchased	Pending	Complete branding by May 15
Jun 2024	First 10 jobs completed	Target	Achieve 85% CSAT on initial jobs
Sep 2024	45 jobs/month sustained	Target	Add 3rd technician
Jan 2025	First property management contract	Target	Secure 2 contracts by Q2 2025
Apr 2025	Break-even achieved	Target	Expand to Williamson County
Dec 2026	San Antonio launch	Target	Hire COO for new market

SECTION 3: MARKET ANALYSIS

TAM: $2.1B U.S. carpet repair (IBISWorld 2023). SAM: $87M Texas market (1.1% of U.S. TAM x Texas population share). SOM: $1.3M Austin metro (1.5% SAM capture by Year 3). Calculation: 230,000 Austin households x 0.8% annual repair incidence (NFCA) x $400 avg ticket x 70% addressable = $515k Year 1. Growth to $1.3M via 15% commercial share by Year 3.

Primary segment: Homeowners (30-65 yrs, $75k+ income). 62% own single-family homes (U.S. Census 2023). Budget: $100-$500/job. Commercial: Property managers budget $1,200/unit/year for carpet maintenance (BOMA 2023). 41% of Austin rentals have carpet (RentCafe 2023).

Trends: 34% YoY growth in eco-friendly cleaning demand (IBISWorld 2023). Pet ownership drives 67% of repair jobs (American Pet Products Assoc). Post-pandemic home improvement spending: $470B in 2023 (HomeAdvisor). Carpet remains in 42% of U.S. bedrooms (Statista).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Homeowners (single-family)	$515,000	5.2%	1.2%	70% of Year 1 revenue; 35 jobs/month by Month 6
Property managers	$280,000	8.1%	0.8%	30% of Year 1 revenue; 2 contracts by Q2 2025
Real estate flippers	$95,000	12.0%	2.5%	High-ticket jobs ($350+); 15% of commercial revenue
Office/retail tenants	$70,000	6.3%	1.0%	Lease renewal cycle drives demand; 10% of commercial revenue

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. carpet repair	$2,100,000,000	N/A	N/A	IBISWorld report 2023
Texas carpet repair	N/A	$87,000,000	N/A	1.1% of U.S. TAM x Texas population share
Austin metro	N/A	N/A	$1,300,000	230k households x 0.8% incidence x $400 ticket x 70% addressable x 3 years

SECTION 4: COMPETITIVE ANALYSIS

Direct competitors: Chem-Dry Austin ($1.2M est. revenue, 3 crews), Stanley Steemer (limited repair focus), 12 local independents (avg. $180k revenue). Chem-Dry charges $450-$600/job (15% premium) but requires 48hr notice. 68% of independents lack online booking (Google audit). Indirect: DIY kits ($25 avg, 23% Amazon return rate per Home Depot data).

Competitive advantages: 1) Same-day service (achieved via 2-van fleet; 87% jobs dispatched <2hrs vs. industry avg 24hrs), 2) Eco-certified products (Spartan Chemical partnership reduces chemical costs 18% vs. Chem-Dry), 3) Digital workflow (Jobber software cuts admin time 35% vs. paper-based independents), 4) 12-month warranty (industry standard is 30 days).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Chem-Dry Austin	$1,200,000	$450-$600	National brand	48hr min wait time	Same-day service guarantee
Stanley Steemer	$950,000	$500+ (cleaning focus)	TV advertising	Limited repair services	Specialized repair expertise
Austin Carpet Fix	$180,000	$300-$400	Low overhead	No online booking	Digital scheduling + payments
DIY kits (Amazon)	$350,000 (TX sales)	$15-$35	Low cost	23% return rate	Professional results guarantee
Floor & Decor	$2.1M (Austin)	$3,500+ replacement	Retail presence	No repair services	60% cost savings vs replacement

Strengths	Weaknesses	Opportunities	Threats
IICRC-certified technicians (2)	Limited brand awareness (launch phase)	34% YoY eco-service growth	Economic downturn reducing home spending
Same-day service capability	No weekend service (Year 1)	67% pet ownership driving demand	Unlicensed operators undercutting prices
68% gross margin model	Single-market dependency	Property manager contracts ($1,200/unit/yr)	Supply chain delays for donor carpet

Digital lead tracking (Jobber)	3-month working capital reserve	San Antonio expansion (2026)	New EPA regulations on solvents

SECTION 5: PRODUCTS & SERVICES

Core service: Carpet stretching using Rug Doctor PowerStretcher (fixes buckles in 45 mins/job). Includes tack strip replacement and edge binding. Burn repair uses heat-welded patches from donor carpet (sourced from Flooring Liquidators Austin). Water damage includes XPower air movers with 72hr drying guarantee. All services use Spartan Chemical EcoClean ($0.85/sq. ft. cost).

Pricing set 12% below Chem-Dry based on Austin market audit. $400 avg ticket: $99 carpet stretching (35% of jobs), $350 emergency flood service (5% of jobs). Commercial contracts: $1,200/year for 10 units (4 quarterly visits). Gross margin 68% ($128 COGS: $80 labor, $48 materials).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Carpet Stretching	$99-$299	Power stretching, tack strip	Homeowners	35%	72%
Burn/Pet Repair	$120-$350	Patch replacement, odor neutralization	Homeowners	25%	65%
Water Restoration	$199-$499	Extraction, anti-microbial	Homeowners/Commercial	15%	60%
Deep Cleaning	$129-$299	Hot water extraction, Scotchgard	Homeowners	15%	75%
Property Contract	$1,200/yr	4 quarterly visits (10 units)	Property managers	10%	70%

Metric	Value	Calculation/Notes
Price per service	$400	Weighted avg of 7 service tiers
COGS per service	$128	$80 labor (0.5 hrs x $160/hr fully loaded) + $48 materials
Gross Profit per service	$272	$400 - $128
Gross Margin %	68%	$272 / $400

CAC	$55	$2,500 Google LSA / 45 jobs (5% close rate on 1,000 leads)
LTV	$1,200	$400 x 3 jobs (2.5 yr avg retention)
LTV:CAC	21.8	$1,200 / $55
Payback Period	0.2 months	$55 CAC / ($272 GP x 1 job/mo)

SECTION 6: MARKETING & SALES

Primary channel: Google Local Service Ads ($2,500/month). CPC: $2.50 (Google data, Austin carpet repair). CTR: 4.1% -> 1,000 leads/month. Close rate: 5% (pre-screened LSA leads) -> 50 jobs. Secondary: SEO content targeting "carpet repair Austin" (1,200 monthly searches, SEMrush). Blog guides convert at 3.2% (Mailchimp data).

Sales cycle: 1) Lead inquiry (phone/website), 2) Quote via text within 15 mins (92% response rate), 3) Booking via Calendly, 4) On-site service (1.2 hr avg), 5) Digital payment (Square, 98% capture rate), 6) Review request (SMS, 42% response rate). Close rate: 5% (LSA), 18% (referrals).

Retention: 12-month repair warranty, loyalty program (5th service free), annual inspection reminders. Target churn: 2.1% monthly (home service benchmark). Expansion revenue: 35% of customers add services within 12 months (Angi data).

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google LSA	$2,500	$50	1,000	5.0%	50	444%
SEO Content	$500	$25	120	18.0%	22	988%
Referral Program	$300	$15	20	100.0%	20	1,700%
Facebook Ads	$200	$40	50	10.0%	5	580%
Total	$3,500	$36	1,190	8.2%	97	656%

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	$1,000	$0	$500	$0	$500	$2,000	480	20
2	$1,500	$100	$500	$0	$500	$2,600	720	30
3	$2,000	$200	$500	$0	$500	$3,200	960	40
4	$2,500	$200	$500	$0	$300	$3,500	1,190	50
5	$2,500	$200	$500	$0	$300	$3,500	1,190	55
6	$2,500	$200	$500	$0	$300	$3,500	1,190	60
7	$2,500	$200	$500	$0	$300	$3,500	1,190	65
8	$2,500	$200	$500	$0	$300	$3,500	1,190	70
9	$2,500	$200	$500	$0	$300	$3,500	1,190	75
10	$2,500	$200	$500	$0	$300	$3,500	1,190	80
11	$2,500	$200	$500	$0	$300	$3,500	1,190	85
12	$2,500	$200	$500	$0	$300	$3,500	1,190	90

SECTION 7: OPERATIONS

Daily workflow: 1) 6:30 AM dispatch via Jobber (route optimization), 2) Technicians load vans from 800 sq. ft. facility (2-bay garage), 3) On-site service (avg. 1.2 hrs/job), 4) Digital invoicing via Square, 5) 5 PM inventory check (donor carpet stock). Capacity: 4 jobs/van/day x 2 vans x 22 days = 176 jobs/month. Year 1 target: 55 jobs/month (31% utilization).

Key vendors: Rug Doctor (equipment, $38k startup), Spartan Chemical (cleaning supplies, $1,200/month), Courtesy Chevrolet (vehicle maintenance, $300/month). Technology: Jobber ($49/user/month) for scheduling, QuickBooks Online ($30/month) for accounting, Square ($0.029 + $0.15/transaction).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Rug Doctor	Equipment leasing	$0	Buyout option	Prochem USA
Spartan Chemical	EcoClean solutions	$1,200	12-month min	Prochem
Courtesy Chevrolet	Van maintenance	$300	Month-to-month	AAMCO Austin
Custom Ink	Uniforms	$150	Per order	Staples Print
North Lamar Industrial Park	Facility lease	$2,200	3-year term	Round Rock warehouse

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Jobber	Scheduling, invoicing	$98	4	Housecall Pro ($129)
QuickBooks Online	Accounting	$30	2	Xero ($29)
Square	Payments	$0	3	Stripe ($0.029 + $0.30)
SEMrush	SEO	$120	1	Ahrefs ($119)
Textline	SMS marketing	$50	1	Twilio ($0.0075/msg)

SECTION 8: MANAGEMENT TEAM

Structure: CEO (Reed), COO (Thompson), 2 technicians, 1 admin. Salaries: Technicians $48,000/year ($23/hr + $5k bonus), Admin $42,000. Compensation philosophy: 10% above Austin flooring industry median (BLS 2023) with $5k/year retention bonus. No advisory board; leverage SBA mentor network.

Advisors: David Lin (Lead Technician, IICRC Master, 10% equity option vesting over 4 years), Sarah Nguyen (Marketing Manager, 5% equity option). Compensation: Base salary only; equity for performance milestones.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Lead Technician	$48,000	Critical	Internal (David Lin)	0 days
1	Admin/CSR	$42,000	Critical	Craigslist	14 days
3	Assistant Tech	$45,000	High	Indeed	21 days
6	Marketing Manager	$52,000	Medium	LinkedIn	30 days
9	2nd Assistant Tech	$45,000	Medium	Employee referral	14 days

SECTION 9: FINANCIAL PLAN

Key assumptions: Month 1-3: 35 jobs/month ($385 avg ticket). Month 4-6: 40 jobs/month ($395 avg). Month 7-12: 45 jobs/month ($400 avg). Churn: 2.1% monthly. COGS: 32% of revenue. Marketing: $3,500/month. Salaries: $12,000/month (2 techs, 1 admin). Rent: $2,200/month.

Revenue growth driven by Google LSA scaling (50 jobs/month by Month 4) and property contracts (2 contracts by Month 8 at $100/month each). Commercial mix grows from 0% to 30% by Year 1 end. Avg ticket increases 6.3% Year 1 to Year 2 via service bundling.

Cost structure: 65% variable (COGS, fuel), 35% fixed (rent, salaries). Variable costs scale at 0.3% per additional job (fuel, supplies). Fixed costs increase 8% at Month 7 with 3rd technician. Loan repayment: $1,083/month ($100k SBA 10-yr at 7.5%).

Funding need: $150,000 ($50k equity, $100k SBA loan). Covers $160,000 startup costs with $10k contingency. Provides 14-month runway to profitability. Milestones: $220k Year 1 revenue, 45 jobs/month by Month 6, 98% CSAT by Month 9.

Category		**Ite**	**Co**	**Notes**
Legal/Formation		Texas LLC filing	$300	Paid Mar 2024
Licenses/Permits		Contractor license, EPA cert	$1,200	Renews annually
Equipment		Power stretchers, vacuums	$22,000	Rug Doctor purchase
Equipment		Heat welders, knives	$16,000	Prochem tools
Vehicle		2 Ford Transit down payment (20%)	$42,000	$210,000 MSRP

Branding		Van wraps, signage	$4,500	Custom Ink
Office Setup		Garage build-out	$8,000	Electrical, flooring
Office Setup		Furniture, tools storage	$4,000	IKEA commercial
Technology		Jobber, QuickBooks setup	$2,500	Year 1 prepay
Marketing Launch		Website, SEO, branding	$15,000	WordPress + Elementor
Working Capital		3 months operating expenses	$40,000	$13,333 x 3
Insurance		Liability, auto, workers comp	$5,000	Annual premium
Professional Fees		Accountant, SBA consultant	$3,500	Hourly rate $150
Training		IICRC certification	$2,000	2 technicians
Contingency (10%)		Unplanned costs		$16,000 10% of total
Total			**$160,000**	

Category	Ty	Monthly Cost	Annual Cost	Notes
Rent	Fixed	$2,200	$26,400	800 sq. ft. industrial
Salaries	Fixed	$12,000	$144,000	2 techs ($48k), admin ($42k)
Benefits	Fixed	$1,800	$21,600	15% of payroll
Insurance	Fixed	$600	$7,200	Liability, auto, workers comp
Software	Fixed	$400	$4,800	Jobber, QuickBoo SEMrush
Loan Payment	Fixed	$1,083	$13,000	SBA 7a principal + interest
Marketing	Variable	$3,500	$42,000	Google LSA, SEO, referrals
Fuel/Maintenance	Variable	$1,000	$12,000	$0.25/mil x 4,000 miles
Supplies	Variable	$1,500	$18,000	$128 COGS x 45 jobs
Utilities	Fixed	$300	$3,600	Electric, water, internet
Professional Services	Fixed	$500	$6,000	Accountin legal

Other	Variable	$817	$9,800	Phone, uniforms, misc.
Fixed Total		**$16,583**	**$199,000**	
Variable Total		**$5,817**	**$69,800**	
Combined Total		**$22,400**	**$268,800**	

Line Item	**M1**	**M2**	**M3**	**M4**	**M5**	**M6**	**M7**	**M8**	**M9**	**M10**	**M11**	**M12**	**Year 1**
Revenue	$13,650	$16,580	$19,600	$21,560	$23,700	$25,800	$28,350	$30,600	$32,400	$34,400	$36,800	$39,600	$292,440
COGS	$4,368	$5,306	$6,272	$6,899	$7,584	$8,256	$9,072	$9,792	$10,368	$11,008	$11,776	$12,672	$93,581
Gross Profit	$9,282	$11,274	$13,328	$14,661	$16,116	$17,544	$19,278	$20,808	$22,032	$23,392	$25,024	$26,928	$198,859
Marketing	$2,000	$2,600	$3,200	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$39,800
Salaries	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$144,000
Rent	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$26,400
Software	$400	$400	$400	$400	$400	$400	$400	$400	$400	$400	$400	$400	$4,800
Insurance	$600	$600	$600	$600	$600	$600	$600	$600	$600	$600	$600	$600	$7,200
Other OpEx	$1,317	$1,317	$1,317	$1,317	$1,317	$1,317	$1,317	$1,317	$1,317	$1,317	$1,317	$1,317	$15,804
Total OpEx	$18,517	$19,117	$19,717	$20,017	$20,017	$20,017	$20,017	$20,017	$20,017	$20,017	$20,017	$20,017	$237,804
EBITDA	-$9,235	-$7,843	-$6,389	-$5,356	-$3,901	-$2,473	-$739	$791	$2,015	$3,375	$5,007	$6,911	-$38,945
Depreciation	$1,333	$1,333	$1,333	$1,333	$1,333	$1,333	$1,333	$1,333	$1,333	$1,333	$1,333	$1,333	$16,000
EBIT	-$10,568	-$9,176	-$7,722	-$6,689	-$5,234	-$3,806	-$2,072	-$542	$682	$2,042	$3,674	$5,578	-$54,945
Interest	$625	$619	$613	$607	$601	$595	$589	$583	$577	$571	$565	$559	$7,150
Taxes (25%)	$0	$0	$0	$0	$0	$0	$0	$0	$315	$636	$1,060	$1,536	$3,047
Net Income	-$11,193	-$9,795	-$8,335	-$7,296	-$5,835	-$4,401	-$2,661	-$1,125	$152	$1,405	$2,614	$3,993	-$44,400

Line Item	**M1**	**M2**	**M3**	**M4**	**M5**	**M6**	**M7**	**M8**	**M9**	**M10**	**M11**	**M12**
Beginning Cash	$40,000	$28,807	$19,012	$10,677	$3,381	-$2,454	-$6,855	-$9,516	-$10,641	-$10,489	-$8,934	-$6,320

Cash In (Revenue)	$13,650	$16,580	$19,600	$21,560	$23,700	$25,800	$28,350	$30,600	$32,400	$34,400	$36,800	$39,600
Cash In (Funding)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Cash In	$13,650	$16,580	$19,600	$21,560	$23,700	$25,800	$28,350	$30,600	$32,400	$34,400	$36,800	$39,600
Cash Out (COGS)	$4,368	$5,306	$6,272	$6,899	$7,584	$8,256	$9,072	$9,792	$10,368	$11,008	$11,776	$12,672
Cash Out (OpEx)	$18,517	$19,117	$19,717	$20,017	$20,017	$20,017	$20,017	$20,017	$20,017	$20,017	$20,017	$20,017
Cash Out (CapEx)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cash Out (Debt)	$1,083	$1,083	$1,083	$1,083	$1,083	$1,083	$1,083	$1,083	$1,083	$1,083	$1,083	$1,083
Cash Out (Taxes)	$0	$0	$0	$0	$0	$0	$0	$0	$315	$636	$1,060	$1,536
Total Cash Out	$23,968	$25,506	$27,072	$27,999	$28,684	$29,356	$30,172	$30,892	$31,783	$32,744	$33,936	$35,308
Net Cash Flow	-$10,318	-$8,926	-$7,472	-$6,439	-$4,984	-$3,556	-$1,822	-$292	$617	$1,656	$2,864	$4,292
Ending Cash	$28,807	$19,012	$10,677	$3,381	-$2,454	-$6,855	-$9,516	-$10,641	-$10,489	-$8,934	-$6,320	-$2,028

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	$292,440	$115,000	$125,000	$130,000	$135,000	$170,000	$180,000	$185,000	$190,000	$725,000
COGS	$93,581	$36,800	$40,000	$41,600	$43,200	$54,400	$57,600	$59,200	$60,800	$232,000
Gross Profit	$198,859	$78,200	$85,000	$88,400	$91,800	$115,600	$122,400	$125,800	$129,200	$493,000
OpEx	$237,804	$88,000	$90,000	$92,000	$94,000	$110,000	$112,000	$114,000	$116,000	$452,000
EBITDA	-$38,945	-$9,800	-$5,000	-$3,600	-$2,200	$5,600	$10,400	$11,800	$13,200	$41,000
Net Income	-$44,400	-$12,000	-$6,500	-$4,800	-$3,000	$3,500	$8,200	$9,500	$11,000	$29,200
Ending Cash	-$2,028	-$14,028	-$20,528	-$25,328	-$28,328	-$24,828	-$16,628	-$7,128	$3,872	$3,872

Metric	Value	Calculation

Monthly Fixed Costs	$16,583	From OpEx table (fixed portion)
Variable Cost per Service	$128	COGS per job
Price per Service	$400	Year 1 avg ticket
Contribution Margin per Unit	$272	$400 - $128
Contribution Margin %	68%	$272 / $400
Break-Even Units per Month	61	$16,583 / $272
Break-Even Revenue per Month	$24,400	61 units x $400
Expected Break-Even Month	14	Per cash flow projection
Safety Margin	26.2%	(75 jobs - 61) / 75 (Year 2 target)

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	68.0%	66.8%	67.9%	50-70% (services)
Operating Margin %	-13.1%	-1.2%	5.7%	5-15% (mature)
Net Profit Margin %	-15.2%	-1.6%	4.0%	3-8% (mature)
Current Ratio	0.8	1.2	1.8	1.5+ healthy
Quick Ratio	0.6	0.9	1.5	1.0+ healthy
CAC Payback Period	0.2 months	0.1 months	0.1 months	6-18 months
LTV:CAC Ratio	21.8	25.0	28.0	3:1 ideal
Monthly Burn Rate	$3,700	$0	N/A	N/A

Runway (months)	10.8	Unlimited	N/A	6+ safe

SECTION 10: RISK ANALYSIS

Top risks: 1) Technician turnover (probability 4/5, impact $18k replacement cost per tech), 2) Economic downturn reducing home spending (probability 3/5, impact 15% revenue loss), 3) Unlicensed competitors (probability 4/5, impact 5% market share loss), 4) EPA regulation changes (probability 2/5, impact $5k compliance cost).

Mitigation: 1) $5k retention bonus after 12 months (reduces turnover from industry 25% to 12%), 2) Target rental market (commercial jobs 30% of revenue by Year 2), 3) Report unlicensed operators to Texas BBB (avg. 30-day shutdown), 4) Maintain 6-month chemical inventory buffer.

Risk	Probability (1-5)	Impact (1-5)	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Tech turnover	4	4	16	$5k retention bonus; 10% wage premium	Cross-train admin staff	COO
Economic downturn	3	4	12	Commercial contracts (30% revenue)	Reduce marketing spend 20%	CEO
Unlicensed competitors	4	3	12	BBB reporting; 12-month warranty	Price match guarantee	CEO
Supply chain delay	3	3	9	60-day inventory buffer	Switch to Prochem USA	COO
Cash flow shortfall	2	5	10	3-month working capital reserve	Delay San Antonio expansion	CEO
Vehicle breakdown	3	2	6	Monthly maintenance; roadside assist	Rent replacement van ($150/day)	COO
Low CSAT	2	4	8	24-hour resolution guarantee	Full refund + free service	COO
EPA regulation change	2	3	6	Annual compliance audit	Switch to Spartan Chemical alternatives	CEO

SECTION 11: IMPLEMENTATION TIMELINE

Critical path: SBA loan approval (Month 1), van branding completion (Month 2), first 10 jobs (Month 3). Dependencies: Loan funding required before equipment purchase; Google LSA approval requires insurance proof. Key priority: Achieve 35 jobs/month by Month 3 to validate unit economics.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	SBA loan closing	$100k funding	SBA docs, $50k equity	Loan approved by May 30	CEO
1	Facility setup	800 sq. ft. operational	$12k build-out budget	Lease signed, utilities on	COO
2	Van branding complete	2 branded Ford Transits	$4,500 branding budget	Vans road-ready by Jun 1	COO
2	Google LSA approval	Verified ad account	$500 setup fee	Ads live by Jun 10	Marketing
3	First 10 jobs	5+ 5-star reviews	2 technicians	85% CSAT on initial jobs	COO
3	Website launch	Mobile-optimized site	$5k development	50+ organic visits/day	Marketing
4	35 jobs/month	Consistent volume	Full marketing budget	35 jobs by Jul 31	CEO
5	Referral program launch	20% referral rate	$300/month budget	15 referral jobs	Marketing
6	Break-even path	45 jobs/month	3rd technician hire	$25,800 revenue	COO
7	First property contract	$100/month recurring	Sales proposal template	1 contract signed	CEO
9	98% CSAT	100+ reviews	Survey system	98% avg rating	COO
12	Year 1 close	$220k revenue	Financial audit	$220k revenue achieved	CEO

SECTION 12: APPENDIX

Available documentation: SBA loan commitment letter, Rug Doctor purchase agreements, Spartan Chemical supply contract, Google LSA performance data, U.S. Census demographic reports. All financial assumptions validated against NFCA, IBISWorld, and BLS industry benchmarks. Customer acquisition metrics based on 2023 Angi home service benchmarks.